

The Effect of Work Stress on Work Deviant Behavior Case Study: CV. Madinna Dome Ambassador through Job Satisfaction as an Intervening Variable

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Article Info

Article History

Received : 13-12-2023

Revised : 18-12-2023

Accepted : 19-12-2023

Published : 19-12-2023

Article DOI:

<https://doi.org/10.14421/jbmib.2023.0203-04>

ABSTRACT

Research Aims: This study aims to analyze the effect of work stress on work deviant behavior case studies in CV. Duta Madinna Kubah through Job Satisfaction as an intervening variable.

Methodology: This study used a sample of 95 respondents who were determined by the sampling technique with the census method. In this study, using data analysis techniques, namely Path Analysis (path analysis). The analytical tool used in this study using SPSS software.

Research Findings: The results of this study indicate that the variable job stress has a significant negative effect on job satisfaction, job satisfaction has a negative and significant effect on work deviant behavior, job stress has a significant positive effect on work deviant behavior, job stress has a significant effect on work deviant behavior, which is mediated by the variable job satisfaction.

Theoretical Contribution: This research advances theoretical understanding by revealing the complex interaction among work stress, job satisfaction, and deviant work behavior, providing valuable insights for academics and practitioners in the field of organizational psychology and management.

Implication: Organizations can implement training programs to equip employees and managers with effective stress management strategies. Additionally, organizational development efforts can include initiatives to enhance job satisfaction and foster a positive work culture.

Keywords: *Job Stress, Job satisfaction, Work Deviant Behavior*

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INTRODUCTION

Human resources are one of the valuable assets for a company or organization. So, a good company or organization will implement a quality improvement program for human resources. This is a fundamental value in management strategy (Evans, 2008). In order for management activities to run well, an organization wants human resources who have loyalty and are highly dedicated. To achieve this, various ways must be taken such as health

insurance, work safety, and the right to take leave. Human resources play an important role as the main driving factor in the implementation of the overall activities or activities of the agency so that it must be managed properly through Human Resource Management (HRM).

(Rivai & Sagala, 2010) define human resource management as a subset of general management that encompasses planning, organizing, implementing, and controlling. This process is integral to the functions of production, marketing, finance, and personnel, all geared towards achieving company goals. Recognizing the increasing significance of human resources in accomplishing organizational objectives, various experiences and research findings in the human resources domain are systematically compiled under the umbrella of human resource management. The term "management" signifies a body of knowledge concerning the effective administration of human resources. This underscores the central role of human resources, emphasizing the need to consider their requirements comprehensively.

This research will be conducted at CV Duta Madinna Dome. The company is engaged in construction, especially the manufacture of mosque domes, whose branches have spread in major cities in Indonesia. As a company that highly upholds Islamic values and can be said to have rapid development in achieving company goals. CV Duta Madinna Dome makes the Qur'an and the example of the Prophet SAW as a guideline in behaving well at work. However, this does not make the workers at CV Duta Madinna Dome free from work deviant behavior, ranging from small to large work deviant behavior. For example, there are many employees who are not honest in attendance attendance, such as not giving news early to arrive late and often doing a culture of absenteeism or asking other employees to do attendance themselves intended so as not to be recorded as late. The next example is an employee who takes overtime to get additional salary, when in fact he does not overtime seriously.

Work deviant behavior that occurs in CV Duta Madinna Dome may not be entirely unintentional, there are at least two factors that may influence the occurrence of work deviant behavior in the company area, namely a sense of dissatisfaction at work and experiencing high work stress. If this work deviant behavior continues to occur, it can certainly change people's perception of CV Duta Madinna Kudom. Therefore, it is necessary to supervise applicable regulations and improve the system so that employees can get high job satisfaction and low work stress, so there is little chance of work deviant behavior in the workplace.

According to (DeCenzo, Robbins, & Verhulst, 2016), work deviant behavior is the attitude of an employee who has no satisfaction at work, causing negative traits shown in his work, so that work deviant behavior is an unacceptable attitude by an employee towards the work he gets, causing a negative attitude that cannot be accepted by people around.

