



UNDERSTANDING HOW JOB STRESS, ACHIEVEMENT MOTIVATION, WORK DISCIPLINE, AND EMOTIONAL INTELLIGENCE IMPACT EMPLOYEE JOB SATISFACTION

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Abstract

This research aims to explain the Job Stress, Achievement Motivation, Work Discipline and Emotional Intelligence on Employee Job Satisfaction at PT. Bank Maybank Indonesia Tbk. Diponegoro Center. A quantitative study using a saturation sample methodology was conducted on 56 employees, and multiple linear regression analysis and SEM PLS were used for data analysis. The results indicated that both emotional intelligence and job stress have an effect on job satisfaction, partially showing the same results, i.e., emotional intelligence partially has a positive and significant influence on job satisfaction and job stress has a positive and significant influence on job satisfaction. Using SEM-PLS produces the same result: emotional intelligence has a positive and significant influence on job satisfaction. Research results can be a company's input to improve performance with variables in research. Research only at PT. MayBank Indonesia Therefore, the data collected is limited to only one company.

Keywords: job stress; achievement motivation; discipline; emotional intelligence; job stress

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INTRODUCTION

Human resources (HR) are the human potential ability to carry out an activity (technical or potential) with the purpose of assisting employees in achieving personal objectives while advancing the organization's interests (Sedarmayanti, 2016). One concept of human resources is an asset for the company in achieving its objectives (Sedarmayanti, 2016). Therefore it is important to pay attention to human resources in the running of the company. Nafchi et al. (2020) stated that The significance of HR in an organization may become a company's business strategy by developing competitive advantages, so as to produce advantages in comparison to other companies and to prepare personnel for competitiveness. The significance of HR to the operation of the company necessitates the necessity to pay close attention to the HR operations process. In this instance, a significant amount of capital is allocated to employee-related expenses, such as recruiting, training, development, and maintenance (Nafchi et al., 2020). Attention to human resources and its development can be one of the company's priorities in creating good quality human resources, considering the importance of human resources as the wheels of the company in achieving the company objectives.

The significance of HR in a company can have an influence on job satisfaction, which in turn can have an influence on employee performance and the resolution of work-related problems, both in the course of work and in the employee's personal life, allowing the company to achieve its goals by maximizing employee performance. Consequently, companies can carry out HR development by focusing on the results in the form of employee job satisfaction, which is anticipated to have an effect on employee performance and enable optimum achievement of company objectives. Employee job satisfaction is a collection of employee attitudes about the positive and negative aspects of their jobs (Edison et al 2016). Job satisfaction is also a good attitude of employees toward work environment circumstances, and it requires the attention of leaders in building a conducive atmosphere for employees, hence producing a pleasant environment for employees Alshehhi et al. (2018) in Alharbi & Abuelhassan (2020) added that The high quality of the relationship between subordinates and superiors refers to a high degree of trust and support as the foundation of a preferred relationship, which mirrors the interaction between workers in the organization. If the employee's needs are addressed via their employment and they have a favorable emotional state after reviewing their work or experience, they will have job satisfaction (Rachmelya & Suryani, 2017), so the job satisfaction of an employee needs to be considered for achieving company goals to get maximum results.

Self Determination Theory explains how individuals receive motivation to achieve something they want (van Woerkom & Kroon, 2020). On the long continuum of motivation, individuals may be driven by intrinsic, extrinsic constructs or even become amotivation (Gómez-Baya et al., 2018; Sweeney et al., 2014). Achievement motivation is intrinsically composed of a sense of comfort and fun (enjoyment, pleasure and fun) and is included in the category of those who have strong motivation to do certain things (Jeno et al., 2022; Manninen et al., 2022). If we look at how pleasure motivates individuals, the Pleasure Theory of Motivation point of view can be an interesting foundation for understanding how pleasure is linked as a form of reward to self-respect and produce satisfaction itself (Cabanac, 1992; van Woerkom & Kroon, 2020). Individuals who are intrinsically motivated do not seek satisfaction outside themselves, but instead get satisfaction when they are doing what they are doing (Ryan & Deci, 2019). The Pain Pleasure Principle also explains that when an individual seeks pleasure, he will at the same time try to avoid pain and both become the common basis of individual motivation (Ryan & Deci, 2019; Sanli et al., 2013).

