

THE IMPACT OF WORK STRESS AND BURNOUT ON NURSE'S PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

Human Resources (HR) is an essential asset of a company. Therefore, it must be retained, maintained, and developed to keep the performance high. Research objective: to find out the impact of work stress and burnout on nurse's performance, with job satisfaction as an intervening variable. Research population: 65 nurses in RSKIA Sadewa, Yogyakarta. Sampling Technique: census method. Research instrument: questionnaire. Analysis method: path analysis. Research results: (1) work stress and burnout had a negative and significant effect on the nurse's job satisfaction, partially or simultaneously, (2) Job satisfaction had a positive and significant effect on the nurse's performance, (3) work stress and burnout had negative and significant effect on the nurse's performance, partially or simultaneously, and (4) The indirect effect (work stress and burnout on the performance through job satisfaction) was greater than the direct effect (work stress and burnout on the performance).

Keywords: *Work Stress, Burnout, Job Satisfaction, Performance*

1. INTRODUCTION

Work stress is an important aspect for a company, primarily related to employee performance. Companies are demanded to have employees who are able to perform well and able to compete with other companies. Work stress is a tension condition affecting emotion, thought process and condition of someone (Handoko, 2012). Stress symptoms include both physical and mental health. Work stress can interfere with employee conditions to think, so employees do not focus on their work. Work stress can degrade the quality of work life and job satisfaction.

The results of a survey conducted by Indonesian National Nurses Association (PPNI) in 2006, showed that approximately 50,9% nurses working in four provinces in Indonesia had suffered work stress. Nurses often get dizziness, fatigue and cannot take a rest because of heavy workloads and time-consuming. Nurses also receive low salaries without adequate incentives (Rachmawati, 2007). The results of another study, also showed that 16% nurses had suffered emotionally exhaustion, 13% depersonalization and 10% the absence of appreciation or recognition for the achievements obtained (Khamisa, 2015). The workload of

nurses make nurses to be very susceptible to burnout, in which the physical, emotional and mental conditions that are dropped, are caused by a very demanding work situations in the long-term (Maharani, 2012).

The purposes of this study are to determine: (1) how are the effects of work stress and burnout on job satisfaction partially or simultaneously?, (2) how are the effects of work stress and burnout on employee performance partially and simultaneously?, (3) how are the effects of job satisfaction on employee performance?, and (4) which one is greater between direct effect (work stress and burnout on the employee performance) and indirect effect (work stress and burnout on the employee performance through job satisfaction)?

2. LITERATURE REVIEW

2.1. Results of Previous Study

Results of study conducted by Madala et al (2014), entitled "Impact of Occupational Stress and Burnout on Employee Job Performance: A Study of Nurse in Rural Clinics of Bushbuckridge in Mpumalanga Province", shows that job stress and burnout do not affect the performance of nurses. Results of another study conducted by Maharani (2012), entitled "Relationship between Job Burnout and Nurses Performance in Nursing Care", showed that 45 respondents (85%) had suffered minor job burnout and 39 respondents (73%) had good performance in giving the nursing care. This study concludes that there is no relationship between job burnout and nurses performance in giving the nursing care in inpatient care facility of Kediri Baptist Hospital. Hilde M et al (2013) in a study entitled "Job Satisfaction and Burnout among Intensive Care Unit Nurses and Physicians", concludes that nurses are significantly less satisfied with their job compared with physicians. Burnout score shows that the average is relatively low. Burnout score strongly correlates with susceptibility of personality trait, low job satisfaction, and high level of work stress. Job satisfaction among three intensive care units is significantly different. While Ashtari et al (2009) in a study entitled "Relationship between Job Burnout and Work Performance in a Sample of Iranian Mental Health" recommends appropriate solutions to minimize fatigue on health staff, such as: developing an appropriate reward system, hiring new and fresh staff to reduce the workload, a competitive pay rate, involved in decision-making, developing security and stress of dealing with committees, goal-directed staff meetings, educating and supervising staff, management training for head of division, a fair allocation of resources, and obligating staff to take days off. Chandra (2012) in a study entitled "The Effect of Work Stress and Job Satisfaction on Employee Performance of PT. Lie Fung Surabaya", concludes that job satisfaction and work stress affect the employee performance of PT. Lie Fung Surabaya. Job satisfaction and work stress are contradicting. If the job satisfaction is high, then the level of work stress is low and the performance is also high. On the contrary, if the job satisfaction is low, then the level of work stress is high and the performance is low. Rashmi (2008) in a study entitled "Effect of Job Stress and Job Satisfaction on Performance" concludes that the higher level of stress correlates with lower performance whereas the higher job satisfaction shows the higher performance. Dewi et al (2014) in a study entitled "Effect of Work Stress and Job Satisfaction on Employee Performance in sales division of UD. Surya Raditya Negara," concludes that there is a negative and significant effect between work stress and job satisfaction of employees. There is a negative and significant effect of work stress on employee performance, and there is a positive and significant effect of job satisfaction on the performance of employees in the sales division of UD Surya Raditya Negara. Bashir (2015) in a study entitled "Impact of Stress on Employee Job Performance: A Study on Banking Sector of Pakistan" obtains a result that there is a negative and significant correlation between

