The Impact of Generational Characteristic, Workload, Work Conflict, Leadership on Job Stress

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Abstract
The purpose of this study is to determine the effects of generational characteristic, workload, work conflict, leadership, and work culture on work stress. Respondents in this study are SETDA employees including two criteria. First, those born in 1965-1979 and 1980-1994. Secondly, those who work in the SETDA office. Based on the results of research and data analysis using multiple regression with dummy variables, the results of this study shows that generational characteristic, leadership and work culture have no effect on work stress. Thus, workload and work conflict has a positive effect on work stress. The implication of the results of this study, that SETDA needs to strengthen the work culture and maintain good values such as giving support from fellow employees and leaders. Because with strong culture can to reduce work stress among employees. In addition, SETDA needs to improve the work system like felt by some employees there.

Keywords
Generational Characteristic; Workload; Work Conflict; Leadership; Work Culture; Work Stress

INTRODUCTION
Organization is a system where a group of people work together to achieve certain goals by transforming from input to output issued in the organizational environment (Maharuddin, 2004: 228). In the era of globalization and free trade, even organizations in the industry, education, health and government sectors face increasingly severe challenges. The challenge in question is that organizations must have the ability to see the situation as well as the internal and external conditions of the organization relating to changes caused by globalization such as technological developments, international cooperation, and so forth. Manufacturing companies, for example, technological developments make manufacturing organizations replace employees with mechanical power, so that there is a downsizing of the number of employees who ultimately change the implementation of the organization in terms of workload, position in the organization, and so forth.

This is also felt by government organizations. In line with globalization itself, government organizations are now required to be effective, efficient, responsive, and accountable. Including human resources in it are required to be more professional. This cannot be separated from the consensus regarding good governance. Good governance is an arrangement that involves the management of social and economic resources in development efforts that are carried out well or efficiently. (Nasrullah, 2003). Because of this, the current government bureaucracy is being directed to the principles of Good Governance such as community participation, upholding the rule of law, transparency, consensus-oriented, equality, effectiveness and efficiency, accountability, and strategic vision. Therefore this becomes a separate demand for organizers or implementers of government activities both at the central and regional levels. So, it takes human resources who are willing to work together to achieve organizational goals with all the demands that exist.

Demands in work are things that always intersect with employees. These demands arise because employees have a role in the organization. The role that employees have in the organization is the role of an individual, as a group member, and as a member of the organization. Therefore, employees also have three demands, namely individual demands, group demands, and organizational demands. If the demand is felt heavy for employees, then the demand is faced with a limited time, or what happens is
a clash between demands, then things like this that can lead to the emergence of work stress. The clash of demands that can be solved by employees is called eustress. That is, the stress experienced due to the impact has a positive impact on employees, employees become motivated to face these challenges. Meanwhile, if the collision causes the employee's tension to be called distress. Distress that is not overcome, causes employees will not be able to carry out their functions. Employees become less productive and look lethargic in carrying out their work. Therefore, the problem of work stress is very important to be considered by the organization, because work stress will affect the performance of employees in the organization. A study states that work stress has an influence of 36.1% on employee performance (Nasyadizi, et al. 2016). This figure is quite large in influencing performance. If work stress cannot be overcome, then employee performance can be disrupted due to behavioral symptoms that arise such as absenteeism and unproductive work.

There are three sources of stress that affect one's work on the job or affect directly in the workplace, including workload, work conflict, and leadership. Some studies confirm this. In addition to these three things, it is necessary to test the factors that are likely to have an effect on work stress as well as those that are on the job or affect employees in the workplace. Therefore, the authors add factors that might affect the inherent side of the individual and inherent in the group, namely the type of generation and work culture factors.

The stress felt by individuals when working varies depending on one's abilities and characteristics in dealing with stress (Robbins, 2017: 430). At present, differences in characteristics at work can be seen from the generation of employees. Generation X and generation Y are the largest generation that has recently filled the world of work. According to BPS data in 2017 the workforce is classified as generation X as much as 33% and generation Y as much as 38%. Whereas the other generation is only 16% and 13%, namely in baby boomers and generation Z. It is important that the generation is known whether or not it influences work stress.