According to Vroom, work discipline is influenced by individual expectations of the results of their work efforts (Samsudeen et al., 2020). If individuals believe that their efforts will produce the desired results, they will be more motivated to work with discipline. In this context, management needs to provide relevant encouragement and incentives so that employees have confidence that their work discipline will lead to the desired results (Burgoon et al., 2016; Chao, 2019). According to Expectancy Theory, individuals will decide how far they will work with discipline based on three main factors; expectancy in the context of work discipline refers to an individual's belief that the work they do will result in good performance (Kohli et al., 2018; Samsudeen et al., 2020). This includes the belief that the actions taken and the efforts expended will bring about the desired results. Expectancy theory can be applied to understand their work discipline. This theory states that work discipline is influenced by individual expectations of the results of their work efforts.

Employee job satisfaction can be a factor in the company's strategy, given that employees play a part in the operation of the company. Good management can have a positive effect on the company since an employee who does his or her duties must be able to work as much as possible in order to become a professional employee whose results can be in line with the company's aims, namely improving performance with maximum outcomes. If an employee has completed a task to the best of his ability, he will feel gratified, which will instill a feeling of responsibility in finishing the task. In this instance, employee work satisfaction may be achieved by focusing on numerous HR trends, including employee emotional intelligence (Rashid et al., 2016) and employee job stress (Windy, 2018) which is important in increasing employee job satisfaction. The significance of these two variables is conducted on the influence of emotional intelligence and job stress on employee job satisfaction in a company. In this case the research location company is PT. Bank Maybank Dipenogoro.

PT. Bank Maybank Dipenogoro is a branch office of Bank Maybank Medan, which has a mission of being the premier supplier of financial services in Indonesia, backed by completely devoted and creative people resources that generate value and serve the community. In the initial research conducted through surveys and interviews, it was discovered that the level of job satisfaction at PT. Bank Mayapada Indonesia Tbk – Diponegoro Center has decreased on several attributes of job stress and emotional intelligence, so it is hoped that this research can contribute to increasing employee emotional intelligence, turning job stress into a positive, and correcting deficiencies that can decrease job satisfaction. The company's work environment necessitates that employees possess a high level of emotional intelligence in teams and as individuals in order to achieve the company's goal of providing the best service to customers and thus achieve the company's goals and vision of

providing the best and foremost service. In addition, job stress resulting from firm task needs may motivate employees and increase job satisfaction. The aim of this article is to provide information on the influence of emotional intelligence and job stress on the job satisfaction of employees at PT. Bank Maybank Indonesia Tbk- Diponegoro Center.

In individuals who need external motivation, there is a continuum that connects integrated motivation, identified motivation, introjection motivation, and external motivation (Dignath et al., 2008; Zwiech, 2021). Individuals with integrated external motivation are in fact easier to be encouraged and even have a tendency to have intrinsic achievement motivation. Individuals who have identified motivation, for example, will place more emphasis on external assessment of themselves and have a strong drive to achieve the expected results based on environmental rewards (Mazzetti et al., 2014; Meral et al., 2012). Individuals with an introjection of extrinsic motivation show indications of ego-involvement that link the important elements of the problem to their identity (Digutsch & Diestel, 2021; Eccles & Wigfield, 2020; Kitsios & Kamariotou, 2021). Topics that involve the ego are topics that define who the individual entity is in the social space and deal with important aspects of him. Examples of ego linkages that become external motivation include improving the quality of life of children and their offspring where the individual wants to have safe, happy and productive children and offspring.

Social Judgment Theory of self-persuasion theory put forward by defining the perception and evaluation of an idea by comparing it with current attitudes (Burgoon et al., 2016; Lee & Chun, 2016). According to this theory, an individual weighs each new idea, compares it with the individual's current viewpoint to determine where it should be placed on the attitude scale in the individual's mind (Burgoon et al., 2016). Social judgment theory is the sorting of subconscious ideas that occur when perception involves a lot of ego-involvement as the main aspect that encourages individuals to do certain things (Burgoon et al., 2016). It also explains how individuals are attracted to do whatever it takes when ego-involvement is present and dominant. Bentham's Felicific Calculus explains how individuals with high ego-involvement might eliminate the moral rightness or wrongness of an action as a function of the amount of pleasure or pain it produces. Felicific calculus can at least in principle determine the moral status of any considered action.