work stress and job performance. It also shows that work stress can significantly reduce performance of individuals. Ahmad (2011) in a study entitled "The Impact of Job Stress on Employee Job Satisfaction A Study on Telecommunication Sector of Pakistan" indicates that the lower job satisfaction may cause more stress in the form of workload, role conflict, and physical environment compared to the higher job satisfaction. This is because of fierce competition in the telecommunication industry. Organizations exert more effort and more pressure on employees to compete each other. The differences in demands, excessive workload and physical working conditions lead to work stress, which eventually will lower employee job satisfaction.

2.2. Work stress

Work stress is a tension condition affecting emotion, thought process and condition of someone. Too much stress can threaten a person's ability to deal with environment. People with high stress level is bad tempered, aggressive, and shows uncooperative attitudes. People suffering work stress surely will decrease their ability to do something because they will not be able to control themselves. Stress occurs due to on the job and off the job (Handoko, 2012).

On the Job factor is environmental condition and problems within the scope of companies, which have an effect on the stress level of employees in doing their job. The working conditions include: excessive workloads, time pressure, poor supervision quality, unsafe political climate, inadequate feedback on the implementation of work, insufficient authority to carry out the responsibilities, role ambiguity, frustration, interpersonal and group conflicts, the difference between the value of companies and employees, and various forms of changes.

Off the Job factor is environmental condition or problems beyond the scope of companies, which affect the stress level of employees in doing their job. Such conditions include: financial worries, problems related to children, physical problems, marital problems, changes occurring in residence environment, and other personal problems.

2.3. Burnout

Leiter and Maslach (2009) defines burnout as feelings and attitudes of employees which are characterized by emotional exhaustion, depersonalization or attitudes to withdraw from other people and job, and the absence of appreciation or recognition for the work results because of dissatisfaction with work achievement or negative assessment. Presented by Pines and Aronson (Amelia and Zulkarnain, 2005), burnout is a form of tension or psychological distress associated with chronic stress, suffered by a person from day to day, that is marked by physical, mental and emotional fatigue. Leiter and Maslach (2000) defines the job burnout as a psychological syndrome which is an individual response to the prolonged work. According to Basri (2004) Burnout is widely suffered by people who work in service occupations, such as health care, education, police, religion, and so on. Leiter and Maslach (2000) mentions several external factors causing burnout, namely as follows: organizational characteristic, job demands, role characteristic, interpersonal relationships, working conditions, career concern, and non-work pressure. Factors that cause burnout are divided into two, namely internal factors and external factors. Internal factors include age, sex, and personality. Whereas for external factors include working conditions, interpersonal relationships with co-workers, intensive working time, meager salaries, type of work, work demands, leadership styles and work pressure. Leiter and Maslach (2001) mentions three

indicators of burnout, namely: emotional exhaustion, depersonalization and low personal accomplishment.

2.4. Job satisfaction

Job satisfaction is a positive emotional state which is the evaluation result of someone's work experience (Mathis and Jackson, 2006). According to Hasibuan (2006), there are seven factors that greatly affect the level of employee job satisfaction, namely: fair and reasonable remuneration, proper placement and adjusted to the expertise, severity of work, atmosphere and working environment, equipment supporting for the implementation of work, the attitude of a leader in his leadership, and the nature of monotonous work or not.

2.5. Performance

Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him (Mangkunegara, 2005). Several criteria that need attention in measuring performance, among others are: Quantity of work, Quality of work, job knowledge, creativeness, Cooperation, Dependability, Initiative, and Personal qualities (Gomes, 2003).

