

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Background

This study is grounded in the Job Demands-Resources theory, which provides a comprehensive framework for understanding how job characteristics can influence employees' performance. The Job Demands-Resources is developed by Demerouti et al., (2001), whereas it explains that occupations have its own specific risky factors that correlated to job stress, and can be categorized into two main components which are job demands and job resources.

Job demands refer to the aspects of a job that require sustained physical or psychological effort, such as high workload, time pressure, and job responsibilities. These demands are associated with certain psychological cost of conditions specifically when they exceed an individual's capacity to cope with. In this study, the surpassing of job demands can lead to job stress, which negatively impacts employees' ability to perform their task effectively (Halbesleben, 2006; Schaufeli & Taris, 2014).

In contrast, job resources refer to the aspect of the job that helps individuals achieve their goals, stimulate personal growth and development, and reduce job demands. These resources include several factors such as

support from supervisors and coworkers, supporting feedback, and positive working environment. Hence, particularly social support is considered as one of the most important resources to help employees to cope with the surpassing job demands, because it provides emotional encouragement, guidance, and practical assistance of help (Halbesleben, 2006; Schaufeli & Taris, 2014).

Moreover, this theory implies that job resources play a crucial role in the relationship between job demands and the work outcomes which also known as job performance. Through this, the presence of job resources, such as social support, can reduce the negative impact of job demands and job stress on the employees' outcomes, which also means their job performance. However, employees who receive higher levels of support are more likely able to cope effectively with stress and maintain their performance even under high-pressure conditions in workplace (Demerouti et al., 2001; Halbesleben, 2006; Schaufeli & Taris, 2014). As a result, based on the Job Demands-Resources theory, this study proposes social support to moderates the relationship between job stress and job performance.

2.1.1 Job Performance

Job performance explained as how well employees are able to carry out their tasks and responsibilities to achieve organizational goals (Afonso et al., 2025). It shows how employees can complete their work effectively, maintain productivity, and contribute positively to the organization. Job performance is defines as behaviors or actions that are relevant to organizational goals and can be measured in terms of each individual's level of contribution (Campbell et al., 1990). However, it emphasizes that performance is not only about outcomes but also about the behaviors that lead to those outcomes. Job performance is considered as an important factor in determining the success of one's organization, employees with high performance can improve productivity, efficiency, effectiveness, and organizational outcomes. Furthermore, job performance can be influenced by various factors such as employees' psychological conditions and workplace environment.

2.1.1.1 Factors of Job Performance

Job performance is contingent upon several factors correlated with both the individual and the work environment. Job stress is one of the main factors, whereas the high level of stress can reduce employees' concentration, motivation, and ability to perform their tasks effectively (Foy et al., 2019). Thus, employees who receive social support from their supervisors, coworkers, family, or friends tend to feel more confident and capable in handling their responsibilities. Another thing, including motivation, competencies, and work environment also counted as the factors that can influence employees (Campbell et al., 1990). Therefore, job

performance is not determined by just a single element, but rather by a combination of psychological, social, and environmental conditions.

2.1.1.2 Aspects of Job Performance

There are some key aspects of job performance that reflect on how employees carry out their roles and responsibilities in the workplace. Firstly, the effectiveness of task completion refers to how well employees are able to achieve work objectives. Secondly, efficiency refers to how employees manage their time and resources while performing their tasks. Thirdly, the quality of work is another essential aspect that reflects the accuracy, consistency, and standard of the output produced. Lastly, adaptability is defined as employees who required to be able to adjust the changes, solve problems, and respond to new challenges in the workplace (Campbell et al., 1990). Therefore, these aspects show that job performance is not only about completing tasks, but also on how well and how efficiently those tasks are performed in different situations that they face.

2.1.1.3 Dimensions of Job Performance

According to Motowidlo et al., (1997), Job performance is divided into two main dimensions which are the task performance and contextual performance. Task performance is defined as the core activities that are directly related to an employee's job responsibilities, such as completing tasks, meeting targets, and fulfilling job requirements. Besides, contextual performance refers to the behaviours that support the organizational environment, such as helping coworkers, showing initiative, maintaining a positive attitude, and contributing to teamwork

(Motowidlo et al., 1997). These dimensions highlighted that job performance is not only about individual productivity but also on how employees actively contribute to a supportive and effective workplace.

2.1.1.4 Consequences of Job Performance

Job performance has a significant consequence that effect both, the individuals and the organizations. At the organizational level, high job performance contributes positively to increased productivity, efficiency, and effectiveness that are essential for achieving organizational goals and maintaining competitiveness. Hence, good performance can lead to positive outcomes at the individual level, such as recognition, career advancement, and job satisfaction. On the other hand, low job performance will result in negative consequences such as decreased productivity, poor organizational outcomes, and potential job insecurity (Motowidlo et al., 1997). Therefore, job performance is considered as a critical factor that reflects not only individual success but also the overall success of the organization.