Emotional intelligence is a component that makes a person regulate his emotions. At work, emotional intelligence is closely related to job satisfaction which makes a worker love his job. Disturbed emotional intelligence can lead to suboptimal job satisfaction (Rachmelya & Suryani, 2017). Job stress is the interaction between the individual and the environment between stimulation and response (Kusumo et al., 2018). Job stress can also be defined as work-related anxiety or nervousness that has an impact on employees' emotions and work behavior (Navas & Vijayakumar, 2018). Job stress depends on the level of emotional intelligence that a person may need and the optimistic nature of employees who can increase their stress control (Navas & Vijayakumar, 2018).

In the theory of expectations (Expectancy Theory), expectations can be interpreted as a subjective probability that the effort made will produce the desired performance (Munikrishnan et al., 2022). The concept of hope involves individual considerations about the likelihood of their efforts being successful in achieving certain goals or targets (Elliott et al., 2005; Malarvizhi et al., 2022). Expectancy in the context of work discipline is closely related to individual beliefs about the relationship between the effort they put in and their ability to achieve the desired results. If an employee has high confidence that the effort they put in will result in good performance, they will be more motivated to work with high discipline (Rahadi et al., 2022). They have high expectations that their work efforts will bring about the desired results in the form of customer satisfaction and improved teaching quality. However, if an employee has low expectations or doubts that their work efforts will produce the desired results, they may tend to lose motivation and not work in a highly disciplined manner.

In the theory of expectations (Expectancy Theory), expectations can be interpreted as a subjective probability that the effort made will produce the desired performance (Kohli et al., 2018). The concept of hope involves individual considerations about the likelihood of their efforts being successful in achieving certain goals or targets. Expectancy in the context of work discipline is closely related to individual beliefs about the relationship between the effort they put in and their ability to achieve the desired results (Elliott et al., 2005; Malarvizhi et al., 2022). If an employee has high confidence that the effort they put in will result in good performance, they will be more motivated to work with high discipline. For example, an employee who believes that preparing course material carefully and in-depth will help them provide quality teaching to customers, will be more motivated to spend the time and effort required in that preparation. They have high expectations that their work efforts will bring about the desired results in the form of customer satisfaction and improved teaching quality (Munikrishnan et al., 2022). However, if an employee has low expectations or doubts that their work efforts will produce the desired results, they may tend to lose motivation and not work in a highly disciplined manner.

Effective action, rather than logical thought, underlies the concept of emotional intelligence in companies (Rashid et al., 2016). Andewi et al. (2016) emphasized that job satisfaction is essential for an organization to fulfill its objectives, thus it is crucial to pay attention to employee emotional intelligence and job stress. When people are pleased at work, they will complete and execute their tasks effectively. Emotional intelligence combined with work pressure may inspire people to have high emotional intelligence, which will have an effect on job happiness. Here is a frame of mind based on several previous theories, so the researchers set the hypothesis as follows emotional Intelligence has an influence on Job Satisfaction of employees of PT. Bank Maybank Indonesia Tbk – Diponegoro Center, Job Stress has an influence on Job Satisfaction of employees of PT. Bank Maybank Indonesia Tbk – Diponegoro Center, emotional Intelligence and Job Stress have an influence on Job Satisfaction of employees of PT. Bank Maybank Indonesia Tbk – Diponegoro Center. Here is a framework based on a hypothesis that the researcher associates one variable with another.