The main purpose of performance assessment is to produce accurate information about the behavior and performance of organization members (Simamora, 2006). Benefits of performance assessment are for: (1) performance improvement, (2) the adjustment of compensation, placement decisions, assessment needs, and the development as well as planning and development of career (Mangkuprawira, 2002).

3. METHODOLOGY

3.1. Research Approach. This research is a quantitative research.

3.2. Research Location. The location of research is at Rumah Sakit Kesehatan Ibu dan Anak (RSKIA) Sadewa Yogyakarta that has address at Babarsari TB 16 No. 13 Sleman, Yogyakarta.

3.3. Identification of Research Variables. In this research, the independent variables are work stress (X_1) and burnout (X_2), the intervening variable in this research is job satisfaction (Z) while the dependent variable in this study is performance (Y).

3.4. Operational Definitions and Research Indicators

3.4.1. Work Stress (X_1) is defined as a tension condition affecting emotion, thought process and condition of someone. The indicators are: (1) Stress on the Job, which is caused by: excessive workload, time pressure, poor supervision quality, unsafe political climate, inadequate feedback on the implementation of work, insufficient authority to carry out the responsibilities, role ambiguity, frustration, interpersonal and group conflicts, and various forms of changes, (2) Stress Off the Job, which is caused by: financial worries, physical problems, and other personal problems.

3.4.2. Burnout (X_2) is the condition of feeling and attitude of employees, characterized by emotional exhaustion, depersonalization or attitudes to withdraw from other people and work, and the absence of appreciation or recognition for the work results because of dissatisfaction with work achievement or negative assessment. So, burnout

indicators, namely are: emotional exhaustion, Depersonalization and Personal Achievement.

- 3.4.3. Job Satisfaction (Z)**, is pleasant or unpleasant emotional state of employees in seeing their job with the indicators: Severity of work, atmosphere and working environment, equipment supporting for the implementation of work, the attitude of a leader in his leadership, and the nature of monotonous work or not.
- 3.4.4. Performance (Y)** is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him with the following indicators: Quantity of work, Quality of work, job knowledge, creativeness, Cooperation, Dependability, Initiative, and Personal qualities.
- 3.5. Data and Method of data collection.** The type of data needed is primary and secondary data. The data collection is conducted by distributing a questionnaire, in which the weights used for each question are: 4 (Strongly Agree), 3 (Agree), 2 (Disagree) and 1 (Strongly Disagree).
- 3.6. Research Respondents.** The research respondents are 70 nurses in RSKIA Sadewa Yogyakarta.
- 3.7. Type of Data Needed and Test Results of Research Instruments.** The results of validity test show that all question items on the variable of work stress, burnout, job satisfaction and employee performance have greater values in Corrected Item-Total Correlation (r count) than r table (0,244). Thus, the question items provided in the questionnaire have been eligible valid and can be included in further data analysis of this study. From the results of reliability test, it is obtained Cronbach Alpha value for each variable $> 0,60$, i.e. work stress (0,912), burnout (0,908), job satisfaction (0,902), and employee performance (0,967). Therefore, all variables in this study are stated reliable.
- 3.8. Classical Assumption Test.** Normality test results show the significance value of each research model above 0.05, which means that the entire models in this study are normally distributed. Multicollinearity test results show the value of Variance Inflation Factor (VIF) less than 10 and the tolerance value is more than 0,10, which means that the regression model used in this study does not contain multicollinearity symptoms. Heteroskedasitas test results show that the distribution of dots is random and does not form a particular pattern, which means that the regression model proposed in this study does not experience heteroskedasitas symptoms.
- 3.9.** Research data analysis uses descriptive and inferential analysis (using regression analysis and path analysis). While hypothesis test uses F test and t test at α 0.05.