2.1.2 Job Stress

Job stress refers to a condition where employees experience pressured or high levels of tension in the workplace. Some researchers defined job stress as time pressure and the limitations of situations that limit employees' ability to do their job effectively (Domínguez, 2013). Hence, the concept of job stress is rooted in wider concept of stress itself, which is defined as a nonspecific response of the body to any demand and specifically refers to the interaction between external forces and the individual's ability to resist those forces (Tan & Yip, 2018). Thus,

understanding job stress is important because the prolonged exposure of high levels of stress may influence employees' ability to perform their tasks effectively. When it happens, employees might feel overwhelmed and it can affect their emotional and psychological well-being.

2.1.2.1 Factors of Job Stress

Job stress has several key factors including workload, time pressure and deadlines, role conflict and role ambiguity, and lack of social support. Workload is an excessive task and responsibilities that can increase pressures on employees. Another thing, time pressure and deadlines can contribute to stress when employees are forced and required to complete tasks with a limited time frames. Role conflict and role ambiguity where employees are unclear about their responsibilities leads to facing conflicted expectations. Furthermore, lack of social support with poor working conditions will also increase the stress level of employees due to the feeling of unsupported in handling their tasks (C. L. Cooper & Marshall, 1976). Overall, these factors create a demanding environment that can easily make employees feel overwhelmed. When these stressor factors overlap, it will significantly increase the likelihood of burnout and decreased productivity among employees.

2.1.2.2 Aspects of Job Stress

There are several key aspects that shows on how employees experience pressure in the workplace. Firstly, the perceived intensity of stress which refer to how strong employees feel pressure by their job demands. Secondly, the frequency

of stress which means how often employees encounter stressful situations at their workplace. Thirdly, the duration of stress where a prolonged exposure of stressful conditions will lead to more serious effects compared to the short-term stress. Moreover, the individual perception of control which refer to the employees who feel that they have less control over their tasks and responsibilities will tend to experience higher levels of stress. These four aspects shows that job stress is not only about the presence of pressure, but also on how employees perceive and experience it over time.

2.1.2.3 Dimensions of Job Stress

According to Job Demands-Resources theory from Demerouti et al. (2001), job demands can be categorized into several dimensions such as, workload demands, emotional demands, and cognitive demands. Workload demands refer to the amount of work that employees are required to complete within a limited time. Emotional demands involve dealing with emotionally challenging situations such as handling customers or managing interpersonal conflicts. Cognitive demands refer to the level of mental effort which required performing tasks such as concentration and decision-making (Demerouti et al., 2001). Through these dimensions, it highlights that job stress can come from different types of demands depending on the nature of the job itself.

2.1.2.4 Consequences of Job Stress

Job stress has several significant consequences that effect individuals and organizations. At the organizational level, job stress can result in decreased

productivity, increased absenteeism, and higher turnover rates. However, according to Demerouti et al., (2001), the prolonged exposure to high job demands if it is without sufficient resources, it can lead to strain and reduced performance. Besides, at the individual level, the high levels of work stress can lead to negative outcomes such as fatigue, burnout, anxiety, and decreased well-being (Demerouti et al., 2001). However, employees who experience excessive stress may also face difficulties in concentrating and maintaining motivation, which can affect their ability to perform tasks effectively.

2.1.3 Social Support

Social support defined as the assistance, care, and encouragement that individuals get from others in the social environment, it can be from supervisors, coworkers, family, and friends. In the workplace, social support is essential in helping employees to cope with the job-related challenges and pressures. Moreover, social support is often recognized as buffering factor in the relationship between job stress and job performance, it means that social support can reduce the negative impact of job stress on employees' performance (Cohen & Wills, 1985). Thus, employees who receive higher levels of support may be better able to manage pressure, maintain their focus, and doing their task effectively under stressful conditions. As a result, in this study social support is perceived as a moderating variable that may influence the relationship between job stress and job performance among employees. In this study, it is expected that employees who received higher levels of social support will be more capable of coping with job stress and maintaining their job performance compared to those with lower levels of support.

2.1.3.1 Factors of Social Support

The level of social support that individuals receive is influenced by several factors related to both the individual and the work environment. One of the important factors is the quality of relationships between employees and their supervisors or coworkers, whereas these positive relationships tend to encourage more supportive interactions. Additionally, organizational culture plays a significant role, as workplaces that promote open communication, teamwork, and trust are more likely to foster higher levels of social support. Individual characteristics, such as personality and communication skills, can also affect how individuals seek and receive support from others (Cohen & Wills, 1985). Moreover, the size and strength of an individual's social network may determine the attainability of support in stressful situations. These factors suggest that social support is not only depend on the presence of others but also on the quality of interactions and the environment in which individuals work.

