

The Effect of Self-Management on Stress, Security and Job Satisfaction of MSMEs Entrepreneurs in Bandung City

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ABSTRACT

The Covid-19 pandemic that emerged in 2020 forced MSMEs in Bandung City to find survival strategies amid economic pressures and changes in work routines that trigger stress. This study aims to identify the role of three self-management training practices, excessive workload, and attention to detail in influencing entrepreneurial stress, sense of security, and job satisfaction. The study used a quantitative method with the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique and involved 408 respondents of MSME actors in Bandung City. The results of the analysis showed that workload and attention to detail had a significant effect on stress, sense of security, and job satisfaction. Meanwhile, exercise did not have a significant effect on stress. These findings contribute to the understanding of the importance of self-management in dealing with work pressure in the MSME sector. The implications of this study can be used as evaluation material for MSME actors in managing workload, increasing focus on detail, and reviewing the effectiveness of physical activity as an effort to reduce stress.

Keywords:

Covid-19, entrepreneur, MSME, stress.

ABSTRAK

Pandemi Covid-19 yang muncul sejak 2020 memaksa UMKM di Kota Bandung untuk mencari strategi bertahan di tengah tekanan ekonomi dan perubahan rutinitas kerja yang memicu stres. Penelitian ini bertujuan untuk mengidentifikasi peran tiga praktik self-management exercise, work overload, dan attention to detail dalam memengaruhi stres kewirausahaan, rasa aman, dan kepuasan kerja. Penelitian menggunakan metode kuantitatif dengan teknik Partial Least Squares Structural Equation Modelling (PLS-SEM) dan melibatkan 408 responden pelaku UMKM di Kota Bandung. Hasil analisis menunjukkan bahwa work overload dan attention to detail berpengaruh signifikan terhadap stres, rasa aman, dan kepuasan kerja. Sementara itu, exercise tidak berpengaruh signifikan terhadap stres. Temuan ini memberikan kontribusi dalam pemahaman tentang pentingnya pengelolaan diri dalam menghadapi tekanan kerja di sektor UMKM. Implikasi dari penelitian ini dapat digunakan sebagai bahan evaluasi bagi pelaku UMKM dalam mengelola beban kerja, meningkatkan fokus terhadap detail, serta meninjau kembali efektivitas aktivitas fisik sebagai upaya mengurangi stres.

Kata Kunci:

Covid-19, pengusaha, stres, UMKM

INTRODUCTION

Entrepreneurship plays a vital role in driving economic activity across families, communities, and even regional and national companies. One of the most significant forms of entrepreneurship in Indonesia is Micro, Small, and Medium Enterprises (MSMEs), which have become the backbone of national economic growth. According to data from the Ministry of Cooperatives and SMEs (2022), the number of MSMEs in Indonesia has reached over 9 million units, with West Java Province having the largest number of MSMEs, at over 1.4 million units.

However, the Covid-19 pandemic since 2020 has presented significant challenges for MSMEs. A survey conducted by Politika (2021) noted that 60.3% of the population experienced economic impacts in the form of reduced income, followed by job loss (16.1%) and various psychological impacts such as anxiety and stress. This is further supported by a report by Putri & Annisa (2023), which shows that the majority of MSMEs experience stress due to changes in work routines, insecurity, and work-life imbalance.

In this context, self-management is a crucial approach to helping MSMEs manage workload, stress, and job satisfaction. Self-management encompasses three key practices: exercise, work overload, and attention to detail, which are believed to impact entrepreneurs' psychological well-being. Goldsby *et al.* (2021) revealed that these three practices are interconnected in shaping entrepreneurs' mental resilience and work performance. For example, physical exercise can trigger the release of endorphins, which help reduce stress, while attention to detail can increase feelings of security and self-confidence.

The concept of self-management in this study refers to Zimmerman's (2000) self-regulation theory, which emphasises an individual's ability to manage themselves to achieve goals through regulating behaviour, thoughts, and emotions. In relation to the psychological state of entrepreneurs, Ryff & Keyes' (1995) well-being theory is used to explain indicators of stress, security, and job satisfaction as aspects of an individual's psychological well-being.

Several important variables, such as job security, work overload, attention to detail, stress, and job satisfaction, are explained. Job security refers to the perception of feeling safe at work and avoiding harmful risks (Morris *et al.*, 1991). Work overload is a condition when the assigned tasks exceed an individual's capacity (Widiyanti & Sutanto, 1998). Attention to detail refers to the ability to focus on small aspects of work to avoid errors (Frank *et al.*, 2000). Meanwhile, stress is defined as the body's non-specific response to environmental demands (Selye, 2015), and job satisfaction refers to positive feelings about the work being done (Siagian, 2013).

However, to date, there has been little research that has in-depth examined the relationship between self-management and the psychological well-being of MSMEs during a crisis, particularly in urban areas like Bandung. Therefore, this study aims to:

1. Identify the effect of physical exercise on stress and feelings of safety.
2. Examine the effect of work overload on stress and feelings of safety.