4. EMPIRICAL RESULTS

4.1. Description of Respondents

Table 1. Data Recapitulation of the Most Dominant Respondents

Characteristic	Dominant Character	Frequency	%
Gender	Female	100	100
Age	21 - 30years	42	65
Education	D1-D3	65	100
Work Period	2 - 5 years	30	46
Status	Married	46	71

Sources: Processed Primary Data, 2015

4.2. Description of Research Variables

Table 2. Summary of Descriptive Analysis of Research Variables

No	Variable	Average	%	Description
1	Work Stress	2,12	53	Low
2	Burnout	2,34	58,5	Low
3	Job Satisfaction	2,85	71,25	High
4	Employee Performance	3,30	82,5	Very High

Sources: Processed Primary Data, 2015

4.3. Hypothesis Test Results

Table 3. Summary of Hypothesis Test Results

No	Hypothesis	Description
1	Allegedly, there is a significant effect of work stress and burnout on job satisfaction partially and simultaneously.	Proven
2	Allegedly, there is a significant effect of work stress and burnout on employee performance partially and simultaneously.	Proven
3	Allegedly, there is a significant effect of job satisfaction on employee performance partially.	Proven
4	Allegedly, indirect effect (work stress and burnout on the employee performance through job satisfaction) is greater than the direct effect (work stress and burnout on the employee performance)	Proven

Sources: Processed Primary Data, 2015

4.3.1. Path Analysis

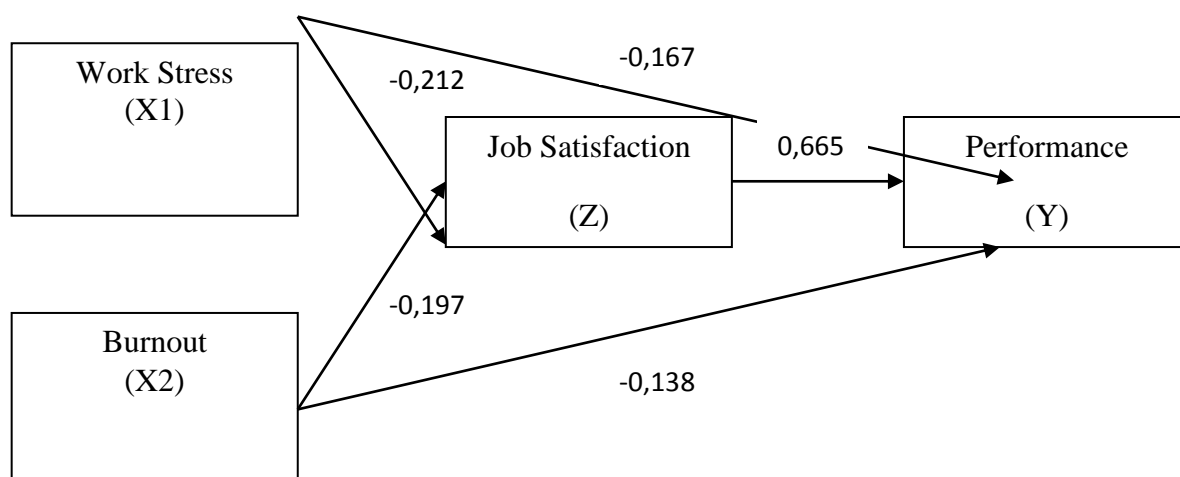


Figure 1. Path Analysis Results

Sources: Processed Primary Data, 2015

From the calculation results of path analysis, it can be concluded that the magnitude of indirect effect (work stress and burnout on performance through job satisfaction) is greater than the direct effect (work stress and burnout on the performance). Thus, job satisfaction can be a mediating variable on the relationship between job stress, burnout, and performance. Based on the description above, the research hypothesis is supported.

4.4. Discussion

This research involves 65 nurses of RSKIA Sadewa, in which majority of respondents in this study are female (100%). This shows that all nurses in RSKIA Sadewa are women. Anoraga (2005) states that in pursuing career, women have burdens and constraints more severe than the male colleagues. In the sense, women shall overcome family affairs beforehand and other things concerning the domestic of household. Therefore, frequently women play double roles both in home and in the working world, so they suffer physical, mental, and emotional fatigue, which in psychology is called burnout. The opinion of Anoraga (2005) is not proven, where the results of this study show that the average level of respondents' burnout is 2,34 (low).

Majority of respondents in this study are aged 21-30 years (42%), have a diploma education level (100%), have a working period of 2 to 5 years (46 percent). Age, level of education and working experience will affect the ability of individuals to make decisions. On the implementation at the hospital, the decision-making is very crucial because it should be done quickly and precisely. With such characteristic condition, nurses are expected to support the achievement of high performance, so that they can handle any incoming patients quickly.

