Stress and Its Impact on Employee Performance

Dedi Iskamto[#1]

[1]*Management Study Program, Riau College of Economics (STIE RIAU), Pekanbaru, Indonesia*
[1]*Deditaba@gmail.com*

Abstract *The purpose of this study was to determine The Effect of Job Stress on Employee Performance. The research uses quantitative methods. For data analysis and hypothesis testing, SPSS version 26 is used. The test results show that work stress has a significant and negative effect on employee performance. Based on the coefficient of determination test (R^2), the contribution of work stress to employee work performance is 0.783, or 78.3%, the rest is explained by other variables that do not exist in this study..*

Keywords — *Job Stress, Employee, Performance, Productivity.*

I. INTRODUCTION

Human resources are factors that play an important role in moving a company or organization. Human resources are one of the factors that are easily achieved by companies (Iskamto 2012). In terms of employee performance, generally the company has qualifications or standards that have been set and must be achieved by all employees. Management in the company in setting work standards, has certain criteria as a reference in setting these work standards such as work results, work knowledge, mental agility initiatives, attitude and discipline of time and attendance rate (Iskamto, Yapentra, Budi Ansori, et al. 2020; Iskamto, Ghazali, and Afthanorhan 2020). Employee performance is the result of work achieved by employees in carrying out the tasks assigned to them based on experience skills and seriousness of time. Employee performance is very important in the company to achieve its goals, so various efforts are made to improve it (Ahmad et al. 2018). An employee is said to have achievements in work, if the workload set is achieved or if the realization of results is higher than that set by the company. This condition is called the best category employee achievement. Demands that are not able to be controlled by each employee will cause tension within the employee and if it cannot be overcome then the employee will experience stress (Binder and Coad 2016; Iskamto, Karim, Sukono, et al. 2020). Work stress experienced by employees can harm the company because of the imbalance between productivity and the costs incurred to pay salaries, benefits, and other facilities (Iskamto 2020; Iskamto, Ghazali, and Aftanorhan 2019). Job stress is a phenomenon that affects employees differently, in different work contexts. The danger of stress is caused by physical, emotional and mental conditions caused by prolonged involvement with emotionally demanding situations. The process takes place gradually, accumulatively, and over time it becomes progressively worse (Iskamto et al. 2019). Work stress appears, among others, unstable emotions of salesmen, feeling uneasy, being alone, having trouble sleeping, smoking excessively, not being able to relax, increasing blood pressure, and experiencing digestive disorders (Iskamto et al. 2021).

The workload is very exhausting and employees also have high work demands, this is what causes employee work stress. Coupled with high turnover pressure, employees are increasingly stressed and become a workload for them to achieve these targets.

II. LITERATURE REVIEW

A. *Work Stress*

According to Mangkunegara (2011) work stress is a feeling of pressure experienced by employees in dealing with work. This work stress can be seen from the symptoms, including unstable emotions, feelings of restlessness,like being alone, having trouble sleeping, smoking excessively, not being able to relax, being anxious, tense, nervous, increasing blood pressure, and experiencing indigestion. According to Davis & Newstrom (2008) stress is a condition of tension that affects a person's emotions, thought processes, and physical condition. Stress that is too heavy can threaten a person's ability to deal with the environment. Stress is a general term applied to the feelings of stress in human life. As a result, employees develop various stress symptoms that can interfere with their work performance. People who experience stress can become nervous and feel chronic worries. They often become irritable and unable to relax, or show an uncooperative attitude, or flee to alcohol, or even overuse of narcotics. The situation can occur due to other causes, but it is generally a

symptom of stress. According to Anoraga (2011), stress is actually a form of a person's response, both physically and mentally to a change in the environment that is felt to be disturbing and causes him to be threatened. An expert calls this response the 'fight or flight response'. So actually stress is something that is very natural. According to Robbins (2009) as one might imagine stress affects emotions and moods. The level of stress and tension that builds up in the workplace can worsen the mood of employees, causing them to experience more negative emotions. Based on the description above, it can be concluded that work stress is a condition of tension that affects a person's emotions, thought processes, and physical condition. Work stress appears to include unstable emotions, feeling uneasy, being alone, having trouble sleeping, smoking excessively, not being able to relax, being anxious, tense, nervous, increasing blood pressure, and experiencing digestive disorders.

