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RESEARCH ARTICLE

OVERVIEW OF STRESS LEVELS IN WORK ORGANIZATION

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ABSTRACT

Stress describes physical and mental reactions or responses to psychosocial stressors that need attention in today's global age. Work stress arises from the interaction of individuals with work, characterized by changes in individuals who force themselves to deviate from normal functions in the work organization. Work organization is the coordination of several individual activities planned to achieve a common goal through the division of tasks, functions, authority, and responsibilities. The upsurge of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) is a global phenomenon. Hence, it is necessary to examine the impact of stress on employees in any work organization so that it needs to be reviewed previous research results. The purpose of writing this article is to describe the causes of stress levels that arise in work organizations among employees or members of the work organization. The method used is a literature review from the source of articles in the search for SAGE Journals, Emerald, and PubMed between 2018-2022, with a total of 10 articles that have been reviewed through a qualitative exposition approach. The results of the discussion show that each work organization has high work demands that cause stress in the future, so it needs prevention in training, development, adaptation, and communication to reduce the occurrence of stress that can damage the mental health of individuals.

KEYWORDS

Work Stress, Mental Health, Work Organization, VUCA

1. INTRODUCTION

Work organization coordinates a number of human activities planned to achieve a common purpose or goal by dividing tasks and functions (As'ad, 1998). Usually, in the work organization, there is an ability and responsibility from the simplest to the most complex. Not only work for organizations, but also community organizations, education organizations, and state organizations are interconnected, so they must be coordinated very well. With a good work organization, goals will be realized in accordance with the vision and mission, even though stress is inevitable and can cause physical and mental health problems (Sara et al., 2018).

A good work organization makes all jobs easily mapped because it is in accordance with the job description of each Human Resources (HR). HR is the main thing in fulfilling work organization because it demands tasks that must be fulfilled. Therefore, not least, HR experiences a high level of stress while working, work stress is an excessive workload, hard feelings, and emotional tension that can inhibit performance (Robbins, 2004). Until now, it has often been encountered that work stress can cause turnover intention, so this must be overcome immediately (Siddiqui and Jamil, 2015).


Several research results have mentioned that social and cultural adjustment is also a cause of stress (Nugraha et al., 2017). In addition, some professions that also demand intensive services can cause undue work stress for nurses in clinics or hospitals (Almasitoh, 2011). Other research results also mentioned that gender roles also have implications for work stress (Cinnamon & Rich, 2002). Workplace stress can cause symptoms of deviations in individuals' psychological, physical and behavioral functions, which can cause deviations in normal functioning

(Beehr and Newman, 1988). Bank workers who are required to be better in service and precision also have a high-stress effect (Ahmed et al., 2013).

Stress that occurs in the organization due to work varies, of course, this occurs because of internal and external factors in it (Robbins, 2004). For example, the work organization of the information and technology sector has a high level of stress when it gets work demands according to deadlines while the progress of project work is still not completed so that the pressure of employees must be completed immediately (Satata, 2020). Another phenomenon is the work organization of the health sector such as doctors or nurses in hospitals who are required to serve patients when there is a Covid 19 pandemic (Zang et al., 2020). In the setting of work organization in the field of education, work stress also occurs because of the lack of effective communication in the organizational culture so that employees experience dissatisfaction and cause stress (Bakhuys Roozeboom et al., 2020).

Several research results have examined the various negative impacts of stress on work organizations so that this can minimize the impact on the continuity of the organization and its individuals. Work stress must be managed well in any organization to have a productive work culture and improve good work performance because it is a response that comes from the environment or the internal perception of the individual (Hidayati and Harsono, 2021). Each individual's response is different to his environment, this shows the need for a positive mindset in dealing with every job demand in the work organization.

The results of other studies mention that various factors and conditions can influence work stress in the organization, such as direction determination, organizational policies, changes in organizational

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strategies, financial conditions, work demands, responsibilities, changes in working time, organizational culture, relationships between members, and conflicts (Sheridan and Radmacher, 1992; Gibson et al., 1994; dan Almasitoh, 2011). The existence of high levels of stress will result in unsatisfactory individual performance later in addition to other studies mention that employees with high stress will have the intention to quit or quit their work organization (Lazauskaite, 2018; Ahmad et al., 2012).