3. Analyze the effect of attention to detail on stress and feelings of safety.
4. Determine the effect of feelings of safety on stress and job satisfaction.
5. Examine the mediating role of stress in the relationship between self-management and job satisfaction.

The objectives of the research are based on the theory and mechanisms of the relationship between variables that have been explained above and have been described more explicitly in the abstract to maintain consistency and clarity of the research direction. Therefore, this study is expected to provide a theoretical contribution to the understanding of the relationship between self-management and psychological conditions in the context of MSME entrepreneurship, as well as serve as a foundation for developing practical strategies for entrepreneurs in coping with work-related stress in the post-pandemic period.

Literature Review

Entrepreneurship

Entrepreneurship is one of the factors that drives economic growth in a country. More entrepreneurs mean more opportunities for new business areas and, thus, more jobs to grow (Putri *et al.*, 2019). Entrepreneurship means the independent effort of business thinking, whether by individuals or organizations (as long as they have the same goals and concepts); by finding ideas and creativity to create or develop products, goods, or services that are then utilized in order to achieve goals (profits), both commercial and social. (Muniarti *et al.*, 2021).

According to Joing and Weinneikeirs, entrepreneurship is the risk-taking of running one's own business by exploiting opportunities to create new businesses or by engaging in innovative partnerships so that the business becomes large and independent in facing the challenges of competition. (Dei Joing, 2008). Entrepreneurship is the ability and readiness to balance, organize, and run a business entity, along with all its uncertainties, to achieve profit. Being an entrepreneur means taking responsibility for the risks and taking the initiative to make a profit.

Self-Management

Self-management is self-control of an action that is done or will be done. It can be in terms of speech or a thought, so that oneself is protected from bad things and improves oneself to act reasonably and correctly in a particular context. Changes in behaviour or lifestyle as a result of the balance of technology and information can be realised with the help of psychology (Sandra & Djalali, 2013).

Self-management refers to an individual's ability to manage the symptoms, treatment, physical and psychosocial coexistence, and lifestyle changes inherent in living with a chronic condition. Effective self-management includes the ability to monitor one's condition and to influence the cognitive, behavioural, and emotional responses necessary to maintain a satisfactory quality of life. Thus, the process of self-regulation is dynamic and ongoing. (Barlow, et al., 2002).

Entrepreneurial Psychology

The psychology of entrepreneurship is an inevitable balance within the field of Industrial/Organizational Psychology. This is because industry and organizations, one of the most common applications of entrepreneurship psychology, are business organizations. Entrepreneurship is not only an economic activity, but also an activity that balances and maintains the survival of the organization. Behind a successful business, there must be a reliable leader, manager, and work team (Husna, 2017).

Stress levels, job security, and job satisfaction are conditions experienced by entrepreneurs. Stress levels can be reduced by increasing job security and job satisfaction. These are essential components of mental health and work-life balance. Therefore, stress, job security, and job satisfaction are three indicators of psychological well-being for entrepreneurs (Goldsby *et al.*, 2021). It can be concluded that the function of psychology in business is to help entrepreneurs evaluate their businesses and their psychological well-being. This can help entrepreneurs balance their businesses.

RESEARCH METHOD

The research approach used by the author in this study is a quantitative method. This research employs a cause-and-effect relationship to examine the influence of each variable, such as how self-management affects the psychological condition of entrepreneurs. The data collection strategy adopted by the author involved conducting a survey using questionnaires distributed through social media platforms, such as Google Forms. The research was conducted over a period of less than one year, with data collected only once, thereby employing a cross-sectional method. The population in this study includes all MSMEs (Micro, Small, and Medium Enterprises) located in the city of Bandung, totalling 9,218 businesses.

This study involved 408 respondents, including MSMEs in Bandung City. The demographic profile of the respondents can be summarized as follows:

1. Gender: The majority of respondents were female (60.1%), with the remainder male (39.9%).
2. Age: Most respondents were between the ages of 26 and 35 (45%), followed by those aged 18 and 25 (30%), those aged 36 and 45 (20%), and those over 45 (5%).
3. Highest education: The majority of respondents had a high school diploma or equivalent (40%), followed by a diploma or bachelor's degree (35%), junior high school or below (15%), and a master's degree or above (10%).
4. Monthly income: Respondents had varied incomes, with the highest income ranging from Rp 2,000,000 to Rp 4,000,000 per month (50%).

In this study, validity and reliability tests were conducted using the Structural Equation Modelling (SEM) analysis technique with the help of SmartPLS version 3.0 software. In the Structural Equation Modelling (SEM) analysis technique with the help of SmartPLS version 3.0 software, there are two types of measurement models used, namely measurement model evaluation and structural

model evaluation (Hair *et al.*, 2005). In this study, the hypothesis test was conducted with the help of SmartPLS software, which involves three parameters: the regression coefficient, P-value, and T-value. The significance value used in this research is the minimum sample value of 300 and the significance level of 5% or 0.05, so the T-Value is 1.64 (Indrawati, 2015).