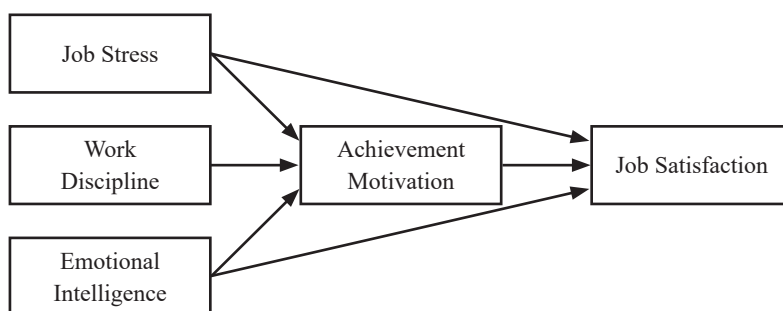


Figure 1. Conceptual Framework

METHOD

The research population is from employees of PT. Bank Maybank Indonesia Tbk. - Diponegoro Center as many as 48 people, using saturated sampling. Types of data sources using quantitative and qualitative data collected during research and literature review related to study theory. Data collection techniques used several techniques including questionnaires, interviews, documentation studies, and literature study. The scale used in the questionnaire is by using a Likert scale with levels there are 5 levels, namely 5 = Strongly agree 4 = Agree 3 = Disagree 2 = Disagree 1 = Strongly disagree. The research variables are described in table 1. Data analysis techniques used Validity and Reliability Tests, Classical Assumption Tests, Multiple Linear Regression Analysis, and the Coefficient of Determination (R²). The final result will show the influence arising from the accepted hypothesis. Data processing using Smart PLS.

RESULTS

The general description of the respondents who were distributed to 48 employees obtained results based on gender dominated by men, namely 60.42%, with age dominated by 21-30 years as much as 46.91%, and education had a balanced result of 50% for Senior High School and Bachelor degree.

The results of the validity test for emotional intelligence (X₁) in Table 1, the validity test on the job stress variable (X₂) in Table 3, and the validity test for job satisfaction (Y) in Table 4. The Cronbach's Alpha value of the three variables is reliable because the value is more than 0.60, it can be concluded that all variables in this study can be used. The results of the reliability test are in Table 2.

According to the above table, every item on the If the assumptions have been met, then the model can be tested in various ways. In SEM analysis there is no single statistical test tool to measure or test the hypothesis about the model. The following are several suitability indices and cut-off values to test whether a model can be accepted or rejected.

X₂ or statistical chi-square, where the model is considered good or satisfactory if the chi-square value is low. The smaller the value of X₂, the better the model is and is accepted based on probability with a cut-off value of p > 0.05 or p > 0.10. RMSEA (Root Mean Square Error of Approximation), which shows the good of fit that can be expected if the model is estimated in the population. An RMSEA value that is smaller or equal to 0.08 is an index for acceptable models that show a close fit of the model based on the degree of freedom. GFI (Goodness of Fit Index) is a non-statistical measure that has a range of values between 0 (poor fit) to 1.0 (perfect fit). A high value on this index indicates a better fit. AGFI (Adjusted Goodness of Fit Index) where the recommended acceptance level is if AGFI has a value equal to or greater than 0.90. CMIN/DF is the Minimum

Sample Disrepancy Function divided by the degree of freedom. CMIN/DF is nothing but the chi square statistic (X_2) divided by its DF called relative X_2 . If the X_2 value is relatively less than 2.0 or 3.0, it is an indication of acceptable fit between the model and data. TLI (Tucker Lewis Index) is an incremental index that compares a model tested against a baseline model, where the recommended value as a reference for accepting a model is ≥ 0.95 and a value close to 1 indicates very good fit. CFI (Comparative Fit Index) which, when close to 1, indicates the highest level of fit. The recommended value is $CFI \geq 0.95$.

Table 1. The Validity Test of Emotional Intelligence Variable (X_1)

	Achivment Motivation	Emotional Intelligence	Job Satisfaction	Job Stress	Work Disciplin
AchieveMot01	0,837				
AchieveMot02	0,862				
AchieveMot03	0,874				
AchieveMot04	0,728				
AchieveMot05	0,785				
EmotIntel01		0,833			
EmotIntel02		0,741			
EmotIntel03		0,769			
EmotIntel04		0,790			
EmotIntel05		0,908			
JobSatisfac01			0,898		
JobSatisfac02			0,725		
JobSatisfac03			0,784		
JobSatisfac04			0,782		
JobSatisfac05			0,847		
JobStr01				0,765	
JobStr02				0,877	
JobStr03				0,849	
JobStr04				0,792	
JobStr05				0,761	
JobStr06				0,742	
JobStr07				0,729	
WorkDisc01					0,888
WorkDisc02					0,877
WorkDisc03					0,775
WorkDisc04					0,850
WorkDisc05					0,940
WorkDisc06					0,738
WorkDisc07					0,832