Like humans, organizations also have personalities. The personality inherent in the organization is called culture. (Didi. 2005). So, every organization one and the other must be different, for example between private organizations and government. Job stress that arises within the organization can also be different depending on which factors are most powerful in influencing it. Government Organizations such as Regional Secretariat, hereinafter referred to as SETDA, can also cause work stress in them. Regional regulation in the governance structure is an element of regional government staff that is responsible to the regent. SETDA itself exists in various regions including in Purbalingga, Central Java. Job Stress experienced by employees or employees of SETDA in Purbalingga Regency usually comes from the function of policy formulation and coordination function, where the function of policy formulation is when employees or employees face their role as policy makers, employees must be able to review leadership policies and then compare them with applicable legislation, the workload is quite heavy on this matter. Then the coordination function, that employees are faced with the demands of work that must involve many chains of work units and OPD (Local Government Organizations), so that delays often occur in terms of collecting the data needed to make reports while employees are faced with certain datelines. which then raises work stress.

Based on the description above, the researcher intends to conduct research with research topics concerning the influence of generation X and Y, sources of work stress (workload, work conflict, leadership) and work culture on job stress in one government organization, namely in SETDA, Purbalingga Regency.

LITERATURE REVIEW AND HYPOTHESES

Work stress

Job stress is a dynamic condition where an individual is faced with opportunities, demands, or resources related to what is desired by the individual and whose results are seen as uncertain and important. (Robbins, 2017: 429). In addition, Szilagyi gives an understanding of stress as an internal experience that creates a physical and psychological imbalance in a person as a result of external factors, organizations, or other people. Whereas Gibson et.al defines various aspects of affairs that accumulate and which vary for each person (Maharuuddin, 2004: 228). Therefore, stress means something that is concerned with the
interaction between people and the organizational environment. Stress meant here is stress experienced by individuals or employees related to work in the organization where he works.

Stress occurs through three components, the three components are first, the stimulus component (stimulus component), which includes the forces that cause tension or stress originating from the environment, organization and individuals. Second, the response component (response) includes physical, psychological or individual behavioral reactions to environmental stresses, where the emphasis is at least two responses to stress that are most often identified, namely frustration and anxiety. Third, the component of Interaction (interaction), which is a special interaction between the state of stimulation in the environment and the tendency of individuals to respond.

The source of work stress is gathered on three factors including environmental factors, organizational factors, and personal factors. Regarding environmental factors itself, it is explained that it is caused by uncertainties that occur in an organizational environment that includes economics, politics, and technology. The three main things can cause stress in the organization. Regarding organizational factors, work stress arises from three things, namely the demands of the task, the demands of the role, and interpersonal demands. Finally, regarding personal factors that can cause work stress, such as family problems, personal economic problems, and personality characteristics of individuals. (Robbins, 2017: 430)

**Generation X and Generation Y**

**Generation X**


**Generation Y**


**Workload**

The workload according to Meshkati in Anggit (2014) can be defined as a difference between the capacity or ability of workers and the demands of work to be faced. According to Suwatno (2003) workload is a number of activities that must be completed by an organizational unit or office holder systematically by using technical workload analysis, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of work of an organizational unit. Thus the definition of workload is a process carried out by someone in completing the tasks of a job or group of positions that are carried out under normal conditions within a certain period of time.

Given that human work is mental and physical, each has a different level of loading. Too high loading levels allow excessive energy use and overstress occurs, whereas the intensity of loading that is too low allows boredom and saturation or understress. Therefore it is necessary to seek the optimum level of loading between the two extreme boundaries and of course different from one individual to another.

Workload also usually occurs when activities increase. Can also occur because the business is declining. Because when a business decreases, there will be more effort to achieve a balanced position in its business activities or business. During the recovery process, activities increase and the workload of the organization increases, and the potential for the emergence of work stress also increases.