The hypothesis is formulated based on the conceptual framework and theory used, namely that self-management practices (physical exercise, work overload, and attention to detail) can influence entrepreneurs' psychological well-being, particularly stress, sense of security, and job satisfaction (Goldsby *et al.*, 2021). Based on this, the hypotheses in this study are:

H1: Physical exercise affects stress.

H2: Physical exercise affects feelings of security.

H3: Work overload affects stress.

H4: Work overload affects feelings of security.

H5: Attention to detail affects stress.

H6: Attention to detail affects feelings of security.

H7: Feelings of security affect stress.

H8: Feelings of security affect job satisfaction.

H9: Stress mediates the relationship between self-management and job satisfaction.

RESULT AND DISCUSSION

Validity and Reliability Test

In this research, the validity and reliability tests use the Structural Equation Modelling (SEM) analysis technique with the help of SmartPLS version 3.0. The validity and reliability tests in the Structural Equation Modelling (SEM) analysis technique are known as measurement model evaluation or model evaluation.

Validity Test

In this study, the validity test was conducted using the Structural Equation Modelling (SEM) analysis technique with the help of SmartPLS version 3.0. In this analysis technique, there are two types of validity tests, namely coinvergeint validity and discriminant validity, the following is the validity test in this study:

1. Convergent Validity

Convergent validity testing aims to assess the validity of each relationship between indicators and their respective variables (Ghozali & Latan, 2015). The rule of thumb for convergent validity can be observed through the outer loading or factor loading value of each indicator, which should be greater than 0.7 to be considered sufficiently strong. Subsequently, the AVE (Average Variance Extracted) value is calculated, with the rule of thumb indicating that the AVE should be greater than 0.5 (Ghozali & Latan, 2015). The formula for calculating AVE can be seen in Table 1.

Table 1. Convergent Validity Test

Variable	Indicator	Loading Factor	Result
Attention to detail	ATD1	0.800	Strong
	ATD2	0.806	Strong
	ATD3	0.818	Strong
	ATD4	0.790	Strong
	ATD5	0.686	Not strong
Job Satisfaction	KK1	0.785	Strong
	KK2	0.832	Strong
	KK3	-0.772	Not strong
	KK4	-0.807	Not strong
	KK5	0.660	Not strong
Security	KM1	0.885	Strong
	KM2	0.901	Strong
Exercise	LT1	1.000	Strong
Stress	ST1	0.844	Strong
	ST2	0.823	Strong
	ST3	0.844	Strong
	ST4	-0.098	Not strong
	ST5	-0.134	Not strong
Work overload	WO1	0.835	Strong
	WO2	0.857	Strong
	WO3	0.790	Strong
	WO4	-0.634	Not Strong

Source: Authors' work (2025)

Based on Table 1, it can be observed that several indicators of the variables in this study have loading factor values below 0.7. For the variable attention to detail, one indicator shows a loading factor value of less than 0.7, indicating that the indicator is weak. The job satisfaction variable has three indicators with loading factor values below 0.7, while the stress variable has two such indicators. Similarly, the work overload variable has one indicator with a loading factor below 0.7, suggesting that this indicator is weak. If an indicator has an outer loading value less than 0.7 (Hussein, 2015), it may be removed as it does not adequately represent the intended construct.

Table 2. Results of Convergent Validity Test

Variable	Indicator	Loading Factor	AVE
Attention to detail	ATD1	0.819	0.671
	ATD2	0.827	
	ATD3	0.842	
	ATD4	0.788	
Job satisfaction	KK1	0.906	0.830
	KK2	0.916	
Security	KM1	0.882	0.797
	KM2	0.903	
Exercise	LT1	1.000	1.000
Stress	ST1	0.842	0.701
	ST2	0.827	
	ST3	0.842	
Excess workload	WO1	0.850	0.718
	WO2	0.878	
	WO3	0.812	

Source: Authors' work (2025)

Based on Table 2, the loading factor values for each indicator of the variables in this study have met the criteria for convergent validity testing, with all loading factor values greater than 0.7. Once all indicators are deemed sufficiently strong, the next step in assessing convergent validity is to examine the Average Variance Extracted (AVE) values. The AVE value is essential for testing convergent validity (Ghozali & Latan, 2015). Referring to Table 4, the AVE values for all variables in this study have fulfilled the required criterion, namely $AVE > 0.50$. Therefore, it can be concluded that each variable in this study has met the criteria for convergent validity.

2. Discriminant Validity

Discriminant validity refers to the extent to which a construct is distinct from other variables and does not exhibit high correlations with unrelated constructs. In conducting this test, it is important to ensure that the cross-loading values for each variable are greater than 0.70 (Ghozali & Latan, 2015). The results of the discriminant validity test conducted in this study are presented in Table 3.