Tabel 2. Fornell-Larecker Criterion

	Achievment Motivation	Emotional Intelligence	Job Satisfaction	Job Stress	Work Disciplint
Achiement Motivation	0,595				
Emotional Intelligence	0,196	0,596			
Job Satisfaction	0,195	0,624	0,547		
Job Stress	-0,239	-0,131	-0,379	0,530	
Work Discipline	0,458	-0,169	-0,048	-0,187	0,441

Job satisfaction is an important thing in a company that can be a major factor in the running of the company. Job satisfaction is an assessment that describes feelings of pleasure or displeasure, satisfaction or dissatisfaction at work. Employees can increase job satisfaction by considering two factors including job stress and emotional intelligence (Angreni & Ardana, 2020). In this case, an analysis was carried out using the PLS SEM with the results in Figure 2.

Criteria for acceptance of the hypothesis can be accepted that when the t-statistic > from the t-table then the hypothesis is accepted, so from the analysis it shows that the table values for both variables namely emotional intelligence and job stress on job satisfaction show an alpha of 5% is 1.96 then all variables have hypothesis is accepted. The test results are shown in Table 3.

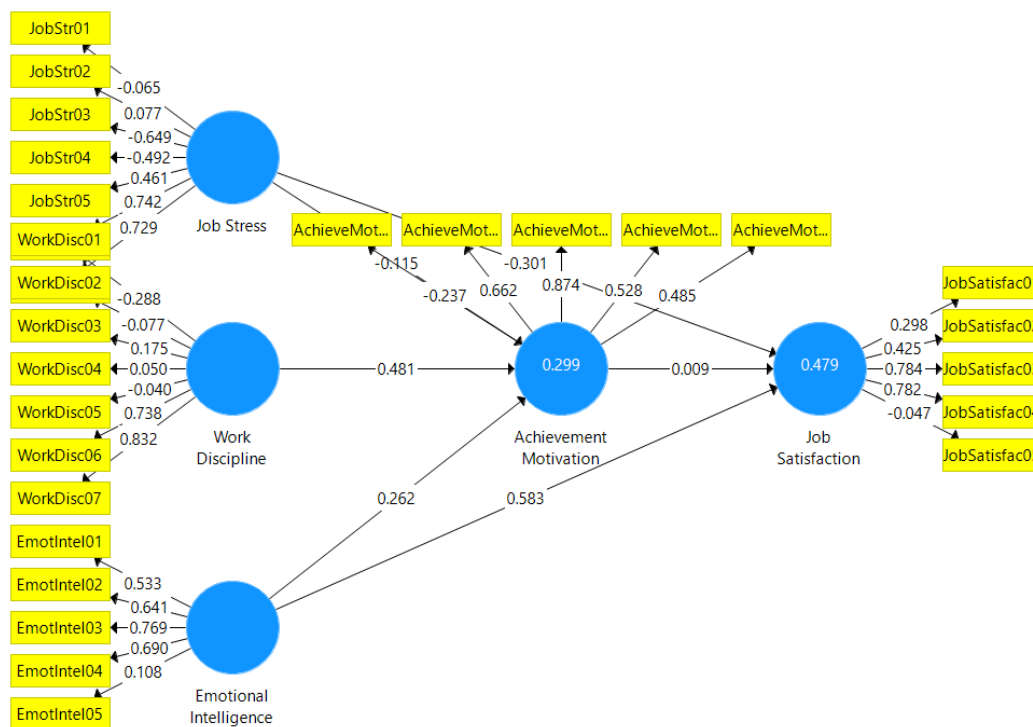


Figure 2. Bootstrapping Results

Table 3. Influence Between Variables

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Achievement Motivation	0,500	0,644	0,623	0,355
Emotional Intelligence	0,537	0,587	0,699	0,355
Job Satisfaction	0,365	0,525	0,589	0,299
Job Stress	0,170	0,517	0,114	0,281
Work Discipline	0,503	0,306	0,255	0,195