**Work conflict**

Work Conflict is any form of conflict, competition, discrepancy between two or more members of an organization or group within an organization that arises because they feel they are being opposed or prevented from achieving their goals. (Pangewa, 2004). Whereas Kasim (Maharuddin, P, 2004: 178) gives an understanding of conflict as the existence of disagreement, contradiction, competition or incompatibility. According to Robbins (2016), conflict consists of functional conflict and dysfunctional conflict. Functional conflict means constructive and positive conflict, such as competing for achievements, moving towards positive things, then stimulating creativity, and having the urge to make changes. Whereas dysfunctional conflict is detrimental to the organization, because it causes disputes between members of the organizational group, such as dislike of groups, disputes, tensions and so on.
**Leadership**
G.R Terry stated "People’s leadership is the activity of influencing to drive willingly for mutual objectives". Leadership is to influence people to work sincerely to achieve a common goal ". While according to Miftah Thoha Leadership is an activity to influence the behavior of others so that they want to be directed to achieve certain goals ". (Thoha, 2011) From these definitions it can be concluded that leadership is a process of moving and influencing the behavior of other people or groups to achieve goals in certain situations. According to Robbins (2008: 48) Leadership is related to change. Leaders determine the direction by developing a vision of the future, then bringing people together by communicating this vision and inspiring them to overcome various obstacles.

**Work culture**
According to the concept of the Minister of State for Administrative Reform, work culture is a attitude of life based on the values of life that has become the nature, habits and driving forces that are entrenched in the life of a community / organization which is then reflected in behavior, beliefs, ideals, opinions and actions that manifest as work or work.

Work culture is closely related to organizational culture. The link of the positive impact of organizational culture is the influence of work attitudes, work behavior, and work results of employees. The work attitude in question is the mindset, establishment, feeling or emotional underlying the action in starting and completing a job. Work behavior is an action, action, habit, and work skill, which is shown in daily work. While the results of work or achievements are facts in the quality and quantity achieved from achievement since starting up to the completion of a job.

The accumulative influence of this organizational culture on employees forms a work culture. Work culture in the management process, oriented to human resources with the principle of groups / teams and between groups / teams that have or are interdependent both vertically and horizontally.

Work culture is an encouragement to produce to produce the best in work according to their abilities. A person will be able to live his work or activities if he understands how his views on work, his habits in work and his work group. Work like this will form the background and the basis for individuals in developing their personalities.

**Hypothesis**
H1: There is an influence of type of generation (generation X and Y) on work stress.
H2: Workload has a positive effect on work stress
H3: Work conflict has a positive effect on work stress
H4: Leadership has a negative effect on work stress
H5: Work culture has a negative effect on work stress

**METHODS**
This research is categorized as quantitative research with survey methods, namely the method of collecting primary data by giving questions to respondents in a particular population. The data collection tool used is in the form of a questionnaire, and data collection is done at the same time. This research was conducted on SETDA employees in Purbalingga Regency who fulfilled two criteria, namely employees including generation X and generation Y, and employees who worked as administrative functions in the SETDA office of Purbalingga Regency. The population in this study amounted to 109 employees, including 64 generations X and 45 generations Y. The samples used in this study amounted to 90 employees. The technique used for data analysis is first by testing the validity and reliability of the measuring instrument, then performing the classical assumption test, after which multiple regression testing with dummy variables is carried out, finally testing the hypothesis by looking at the coefficient of determination, t test, and F test.

**RESULTS AND DISCUSSION**

**Validity test**
Each variable contains several statement items that are declared invalid. This is due to the significance value> alpha (0.05). In the work stress variable, out of the 13 statement items there are 3 items that are declared invalid, namely statement items 2, 3, and 7. Leadership variables there are 2 items that are invalid statements namely items 1, 2, 4, and 5 of the total items as many as 14.
are invalid statements from 29 items namely items 14 and 23, and the last cultural variable work there are 6 items that are invalid statements from 21 statements namely items 1, 5, 8, 9, 15, and 16. All statements that are invalid, then not included in reliability testing.

Table 1. Validity Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>r</th>
<th>r table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Stress</td>
<td>0.746</td>
<td>0.361</td>
</tr>
<tr>
<td>Workload</td>
<td>0.571</td>
<td>0.361</td>
</tr>
<tr>
<td>Work Conflict</td>
<td>0.844</td>
<td>0.361</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.949</td>
<td>0.361</td>
</tr>
<tr>
<td>Work Culture</td>
<td>0.891</td>
<td>0.361</td>
</tr>
</tbody>
</table>

Based on the table above, it is known that all variables are worth more than r tables, therefore it is declared reliable, which means the results of a measurement can be trusted.