B. *Factors That Cause Work Stress*

According to Davis & Newstrom, conditions that tend to cause stress are called stressors, usually employees experience stress due to a combination of stressors. The main sources of employee stress are divided between organizational and non-work environmental factors. Both of these causes indicate that employees can respond to stressors both positive stress (which stimulates them) and negative stress (which reduces their effort). As a result, there are both constructive and destructive consequences for the organization and employees. The effects can be short-term and decrease rapidly, or they can last for a long time. Therefore, to control stress, organizations usually start by looking for work-related causes (Davis & Newstrom 2008). According to Mangkunegara (2011) the causes of work stress:The workload is too heavy, Urgent working time, Low quality of work supervision, Unhealthy work climate, Inadequate work authority related to responsibilities, Work conflict and The difference in value between employees and leaders who are frustrated at work. According to Anoraga (2011:109) there are two factors main directly related to stress, namely changes in environmentand the man himself. When changes in the environment have become so fast and vicious, so that a person feels overwhelmed to face or adapt himself to these changes.

C. *Work performance*

To achieve good work performance, the most dominant element is human resources. Even though the planning is well and neatly arranged, if the people or personnel who carry it out are not qualified, then it will be in vain (Iskamto 2019; Iskamto, Yapentra, Budi Ansori, et al. 2020; Iskamto, Ghazali, and Aftanorhan 2020). According to Mangkunegara (2009) work performance can be defined as the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara 2009:67). Meanwhile, according to Sutrisno (2009:151) work performance is the result of work that has been achieved by someone from his work behavior in carrying out work activities. From the definition of work performance according to the experts above, it can be concluded that work performance is the result of the work of a person or employee in carrying out the tasks assigned to him in accordance with his responsibilities and roles based on skills, experience and sincerity as well as time accompanied by quality and quantity according to the rules laid down. apply.

D. *The Effect of Job Stress on Employee Performance*

According to Davis & Newstrom (2008) stress can help or damage work performance, depending on how big the stress level is. If there is no stress, there is also no work challenge and work performance tends to decrease. In line with increasing stress, work performance tends to increase, because stress helps employees to direct all resources in meeting work needs. If a healthy stimulus prompts employees to respond to job challenges, stress eventually reaches a steady point that roughly matches the employee's performance abilities. At this point the additional stress will be less likely to result in improved job performance.

Furthermore, according to Davis & Newstrom (2008) explains that if the stress becomes too great, work performance will begin to decline, because stress interferes with the implementation of work. Employees lose the ability to control them, become incapable of making decisions, and their behavior becomes erratic. The most extreme consequences are zero work performance, employees experience disturbances, become sick and can no longer work, despair, leave or refuse to work to avoid stress (Davis & Newstrom 2008).

E. *Hypothesis*

The hypotheses in this study are:

H0 : there is no effect of work stress on the work performance of employees of PT. Pan Baruna Pekanbaru Branch

H1: there is an effect of work stress on the work performance of employees of PT. Pan Baruna Pekanbaru Branch

F. *Research Variable*

　　Research variable is an attribute or nature or value of people, objects or activities that have certain variations by researchers to study and then draw conclusions (Sugiono, 2013:39).

　　a.　　Variable work stress, with Indicator (Rivai and Sagala, 2009):
　　　　　1. Working conditions
　　　　　2. Stress due to role
　　　　　3. Interpersonal factors
　　　　　4. Career development
　　　　　5. Organizational structure
　　　　　6. Home view – work

　　b. Work performance variables, with indicators (Danang, 2013):
　　　　　1. Work result
　　　　　2. Job knowledge
　　　　　3. Initiative
　　　　　4. mental agility
　　　　　5. Attitude
　　　　　6. Discipline of time and attendance

III. METHOD

　　This research uses quantitative methods. SPSS Version 25 software is used to process data and test hypotheses. The population in this study were company employees who were limited to the administration division and the sales division, which amounted to 87 people. The census method was used for data collection because the entire population became Sample.