An organization's behavior results from the interaction or response of each individual's characteristics in their environment (Hanurawan, 2010). In order to dampen stress in some work organizations, social support is very helpful so that some workers are more enthusiastic in carrying out their duties even though they have a great risk (Regehr, 2009). In addition, commitment, satisfaction, and good performance can also affect work stress for individuals so it can reduce the appearance of turnover (Rageb et al., 2013; Lestari and Mujati, 2018). In the case mentioned, this can be a mental and mental health disorder for the workers themselves if it is not mediated by positive things such as workers in other countries (Nugraha et al., 2017).

The fundamental differences in the results of previous literature reviews reveal that employee work stress occurs due to the emergence of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), which is increasingly turbulent today. Based on the above phenomenon, various causes of stress levels that occur while working can be explored, therefore, this article aims to determine the causes of stress levels in the work organization by employees or members.

2. METHOD

The method used in writing this article is using literature review analysis. Articles were obtained through searching in SAGE Journals, Emerald, and PubMed between 2018-2022 and 10 articles were reviewed with the theme of stress in work organization. The approach is carried out by means of qualitative exposition, namely by describing existing data and facts so that a correlation can be sought between these data. Keywords in journal search using the words "stress level in work organization". In each article that has been selected based on predetermined criteria, conclusions are made that explain the causes of stress in the work organization. Before concluding, the author previously identified the article in the form of a summary in the form of a table consisting of the author's name and year, title, sample, method, and results.

The results of the analysis of the data obtained will be known as PICO (population, intervention, comparison, outcome) so that the data collected can be seen whether there is a level of stress or not on employees in the work organization in all fields of work. Inclusion criteria in this study are a sample of active employees who belong to work organizations in general, such as education, health, and industry, from international journals that can be accessed. The exclusion criteria in this study are a sample of employees who are not included in the work organization in any field or freelance, so it is not included in the research phenomenon criteria.

3. RESULTS AND DISCUSSION

The following are the summary results of journal articles that have been collected and published from various search sources determined in table 1.

Table 1: Summary Results of Journal Review				
Authors (Year)	Title	Sample	Method	Result
Bakhuys Roozeboom et al., 2020	Decreasing employees' work stress by a participatory, organizational level work stress prevention approach: a multiple-case study in primary education	119 employees in 5 different schools	Case study, Questionnaires	The results underscore the importance of communication about interventions as part of the implementation process, impacting the effectiveness to increase autonomy and job satisfaction.
Cieślak et al., 2020	Stress at work: The case of municipal police officers	578 Police officers	PAPI method (Paper-and-Pencil Interviewing), based on a proprietary questionnaire	City police officers who state that stress does not affect health.
Havermans et al., 2018	Work stress prevention needs of employees and supervisors	7 (employees) 8 (Spv)	Interview	Both employees and supervisors stated the need to monitor to communicate about work stress.
Hege et al., 2019	The Impact of Work Organization, Job Stress, and Sleep on the Health Behaviors and Outcomes of U.S. Long-Haul Truck Drivers (LHTD)	260 M* LHTD	Questionnaires, cross-sectional	Health promotion efforts targeting LHTD drivers need to be coupled with upstream, environmental, and system change policies, especially at the government and industry levels.
Petković and Nikolić, 2020	Educational needs of employees in work-related stress management	450 employees	Survey, Scaling and Comparative method	Employee education and training is very valuable and crucial in work-related stress management.
Ravalier et al., 2020	Work Stress in NHS Employees: A Mixed-Methods Study	1644 respondents	the cross-sectional organisational survey, Semi-structured interview	The results show that working conditions affect mental well-being and stress, because most staff have a high workload.
Stasiła-Sieradzka, 2018	Assessment of work environment vs. feeling of threat and aggravation of stress in job of a high risk - An attempt of organizational intervention	95 randomly selected employees of the production departments	Survey, Questionnaires	Workload and feelings of danger are relevant to the stress employees feel. The workload is also a mediator of the relationship between the sense of danger and stress felt by the employees examined.
Yang, Tang, and Zhou, 2018	Effect Of Mindfulness-Based Stress Reduction Therapy on Work Stress and Mental Mealth of Psychiatric Nurses	68 F* 32 M* nurses	Intervention	Awareness-based stress reduction therapy (MBSR) can reduce work stress, anxiety, depression, and other negative emotions in nurses and improve mental health.
Zhang et al., 2020	Stress, Burnout, and Coping Strategies of Frontline Nurses During the COVID-19 Epidemic in Wuhan and Shanghai, China.	107 nurses	Questionnaires, cross-sectional	Younger nurses and those who work longer hours tend to have higher fatigue levels.
Zhou and Zheng, 2022	Work Stressors and Occupational Health of Young Employees: The Moderating Role of Work Adaptability	168 young employees in 20 organizations	Interview, Questionnaires	This finding explains how adaptability helps young employees deal with stress and improves their occupational health.

