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UNCOVERING THE RELATIONSHIP BETWEEN 7 STRESS FACTORS OF SV-NBJSQ INDONESIAN VERSION AND JOB STRESS ON EMPLOYEE IN GREATER JAKARTA & BANDUNG

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Keywords

occupational stress, job stress, SV-NBJSQ, Indonesian employees, stress factors

ABSTRACT

This study investigates the relationship between seven stress factors identified by the Short Version-New Brief Job Stress Questionnaire (SV-NBJSQ) Indonesian version and overall job stress among employees in Greater Jakarta and Bandung. The research design is structured to systematically gather, analyze, and interpret data to address the study's research questions, which aim to identify significant stress factors and develop an objective model for calculating and categorizing stress levels. The data analysis involved two main components: calculating the Stress Index and classifying stress levels, followed by analyzing the structural relationships between the seven factors and job stress using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The research found that depression symptoms are the most significant predictor of job stress, while physical reactions, anxiety symptoms, and fatigue symptoms also showed positive but lesser correlations. Moreover, the research validated the use of the SV-NSQ in Indonesia, providing a localized tool for assessing job stress.

INTRODUCTION

Work-related stress is increasingly recognized as a critical issue impacting employee health and organizational productivity worldwide. In Indonesia, this concern is particularly pressing, with a significant portion of the workforce in regions like Greater Jakarta and Bandung experiencing high levels of stress, contributing to mental health issues such as depression and anxiety. Despite the growing awareness of these problems, national surveys have often overlooked the specific stressors that affect employees in these regions and have failed to classify stress levels effectively (Wahdi et al., 2023). This study seeks to address these gaps by examining the relationship between seven stress factors identified by the Short Version-New Brief Job Stress Questionnaire (SV-NBJSQ) Indonesian version and overall job stress among employees in these areas.

Indonesia's manufacturing sector, a cornerstone of the national economy, plays a crucial role in generating employment and driving economic growth. However, the sector is also notorious for its demanding work environments, which contribute to high levels of job stress. The government's push to increase production to meet global demand has exacerbated these pressures, leading to longer working hours and heightened stress levels among employees. This stress is not confined to the manufacturing sector alone but extends across various industries in Jakarta and Bandung, where it significantly impacts job satisfaction, employee performance, and overall well-being (Sari, Sinaga, et al., 2021; Sari, Storyna, et al., 2021). The situation underscores a critical business issue: the need to manage job stress effectively to maintain employee health and productivity.

The research is guided by three primary research questions designed to address this business issue: (1) Which stress factors have the most significant correlation with job stress among employees? (2) How can the Stress Index be objectively calculated and categorized? (3) How can the SV-NBJSQ

Indonesian version be utilized as a valid model for analyzing the relationship between specific stress factors and job stress? These questions are central to understanding the dynamics of job stress and its impact on employees, especially in high-pressure environments like Jakarta and Bandung.

The objectives of this research align closely with these questions. The primary objective is to identify the most significant stress factors that influence job stress among employees in the Greater Jakarta and Bandung regions. This involves a detailed analysis of seven validated stress factors from the SV-NBJSQ Indonesian version. The secondary objective is to develop a robust methodology for calculating and categorizing the Stress Index, thereby providing a clear framework for assessing stress levels in the workplace. This research aims to contribute valuable insights into the management of occupational stress, with practical implications for improving mental health interventions and enhancing workplace productivity (Adi et al., 2022).

In conclusion, this study addresses a critical gap in the existing literature by focusing on the specific stressors that impact employees in Jakarta and Bandung, regions that are vital to Indonesia's economic landscape. By exploring the relationship between these stress factors and job stress, the research offers actionable insights that can help organizations develop targeted strategies to manage stress effectively, thereby improving both employee well-being and organizational outcomes.