IV. RESULTS AND DISCUSSION

A. **Validity test**

Validity test is used to measure the validity or validity of a distributed questionnaire. A questionnaire is said to be valid if the questions / statements in the questionnaire are able to reveal something that will be measured by the questionnaire. The statement is considered valid if the value of r-value > r-table. The calculated r value is obtained by looking at the corrected item-total correlation that can be obtained using the SPSS program. The value of r-table can be obtained from table r provided that df = (n-2) with the value of n is 47, so the value of r-table is 0.294. This study uses a significant level of 5% or 0.05. The following are the results of testing the validity of the work stress variable:

Table 1: Validity test of the stress variable (X)

Items	Value of r-value	r-table
x1	.560	0.213
x2	.644	0.213
x3	.631	0.213
x4	.583	0.213
x5	.684	0.213
x6	.677	0.213
x7	.606	0.213
x8	.651	0.213
x9	.651	0.213
x10	.630	0.213
x11	.473	0.213
x12	.401	0.213

x13	.644	0.213
x14	.519	0.213
x15	.464	0.213
x16	.681	0.213
x17	.741	0.213
x18	.690	0.213

From table 1 it is evident that all items of the work stress variable have a value of r greater than the r-table. So it can be concluded that the items from the statement are valid and feasible to be used in research.

Table 2 : The results of testing the validity of work performance

Items	r-value	r-table
y1	.655	0.213
y2	.540	0.213
y3	.589	0.213
y4	.474	0.213
y5	.639	0.213
y6	.600	0.213
y7	.636	0.213
y8	.685	0.213
y9	.599	0.213
y10	.626	0.213
y11	.657	0.213
y12	.662	0.213
y13	.651	0.213
y14	.659	0.213
y15	.638	0.213
y16	.685	0.213
y17	.571	0.213
y18	.685	0.213

From table 2 it is evident that all items of the work performance variable have a value of r greater than the r-table (0.213). So it can be concluded that the items from the statement are valid and feasible to be used in research.

B. Reliability Test

Reliability test is conducted to measure the degree of accuracy, precision, or accuracy shown by the measurement instrument. The questionnaire is said to be reliable if the respondent's answer to the statement is consistent or stable from time to time. A reliable questionnaire if the value of Cronbach's Alpha > .060. The reliability test using the Cronbach's Alpha method is presented in table 3

Table 3: Reliability Test Results

No	Variable	Cronbach's Alpha	Reliability Standard	Decision
1	Job Stress (X)	.897	0.60	Reliable
2	Work Performance (Y)	.904	0.60	Reliable

Based on the results of the reliability test in the table 3, it is known that the Cronbach's Alpha value of each research variable is > 0.60. Thus the data from the questionnaire answered by the respondent to the statement items submitted is reliable or trustworthy.

B. Data Normality Test

Normality test aims to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. This test was carried out for each variable using the one-sample Kolmogorov Smirnov Test which was carried out with the help of SPSS software. This test is done by looking at the statistically significant value generated from the calculation. If the significance probability is above 5%, the regression model meets the assumption of normality.

Table 4:One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		47
Normal Parameters, b	mean	0E-7
	Std. Deviation	7.21434850
Most Extreme Differences	Absolute	.049
	Positive	.044
	negative	-.049
Kolmogorov-Smirnov Z		.334
asymp. Sig. (2-tailed)		1,000

a. Test distribution is Normal.
b. Calculated from data.

Based on the results of the normality test in the table 4, it is known that the Asymp value. Sig. (2-tailed) from the results of the study was > 0.05. Thus, the data from the questionnaires answered by the respondents to the statement items submitted are normally distributed.

C. Hypothesis testing
1) Partial test (t test)

To prove the hypothesis, the t test is used to determine the magnitude of the influence of the independent variable in explaining the dependent variable. The t-test can be known based on the data in the following table:

Table 4 : Partial test (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	93.147	2.405		38.729	.000
SUMX	-.822	.045	-.892	-18.214	.000

a. Dependent Variable: SUMY

t-test is used to test the effect of the independent variable on the dependent variable individually. Based on table 2 above, hypothesis testing shows a significance value of 0.000 which is smaller than 0.05, meaning that there is a negatif and a significant influence of the work stress variable on the employee performance variable.the regression coefficient value of the work stress variable is -0.822, meaning that if the work stress variable increases by 1%, then the work performance of employees at PT. Pan Baruna Pekanbaru Branch decreased by -0.822.

2) Coefficient of Determination (R2)

To determine the effect of work stress on employee performance at PT. Pan Baruna Pekanbaru Branch can be seen from the correlation value of the two variables.

Table 5: Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888a	.788	.783	7.294

a. Predictors: (Constant), SUMX
b. Dependent Variable: SUMY

Based on table 5, it is known that the coefficient of determination (R2) is 0.783 where this number indicates that work stress on employee performance at PT. Pan Baruna Pekanbaru Branch has an influence of 78.3%. While the remaining 21.7% is influenced by other variables not examined in this study.

