



# Work Stress: The Effect of Psychological Capital and Quality of Work Life of Sales Employees

Meriam Esterina<sup>1\*</sup>, Patria Jati Kusuma<sup>2</sup>, Immanuel Jefri Saputra<sup>3</sup>  
<sup>1,2,3</sup>Psychology Department, Muhammadiyah University of Purworejo, Indonesia

Corresponding email: <sup>1</sup>merry.esterina@umpwr.ac.id

**Abstract**– High work demands and intense competition among employees can be a source of work stress. Organization needs to pay attention to things that can affect the work stress of their employees, especially in the sales force which is the main key to product marketing. This study aims to determine the effect of psychological capital and quality of work life on work stress. Research conducted at PT. Cendana Giri Purworejo on sales force. The sampling technique used is the Non-Probability Sampling Technique with a total sample of 100 people. This research is a quantitative study, which uses three questionnaires, namely the psychological capital questionnaire, the quality of work life questionnaire, and the work stress questionnaire. The data obtained were then analyzed using SPSS 20 with multiple regression methods. The results of this study show that there was a significant positive effect between psychological capital and quality of work life on work stress, which psychological capital have more influence on work stress.

**Keywords:** Psychological Capital, Quality of Work Life, Work Stress

## I. INTRODUCTION

The heavy demands of life, competition in the workplace, the weight of work targets that must be met, as well as an unfavorable environment can make people feel pressured. Likewise in the world of work anywhere, many things could make employees stressed. Mercer Marsh Benefit (MMB) in 2021 conducted a survey of 14,000 people from various countries in the world, including 1,000 of them from Indonesia, found that one in two stated that they felt somewhat stressed every day<sup>1</sup>. Furthermore, based on a Gallup survey in 2022 which was conducted of 1,000 people in each country in Southeast Asia, one of the results stated that in Indonesia there were 46% of employees who felt anxious at work, and 20% felt work stress<sup>2</sup>. Based on the data, it can be noted that there are quite large numbers of work stress from year to year in Indonesia. Further studies are needed to find out things that can affect the increase in employee work stress.

Job stress is a dynamic condition in which an individual is faced with opportunities, demands or resources related to what the individual desires and the results are seen as uncertain and important. Stress is more often associated with demands and resources<sup>3</sup>. In this case, it means that there is tension experienced by employees due to an imbalance between the encouragement of job demands and the employee's power in handling the job<sup>4</sup>. In other words, work stress is the result of perceived job demands that exceed an individual's ability to cope<sup>5</sup>. This is in line with what was conveyed by Simanjuntak & Anggraeni<sup>6</sup> that work stress is a feeling of pressure when a person feels unable to meet the demands of his job.

Employees who experience work stress can hinder the process of carrying out tasks which, if this condition is allowed to occur, will result in poor employee performance and organizational performance<sup>7</sup>. The impact of work stress on organizations includes decreased performance, increased employee absenteeism, high employee turnover, and can also result in increased operational expenses<sup>6</sup>. Therefore, companies need to find

out variables that could be affect to employee work stress, so that they can reduce work stress in the company.

Psychological capital is a very important variable in coping stress. Celik<sup>8</sup> stated that psychological capital has an important role in reducing stressors because it can create resilience and develop a positive attitude towards work. More about the role of psychological capital on stress can be seen from the aspects within the psychological capital itself<sup>9</sup>. There are four aspects, which can be abbreviated as HERO, namely, Hope, Efficacy, Resilience, and Optimism. First, hope, Celik<sup>8</sup> in his research, explains that there are studies related to the relationship between expectations and stress, namely that expectations provide positive support for employees who experience work stress. That is because the hope will prevent employees from feeling helpless, feeling they have no power/control, and feeling towards the unpredictable. Second, efficacy, which is based on social cognitive theory by Bandura<sup>10</sup>, has an influence on people's perceptions and interpretations of events, which will develop feelings of self-confidence and confidence in one's own abilities in facing challenges, so that it will be able to reduce stress levels that employees may have<sup>8</sup>. Third, resilience, is seen as influencing stress because it can develop emotional stability when facing difficulties and environmental changes<sup>11</sup>. Fourth, optimism means internalizing positive events and externalizing negative events<sup>12</sup> based on a positive perspective and realistic judgment<sup>13</sup>. With optimism, people will be able to see the future as an opportunity<sup>14</sup>, which, therefore, will be able to reduce employee stress levels<sup>12</sup>.