This research investigates the relationship between seven stress factors of the Short Version-New Brief Job Stress Questionnaire (SV-NBJSQ) Indonesian version and job stress among employees in Greater Jakarta and Bandung. The research contribution of this study lies in its investigation of the relationship between seven stress factors from the Short Version-New Brief Job Stress Questionnaire (SV-NBJSQ) Indonesian version and job stress among employees in Greater Jakarta and Bandung. By exploring this specific relationship, the study contributes valuable insights into how various stress factors impact job stress within the Indonesian work context, particularly in urban areas. Additionally, it helps validate the use of the SV-NBJSQ in Indonesia, providing a localized tool for assessing job stress among Indonesian employees.

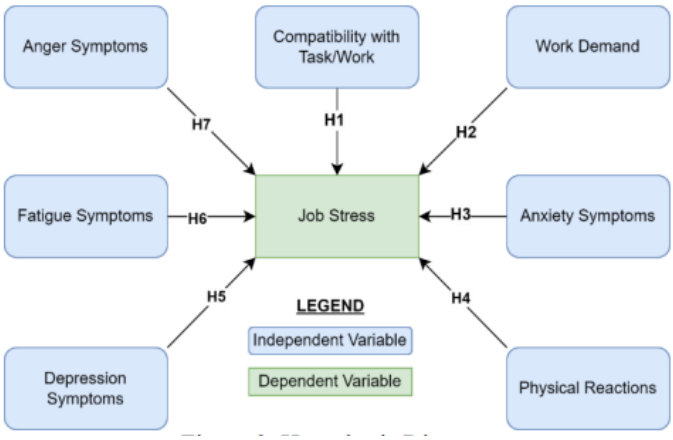

Figure 1. Conceptual Framework

METHODS

This study employs a quantitative research design to explore the relationship between seven stress factors from the Short Version-New Brief Job Stress Questionnaire (SV-NBJSQ) Indonesian version and job stress among employees in Greater Jakarta and Bandung. The research design is structured to systematically gather, analyze, and interpret data to address the study's research questions, which aim to identify significant stress factors and develop an objective model for calculating and classifying stress levels.

The data collection process was meticulously designed to ensure the accuracy and reliability of the results. The study utilized a structured questionnaire based on the SV-NBJSQ Indonesian version, which was validated by Adi et al. (2022) for the Indonesian workforce. The questionnaire consists of 52 questions divided into two sections. The first section gathers demographic information, such as age, occupation, and work location (Greater Jakarta or Bandung), ensuring a diverse sample representative of the population. The second section comprises 48 questions focused on the seven stress factors identified in the SV-NBJSQ: Task/Work Compatibility, Work Demand, Anxiety Symptoms, Physical

Reactions, Depression Symptoms, Fatigue Symptoms, and Anger Symptoms. Responses were measured using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), enabling respondents to express the intensity of their experiences.

The sample size was determined using the Slovin formula, which is appropriate for estimating sample sizes in large populations (Adhikari, 2021). The total population of active employees in Greater Jakarta and Bandung was estimated based on data from Badan Pusat Statistik (BPS), and a desired margin of error of 0.05 was set, resulting in a required sample size of 400 respondents that was calculated by using Slovin Formula.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{(679688 + 3048533)}{1 + (679688 + 3048533)(0.05)^2} = 399.95 \approx 400$$

Where :
N = Total Population Employee in Jakarta & Bandung
e = error level

Figure 2. Calculated Sample Size using Slovin Formula

To ensure the sample was representative of the diverse workforce, a stratified random sampling method was employed, dividing the population into subgroups based on characteristics such as age and employment sector, and then randomly selecting respondents from each subgroup (Senaweera et al., 2021). The questionnaire was distributed through Google Forms, leveraging digital accessibility to reach a broad audience within the target regions.