*M: male; F: female

The analysis results are summarized in the form of table 1 10 journals collected and analyzed about the predetermined research theme, namely the description of stress in the work organization. The findings show that work stress can arise due to pressure and demands from work, this is undeniable in that the results of each study show that there is stress in each individual. Various efforts have been made to suppress work stress and increase productivity and good performance (Hege et al., 2019). In addition, each individual factor also has a role in managing stress, as in Zhou and Zheng's research, adaptability in work organizations can help manage stress levels.

Not only employees or employees at the staff level, from the results of interviews that have been conducted there are supervisors who also have a fairly high stress level (Havermans et al., 2018). Therefore, communication between individuals who belong to the work organization becomes an added value so that work stress can be suppressed (Havermans et al., 2018; Bakhuy's Roozeboom et al., 2020). In addition, age and tenure factors are not a benchmark that work stress in the organization is increasing, the results showed that younger employees even felt higher work stress due to work pressure itself, but it depends on the conditions and situation at work (Zhang et al., 2020).

In the case of the Covid 19 pandemic, many nurses experienced fatigue and increased stress significantly because more patients contracted the virus and the risk of death from contracting the virus (Yang et al., 2018; Zhang et al., 2020). From the results of this study, it is known that the staff level feels that workload is the main factor causing high stress, so this will impact the mental health of employees included in the work organization (Ravalier et al., 2020). The findings of the above research are not only in the field of health, but also in work organizations such as the legal field; in the field of services; and education work stress in various work organizations can arise (Hege et al., 2019; Stasiła-Sieradzka, 2018; Cieślak et al., 2020; Bakhuy's Roozeboom et al., 2020).

The results of table 1 data show that work stress affects performance in the work organization, various efforts have been made by these organizations such as awareness-based stress reduction therapy efforts in hospital nurses (Yang et al., 2018). Health promotion efforts have been launched through education and training of employees to be better prepared, as well as good and effective communication within the work organization (Hege et al., 2019; Petković and Nikolić, 2020; Bakhuy's Roozeboom et al., 2020). Although some jobs have low-stress levels, this depends on the location and organizational unit that shelters due to adequate facilities and infrastructure (Cieślak et al., 2020).

The phenomenon of VUCA turmoil becomes a picture in today's global life so that all changes and uncertainties will tremendously impact the organization and the individuals themselves. The results of the study state that there are changes internally in the need for adjustments in each sector (Hege et al., 2019). The findings also mention changes, high workloads leading to ambiguity, and burnout impact (Ravalier et al., 2020; Zhang et al., 2020). The results revealed that a lot of anxiety occurred due to increased work stress, so it needed to be preventive so that it was not sustainable (Yang et al., 2020).

Table 2: Types of Stress from Workers from Different Sectors of Work

Work Organization	Stressor
Health sector	Burnout, Fatigue, Anxiety, Depression, Negative emotions.
Industry sector	
Education sector	

Form of table 2 the results showed that each different work organization undeniably always has a level of stress in it (Zhou and Zheng, 2022). Through awareness-based stress reduction therapy methods in the research of work stress, anxiety, and negative emotions can be suppressed to increase mental health, the method applies to all genders of men and women (Yang et al., 2018). Stress management becomes an absolute must when individuals enter work organizations everywhere, especially in today's global era (Petković and Nikolić, 2020). Everything can be communicated well to be more effective and minimize conflicts in the work organization because communication is the need of each individual (Hanurawan, 2010). Thus, this way, it will suppress the occurrence of turnover arising from feeling that work does not match the workload (Rageb et al., 2013).

4. CONCLUSION

Stress is a symptom of psychosocial mentality due to external factors, especially social interaction or belonging to a work organization. Within the organization, there are certain tasks, functions, authorities, and responsibilities that each have different burdens. This is a concern because individuals are not necessarily ready to accept the burden from the outside, so they become depressed and cause stress, resulting in mental health disorders. Therefore it is necessary to use methods such as education and training, therapy, effective communication, proper conflict management in managing stress everywhere, because not only work organization but also the interaction of the environment at large, especially in times of globalization that demand acceleration.

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