2.1.3.2 Aspects of Social Support

There are key aspects of social support that reflect how individuals perceive and experience support in their work environment. One of the aspects is the availability of support, which refers to the individual's perception of how easily help can be accessed when it is needed. Another aspect is the perceived adequacy support which means how sufficient and helpful the support in dealing with problems. Additionally, the source of support is also important, as support may come from supervisors, coworkers, family, or friends where each source may

provide different types of assistance. Lastly, the quality of support, whereas supportive interactions involve trust, empathy, and understanding that effectively help each individual to cope with the job stress (Cohen & Wills, 1985). However, these aspects highlight that social support is not only about receiving help, but also about how individuals perceive the usefulness and the quality of the support.

2.1.3.3 Dimensions of Social Support

Social support is often understood through several key dimensions that reflect the different types of support that the individuals receive from their social environment. According to House (1981), social support of four main dimensions: emotional support, informational support, instrumental support, and appraisal support. Firstly, emotional support refers to expressions of empathy, care, and trust, which help individuals feel valued and understood. Secondly, informational support involves providing advice, suggestions, or guidance to help individuals deal with problems. Thirdly, instrumental support refers to tangible assistance, such as helping with their tasks or providing some kind of resources. Lastly, appraisal support refers to feedback and evaluation that help individuals assess their situation and make decisions (House, 1981). These dimensions highlight that social support is not a single form of help, but a combination of different types of assistance that contribute to individuals' ability to with their stress.

2.1.3.4 Consequences of Social Support

Social support has become one of the common yet crucial factor that influences individual's work outcomes. Consequently, one observes that its ability to reduce

stress and protect individuals from the negative effects of demanding situations. According to Cohen & Wills, (1985), social support functioned as a buffering factor that helps individuals to cope more effectively with stress. Hence, in the workplace, employees who receive higher level of social support tend to experience lower levels of stress, higher job-satisfaction, and better psychological well-being (Cohen & Wills, 1985). In addition, social support can enhance employees' job performance and as employees who feel supported are more confident, motivated, and capable of handling their responsibilities. These outcomes shows that social support not only improves employees' emotional condition but also contributes to better job performance with its effectiveness.

2.2 Previous Research

The following table provides overview of the previous research used to construct the framework for this study.

Table 2.1 Previous Research

No.	Author and Title of Article	Analysis Tool/Methodology	Variables	Findings
1.	<i>"Does social support and work-life conflict moderate the influence of job stress on job performance? (A study at Syiah Kuala University)"</i> (Ibrahim et al., 2024)	This study was using data that were collected via questionnaires from 275 administrative employees and analyzed using Structural Equation Modeling (SEM) through Partial Least Squares (PLS) software.	Independent variable is job stress, the moderator variable consist of social support and work-life conflict, and the dependent variable is job performance.	This study finds that social support is a significant moderating factor in the influence of job stress on performance, whereas work-life conflict did not demonstrate a significant moderating effect in this relationship.
2.	<i>"Student teachers as in-service teachers in schools:</i>	The researchers surveyed 172 student teachers in Germany,	<i>Independent variable is job demand, the moderator</i>	This study finds that more complex instructional activities

	<i>The moderating effect of social support in the relationship between student teachers' instructional activities and their work-related stress" (Richter & Kempert, 2024)</i>	employing the Job Demands-Resources (JD-R) model as a theoretical framework to analyze the data.	<i>variable consist of social support and self-efficacy, and the dependent variable is work-related stress.</i>	are positively correlated with higher work-related stress, a relationship that is significantly moderated by social support from colleagues but not by individual self-efficacy.
3.	<i>"Comparing effects of toxic leadership and team social support on job insecurity, role ambiguity, work engagement, and job</i>	This study use The research employed a multilevel design, collecting data from 391 team members and 82 team leaders,	Independent variables consist toxic leadership and team social support, the mediating variable consists of job insecurity, role ambiguity, and	This study finds that team social support enhances job performance by increasing work engagement, while toxic leadership undermines

	<i>performance: A multilevel mediational perspective”</i> (Lee et al., 2024)	and analyzed the results using Multilevel Path Analysis.	work engagement, and the dependent variable is job performance.	performance by heightening job insecurity and role ambiguity.
4.	<i>“Impact of Work Stress On Job Satisfaction with Moderating Effect of Social Support”</i> (Anjum et al., 2023)	This study was using a quantitative approach, collecting primary data through questionnaires distributed to 500 medical professionals, primarily private-sector surgeons.	Independent variables consist of work–life balance and work–place anxiety, the moderator variable is social support, and the dependent variable is job satisfaction.	This study finds that workplace stress is negatively connected to job satisfaction, but access to social support minimizes this unfavorable association and reduces the detrimental impact of stress on performance.
5.	<i>“Evolving the job demands-resources framework to JD-R 3.0: The impact of after-</i>	This study utilized a quantitative approach with a two-wave survey of 625 employees, employing	Independent variable is work connectivity behavior after-hours, the moderating variable	The study finds that incongruence between high after-hours connectivity