The data analysis involved two main components: calculating the Stress Index and classifying stress levels, followed by analyzing the relationships between stress factors and job stress using Structural Equation Modeling-Partial Least Squares (SEM-PLS).

$$StressFactorScore = \frac{\sum(StressIndicator_1 + StressIndicator_2 + \cdots + StressIndicator_n)}{Total\ N\ Stress\ Indicator}$$

$$StressIndex = \frac{\sum(StressFactor_1 + StressFactor_2 + \cdots + StressFactor_n)}{Total\ N\ Stress\ Factor}$$

Figure 3. Stress Factor Score and Stress Index formula

The Stress Index was calculated by averaging the scores of all indicators within each stress factor, and then averaging these factors to derive an overall Stress Index for each respondent. This index quantifies the level of stress experienced by employees, providing a clear, numerical representation of stress levels across the sample (Aracena et al., 2016). The Stress Index was then classified into five levels—Very Low, Low, Average, High, and Very High—using the Neumann Interval Scale Range formula. This method allowed for an objective categorization of stress levels, enhancing the interpretability of the results (Neuman, 2013).

$$ScaleRange = \frac{m - n}{b} = \frac{5 - 1}{5} = 0.8$$

Where :
m = the highest questionnaire Likert score
n = the lowest questionnaire Likert score
b = the total categorization group

Figure 4. Calculated Scale Range using Neumann Interval Scale Range formula

Table 1. Stress Level Classifications

Stress Level Classifications	
Stress Index	***Stress Level***
1.00 < X 1.80	Very Low
1.81 < X 2.60	Low
2.61 < X 3.40	Average
3.41 < X 4.20	High
4.21 < X 5.00	Very High

The SEM-PLS method was employed to analyze the structural relationships between the seven stress factors and job stress. SEM-PLS is particularly suited for this type of research as it allows for the assessment of complex models involving multiple variables and their interactions (Hair Jr et al., 2019). The measurement model links observable variables (indicators) to latent variables (constructs), with multiple indicators ensuring construct quality. Composite Reliability (CR) should exceed 0.7 for internal consistency, and Average Variance Extracted (AVE) should be above 0.5 for convergent validity (Haji-Othman & Yusuff, 2022). Cronbach's Alpha between 0.70 and 0.95 is considered satisfactory, and Outer Loading values should exceed 0.7 (Astuti, 2021; Fauzi, 2022). SEM-PLS evaluates structural models through Path Coefficients, T-statistics, P-values, and model fit indices. Path coefficients range from -1 to +1, with T-statistics above 1.96 or P-values below 0.05 indicating significance (Hair Jr et al., 2019). A higher R^2 value signifies a better fit, with values classified as Weak (0.19 or below), Moderate (0.19–0.33), Moderately Significant (0.33–0.67), or Significant (0.67 or above) (Erfannia et al., 2023; Hadi & Abdullah, 2016; Rohaeti et al., 2013; Zelmiyanti & Amalia, 2020).

By combining these rigorous data collection and analysis methods, the study provides a comprehensive examination of the factors contributing to job stress among employees in Greater Jakarta and Bandung. The use of validated tools and robust statistical techniques ensures that the findings are both reliable and relevant, offering valuable insights into the management of occupational stress in Indonesia.

RESULTS

Table 2. Stress Level Classifications Analysis Result

Region	Stress Factor	Average Stress Factor Score	Stress Index	Stress Level
Jabodetabek (Greater Jakarta)	Compatibility with Task/Work	3,62	3,51	High
	Anger/Irritability Symptoms	3,40		
	Fatigue Symptoms	3,64		
	Anxiety Symptoms	3,52		
	Depression Symptoms	3,39		
	Physical Reactions	3,47		
	Work Demand	3,50		
Greater Bandung	Compatibility with Task/Work	3,96	3,95	High
	Anger/Irritability Symptoms	3,88		
	Fatigue Symptoms	4,09		
	Anxiety Symptoms	3,89		
	Depression Symptoms	3,95		
	Physical Reactions	3,92		

Work Demand	3,95

From 500 questionnaire responses, both Greater Jakarta and Greater Bandung had high stress level with stress index are on 3,51 and 3,95 consecutively. These results are aligned with the research finding by Ahmad et al. (2022) which stated that the employees in startup Jakarta are suffering from high job stress due to high workload and poor work-life balance. Meanwhile, Bahari et al. (2023) mentioned that the employees at the Bandung City Regional Revenue Agency experience high work stress due to role demands and organizational leadership.