Research shows that the four components of psychological capital have a positive relationship with performance, happiness, wellbeing, and worker satisfaction<sup>15</sup>, for example self-efficacy has been shown to have a positive effect on performance<sup>16</sup>. Avey et al.<sup>17</sup> stated that to be able to deal with stress and employee turnover, employee psychological capital can be developed. Furthermore, Saputra et al<sup>15</sup> explained that there is a positive and significant influence between psychological capital and perceived leadership style on work stress, and psychological capital itself shows an effect on work stress



of 80.7%. This shows that psychological capital has a major role in work stress.

Another variable that could be influence to the employee work stress is quality of work life. Research shown that job related stress is affecting negatively employee quality of work life<sup>18,19</sup>. Charu's<sup>19</sup> in his research found that the higher work stress will lead to poor quality of work life. It was in line with the finding research of Mensah & Tawiyah<sup>20</sup> which explained that the increased of work stress of employees would be decreased their quality of work life.

Quality Of Work Life (QWL) itself according to Cascio<sup>21</sup> is a systematic effort in organizational life through the way in which employees are given the opportunity to play a role in determining the way they work and the contribution they make to the organization in order to achieve its goals and objectives. Mangkuprawira<sup>22</sup> describes the quality of work life as the level of satisfaction, motivation, involvement, and experience of individual commitment regarding their life at work. Other experts stated that the quality of work life can be defined as employees' perceptions of the organizational environment where they work, where the organization seeks to provide compatibility between employees, technology, work, and the environment by developing a comfortable and conducive work environment, to create a balance between their life and work<sup>23</sup>.

One of the impacts of poor quality of work life program implementation is the emergence of stress in the workplace. Employees who are prone to work stress are more likely to be in a work environment where the quality of work life is relatively low. Many employees experience dissatisfaction, apathy, doubt about their roles and responsibilities, have difficulty building trust in co-workers, are indecisive in making decisions, are emotional and often delay work. If this is not immediately handled carefully, employee performance and productivity can decrease, resulting in feelings of dissatisfaction among employees so that it can lead to a desire or intention to leave or look for work in another company<sup>24</sup>. Therefore, companies need to pay attention to the quality of work life felt by their employees.

Many researchers have conducted research to find the impact of work stress on quality of work life of employees<sup>25,26,20</sup>. However, Mensah & Tawiyah<sup>20</sup> explained that previous empirical findings are still less encouraging and have been inconclusive especially in terms of the nature of the relationships and contributions of psychological capital on quality of work life of stressed workers. Therefore, this research is conduct in aims to find the effect of psychological capital and quality of work-life on work stress, especially work stress on sales people.

Sales staff face tough work demands as they need to be able to meet set sales targets in a set time. If the target is not reached then they can lose the bonus or the extreme can lose their job. Sales staff needs support from the organization to be able to carry out their duties properly. Attentions to the quality of work life of employees given by the company can be an important thing. Besides that, employees can also develop psychological capital better so that the work done can be accepted as a form of

responsibility and not a burden that can make them stressed.

## II. METODE

This research is quantitative research with multiple regression methods. In this study, researchers used a questionnaire scale method that would be given to company employees at PT. Cendana Giri Purworejo. Respondent of the research are sales/marketing staff. The sampling technique used in this study is using the Non-Probability Sampling Technique. The number of samples in this study were 100 people.

The measurement of Psychological Capital in this study uses the adoption of the scale used in Saputra's research (2022) which is based on PCQ-24<sup>13</sup> (Psychological Capital Questionnaire). This scale consists of 24 items, with a reliability of 0.919 scale.