Table 3. Cross Loading Values

	Security	Excess workload	Exercise	Attention to detail	Stress	Job satisfaction
ATD1	0.629	0.542	0.062	0.819	0.540	0.487
ATD2	0.605	0.623	0.054	0.827	0.591	0.617
ATD3	0.625	0.721	0.046	0.842	0.544	0.547
ATD4	0.573	0.693	0.068	0.788	0.548	0.495
KK1	0.460	0.550	0.016	0.574	0.593	0.906
KK2	0.539	0.616	0.080	0.620	0.604	0.916
KM1	0.882	0.631	-0.084	0.630	0.609	0.419
KM2	0.903	0.667	-0.062	0.693	0.602	0.557
LT1	-0.081	0.045	1.000	0.070	-0.048	0.053
ST1	0.563	0.567	-0.088	0.573	0.842	0.515
ST2	0.596	0.628	0.052	0.611	0.827	0.637
ST3	0.535	0.532	-0.101	0.508	0.842	0.481
WO1	0.614	0.850	0.073	0.648	0.597	0.544
WO2	0.655	0.878	0.052	0.693	0.630	0.537
WO3	0.577	0.812	-0.018	0.657	0.528	0.551

Source: Authors' work (2025)

As shown in Table 3, the cross-loading values for each variable in this study meet the required rule of thumb, with all cross-loading values exceeding 0.70. Additionally, the correlation of each indicator with its associated construct is higher than its correlation with other constructs. For the attention to detail variable, there are four statement items, all of which demonstrate higher loadings on their own construct compared to others. Similarly, the job satisfaction variable includes two statement items, both of which show higher loadings on their respective construct than on any other construct. The faith variable consists of two statement items, all of which have higher values compared to other indicators. The stress variable consists of three statement items, all of which have higher values compared to other indicators. The work overload variable consists of three statement items, all of which also have higher values than other indicators. Furthermore, discriminant validity testing can be observed through the Fornell-

Larcker criterion, where a construct is considered valid by comparing the square root of AVE (Fornell-Larcker Criterion) with the correlations between latent variables.

Table 4. Fornell-Larcker Test

	Security	Excess workload	Exercise	Attention to detail	Stress	Job satisfaction
Security	0.893					
Excess workload	0.727	0.847				
Exercise	-0.081	0.045	1.000			
Attention to detail	0.742	0.786	0.070	0.819		
Stress	0.677	0.692	-0.048	0.679	0.837	
Job satisfaction	0.549	0.641	0.053	0.656	0.657	0.911

Source: Authors' work (2025)

Based on Table 4, each variable in this study has fulfilled the required rule of thumb, in which the square root of the construct's AVE is greater than its correlations with other variables. Both the Fornell-Larcker test and the cross-loading values in this study have met the criteria for discriminant validity. Therefore, it can be concluded that the discriminant validity test in this study is considered valid.

Reliability Test

The reliability test in this study employed the Structural Equation Modelling (SEM) analysis technique using SmartPLS version 3.0. Reliability was assessed using two methods: Cronbach's Alpha and Composite Reliability (CR). Cronbach's Alpha was used to evaluate the lower bound of a construct's reliability, while Composite Reliability (CR) was used to measure the actual reliability of a construct (Ghozali & Latan, 2015). The parameters used to assess reliability in this study were Cronbach's Alpha and Composite Reliability values, both of which must exceed 0.60 to be considered acceptable.

Table 5. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability
Security	0.746	0.887
Excess workload	0.803	0.884
Exercise	1.000	1.000
Attention to detail	0.836	0.891
Stress	0.787	0.875
Job satisfaction	0.795	0.907

Source: Authors' work (2025)

As shown in Table 5, the values of Cronbach's Alpha and Composite Reliability (CR) for each variable in this study exceed 0.70. This meets the reliability criteria, which state that both Cronbach's Alpha and Composite Reliability should be greater than 0.70. Therefore, it can be concluded that all variables in this study are considered reliable.

Model Fit Test

The model fit test is conducted to determine how well the proposed model represents the covariance matrix of the indicators used in the study (Hair *et al.*, 2022). In the context of using the SEM-PLS analysis technique, the model fit can be evaluated using the Standardized Root Mean Square

Residual (SRMR) value (Hair *et al.*, 2022). The following section presents the model fit evaluation results in this study. Based on Table 6, the model fit test in this study shows that the constructs in this study have met the specified rule of thumb, with the results indicating that the model has a good fit.