Furthermore, since the conceptual model's R2 score is 0,866, the result and analysis are valid and credible which means 86,6% represent the real condition. The model shows that Depression symptoms are moderately positively associated to Job Stress with coefficient scores of 0.318. Meanwhile, Physical Reaction, Anxiety Symptoms, and Fatigue Symptoms are low positively associated to Stress with coeffient scores of 0.248, 0.201, 0.133 consecutively. On the contrary, Compatibility with Task/Job is low negatively associated to Stress. Lastly, Anger Symptoms and Work Demand are not significant factors to the Stress. For further result analysis is on Table 3-4 below.

Table 3. Outer Loading Analysis Result

Factor	Indicator	Outer Loading
Work Demand (WD)	I cannot complete work in the required time (*Saya tidak dapat menyelesaikan pekerjaan pada waktu yang ditentukan*)	0,812
	There are differences of opinions in my department which cause conflict (*Ada banyak perbedaan pendapat di departemen saya yang menyebabkan konflik*)	0,781
	My department does not get along well with other departments (*Departemen saya tidak berbaur dengan baik dengan departemen lain*)	0,777
	I sometimes get upset about my work (*Saya terkadang kecewa tentang pekerjaan saya*)	0,828
	I receive incompatible instructions/request from 2 or more people (*Saya menerima instruksi/permintaan yang tidak sesuai dari 2 orang atau lebih*)	0,824
	My personal life suffers because I am thinking about work (*Kehidupan pribadi saya menderita karena saya memikirkan pekerjaan*)	0,873
Compatibility with Task/Work (CT)	I am suitable with my job (*Saya cocok dengan pekerjaan saya*)	0,819
	My job gives me energy to work (*Pekerjaan saya memberikan energi kepada saya untuk bekerja*)	0,816
	I understand my duties and responsibilities are (*Saya mengerti tanggung jawab pekerjaan saya*)	0,818
	I have opportunities to improve my skills (*Saya memiliki peluang untuk memperbaiki skill saya*)	0,871
	I understand how my work fits into the overall aims of the organization (*Saya mengerti bagaimana pekerjaan saya sesuai pada tujuan umum Perusahaan*)	0,816
	I know how to go about getting my job done (*Saya tau bagaimana menyelesaikan pekerjaan saya*)	0,822
Anger/Irritability Symptoms (AGR)	I feel angry with the job/task that I have recently (*Saya merasa marah terhadap pekerjaan yang saya miliki akhir akhir ini*)	0,882
	I feel like my anger is affecting my work performance (*Saya merasa seperti amarah saya mempengaruhi performa kinerja saya*)	0,819
	I feel inwardly annoyed to my job (*Saya merasa kesal dalam hati terhadap pekerjaan saya*)	0,882