V. CONCLUSION

Based on the results of the hypothesis test, it shows that work stress has a significant effect on employee performance. Conditions Job stress has a high influence on employee performance. The contribution of work stress to employee performance, the coefficient of determination (R2) is 0.783, or is influenced by 78.3%, the rest is not explained in this study. For further research, besides work stress, researchers can make environmental, organizational, individual and system factors used as independent variables that affect employee performance.

REFERENCES

[1] Ahmad, Noor Hazlina, Yuliani Suseno, Pi-Shen Seet, Pattanee Susomrith, and Zaiben Rashid. 2018. "Entrepreneurial Competencies and Firm Performance in Emerging Economies: A Study of Women Entrepreneurs in Malaysia." Pp. 5–26 in *Knowledge, Learning and Innovation*, edited by V. Ratten, V. Braga, and C. S. Marques.

[2] Anoraga, Pandji, 2011, "*Psikologi Kerja*", Jakarta: Rineka Cipta.

[3] Bangun, Wilson, 2012, "*Manajemen Sumber Daya Manusia*", Jakarta: Erlangga.

[4] Binder, Martin, and Alex Coad. 2016. "How Satisfied Are the Self-Employed? A Life Domain View." *Journal of Happiness Studies* 17(4):1409–33. doi: 10.1007/s10902-015-9650-8.

[5] Brantas, 2009, "*Dasar-dasar manajemen*", Bandung: Alfabeta.

[6] Cahayani, Ati. 2008. *Strategi dan Kebijakan Manajemen Sumber Daya Manusia*. Jakarta: PT. Indeks.

[7] Davis, Keith & John W. Newstrom. 2008. *Perilaku Dalam Organisasi*. Edisi VII. Jilid II. Jakarta: Erlangga.

[8] Edwin B, Flippo. 2013. Personel Management (Manajemen Personalia), Edisi. VII Jilid II, Terjemahan Alponso S, Erlangga, Jakarta.

[9] Fattah, Nanang. 2009. *Ekonomi & Pembiayaan Pendidikan*, Bandung : PT Remaja Rosdakarya

[10] Iskamto, dedi, Arhipen Yapentra, Elida Gultom, Misdawati, Wetri Febrina, Budi santosa, and A. T. Bon. 2021. "The Exploratory Factor Analysis on Firms Performance of Micro and Small Enterprises." in *Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management*. Singapore: IEOM Society International.

[11] Iskamto, Dedi, Aripen Yapentra, Putra Budi Ansori, and Mohamad Jupri. 2020. "Effect of Working Discipline Toward Performance: An Empirical Investigation." in *KnE Social Sciences*. Malang, Indonesia: Knowledge E.

[12] Iskamto, Dedi, Kurniati Karim, Sukono, and Thalib Bon. 2020. "Impact of Employee Satisfaction on Work Discipline in Government Office in Indonesia." P. 13 in *The International Conference on Industrial Engineering and Operations Management*. Detroit, MI, USA,: IEOM Society International.

[13] Iskamto, Dedi, Puspa Liza Ghazali, and Asyraf Aftanorhan. 2019. "Effect Contextual Factor Toward Entrepreneurial Intention Among Young Educated." P. 7 in *International Conference on Industrial Engineering and Operations Management Riyadh*. Saudi Arabia.

[14] Iskamto, Dedi, Puspa Liza Ghazali, and Asyraf Aftanorhan. 2020. "Exploratory Factor Analysis (EFA) To Measure Entrepreneur Satisfaction." P. 9 in *The International Conference on Industrial Engineering and Operations Management*. Detroit, MI, USA.

[15] Iskamto, Dedi, Puspa Liza Ghazali, and Asyraf Afthanorhan. 2020. "A Conceptual Framework for Entrepreneur Competence and Entrepreneur Performance: The Role of Gender." *The Journal of Management Theory and Practice (JMTP)* 1(1):1–4. doi: 10.37231/jmtp.2020.1.1.14.

[16] Iskamto, Dedi. 2012. "Persoalan Sumber Daya Manusia Dalam Pengembangan Ekonomi Islam." *Eko Dan Bisnis (Riau Economics and Business Review)* 3(1).

[17] Iskamto, Dedi. 2019. "Disiplin Kerja dan Pengaruhnya Terhadap Kinerja Karyawan Pada PT. Prima Rintis Sejahtera Pekanbaru Divisi Unicharm." *Ekonomi Bisnis* 24(1):12. doi: 10.17977/um042v24i1p12-20.