The measuring scale for quality of work life used in this study was adopted from Pakpahan<sup>27</sup> which is based on Walton's theory in 1975. This QWL scale consists of 35 items, with a reliability score of 0.960.

To measure work stress, this study uses the adoption of a scale from Sarah<sup>28</sup> which is based on the Job Stress Scales (JSS) of 1983. The work stress scale consists of 13 items, which are divided into two aspects, namely anxiety, reliability of 0.74; and time pressure, reliability of 0.86.

## III. RESULT

This research consists of 3 variables, which are two independent variables, Psychological Capital (X1) and Quality of Work Life (X2); and one dependent variable, Work Stress (Y1). The data obtained were then analyzed using SPSS 20.00. The results of the data analysis carried out, can be seen in Table.1 below:

Table 1. F-Test

<i>Model</i>	<i>Sum Of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Regression	1773.855	2	886.927	209.255	.000 <sup>a</sup>
Residual	411.135	97	4.239		
Total	2184.990	99			

The hypothesis of this study is there is a significant positive effect between psychological capital and quality of work life on work stress. Based on Table 1, the F-test obtained the calculated F value of 209,255 with F sig. 0.000 where F sig. 0.000 is smaller than 0.05, it means that simultaneously Psychological Capital (X1) and Quality of work life (X2) have a significant positive effect on Work Stress (Y). Therefore, the hypothesis can be accepted.



Other analysis we conduct is t-test. Ghozali<sup>29</sup> states that the t-test is used to test how far the influence of the independent variables used in this study individually in partially explaining the dependent variable. The purpose of this test is to determine the effect of the independent variables individually in explaining the variation of the dependent variable.

Table 2. t-test

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error			
(Constant)	-5.850	2.788		-2.099	.038
X1	.542	.077	.816	7.062	.000
X2	.051	.064	.092	.792	.430

Based on Table 2 above, it is concluded that the calculated t value generated on the psychological capital variable is 7,062 with a sig. of 0.000. Sig analysis results. 0.00 is smaller than 0.05, meaning that the psychological capital variable has a significant effect on work stress. The calculated t value generated on the quality of work life variable is 0.792 with a sig. of 0.430. Sig analysis results. 0.430 is greater than 0.05, meaning that the quality of work life variable has no significant effect on work stress.

The results show that there was a significant positive effect between variables of psychological capital and quality of work life on work stress. As it is known that work stress can be caused by many factors. To be able to overcome work stress, it is necessary to have strong psychological abilities of employees, namely psychological capital, so that they can accept assignments as a form of responsibility and not as a burden. Organization in this case, can also play a role by providing a quality work life so that employees could feel comfortable with their jobs.

Another finding in this study indicates that there is no significant effect between quality of work life and work stress. This can be interpreted that having an attitude that is optimistic, resilience, self-efficacy, and have hope, is better to be able to handle work stress. This research was conducted on the sales force at PT. Cendana Giri Purworejo. Sales people will be facing enormous workloads with high targets and meet customers with various characters, psychological capital helps employees to accept these working conditions and carry out their work activities with positive thoughts, without feeling pressured<sup>11,12,30,14,31</sup>. In addition, each dimension of psychological capital can be developed with training have made psychological capital as an important variable in organization<sup>32</sup>. The enhancement of psychological capital could become a key point in coping stress.

#### IV. CONCLUSION

The results of this study concluded that there was a significant positive effect between psychological capital and quality of work life on work stress, which psychological capital have more influence in work stress. Employees who have strong psychological capital will be able to survive when facing work stress. Organizations needs to pay attention to developing aspects of their employee’s psychological capital, such as aspects of hope, efficacy, resilience, and optimism, so that they could be more optimized in work. Holding trainings to strengthen the psychological capital of employees can be provided. In addition, management support when employees, especially sales staff, facing pressure is also important so that work stress can be prevented. Suggestions for further research can be conducted to measure which aspects of psychological capital that play a greater role in overcoming work stress.

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