	I feel easily offended/irritable to my job/job result (*Saya merasa mudah tersinggung terhadap pekerjaan/hasil pekerjaan saya*)	0,839
	I find myself snapping at colleagues without a good reason (*Saya mendapati diri saya membentak rekan kerja tanpa alasan yang jelas*)	0,780
Fatigue Symptoms (FTG)	I feel extremely physically tired to my job (*Saya merasa sangat kelelahan secara fisik terhadap pekerjaan saya*)	0,852
	I feel lack of energy for doing the daily task (*Saya merasa kekurangan energi ketika mengerjakan tugas sehari hari*)	0,894
	I feel mentally exhausted to my job (*Saya merasa kelelahan secara mental terhadap pekerjaan saya*)	0,875
	I feel to tired to engage in leisure activities after work (*Saya merasa terlalu lelah untuk melakukan aktivitas bersenang-senang di waktu luang setelah bekerja*)	0,809
	I feel bored to my daily job (*Saya merasa bosan dengan rutinitas pekerjaan saya*)	0,816
Anxiety Symptoms (ANX)	I feel tense to my job (*Saya merasa tegang terhadap pekerjaan saya*)	0,893
	I feel anxious or insecure to my job (*Saya merasa cemas atau minder terhadap pekerjaan saya*)	0,884
	I feel restless to my job (*Saya merasa gelisah terhadap pekerjaan saya*)	0,886
	I feel guilty when I take time off from job (*Saya merasa bersalah ketika saya mengambil waktu istirahat dari pekerjaan*)	0,719
	There are lots of times when my job drives me right up the wall (*Ada kalanya pekerjaan saya membuat saya putus asa*)	0,847
Depression Symptoms (DPRS)	I feel depressed to my job (*Saya merasa depresi terhadap pekerjaan saya*)	0,916
	I feel that doing anything is a hassle in my daily job (*Saya merasa mengerjakan apapun adalah hal yang merepotkan dalam rutinitas pekerjaan saya*)	0,893
	I cannot concentrate to my duties of job (*Saya tidak dapat berkonsentrasi terhadap tanggung jawab dari pekerjaan saya*)	0,846
	I do not feel happy about my job (*Saya merasa tidak Bahagia terhadap pekerjaan saya*)	0,891
	I cannot focus to handle the task in my job (*Saya tidak dapat fokus untuk menangani tugas di pekerjaan saya*)	0,899
	I feel sad because of my job (*Saya merasa sedih karena pekerjaan saya*)	0,899
Physical Reactions (PHYS)	I feel dizzy and joint pains that is caused by my work (*Saya merasa pusing dan nyeri sendi yang disebabkan oleh pekerjaan saya*)	0,852
	My neck and shoulders are stiff that is caused by my work (*Leher dan Pundak saya kaku yang disebabkan oleh pekerjaan saya*)	0,827
	I feel lower back pain that is caused by my work (*Saya merasa nyeri punggung bagian bawah yang disebabkan oleh pekerjaan saya*)	0,810
	I feel heart palpitations and shortness of breath (*Saya merasa jantung berdebar dan sesak nafas*)	0,720
	I experience digestive problems (*Saya mengalami penyakit/masalah pada system pencernaan*)	0,750
	I have lost my appetite (*Saya kehilangan nafsu makan*)	0,818

	The quality of my sleep is not optimal such as difficult to fall asleep, sleep not well, duration less than normal (*Kualitas tidur saya tidak optimal seperti sulit untuk tidur, tidur tidak nyenyak, durasi tidur kurang dari normal*)	0,797
Job Stress (STRESS)	A lot of time my job makes me very frustrated or angry (*Banyak waktu dari pekerjaan saya membuat saya frustasi dan marah*)	0,910
	I am often under a lot of pressure when I am at work (*Saya sering dibawah tekanan ketika saya bekerja*)	0,813
	When I am at work, I often feel tense (*Ketika saya bekerja, saya sering merasakan tegang*)	0,855
	There are a lot of aspects of my job that make me upset (*Ada banyak aspek dari pekerjaan saya yang membuat saya kecewa*)	0,862

Table 4. Outer Loading Analysis Result

Factor	Path Coefficient (to STRESS)	P Values	Significancy Status	AVE	Composite Reliability	Cronbach's Alpha
ANGER	0,011	0,864	Insignificant	0,708	0,923	0,896
ANX	0,201	0,000	Significant	0,720	0,927	0,901
CT	-0,049	0,001	Significant	0,684	0,929	0,908
DPRS	0,318	0,000	Significant	0,794	0,958	0,948
FTG	0,133	0,012	Significant	0,722	0,929	0,904
PHYS	0,248	0,000	Significant	0,636	0,924	0,904
WD	0,057	0,236	Insignificant	0,667	0,923	0,900

Thus, the conceptual model for the relationship between 7 Stress Factor and Job Stress is visualized on the figure 5 below.