Work deviant behavior itself arises in a company due to weak management supervision that can open up the flexibility of employees to take actions that can harm the company. In addition, other main problems are the lack of suitable work environment and salary received and the emergence of dissatisfaction within themselves with the work they do so that employees who have low job satisfaction will be more lazy in doing their jobs.

The relationship between work deviant behavior influenced by job satisfaction is supported by Arfah's research (2015) which found that there is a negative influence between job satisfaction and work deviant behavior. In contrast to research conducted by Nashrillah

(2018) which found that job satisfaction has a positive effect on work deviant behavior in the workplace.

In addition to issues related to deviant behavior at the workplace, individuals commonly encounter work stress in their everyday lives and professional settings. Work stress refers to a condition of tension that disrupts an employee's physical well-being, influencing their emotions, cognitive processes, and overall state. As noted by (Z. A. Hasibuan & Dantes, 2012), individuals experiencing work stress often manifest worry, leading to feelings of anger, aggression, restlessness, or uncooperativeness. Excessive stress can jeopardize an individual's capacity to cope with their surroundings. When employees find the workload overwhelming, they may exhibit behaviors inconsistent with rules or company culture. For instance, this may involve a lack of responsibility for assigned tasks and a tendency to procrastinate, resulting in incomplete and imperfectly executed work.

LITERATURE REVIEW

Theoretical Background

Work Stress

Work stress encompasses the sense of pressure and emotional strain that employees undergo while handling their professional responsibilities. As articulated by (M. S. P. Hasibuan, 2013), work stress is characterized as a state of tension that exerts an impact on emotions, cognitive functions, and overall well-being, ultimately leading to heightened levels of tension. This condition reflects a challenging and demanding aspect of the work environment that influences employees' mental and emotional states, potentially resulting in feelings of distress and depression. The experience of work stress underscores the intricate interplay between emotional well-being, cognitive processes, and the overall condition of individuals as they navigate the challenges within the workplace.

Job Satisfaction

According to Robbin & Judge (2016), job satisfaction is a feeling of pleasure possessed by an employee because of the results of their work so far. If an employee feels positive about the work he does, then the employee can be said to be satisfied with his work.

Work Deviant Behavior

Work deviant behavior is employee behavior that violates significant organizational norms that can threaten its member organizations and both. According to Robbins (2016), *Work Deviant Behavior* is the attitude of an employee who has no satisfaction at work, causing negative traits shown in his work.

Research Model

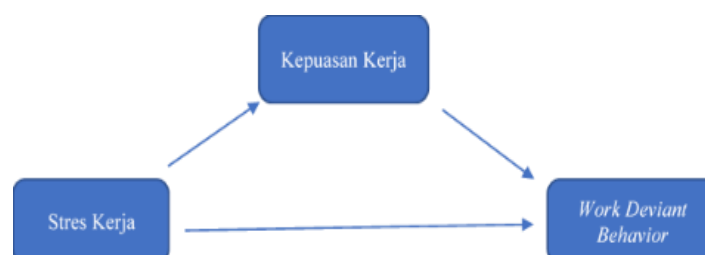


Figure 1. Research Model

1. Work stress negatively affects job satisfaction
2. Job satisfaction negatively affects work deviant behavior
3. Work stress positively affects work deviant behavior
4. Job satisfaction mediates work stress variables against work deviant behavior variables

RESEARCH METHOD

The object of research is a place or physical destination chosen by the researcher as a place of research. This research was conducted on one of the companies engaged in construction or contractors, namely CV. Duta Madinna Dome is located at Jl. Brigadier General H. Hasan Basri No.26, Rantau Kiwa, North Tapin, Tapin Regency, South Kalimantan 71114. The population in this study is all employees on CV. Madinna Dome ambassadors numbered 120 people. Sampling technique is a technique performed to determine samples.