DISCUSSION

Emotional intelligence is a component that makes a person regulate his emotions. At work, emotional intelligence is closely related to job satisfaction which makes a worker love his job. Disturbed emotional intelligence can lead to suboptimal job satisfaction (Rachmelya & Suryani, 2017). The results of the study show that there is an influence of emotional intelligence on job satisfaction in line with Cherniss & Goleman (2016)'s research which resulted that there is a relationship between the two variables, good relations between colleagues can add high job satisfaction. Several other studies state the same thing that there is a positive and significant effect on emotional intelligence and job satisfaction (Nuraningsih & Putra, 2015; Kusumo et al., 2018; Gopinath & Chitra, 2020). Therefore, it is critical for companies to focus on emotional intelligence in order to increase employee job satisfaction, since emotional intelligence correlates positively with employee satisfactions (Parawitha & Gorda, 2017). In addition, Wijayati et al., (2020) stated the same results that the importance of emotional intelligence in increasing employee job satisfaction in a company. Malik et al. (2019) added that emotional intelligence has an influence on job satisfaction because with better emotions it can create good management of work balance and job satisfaction.

PT. Bank Maybank Indonesia Tbk – Diponegoro Center in interviews and questionnaires shows that the emotional intelligence of employees is low. This is caused by the lack of positive thinking of employees in addressing problems, thereby reducing employee satisfaction. Management of positive thinking so that it can motivate oneself in controlling emotions can be an alternative to the problems faced by companies to increase employee job satisfaction. Mohammadi & Yekta (2018) stated further regarding handling to overcome the increase in emotional intelligence within the company can be with emotional intelligence training. Besides, Karimi et al., (2013) stated that emotional intelligence improvement can also be done with job exploration.

Extremera et al. (2018) added that emotional intelligence intervention programs designed by companies can improve emotional intelligence and are effective for increasing job satisfaction. Some of these things can be input for companies to deal with the problem of decreasing emotional intelligence within the company.

Employees can also develop their emotional intelligence, which has an influence on their job satisfaction, by learning to manage their emotions and by exploring from prior experiences or from colleagues. Employees with strong emotional intelligence must understand the significance of self-improvement. The majority of employee replies to criticism and recommendations reflect a disdain for hearing feedback, although this is vital for progress. Moreover, through accepting criticism and ideas, workers might get insight into what needs to be changed. Naz & Li (2019) stated that emotional intelligence is related to knowledge, in this case employees can add knowledge so that it can become the basis for increasing emotional intelligence in each individual. Selain itu, Valente et al. (2020) added that it needs to develop emotional intelligence skills for maximum results in work. Therefore, development is needed at work to reach the maximum point of emotional intelligence which can increase job satisfaction.

Job stress is the interaction between the individual and the environment between stimulation and response (Kusumo et al., 2018). Job stress can also be defined as work-related anxiety or nervousness that has an impact on employees' emotions and work behavior (Navas & Vijayakumar, 2018). Job stress depends on the level of emotional intelligence that a person may need and the optimistic nature of employees who can increase their stress control (Navas & Vijayakumar, 2018). The results of the study indicate that the job stress variable (X1) has an influence on job satisfaction, which is consistent with the findings of Windy (2018), who found an overall positive and significant effect of the job stress variable on employee job satisfaction variables. In addition, numerous research with the same findings have shown that there is a substantial relationship between job stress and job satisfaction. If excellent job stress can also be well managed, employees will be content with their jobs (Farisi & Pane, 2020). Kurniarsari & Bahjahtullah (2022) stated that an individual's stress level may influence job satisfaction, such that when workers encounter high job stress, this can lead to increased job satisfaction.

The study's results agree with the theory of Wahyudi (2017), which states that work stress with good handling can provide stimuli at work, to achieve goals in life by overcoming obstacles and obstacles, and can also be used to carry out activities to meet performance standards; therefore, stress can be a powerful motivator. Therefore, PT. Bank Maybank Indonesia – Diponegoro Center is experiencing eustress, also known as beneficial stress. In reality, many elements that contribute to workplace stress rely on an individual's approach to problem-solving. There are employees who, when confronted with heavy work stress, feel challenged to be able to complete it, so that they will be more diligent and active in achieving the targets that have been assigned, so that they do not feel stressed at work but rather feel more motivated to work to meet targets.