	<i>hours connectivity and organizational support on employee psychological distress” (Li et al., 2025)</i>	polynomial regression and response surface analysis to examine nonlinear relationships.	is perceived organizational support, the mediating variable is psychological contract violation, and the dependent variable is psychological distress.	demands and low organizational support significantly increases psychological contract violations and employee distress.
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2.3 Hypothesis Development

2.3.1 The Impact of Job Stress On Job Performance

Job stress often appears when the job demands outpace the individual's capacity to manage them. It aligns with the framework from Job Demand – Resource, when the excessive job demands come upon individuals, it will negatively impact the employees' outcomes especially their job performance (Demerouti et al., 2001). Hence, when employees feel overwhelmed by the excessive job demand they experience lack of concentration, working ineffectively, and bigger tendency of being irresponsible for their work.

Recent evidence from Ibrahim et al., (2024), support this statement by stating that job stress is a primary factor that can deteriorate workplace productivity and performance outcomes. Additionally, Li et al., (2025) explained that work stressors, such as the pressure for after-hours connectivity, lead to psychological distress that hampers an employee's professional output. When Generation Z employees feel overwhelmed by these demands, they experience a lack of concentration and a tendency toward ineffective work habits, ultimately reducing their overall job performance.

H1: Job Stress has a significant negative impact on Job Performance

2.3.2 The Moderating Role of Social Support on The Relationship Between Job Stress and Job Performance

With the massive job demands that the employees receive, employees often rely on various ways to help them to cope with their stress. Thus, based on the Job Demands-Resources Theory, social support is considered as the Job Resource that helps employees reduce the negative effects of job demands and stress (Demerouti et al., 2001). For this study, social support is defined as the resources provided by supervisors and family members to help employees manage their work-related stress. According to Cohen & Wills, (1985) social support can protect individuals from negative effects of stress. Hence, employees who receive higher levels of social support tend to be more likely to feel supported, confident, and capable of managing their work responsibilities even in high pressure situations.

Recent evidence from Ibrahim et al., (2024), found that social support is a significant moderator that weakens the negative impact of job stress on performance, proving that support helps maintain productivity during high-stress periods. Aligned with Richter and Kempert (2024) which demonstrate that social support from colleagues and supervisors serves as a critical resource that allows individuals to maintain instructional quality and performance even when facing complex professional challenges. Another statement from Anjum et al., (2023) states that the availability of social support minimizes workplace anxiety and job dissatisfaction, allowing employees to remain confident and capable under pressure. As a result,

when Generation Z employees in Jakarta receive high levels of support from their supervisors and families, it creates a cushioning effect. This ensures that even when job stress is high, the negative impact on their performance is significantly reduced.

H2: Social Support significantly moderates the relationship between Job Stress and Job Performance, meaning that the negative impact of stress is weaker when social support is high.

2.4 Research Framework

The researcher proposes a model framework involving three main constructs: job stress, social support, and job performance. Job stress considered as the independent variable, job performance as the dependent variable, and social support as the moderating variable.

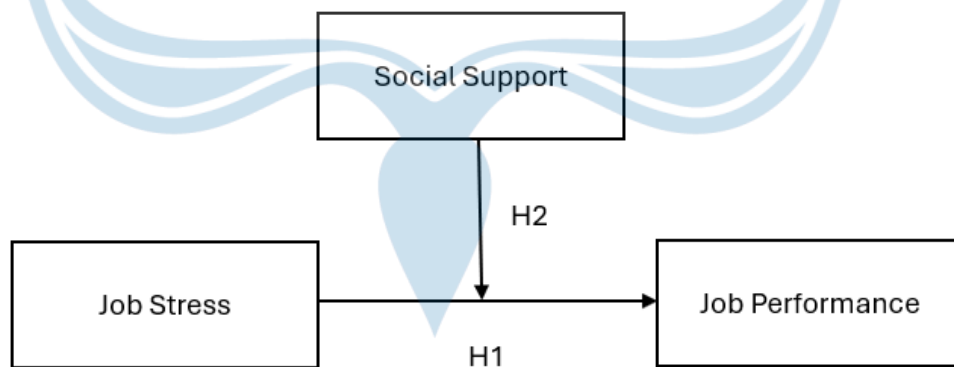


Figure 2.1 Research Framework

Source: Modify from (Ibrahim et al., 2024)