Classic Assumption Test

Based on the output, it can be seen that the value of sig. (2-tailed) of 0.855> alpha value (0.05). Therefore, standardized residual values spread normally. Based on analysis, not all probability variables are> alpha (0.05). Then we can be sure the model contains heteroscedasticity. This heteroscedasticity will not damage the OLS property estimator which is unbiased and consistent, but the model becomes inefficient so the hypothesis testing procedure can be misleading. (Ghozali, 2009: 51). Therefore, the regression model is improved later by transforming natural logarithms (Ln) so that the regression equation model becomes as follows:

\[ \text{Ln } Y = b_0 + b_1 \text{Ln } x_1 + b_2 \text{Ln } x_2 + b_3 \text{Ln } x_3 + b_4 \text{Ln } x_4 + b_5 \text{Ln } x_5 + u_t \]

Table 2. Regression Analysis 1

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.026</td>
<td>0.001</td>
<td>-0.059</td>
<td>3.2207</td>
</tr>
</tbody>
</table>

From the table above, it is known that R2 is 0.001. Then, it will be known that X2 counts by multiplying n and R2 (90 x 0.001), and X2 is calculated at 0.09. This value is then compared with X2 table by looking at df; α (90; 0.05), obtained X2 table of 113.145. Because the value of X2 count (0.09) <value of X2 table (113.145), then the regression model is declared linear.

In generation X and Y variables, in part t count (1,210) < t table (1.6632) and significance (0.230)> alpha. So it can be concluded, that the type of generation in this case is generation X and Y (dummy variable) does not affect work stress as the dependent variable.

In the workload variable, it can be seen that t count is 2.180> t table (1.6632) and the significance value is (0.032)> alpha, then the workload has a positive effect on work stress. In the work conflict variable, it can be seen that the value of t count (-1.996)< t table (1.6632) and the significance value (0.010)< alpha (0.05). So it can be concluded that work conflict has a negative effect on work stress.

On leadership variable, it can be seen that the value of t count (-1.38) < t table (1.6632) with a negative direction which means it has a negative influence, then the significance value indicates (0.049) < alpha (0.05). So, leadership variables are stated to have a negative effect on work stress.

In the work culture variable, in the t count (1.138) > t table (1.6632) and significance (0.258) < alpha. So it can be concluded, that the work culture variable does not affect work stress.

Table 3. Regression Analysis 2

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.609</td>
<td>0.371</td>
<td>0.333</td>
<td>0.16955</td>
</tr>
</tbody>
</table>

Based on the table it is known that the R2 value is 0.371. This means that the ability of X and Y generation variables, workload, work conflict, leadership, and work culture in influencing work stress variables is 37.1%. While the remaining 62.9% is influenced by other variables not included in this research model.

Based on analysis, it is known that the significance value of F count is 0.000. Because the significance value is less than alpha 0.05, it can be concluded that generation X and Y, workload, work conflict, leadership, and work culture simultaneously influence the work stress variable, or the model falls into the criteria of fit or fit.

CONCLUSION

Effect of generation X and Y on work stress

The results of this study state that the type of generation does not have an effect on work stress, because the significance value is greater than the alpha value. That is, Ho is accepted, it can be concluded that employees in the Regional Secretariat of Purbalingga district, both generation X and
generation Y, have no difference in terms of perceptions of work stress. There are several reasons that can be a non-influential cause of this type of generation to work stress. First, in terms of the character possessed by each generation, when viewed from previous research, generation Y has a deeper attitude in maintaining their profession (Barutchu, 2017). Even though generation Y is the generation that entered the workforce even more than generation X, it turns out that this generation Y really prepares itself when entering the workforce because they are a generation that has strong feelings for success. In addition, they are among the generation who are always curious about what the organization wants from them, what career opportunities they have and what benefits they have. These characteristics make generation Y more ready and able to accept the conditions that exist in the workplace, including when dealing with workloads, work conflicts, the influence of leadership, or facing a work culture. While generation X has high loyalty to work. So that, no matter how heavy the workload is, they remain loyal to their work.