Table 6. Model Fit Test

Criteria	Value	Result
SRMR	0.065	Good Fit
Chi-Square	874.745	Good Fit
NFI	0.751	Good Fit
rms Theta	0.219	Good Fit

Source: Authors' work (2025)

Hypothesis Testing

Hypothesis testing aims to determine the significance value and the extent of influence between interrelated variables (Indrawati, 2015). In this study, the hypothesis test was conducted using SmartPLS software, which uses three parameters: the regression coefficient, P-value, and T-value. The significance value used in this study was one-tailed with a minimum sample size of 400 and a significance level of 5% or 0.05, resulting in a T-value of 1.64.

Table 7. Hypothesis Testing

Hypothesis	Regression Coefficient	T-Value	P Values	Results
H1a: Work overload → Stress	0.312	2.666	0.004	Hypothesis Accepted
H1b: Work overload → Security	0.373	3.501	0.000	Hypothesis Rejected
H2a: Attention to detail → Stress	0.237	2.070	0.019	Hypothesis Rejected
H2b: Attention to detail → Safety	0.459	4.525	0.000	Hypothesis Accepted
H3a: Exercise → Stress	-0.057	1.021	0.154	Hypothesis Rejected
H3b: Exercise → Safety	-0.130	1.700	0.045	Hypothesis Rejected
H4: Safety → Stress	0.270	2.513	0.006	Hypothesis Rejected
H5: Safety → Job satisfaction	0.193	2.378	0.009	Hypothesis Accepted

Source: Authors' work (2025)

Based on Table 7, this study answers the research questions by examining the significance of the variables, namely by using a T-value > 1.64. The relationship between the work overload variable and the stress variable, the attention to detail variable and the security variable, the exercise intensity variable and the security variable, and the security variable and job satisfaction has a significance value of T-Value > 1.64, so that hypotheses H1a, H2b, H3b, and H5 are accepted. Meanwhile, the relationship between the work overload variable and the security variable, the attention to detail variable and the stress variable, the exercise intensity variable and the stress variable, and the security variable and stress has a T-Value value < 1.64, so that hypotheses H1b, H2a, H3a, and H4 are rejected. Hypothesis H6 is also rejected because the stress variable does not mediate the relationship between exercise intensity and job satisfaction variables.

Figure 1 shows the magnitude of the regression coefficients for each relationship between variables in this study. The path coefficients of the hypothesized variables can be demonstrated through the magnitude of the regression coefficients. This value also indicates the strength of the independent variable's influence on the dependent variable. For example, in the first hypothesis, the relationship

between work overload and stress has a regression coefficient of 0.312. This value indicates that work overload has a 31.2% influence on stress.

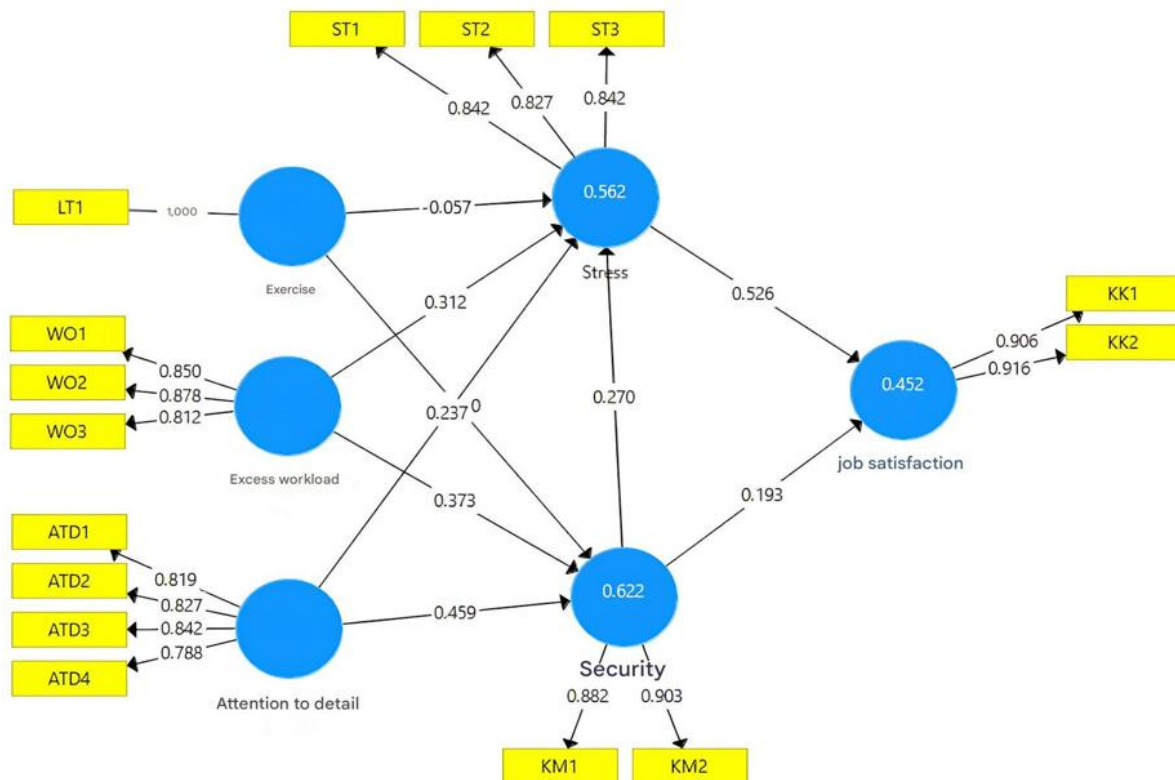


Figure 1. Structural Model Results
Source: Authors' work (2025)