Majority of respondents in this study have got married (71%). Marital status also affects the burnout. According to Maslach and Jackson (1981) professionals who are still single suffer burnout more often than those who have got married. If it is compared between those who have had children and those who have not had children, then those who have had children, tend to experience lower burnout level. A married man generally tends to be older, stable, and mature psychologically. Involvement with families and children can prepare mentality in facing personal problems and emotional conflicts. Affection and social support from family can help someone to cope with emotional demands of the job, and someone who has got married has a more realistic view.

4.4.1. Effects of Work Stress on Job Satisfaction

Based on the data obtained, it is known that work stress has an effect on job satisfaction partially. The higher of work stress will reduce job satisfaction of nurses. Work stress and job satisfaction are interrelated. Lack of job satisfaction can be a source of stress, while high job satisfaction can reduce the effects of stress. If dissatisfaction causes the increase of work stress, there will be a greater tendency for employees to leave the organization.

These results correspond to the results of a research conducted by Chandra (2012) that job satisfaction and work stress are contradicting. If the satisfaction level is high, then the work stress level is low, so that the performance becomes high. On the contrary, if the job satisfaction is low, then the work stress level is high and the performance becomes low.

4.4.2. Effects of Burnout on Job Satisfaction

Based on the data obtained, it is known that burnout has an effect on job satisfaction partially. The higher of burnout will decrease job satisfaction of nurses. In essence, working is a part of human life whose purpose is to obtain appropriate remuneration and useful to make ends meet. Routines in a job sometimes make employees suffer burnout. Burnout can happen anywhere, including in the workplace. Working environment can lead to burnout and it can decrease motivation to work. These results are consistent with a research conducted by Hilde M et al (2013) who obtain the results that Burnout has negative effect on job satisfaction. The higher of burnout will decrease job satisfaction of nurses.

4.4.3. Effects of Work Stress on Performance

Based on the data obtained, it is known that work stress has an effect on the performance partially. The higher of work stress will decrease the performance of nurses. According to Handoko (2012) work stress is a tension condition affecting emotion, thought process, and condition of someone. Companies must fast respond to it, because it will have an impact on the company's performance. Employee performance is a very important thing for a company to achieve its objectives. These results are consistent with a research conducted by Madala et al (2014) who obtain the results that work stress negatively affects performance.

4.4.4. Effects of Burnout on Performance

Based on the data obtained, it is known that burnout has an effect on the performance partially. The higher of burnout will decrease the performance of nurses. Work fatigue (burnout) is a kind of stress suffered widely by people who work in service occupations, such as health care, education, police, religion and so forth (Basri, 2004). Employees who suffer burnout will perform worse than employees who do not suffer burnout. The other unfavorable burnout consequence is the deteriorating employee relationship with coworkers. Burnout brings to behaviors that have negative impacts on the quality of working life. These results are consistent with a research conducted by Madala et al (2014) who obtain results that burnout has negative effects on performance.

4.4.5. Effects of Job Satisfaction on Performance

The results of this study prove that job satisfaction negatively affect on the performance. The higher of job satisfaction will improve the performance of nurses. Basically, someone at work will feel comfortable and has high loyalty to the company, if he/she obtains job satisfaction in

accordance with what is desired by him/her. According to Wexley and Yukl (2003) in Bangun (2012) states that job satisfaction is a generalization of attitudes toward work. If the job satisfaction can meet the expectations and needs of employees, then it will be able to increase the performance of employees. Employees with high job satisfaction show a positive attitude towards work. Employees who are satisfied, will speak positively about the organization, employees have a desire to help other colleagues, and employees will work earnestly. One of important elements that affects the performance of a company is how to meet the expectations of employees, so that employee satisfaction can be achieved. High satisfaction is shown by the high level of responsibility on any job, feeling peace in work, having a close relationship between employees and work colleagues or superiors, a comfortable work space, obtaining satisfactory salaries, and complete facilities to bolster the performance. If the employee satisfaction is higher, then employees will be motivated to perform their duties well, so that the relevant level of company performance can be achieved. These results are consistent with a research conducted by Chandra (2012) who obtains results that job satisfaction has positive effect on employee performance.

5. CONCLUSION

- 5.1. Work stress and burnout are proven to have significant effects on the performance of nurses partially and simultaneously.
- 5.2. Work stress and burnout have significant effects on the performance of nurses simultaneously.
- 5.3. Job satisfaction has a significant effect on performance.
- 5.4. Indirect effects (work stress and burnout on performance through job satisfaction) are greater than direct effects (work stress and burnout on the performance).

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