Secondly, both Generation X and Generation Y employees in SETDA in Purbalingga Regency have understood the scope and responsibilities of their work. The availability of regent regulations, clear duties and regulations, makes employees able to understand their responsibilities. So, in this case employees are not confused in carrying out their duties and functions so that they are better prepared to deal with variations in tasks and roles in the organization. This was proven by 58 respondents who stated "agreed" and 27 respondents "strongly agreed" to the statement of scope of responsibility that was clear, while only 5 respondents stated "neutral". Third, almost all respondents stated that they get support from both superiors and peers in terms of carrying out their duties and roles in the organization, this is what can cover the emergence of stress among these generations.

Based on the explanation above, that the type of generation has no influence on work stress, therefore it is not necessary to test and discuss the different perceptions between generation X and Y related to the effect of workload, work conflict, leadership, and work culture on work stress. The conclusions from this study cannot strengthen the results of previous studies where in the context of stress management generation X and Y have differences.

**Effect of workload on work stress**

The results of this study prove the existence of a positive influence between workload on work stress. That is, if the workload increases, then work stress also increases. Although one of the studies (Jundillah, 2017) states that nurses whose workload is light, their work stress increases. However, this study is consistent with the results of one previous study which stated that workload has a positive effect on work stress at the Denpasar City Regional Secretariat Office (I Gusti, 2016). So that the conclusions of this study strengthen the results of previous studies.

The phenomenon that occurs in the research on nurses above, is an understress, namely the intensity of loading that is too low which allows boredom and boredom. Whereas, in Denpasar Regional Secretariat employees are overstress, namely stress occurs due to high loading and high energy consumption. The workload in the Regional Secretariat of Purbalingga Regency itself is not too high. However, some still feel tired in carrying out their duties. In the item statement "often feeling tired and lacking in rest", most of them answered "disagree" and answered "neutral". While as many as 24 respondents answered "agree" and "strongly agree". This means that some of Purbalingga's SETDA employees feel that their work is tiring themselves physically. In addition, there are still many, namely as many as 30 respondents said they were not comfortable with the layout of workplaces and often faced work equipment that could not work properly.

**Effect of work conflict on work stress**

The results of this study prove the existence of a positive influence between work conflict on work stress. That is, if work conflicts often occur, then work stress also increases. Conversely, if the conflict is rare or the level is low then work stress also decreases. This research is consistent with the results of previous studies which suggested a positive influence of interpersonal conflict on work stress, which means that if interpersonal conflict increases, work stress will increase. (I Gusti, 2016). So that the research conducted by the author reinforces previous research that work conflicts affect work stress.
According to Research, the existing work conflicts are fairly low. Some employees still feel that there are differences of opinion in determining the causes or solutions in the management of work, but the majority of SETDA employees in Purbalingga Regency can accept these differences of opinion. Some employees also still feel the difference in vision or purpose in carrying out their work, but it does not cause emotional conflict that is too meaningful at all. That is, very few respondents feel emotional conflict. According to the data, only 8 people who "agreed" and "strongly agreed" there was an emotional conflict between the individual and his colleagues. The remaining 60 people stated "strongly disagree" and "disagree". In conclusion, the existence of work conflicts in the Regional Secretariat of Purbalingga district exists, both functional and dysfunctional. However, the attitude of employees who are able to accept differences, prefer to harbor emotions when there is tension due to existing conflicts, encourage themselves to be better at work colleagues' achievements, these are the things that cause low work conflicts in SETDA, Purbalingga Regency.

**Effect of leadership on work stress**

The results of this study prove the existence of a negative influence between leadership on work stress. That is, if leadership is bad, then work stress also increases. The results of this study can strengthen the results of previous studies which stated that leadership style has a negative and significant effect on work stress. (Prayatna, 2016). Leaders who lack empowerment of employees, do not motivate employees, poor management, will also worsen the condition of their human resources through stress. Because, basically, the organization / leader is faced with various kinds of human characters who carry out the work, so that in order to achieve organizational goals, employees need direction, regulation, motivation, and empowerment from the leadership. If a leader can do this, then he is considered a good leader.