Furthermore, in determining the value of a structural model using SmartPLS, a model can be categorized as strong if it has an R-Square value of 0.75, categorized as moderate if it has an R-Square value of 0.50, and categorized as weak if it has an R-Square value of 0.25. Differences in R-Square values can be used to assess the ability to explain how much the independent variables have a significant influence on the dependent variable (Ghozali & Latan, 2015).

Table 8. R-Square Estimation Results		
Variable	R Square	Result
Security	0.622	Moderate
Stress	0.562	Moderate
job satisfaction	0.452	Weak

Source: Authors' work (2025)

Based on Table 8, the R-Square value in this study, specifically for the security variable is 0.622, or 62.2%. This result means that 62.2% of the security variable can be explained by training, work overload, and attention to detail. Meanwhile, the remaining 37.8% is due to error variance during measurement. Therefore, it is possible that other variables may influence the security variable and require further investigation in future research.

The stress variable with an R-square value of 0.562 or 56.2%, the results mean that 56.2% of the stress variables are able to explain the training variables, excess workload, security and attention to detail, while the remaining 37.8% is caused by the existence of internal variance during measurement

so that there is a possibility that there are other variables that can be explained by the stress variables that require further research. Job satisfaction variables with an R-square value of 0.452 or 45.2%, the results mean that 45.2% of job satisfaction variables are able to explain training variables, excess workload, security, stress and attention to detail, while the remaining 54.8% is caused by the existence of internal variance during measurement so that there is a possibility that there are other variables that can be explained by the work satisfaction variables that require further research.

Based on the results of the PLS-SEM test on 408 respondents of MSME actors in Bandung City, the following results were obtained:

Hypothesis 1a: Work overload is positively related to stress for entrepreneurs

Based on the results of the hypothesis testing, the work overload variable has a positive effect on the stress variable. This is indicated by a T-value of 2.666 ($T > 1.64$) and a regression coefficient of 0.312. Thus, it can be concluded that work overload significantly influences the stress levels of MSME entrepreneurs in Bandung City. These findings indicate that the respondents in the study, namely MSMEs, experienced excessive workloads, which directly impacted their stress levels. Previous research has stated that excessive workload is the extent to which the work demands required in a job exceed the worker's capacity to complete them (Iverson & Maguire, 2000). Excessive workload is also categorized as a major contributor to work stress in organizations (DeFrank & Ivancevich, 1998).

Hypothesis 1b: Work Overload is positively related to feelings of security for entrepreneurs

Based on the results of the hypothesis testing, the work overload variable has a positive influence on the security variable, indicated by a T-value of 3.501 ($T > 1.64$) and a regression coefficient of 0.373. Thus, it can be concluded that work overload has a significant influence on the sense of security of MSMEs in Bandung City. However, this positive relationship indicates that some MSMEs interpret high workloads as an incentive to maintain their business continuity, even though in many cases, it should actually decrease their sense of security. This seems reasonable, given that entrepreneurs' businesses are their primary source of livelihood. When businesses are under pressure due to high workloads, concerns arise about their sustainability, leading to a decreased perception of security regarding their business's future (Goldsby *et al.*, 2021).

Hypothesis 2a: Attention to Detail is positively related to stress for entrepreneurs

Based on the results of the hypothesis testing, attention to detail significantly influences stress, with a positive effect. This is evidenced by a T-value of 2.070 ($T > 1.64$) and a regression coefficient of 0.237. This means that the higher the attention to detail, the higher the stress levels experienced by MSMEs in Bandung. This finding contradicts the initial hypothesis that attention to detail can reduce stress. In the entrepreneurial context, MSME owners are fully responsible for the success of their businesses, including involvement in day-to-day operational details and long-term strategic decision-making. Continuous involvement in small details without a break can lead to mental fatigue and psychological distress.

Previous psychological research by Zuckerman *et al.* (1985) showed that sustained periods of intense concentration and perseverance can increase the risk of stress, anxiety, depression, and even hostility. On the other hand, Goldsby *et al.* (2021) stated that in the context of entrepreneurial work, attention to detail is still necessary to reduce uncertainty and errors, thus supposedly reducing stress. Therefore, these results suggest that the effect of attention to detail on stress is likely influenced by intensity, context, and an individual's capacity to manage it.