When an employee of PT. Bank Maybank Indonesia Tbk – Diponegoro Center is faced with a high target, they will try to achieve this target. The results of their achievements are not in vain because they are followed by commensurate salaries, incentives and bonuses. Employees who constantly use this indicator as their trigger/motivation, have earned a higher position compared to employees who see high targets from the negative side. Therefore, managing stress like this can increase employee job satisfaction. The dissimilarity of job descriptions with what employees do can indeed cause stress if there are a lot of jobs outside the description. However, employees enjoy working with a variety of jobs as new knowledge can be used to add new knowledge.

Effective action, rather than logical thought, underlies the concept of emotional intelligence in companies (Rashid et al., 2016). Andewi et al. (2016) emphasized that job satisfaction is essential for an organization to fulfill its objectives, thus it is crucial to pay attention to employee emotional intelligence and job stress. When people are pleased at work, they will complete and execute their tasks effectively. Emotional intelligence combined with work pressure may inspire people to have high emotional intelligence, which will have an effect on job happiness. The results indicate that both emotional intelligence and job stress have a substantial influence on the job satisfaction of PT Bank Maybank Indonesia Tbk – Diponegoro Center's employees. According to the results of Rachmelya & Suryani, (2017) there is a substantial influence of the two independent factors (emotional intelligence and job stress) concurrently on the dependent variable. These results are in line with those findings (job satisfaction).

Important concept of emotional intelligence in the workplace include self-awareness, emotion management, empathy, and communication. When interacting with customers, personnel do not utilize a single strategy for addressing various situations. Consequently, staff are expected to be innovative and proactive. Employees must constantly use all aspects of emotional intelligence while resolving day-to-day issues, whether with colleagues, superiors, or even banking customers with different personalities. Since Chabra & Mohanty (2013) explained that it can be helped by the position of a leader who can bring answers to difficulties, as senior emotional intelligence is greater than that of others.

The results of the questionnaires and interviews indicate that the responses are irregular, which can be read as an indication that the emotional intelligence of the respondents still needs to be enhanced and contributes to the decrease in job satisfaction. On the other hand, stress is also regarded a determinant of job satisfaction due to the fact that job stress is an obstacle to increasing employee job satisfaction. According to the responses to the variable on job stress, the level of stress in the organization is still deemed to be within the range that motivates employees, based on the percentage of respondents who indicated agreement. It is established that reasonable amounts of stress inspire employees to achieve their objectives. Thus, if an employee is able to develop their emotional intelligence with the aid of positive job stress stimuli, their job satisfaction will grow, and vice versa. In addition, advancing the organization through enhancing emotional intelligence and job satisfaction in response to job stress (Andewi et al., 2016).

Job stress refers to the physical and emotional strain experienced by individuals in response to the demands and pressures of their work. When individuals experience high levels of stress, it can have a negative impact on their motivation. Job stress can lead to feelings of burnout, exhaustion, and decreased engagement, all of which can undermine motivation (Anjum & Ming, 2018). Achievement motivation is the drive or desire to excel, accomplish goals, and perform well in one's job. Intrinsic motivation, in particular, is the internal desire to engage in an activity for its own sake, driven by personal enjoyment, interest, or satisfaction (Schmidt et al., 2014). High levels of job stress can diminish intrinsic motivation by eroding the positive factors that fuel it, such as autonomy, competence, and relatedness. The relationship between job stress and achievement motivation can form a feedback loop. High levels of job stress can initially dampen motivation, leading to decreased productivity and job satisfaction. This, in turn, can create additional stressors and reinforce a cycle of reduced motivation (Khushk et al., 2021). Conversely, when individuals experience high levels of achievement motivation, they may be more resilient in the face of stress, leading to better coping strategies and increased job satisfaction.

Both work discipline and achievement motivation involve setting and pursuing goals. Work discipline helps individuals establish clear objectives, break them down into actionable steps, and consistently work towards their attainment (Sajangbati, 2013). Achievement motivation provides the drive and determination to strive for challenging goals, maintain focus, and persist in the face of obstacles. Work discipline requires individuals to regulate their own behavior, manage their time effectively, and prioritize tasks. Achievement motivation plays a crucial role in self-regulation by fostering a strong work ethic, self-control, and the ability to delay gratification (Mishra & Satish, 2016). Individuals with high achievement motivation are more likely to maintain discipline in their work habits and resist distractions. Both work discipline and achievement motivation involve perseverance and a willingness to put in the necessary effort to succeed.