RESULTS AND DISCUSSIONS

Descriptive Statistical Analysis

Work Stress

Table 1. Work Stress

No	Question	Mean	Hours Deviasi
1	I don't have enough time to finish all my work.	4,05	0,533
2	My work environment is in an unhealthy environment (e.g.: population, noise).	3,89	0,627
3	I have an excessive workload.	4,17	0,595
4	My job has a huge conflict that demands a lot of me.	3,86	0,694
5	I felt like I didn't know what the job I was responsible for.	3,52	0,810
6	I experience vagueness in carrying out various tasks given by superiors or consumers.	4,07	0,531
7	The targets and guidelines were too high to burden my tasks.	3,88	0,713

Source: Data processed 2021

The work stress variable gets a total mean value of 3.92, this shows that work stress in the CV. Madinna Dome Ambassador is in the high category.

Job Satisfaction

Table 2. Job Satisfaction

No	Question	Mean	Hours Deviasi
1	I am satisfied with a very challenging job to complete.	2,77	1,259
2	I am satisfied with my working conditions (environment and type of work) which are very supportive of me in completing the work.	3,05	1,340
3	I am satisfied with the compensation (salary, bonuses and other intensive).	3,09	1,297
4	I am satisfied with the work I do according to the abilities I have.	3,05	1,439
5	I am satisfied with colleagues who are very supportive for the completion of my work.	3,21	1,271
Total Mean		3,04	

Source: Data processed 2021

The job satisfaction variable gets a total mean of 3.04, this shows that job satisfaction is in the CV. Madinna Dome Ambassador is included in the Enough category.

Work Deviant Behavior

Table 3. Work Deviant Behavior

No	Question	Mean	Hours Deviasi
1	Mocking someone at work	3,29	0,874
2	Saying something hurtful to someone at work.	3,45	0,809
3	Making ethnic, religious, or racial remarks at work.	3,47	0,810
4	Swearing at someone at work.	3,51	0,944
5	Doing pranks on someone at work.	3,67	0,736
6	Acting rudely towards someone at work.	3,61	0,673
7	Openly humiliating someone at work	3,59	0,893
8	Taking property out of work without permission.	3,51	0,836
9	Spending too much time daydreaming or thinking about other things instead of working.	3,48	0,823
10	Falsifying receipts to get reimbursed for more money than you spend on business expenses.	3,65	0,769
11	Taking extra breaks or longer than should be acceptable at your workplace.	3,58	0,833
12	Arriving late to the office without permission.	2,8	0,974
13	Litter your work environment.	3,67	0,868
14	Not following your boss's instructions.	3,25	0,887
15	Intentionally work slower than you should.	3,13	0,854
16	Discussing confidential company information with people who do not have authority (authority).	2,98	0,956
17	Using illegal drugs or consuming alcohol while carrying out work.	3,48	0,823
18	Involve a little effort in doing your job.	3,67	0,881
19	Accelerate the job to get the overload.	3,58	0,780
Total Mean		3,44	

Source: Data processed 2021

The *work deviant behavior variable* gets a total mean of 3.44, this shows that the work deviant behavior variable in the CV. Madinna Dome Ambassador is included in the High category. Thus employees CV. Madinna Dome Ambassadors feel high *work deviant behavior*.

Simple Linear Regression Analysis

Table 4. Simple Linear Regression Analysis

Variable	B	Std. Error	Beta	t count	Sig t	Information
(Constant)	50,116					
Work stress	-1,273	,144	-,674	-8,807	0,000	Significant
R Square	0,455					

Source: Data processed 2021

Based on the partial regression test, a calculated value of -8.807 Beta coefficient of 0.674 was obtained with probability (p) = 0.000. Based on the results of data processing where the probability value (p) < 0.05, it can be concluded that work stress has a significant effect on job satisfaction. Thus it can be concluded that Hypothesis 1 "Job stress has a significant effect on job satisfaction" **is accepted**.

Double Linear Regression Analysis

Table 5. Double Linear Analysis

Variable	B	Std. Error	Beta	t count	Sig t	Information
(Constant)	60.996					
Work Stress	0,843	0,335	0,222	2,513	0,042	Significant
Job Satisfaction	1,235	0,178	-0,613	-6,948	0,000	Significant
F count	71,648					
Sig F	0,000					
Adjusted R Square	0,601					

Source: Data processed 2021

A t-count value of 2.513 was obtained, a Beta regression coefficient of 0.222 with probability (p) = 0.014. Based on the results of data processing where the probability value (p) < 0.05. . Thus it can be concluded that Hypothesis 2 "Job satisfaction has a significant effect on work deviant behavior" **is accepted**. A t-count value of -6.948 was obtained, a Beta regression coefficient of -0.613 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) < 0.05. Thus it can be concluded that Hypothesis 3 "Work stress has a significant effect on work deviant behavior" **is accepted**.