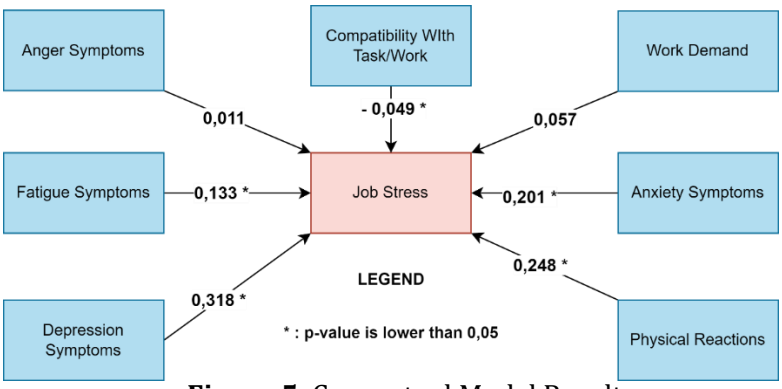

Figure 5. Conceptual Model Result

According to the data analysis result in above, Depression symptoms is the most significant with positive correlation to the Job Stress, this result means that the higher Depression that is feel, the higher Stress that will be experienced by the employee.

Recent research has highlighted various root causes of depression among employees, but the main point of the root cause of depression in job stress is workplace factors that create an environment of overwhelming demands and inadequate support. Excessive workload, high job demands, and low job control are significant contributors, often exacerbated by poor management practices and inadequate support from colleagues and supervisors (Mahdi & Assim, 2023). Additionally, factors such as job insecurity and interpersonal conflicts at work can further intensify stress levels, leading to depression (Jamil et al., 2023; Roslan et al., 2022). Furthermore, financial instability and lack of career advancement opportunities are also critical stressors that contribute to depressive symptoms in employees (Verma & Bharti, 2023).

To effectively address the causes, implementing a comprehensive Health-promoting Leadership strategy will be beneficial. This approach involves training leaders to actively support the well-being of

their employees by promoting a positive work environment, offering adequate resources, and fostering open communication. Health-promoting leadership includes practices such as recognizing and mitigating excessive workloads, providing opportunities for flexible work arrangements, ensuring employees have control over their tasks, and offering continuous support and feedback. Leaders are also encouraged to foster a culture of mutual support among team members and to be proactive in addressing job insecurity and conflicts. By prioritizing employees' mental health and well-being, organizations can create a more supportive and productive workplace (Bregenzer & Jimenez, 2021; Haruna, 2023).

For implementing a comprehensive Health-promoting Leadership strategy in company, the employer can follow the proposed plan and analysis in detail on the table 5-6 below which explain the plan through 5W+1H and timeline & activities strategy scope.

Table 5. 5W + 1H of Implementation Plan

Feature	Explanation
Why	Addressing workplace factors that create overwhelming demands and inadequate support is crucial for reducing employee stress and depression, thereby improving overall well-being, job satisfaction, and productivity
Who	HR managers, department heads, and employees will be involved in the implementation. HR managers will lead the initiative, department heads will facilitate within their teams, and employees will actively participate
What	The goal is to implement a health-promoting leadership strategy, which includes training leaders to support employee well-being, ensuring manageable workloads, providing flexible work options, fostering open communication, and creating a supportive work environment.
When	The implementation will occur over a 12-month period. The first three months will focus on planning and training, the next six months on gradual implementation, and the final three months on evaluation and adjustments
Where	This strategy will be implemented across all departments within the organization, with a focus on high-stress areas identified through employee feedback and HR analytics
How	**1. Planning Phase (Month 1-3)** • Conduct baseline surveys to assess current levels of stress and support • Develop training materials focused on health-promoting leadership • Organize initial workshop for managers and employees to introduce the initiative and gather input **2. Training Phase (Month 4-6)** • Train managers on health-promoting leadership practices, including effective communication, workload management, and providing support • Conduct follow-up session to reinforce training and address any challenge **3. Implementation Phase (Month 7-9)** • Introduce flexible work options such as remote work and adjustable hours • Establish regular team meetings to discuss workload, support needs, and progress • Implement task variety and job enrichment strategies • Develop individual career development plans with employees **4. Evaluation Phase (Month 10-12)** • Conduct follow-up surveys to measure changes in stress levels, job satisfaction, and overall well-being • Hold feedbackk sessions to gather input from employees and managers • Adjust policies and practices based on feedback and survey results