Work discipline helps individuals maintain consistency and follow through on tasks, even when faced with challenges or setbacks. Achievement motivation provides the underlying motivation to persist and overcome obstacles, viewing them as opportunities for growth and improvement. Work discipline and achievement motivation contribute to enhanced focus and concentration (Barnett & Duvall, 2005; Sajangbati, 2013). Work discipline involves creating an environment conducive to concentration, minimizing distractions, and staying on task. Achievement motivation fuels a sense of purpose and passion for achieving success, enabling individuals to channel their energy and attention towards their work. Both work discipline and achievement motivation encourage a mindset of continuous learning and improvement. Work discipline involves engaging in ongoing skill development, seeking feedback, and taking steps to enhance performance (Komara, 2019). Achievement motivation fosters a desire for personal growth and mastery, driving individuals to seek new challenges, acquire new knowledge, and refine their skills. Overall, work discipline and achievement motivation reinforce each other in a positive feedback loop. A strong work discipline can support and enhance achievement motivation, as individuals who consistently demonstrate discipline are more likely to experience a sense of accomplishment and success. Similarly, high levels of achievement motivation can fuel the development and maintenance of work discipline, as individuals are motivated to adhere to productive habits and behaviors.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded as if high levels of job stress can negatively impact achievement motivation. When individuals experience excessive job stress, it can lead to feelings of burnout, decreased engagement, and reduced motivation to perform well. Chronic stressors can deplete energy levels and diminish the drive to achieve goals and excel in the workplace. Work discipline is closely linked to achievement motivation. Individuals with strong work discipline tend to have a higher level of motivation to accomplish their goals. Work discipline involves adhering to routines, managing time effectively, setting clear priorities, and maintaining focus on tasks. Having a disciplined approach to work helps

individuals stay committed to their objectives, even in challenging circumstances, and fuels their drive for achievement. Emotional intelligence (EI) refers to the ability to understand and manage one's own emotions and the emotions of others. There is a positive relationship between emotional intelligence and achievement motivation. Individuals with higher emotional intelligence often possess a strong sense of self-awareness, self-motivation, and self-regulation, which are important factors in fostering achievement motivation. Emotional intelligence allows individuals to navigate challenges, maintain resilience, and adapt to setbacks, thus sustaining their motivation to achieve. Job satisfaction refers to the level of contentment individuals experience in their work. It is influenced by several factors, including job stress, work discipline, emotional intelligence, and achievement motivation. Here's how they are interconnected.

High levels of job stress can contribute to reduced job satisfaction. When individuals experience excessive stress, their overall satisfaction with their work can decline. Stressors such as heavy workloads, lack of control, and interpersonal conflicts can undermine job satisfaction. Conversely, a supportive work environment, manageable stress levels, and a healthy work-life balance can positively impact job satisfaction. Work discipline can enhance job satisfaction. Individuals with strong work discipline often exhibit greater job satisfaction as they feel a sense of accomplishment, pride in their work, and progress towards their goals. A disciplined approach helps individuals meet expectations, maintain high-quality work, and experience a sense of fulfillment. Emotional intelligence is positively associated with job satisfaction. Individuals with higher emotional intelligence can effectively manage their emotions, navigate workplace relationships, and handle challenging situations. This ability to understand and regulate emotions contributes to better interpersonal dynamics, higher job engagement, and overall satisfaction with work. Achievement motivation is a significant contributor to job satisfaction. Individuals with high levels of achievement motivation tend to set and accomplish challenging goals, experience a sense of fulfillment, and derive satisfaction from their achievements. The drive for achievement and the accompanying sense of progress can positively influence job satisfaction.

Research results can be a company input to improve performance with variables in research. Research only at PT. MayBank Indonesia. Therefore, the data collected is limited to only one company. Future research can consider other variables besides Job stress and emotional intelligence to improve performance and can consider specific variables such as part of job stress and emotional intelligence.

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