Path Analysis Diagram

The coefficient values obtained from the previous regression analysis are then fed into the path analysis. Pathway analysis in this study was used to prove the effect of mediating variables between work stress (X) on work devian behavior (Y) through job satisfaction (Z). In looking at the influence of mediation, a path analysis will be carried out. Here's the path diagram for the model:

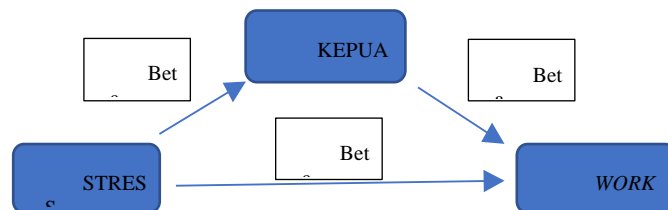


Figure 2. Path Analysis Diagram

Uji Sobel

In the test, a test of the effect of *intervening* on hypothesis testing 4 was carried out. This test is to ascertain whether the variability of job satisfaction can mediate the effect between work stress and work *deviant behavior*. The following is the description of the calculation of the sobel test

P : Line

SP : Standard Error

P2 : - 0,674 SP2 : 0,144

P3 : - 0,613 SP3 : 0,178

$$SP2P3 = \sqrt{P32.SP22 + P22.SP32 + SP22.SP32}$$

$$= \sqrt{0,613^2 \cdot 0,144^2 + 0,674^2 \cdot 0,178^2 + 0,144 \cdot 0,178 \cdot 2 \cdot 0,613 \cdot 0,674}$$

$$= \sqrt{0,007791 + 0,14393 + 0,00006}$$

$$= \sqrt{0,22250} = 0,1491674562362716$$

$$t = \frac{-0,613}{0,1491674562362716} = -4,1098$$

The Effect of Job Stress on Job Satisfaction (Hypothesis 1)

In this study based on statistical tests, a significance value of work stress (X1) of 0.000 was obtained where the significance value was smaller than 0.05 which means that work stress has a significant effect on job satisfaction. In this study, it is also known that the Beta value of the Job Stress variable is 1.273 which means that the direction of the relationship between the work stress variable and job satisfaction is negative. This identifies that job stress has a negative and significant influence on job satisfaction.

The first hypothesis (H1) stating that work stress has a negative and significant effect on job satisfaction is accepted in this study. This means that the higher the job stress, the lower the job satisfaction.

In a job, workers are often burdened with a very short time target. This often makes workers or employees feel stressed and burdened, so that these workers will feel uncomfortable with the work undertaken. When an employee is at a low level of stress then they will do a better job because it makes them able to increase work intensity and ability to interact then the job satisfaction they get is high. Vice versa, the more employees are at a high level of stress, the lower the effectiveness of employee work which results in their job satisfaction also decreases. The results of this study are in line with research from [Dewi and Netra \(2015\)](#) and research from [Syah and Indrawati \(2017\)](#) which states that work stress has a negative and significant effect on job satisfaction.

The Effect of Job Satisfaction on Work Deviant Behavior (Hypothesis 2)

In this study based on statistical tests, a significance value of work stress (X2) of 0.000 was obtained where the significance value was smaller than 0.05 which means job satisfaction has a significant effect on work deviant behavior. In this study, it is also known that the Beta value of the Work Stress variable is -1.235 which means that the direction of the relationship between the job satisfaction variable and work deviant behavior is negative. This identifies that job satisfaction has a negative and significant influence on work deviant behavior.

The second hypothesis (H2) stating that job satisfaction has a negative and significant effect on work deviant behavior is accepted in this study. This means that the lower the job satisfaction, the lower the work deviant behavior.