Table 6. Timeline and Activities of Implementation Plan

Phase	Timeline	Activities	Expected Benefits
Planning	Month 1-3	Baseline surveys, training material development, initial workshops	Identifying stress levels, preparing managers and employees, ensuring buy-in from all stakeholders

Training	Month 4-6	Manager training sessions, follow-up the training	Equipping managers with skills to support employees, fostering a supportive leadership culture
Implementation	Month 7-9	Flexible work options, regular team meetings, task variety, career plans	Reducing stress through flexibility, improving job satisfaction and support, enhancing employee engagement
Evaluation	Month 10-12	Follow-up surveys, feedback sessions, policy adjustments	Measuring impact on stress and well-being, gathering actionable feedback, making necessary adjustments to improve effectiveness and sustainability

Furthermore, the impact of implementing Health-promoting Leadership strategy already feel and discovered on several research result. In terms of the good impact, health-promoting leadership has been associated with improved employee engagement, health, and job satisfaction, leading to a positive organizational climate and reduce the depression of employee (Liu et al., 2022). Implementing health-promoting leadership can also be cost-effective. The MENTUPP project, which involved a multilevel intervention targeting mental health in small and medium-sized enterprises (SMEs), highlighted that such programs could be implemented at a relatively low cost while still providing significant benefits to employee mental health (Arensman et al., 2022). This makes it feasible for organizations of various sizes to adopt health-promoting leadership practices. A case study on the implementation of the New South Wales Get Healthy at Work program illustrates the positive impact of health-promoting interventions in real-world settings. This program used a pragmatic evaluation approach to assess its implementation and found that health-promoting leadership led to significant improvements in workplace health and productivity (Crane et al., 2019). Additionally, the study highlighted the importance of contextual adaptation and continuous evaluation to ensure the sustainability and effectiveness of health-promoting initiatives. For example, a study on implementation science in health care settings emphasized the importance of understanding and adapting to the local context to ensure the long-term success of health-promoting interventions (Seward et al., 2021).

Overall, implementing health-promoting leadership strategies has demonstrated significant improvements in employee mental health and organizational performance. For instance, studies have shown that such leadership reduces stress and burnout, increases job satisfaction, and enhances overall well-being (Koinig & Diehl, 2021). These outcomes underscore the importance of a supportive work environment in fostering a healthy, productive, and engaged workforce.

CONCLUSION

The study reveals that depression symptoms are the most significant predictor of job stress among employees in Greater Jakarta and Bandung. Depression symptoms showed a moderate positive association with job stress, while physical reactions, anxiety, and fatigue symptoms showed positive but lesser correlations. Compatibility with task/job negatively correlated with job stress, and anger symptoms and work demand were less significant. The stress index was calculated using the average scores of seven SV-NBJSQ stress factors and classified stress levels using the Neumann Interval Scale Range, revealing high stress levels in both regions. The SV-NBJSQ Indonesian version was validated as a reliable tool for analyzing the relationship between stress factors and job stress, with an R^2 score of 0.866. Future research could explore the effectiveness of specific interventions aimed at reducing depression and other stress factors in the workplace, such as targeted mental health programs, counseling, or stress management workshops. Longitudinal studies could also assess the long-term effects of these interventions on stress reduction and employee performance, while expanding the study population to include different regions or industries for broader applicability.

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