[18] Iskamto, Dedi. 2020. "Role of Products in Determining Decisions of Purchasing." *Jurnal Inovasi Bisnis* 8(2):200–2007. doi: 10.35314/inovbiz.v8i2.1424.

[19] Mangkunegara, Anwar Prabu. 2009. *Evaluasi Kinerja Sumber Daya Manusia.* Bandung: Penerbit Refika Aditama.

[20] Mangkunegara, Anwar Prabu. 2011. *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya.

[21] Mangkunegara, Anwar Prabu. 2011. *Perilaku dan Budaya Organisasi*. Bandung: Remaja Rosdakarya.

[22] Mardalis. 2010. *Metode Penelitian Suatu Pendekatan Proposal*. Jakarta: Bumi Aksara.

[23] Marwansyah. 2010. *Manajemen Sumber Daya Manusia Edisi Kedua.* Bandung: Alfabeta.

[24] Purwanto. 2011. *Evaluasi Hasil Belajar*. Jakarta: Pustaka Pelajar.

[25] Purwanto, A., Purba,J.T, Bernarto,I., Sijabat,R.(2021). The Role of Transformational Leadership, Organizational Citizenship Behaviour, Innovative Work Behaviour, Quality Work Life, Digital Transformation and Leader Member Exchange on Universities Performance. Linguistica Antverpiensia.2021(2).2908-2932

[26] Purwanto, A., Purba,J.T, Bernarto,I., Sijabat,R.(2021).Pengaruh Servant, Digital dan Green leadership Terhadap Kinerja Industri Manufaktur Melalui Mediasi Komitmen Organisasi, Jurnal Riset Inspirasi Manajemen dan Kewirausahaan Volume 5 No. 1 Edisi Maret 2021 Hal 1-13, DOI : https://doi.org/10.35130/jrimk

[27] Purwanto, A., Purba,J.T, Bernarto,I., Sijabat,R.((2021).Peran Organizational Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja Melalui Mediasi Komitmen Organisasi Pada Family Business. Jenius. 4(3). 256-262.http://dx.doi.org/10.32493/JJSDM.v4i3.10454

[28] Purwanto, A., Purba,J.T, Bernarto,I., Sijabat,R (2021). EFFECT OF TRANSFORMATIONAL LEADERSHIP,JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENTS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR. Inovbiz: Jurnal Inovasi Bisnis 9 (2021) 61-69

[29] Purwanto, A., J. T. Purba, I. Bernarto, and R. Sijabat. 2021. Effect of Management Innovation, Transformational leadership and knowledge sharing on Market Performance of Indonesian Consumer Goods Company. Jurnal Aplikasi Manajemen, 19(2), 424–434. Malang: Universitas Brawijaya. http://dx.doi.org/10.21776/ub.jam.2021.019.02.18.

[30] Riduwan. 2011. *Skala Pengukuran Variabel-Variabel Penelitian*. Bandung: Alfabeta.

[31] Rivai, Veithzal dan Sagala, Ella Jauvani. 2009. *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT Raja Grafindo.

[32] Stephen P.Robbins. 2009. *Perilaku Organisasi.* Jakarta: Salemba Empat

[33] Sugiyono. 2009. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*, Bandung : Alfabeta.

[34] Sugiyono. 2013. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

[35] Sugiyono. 2014. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

[36] Sujarweni, V. Wiratna. 2015. *Statistik untuk Bisnis dan Ekonomi*. Yogyakarta: Pustaka Baru Press.

[37] Sutrisno, Edi. 2009. *Manajemen Sumber Daya Manusia Edisi pertama*. Jakarta: Kencana Prenada Media Group

[38] Sutrisno, Edi. 2011. *Manajemen Sumber Daya Manusia*. Penerbit: Jakarta, Kencana.

[39] Sutrisno, Edi. 2014. *Manajemen Sumber Daya Manusia. Cetak Ke Enam*. Pranada Media Group, Jakarta.

[40] Sutrisno, Edi. 2016. *Manajemen Sumber Daya Manusia*, Kencana Prenada Media Group, Jakarta.

[41] Terry, George dan Leslie W.Rue. 2010. *Dasar – dasar Manajemen* . Cetakankesebelas. Jakarta : PT. Bumi Aksara.

[42] *Wirawan, 2008. Evaluasi Kinerja Sumber Daya Manusia. Jakarta Salemba Empat.*