When the job satisfaction obtained by an employee is low, it can be ascertained that there is something wrong in the company environment, so it encourages an employee to carry out unwanted or unacceptable attitudes in the company environment. When the job satisfaction obtained by an employee is high, an employee has a good indication that can be seen such as an employee who has or gets a job in accordance with his field will certainly reduce deviant things such as stealing company assets, lying to superiors, and things that cannot be accepted by the company's environment. The results of this study are in line with research from [Arafat \(2015\)](#) and [Omar et al. \(2011\)](#) which states that job satisfaction has a negative and significant effect on work deviant behavior.

The Effect of Work Stress on Work Deviant Behavior (Hypothesis 3)

In this study based on statistical tests, a significance value of work stress (t) of 0.014 was obtained where the significance value was smaller than 0.05 which means work stress has a significant effect on work deviant behavior. In this study, it is also known that the Beta value of the Work Stress variable is 0.843 which means that the direction of the relationship between the work stress variable and work deviant behavior is positive. This identifies that work stress has a positive and significant influence on work deviant behavior.

The third hypothesis (H3) stating that work stress has a positive and significant effect on work deviant behavior is accepted in this study. This means that the higher the work stress, the higher the work deviant behavior.

Work stress felt by employees will tend to increase the desire of employees to do something unwanted called work deviant behavior. If employees experience a high workload, it is possible to perform unwanted actions at work due to feeling uncomfortable in the work environment. When an employee feels pressured by the demands of tasks, roles, pressures, and does not match the leader in the company, it will cause an employee to do work deviant behavior. The results of this study are in line with research from [Wardani and Jacub \(2018\)](#) and [Farhadi et al. \(2015\)](#) which states that work stress has a positive and significant effect on work deviant behavior.

The Effect of Work Stress on Work Deviant Behavior through Job Satisfaction (Hypothesis 4)

In this study based on the Sobel test, a table t value of 2.760402258593267 was obtained where the table t value was greater than 1.98 which means job satisfaction can mediate work stress on work deviant behavior.

The fourth hypothesis (H4) stating that job satisfaction can mediate work stress on work deviant behavior is accepted in this study. This means that the higher a person's level of work stress, the lower the perceived job satisfaction, and ultimately affects the level of work deviant behavior which will increase in line with the level of work stress.

With an excessive workload and required employees to complete in a very short time, employees will feel stressed about their work. The stress felt by employees will cause employees to be uncomfortable in doing their jobs so that job satisfaction from employees will decrease. The level of job satisfaction from employees decreases, so employees tend to do work deviant behavior.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Work stress has a significant negative effect on job satisfaction.
2. Job satisfaction has a significant negative effect on work deviant behavior.
3. Work stress has a significant positive effect on work deviant behavior.
4. Job satisfaction can mediate the relationship between job stress and work deviant behavior.

Limitations

1. In distributing questionnaires, employees must be accompanied in filling out questionnaires because most employees have a low level of education. This low level of education makes the answers given by employees tend to be biased, as a result of their incomprehension of the statement items in the questionnaire.
2. In this study, it took quite a long time because employees did not work in the same area and also because of Covid19.

Suggestion

1. For the next researcher:
 - a. It is recommended to use words or sentences that are easy for employees to understand because most employees have a low level of education. In addition, this research is expected to be developed by future researchers.
 - b. If you want to continue targeting respondents with a low level of education, you can use alternative supervision and guidance to fill out the questionnaire directly, so that the answers from respondents will be more targeted and targeted (if using the questionnaire instrument). Another alternative is to use interview instruments.
2. Advice for companies (CV. Madinna Dome Ambassador)

This research was conducted during the Covid-19 pandemic situation so that the entry schedule of employees was limited and employees who did not work in the same area. Advice from researchers if employees do not work in the same area, then the company must communicate intensely. In times of a pandemic like the present, companies benefit from fostering effective communication, ensuring the clarity of information, and promoting coordination. These measures are essential for mitigating employee stress levels stemming from the potential repercussions of misinformation, which could adversely impact work effectiveness. Establishing clear and transparent communication channels contributes to a better-informed workforce, reducing uncertainty and stress associated with misinformation. By emphasizing coordination, companies can enhance their ability to navigate challenging circumstances, promoting a more resilient and productive work environment amid the uncertainties posed by a pandemic.

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