Hypothesis 2b: Attention to detail is positively related to feelings of security for entrepreneurs

Based on the results of the hypothesis testing, the attention to detail variables have a positive influence on the security variables, with a T-value of 4.525 and a regression coefficient of 0.459. Based on this, it can be concluded that attention to detail has a positive effect on the security of MSME entrepreneurs in Bandung. MSME entrepreneurs in Bandung require attention to detail because it allows them to better anticipate and prevent negative situations that could damage their businesses. While not all aspects of a business can be systematized, organizing and controlling details can give entrepreneurs better coping skills when the unexpected occurs. Previous research has shown that entrepreneurs who examine, understand, and manage the working components of their business in great detail will experience better psychological well-being (Goldsby *et al.*, 2021).

Hypothesis 3a: Exercise intensity is negatively related to stress for entrepreneurs.

Based on the hypothesis testing on the exercise intensity variable that has a negative influence on the stress variable, the regression coefficient value was -0.057 and the T-value was 1.021. Because the T-value < 1.64, the hypothesis was rejected. Based on this, it can be concluded that exercise variables do not negatively impact stress among MSME entrepreneurs in Bandung. Previous research has shown that exercise is an important component of physical well-being (Rath *et al.*, 2010). Consistent exercise is a key commitment for entrepreneurs, as time spent exercising also provides a break from business activities. Various studies have shown that exercise is an effective way to relieve stress. Exercise helps the body become healthier, increases energy and stamina, refreshes the mind, and promotes better sleep (Suryanto, 2010).

However, several other studies have shown that to achieve a significant effect in reducing stress levels, the intensity and duration of physical exercise must be adequate. Moderate to high-intensity aerobic exercise performed consistently over several weeks has been shown to reduce stress responses both physiologically and psychologically (Stonerock *et al.*, 2015; Caponnetto *et al.*, 2021). Therefore, the insignificant effect of physical exercise on stress in this study is likely due to the low intensity, duration, or inconsistency of physical activity undertaken by MSMEs in Bandung.

Hypothesis 3b: Exercise intensity is negatively related to feelings of safety.

Based on the results of the hypothesis testing, the exercise intensity variable has a negative influence on the sense of security, with a T-Value of 1.700 ($T > 1.64$) and a regression coefficient of -0.130. This means that although statistically the hypothesis is accepted because the T value exceeds the

significant limit, the direction of the negative relationship indicates that the higher the intensity of physical exercise carried out, the lower the level of security felt by MSME actors in Bandung City.

These findings suggest that high exercise intensity does not always correlate positively with feelings of security in an entrepreneurial context. MSME owners who are highly committed to sports activities may feel they are losing time and energy that could be allocated to running or growing their businesses. This can potentially reduce feelings of control and security regarding the sustainability of their businesses.

Research conducted by Caponnetto et al. (2021) in *Frontiers in Psychology* shows that although physical exercise is effective in reducing stress and improving mental health, its impact on feelings of safety is highly dependent on the individual's psychosocial context. When exercise is undertaken in situations of high work pressure and without adequate time management and social support, physical activity can actually trigger role conflict and reduce an individual's perception of control over the situation. Thus, although exercise is generally known to provide health benefits, in the context of MSMEs facing high business burdens and pressures, high-intensity physical exercise without adequate psychosocial adaptation support can negatively impact feelings of safety.

Hypothesis 4: Security is positively related to stress for entrepreneurs

Based on the results of the hypothesis testing, the security variable has a positive influence on the stress variable, with a T-Value of 2.513 ($T > 1.64$) and a regression coefficient value of 0.270. These results indicate that the security variable does not have a negative relationship with stress, but rather the higher the sense of security felt by entrepreneurs, the higher the stress level can be correlated.

Based on these results, it can be concluded that the security variable has a positive effect on stress for MSME entrepreneurs in Bandung City. For MSME entrepreneurs in Bandung City, security is a guarantee for the future. Being an entrepreneur with a high level of insecurity in running their business can cause significant mental stress. However, entrepreneurs who can build and increase a sense of security in their work or business tend to experience lower stress levels (Goldsby et al., 2021).

Hypothesis 5: Feelings will be positively related to job satisfaction

Based on the results of the hypothesis testing, the security variable has a positive influence on the job satisfaction variable, with a T-value of 2.378 ($T > 1.64$) and a regression coefficient of 0.193. These results indicate that the higher the sense of security felt by MSME actors, the higher their job satisfaction.

Based on this, it can be concluded that the security variable has a positive effect on job satisfaction among MSME entrepreneurs in Bandung. The sense of security is directly related to the level of job satisfaction experienced by MSME entrepreneurs in Bandung. This finding aligns with previous research, which states that job satisfaction arises when someone is given appropriate rewards and given responsibility for challenging yet engaging work (Imran, 2015).

Hypothesis 6: Stress does not mediate the relationship between independent variables (work overload, attention to detail, and exercise intensity) and job satisfaction for entrepreneurs.