The situation in SETDA of Purbalingga Regency itself, the majority of respondents (as many as 40 to 70 respondents), stated that the leadership was able to maintain a pleasant working atmosphere, encourage good mindset change, encourage employees to learn better, have firmness in decision making, empower, communicative, sympathy, and other positive attitudes. They (respondents) do not agree that there is a subordinate conflict because there is discriminatory treatment from the leadership. In conclusion, the leadership in SETDA in Purbalingga Regency is quite good, so that the work stress in the SETDA is relatively low.

**Effect of work culture on work stress**

The results of this study illustrate that work culture does not affect work stress. The results of this study are not in line with previous studies which say a poor work culture increases work stress. (Khuzaeni et al, 2013). At the place of this study, namely in SETDA, Purbalingga district illustrates that work culture does not affect work stress. The following is described in advance about work culture. The work culture itself talks about habits, rules, and values. Habits can be seen from duties and disciplines. Regulations can be seen from policies and sanctions. While values can be seen from cultural values and organizational values. When the work culture does not affect work stress, it means that the main tasks and functions of the job are to provide automation to the employees in carrying out the work, so that employees feel that the work is a routine that is usually done, so it does not affect stress. In addition, they assess work discipline that is good enough among employees. Employees will not consider it a burden that will cause them to become stressed, because employees are aware that they are working as the heart of government, which means awareness of being alone is a must. Likewise in the case of employees facing existing regulations both local regulations, as well as policies and sanctions within the SETDA organization itself.

Employees state that they always obey existing regulations. The cultural values and values in SETDA itself have been able to bring together one employee and another employee. Teamwork has gone well, as many as 86% of respondents stated this. Employees of mutual respect and mutual respect include differences between individuals, both in terms of age, education, gender. This was stated by as many as 84% of respondents answered "agree" and "strongly agree". Finally, the respondents or employees of SETDA Purbalingga stated that they were satisfied with the existing work culture. Shown with 81% of respondents answering "agree" and "strongly agree". So
that it does not cause significant work stress for employees / employees.

Generation X and Y have no influence on work stress. This means that work stress in the Regional Secretariat of Purbalingga district is not influenced by the characteristics of the generation of individuals. Both generation X and generation Y have no difference in terms of work stress or perception of work stress itself, especially for a position as a Civil Servant (PNS), generation Y must have prepared themselves to be able to carry out their roles and how they can maintain their role and professional status. While generation X as a generation that is earlier in the workplace, has had a lot of experience and has loyal characteristics towards work.

Workload has a positive effect on work stress. That is, the increasing or the higher the variation in workload, the work stress will also increase. Work conflict has a positive effect on work stress. That is, if work conflicts occur more often, then work stress will increase. Leadership has a negative effect on work stress. That is, if leadership is bad, then work stress will increase. Work culture has no influence on work stress. That is, the culture that has been running in SETDA in Purbalingga Regency such as loyalty to work, commitment, trust, and other values can already unite one employee with another employee. In addition, they assess work discipline that is good enough among employees. Then in terms of how to work, SETDA employees have done a lot of routine work, so that it does not cause work stress to employees.

**Implications**
The SETDA staff of Purbalingga Regency, both generation X and generation Y with each of their characteristics, should complement each other for the progress of the organization. To create optimal performance, SETDA needs to improve physical work comfort such as comfort in the layout and comfort of work equipment. The SETDA staff in Purbalingga Regency is expected to maintain stability in work and avoid conflicts that can cause excessive tension. The SETDA leadership of Purbalingga Regency is expected to be able to maintain good leadership, besides encouraging his subordinates to achieve work performance and pay attention to the condition of his subordinates, especially in handling work stress. The SETDA staff in Purbalingga Regency should maintain a mutually supportive and good cooperation attitude, no less important is to form a strong work culture in the organizational environment by fostering good cultural values in the midst of employees. So that all employees understand and carry out this culture.

**Research Limitations**
The study was conducted on research objects with low levels of work stress and variations in workload not too high. Therefore, further research can be done on companies or non-governmental organizations that are likely to have a high variation of workload, so that the results obtained are more maximal. In this study also does not involve the causes of work stress that are off the job. So, this research can be developed through other independent variables. Finally, with regard to the type of generation, it is expected that research on this generation can also be developed on other HR topics.

**REFERENCES**