Hypothesis 6 was rejected because the stress variable did not mediate the relationship between exercise intensity and job satisfaction, due to the presence of several other mediating variables, such as work overload. MSME entrepreneurs in Bandung City have excessive workloads, which affect stress levels. MSME entrepreneurs in Bandung City also have many responsibilities and stress factors in their daily business activities. Success rests on the shoulders of entrepreneurs. Previous research has shown that overall self-management practices can minimize workload, increase attention to detail, and maintain high exercise intensity, which are beneficial for entrepreneurs in reducing stress, increasing security, and increasing job satisfaction (Goldsby *et al.*, 2021).

Managerial Implementation

Based on the findings of this study, MSMEs need to implement balanced and strategic self-management. First, workload management must be a priority; establishing realistic priorities, structuring tasks, and incorporating rest breaks are crucial steps. This aligns with the findings of Amoadu *et al.* (2023), who demonstrated that a psychosocial safety climate (PSC) moderates the impact of work demands on employee well-being across various sectors. Implementing this PSC can be achieved through open communication and collaboration among business members, thereby reducing work stress and increasing a sense of security.

Second, integrating structured physical exercise into MSMEs' routines can improve their ability to adapt to psychological stress. Caponnetto *et al.* (2021) found that consistent aerobic exercise over several weeks can reduce stress responses and improve mental well-being. Therefore, although this study did not show a statistically significant effect, it is recommended to start with light but regular exercise such as morning exercise, walking, or stretching for at least 20 minutes daily to build a foundation for mental resilience. Third, attention to detail in daily operations, such as stock checks, product quality, and regular financial records, can strengthen a sense of control. Studies on entrepreneurial well-being emphasize that operational details help reduce ambiguity and increase the confidence of MSMEs. With a stronger sense of control, entrepreneurs feel more secure, stable, and ready to face challenges.

Fourth, building a sense of security through organizational monitoring and security systems is crucial. PSC has been shown to increase work engagement and reduce burnout, including in research by Amoadu *et al.* (2023) and similar studies in the healthcare sector. Therefore, establishing a regular schedule for operational evaluations, short-term financial planning, and transparent record-keeping helps strengthen feelings of security and job satisfaction. Fifth, developing holistic self-management through training in stress management, decision-making, and self-reflection can enhance psychological capital (resilience, self-efficacy, and optimism). A study by Caponnetto *et al.* (2021) showed that physical exercise contributes significantly to this psychological capital. Therefore, regular training and personal reflection can complement physical exercise and operational strategies to strengthen psychological resilience and business performance. By implementing these strategies in a structured

and consistent manner, MSMEs can improve their perceptions of control and security, reduce stress, and ultimately increase their satisfaction levels and business sustainability.

CONCLUSION AND RECOMMENDATION

Conclusion

This study aims to analyze the influence of self-management, consisting of physical exercise, work overload, and attention to detail, on stress, sense of security, and job satisfaction among MSMEs in Bandung. Based on the results of a PLS-SEM analysis of 408 respondents, it was found that:

1. Physical exercise only had a significant effect on feelings of safety, but not on stress. This suggests that while exercise can increase feelings of control and readiness to face challenges, it is not always sufficient to reduce psychological stress without consistency and integration into a business routine.
2. Work overload significantly impacts stress and feelings of security, with a positive effect on stress and a negative effect on feelings of security. This confirms that high workloads exacerbate mental stress and reduce perceptions of self-control over business continuity.
3. Attention to detail has a significant influence on stress and feelings of security, where attention to detail tends to reduce stress and increase feelings of security because it contributes to efficiency and confidence in work.
4. A sense of security has been shown to reduce stress and increase job satisfaction, while stress acts as a mediator in the relationship between self-management and job satisfaction.

Thus, strengthening self-management strategies is very important in building psychological stability and job satisfaction of MSME actors, especially in facing the challenges of independent work and high business pressure.

Research Limitations

This study has several limitations. First, the use of a purely quantitative approach does not capture the subjective experiences of MSMEs in depth, particularly regarding psychological dynamics and social contexts. Second, the variables used are limited to physical and behavioral aspects of self-management, without including emotional, environmental, or social support factors. Third, data was collected from only one city, thus limiting the respondents' representation across Indonesia.

Suggestion

Based on the findings and limitations of the research, the author provides several suggestions. For MSMEs, it's crucial to develop self-management that focuses not only on managing workloads and paying attention to detail, but also on managing emotions and maintaining a balanced rest pattern. Consistent physical exercise is still recommended as it contributes to a sense of security. For further researchers, it is recommended to: Adding control variables such as age, gender, business experience, and social support to make the analysis more holistic; Using a qualitative or mixed-method approach to

explore the personal meaning and coping strategies of MSME actors regarding work pressure; Involving respondents from various regions and business backgrounds so that the results can be generalized more widely; Examining other dimensions of self-management such as emotional regulation, decision-making, and work-life balance to understand psychological factors more fully.

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