

JOB STRESS AND ITS INFLUENCE TO EMPLOYEE'S PERFORMANCE

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Abstract

Achievement of the goals of an organization can be done without significant obstacles in any event, if the coaching of employees or employees conducted in such a manner, such as the relationship between employee, supervisor and subordinate relationships, maintaining a work environment and do not miss about stress management, this needs to be done because many this is a factor influencing performance. To achieve the objectives of this organization needs qualified human resources.

The purpose of this study was to describe comprehensively about the level of job stress and employee performance and the influence of both these variables within the Municipal District Office Ujungberung using descriptive survey research method approach in which this study focuses on one object by describing specific, concrete.

Based on research results of general staff stressed enough in carrying out everyday tasks is shown with the acquisition of things the average score of 53.91%, and employee performance Ujungberung Bandung District Office is good, this is indicated by an average score of acquisition amounted to 80.28%, based on analysis results from this study can be told.

Keywords: employee performance, job stress of employees

1. INTRODUCTION

Bad working life quality can cause stress in the office. Job stress is a general terminology which refers to stress and problems faced by every person in his or her working life. The concept of stress has positive and negative meanings. If people can arrange and manage stress well, so it will grow spirit and motivation to work psychologically. However, excessive stress will distemper physically or non-physically.

A sustainable stress at higher and average level will be dysfunctional, which means that it will inhibiting performance. It happens because the employee uses more energy and mind to reduce and fight stress that goes on inside her/him than doing the work that is responsible for. While stress at low level up to average level but not sustainable, it is functional, which means it can improve the ability to achieve higher because the employee works in a stressful situation. In such kind of situation, the employee often does his or her work better, more intensive and faster.

Governance paradigm currently refers to a professional, honest, fair and transparant governance apparatus performance in carrying out government affairs, development and social affairs. Therefore, figure of the government apparatus or public servant becomes very important because they are the main key to the smooth wheels of government, particularly in the effort to implement vision, mission, and strategy of the development. Talking about Public Servant in Indonesia, people tend to see that the number are much, lazy, and no skill. Those characters are formed by many things which connected one another, start from the first

step of selection, uncertain career path, incorrect assessment of the work, low income, lack of professional attitude, and so on.

It is important to discuss on job stress related to organization nowadays, because:

1. Stress problem is a hot issued discussed currently, and its position is very important related to work productivity of the employees.
2. Stress is influenced by the factors outside and inside of the organization. Therefore, its existence should be aware and understood.
3. Understanding of sources of the stress completed with how to overcome it is very important for the employees and anyone who involved in an organization for the sustainability of health and effective organization.
4. Many of us are certainly part of one or few of organizations, whether as upper level or staff have ever been stressed even in a very low level.
5. In progress era, people are getting busier where work equipments are more modern and efficient. In another side, work load in each organization is getting more. This condition certainly demands more energy of the employees. It causes stress in high level.

Issues on job stress are basically connected to the stress happens in work environment, it is the interaction process between a staff with his or her work aspects. Talking about stress, we need to understand first the meaning of stress in general.

Gibson et al (in Yulianti, 2000) said that job stress is conceptualized as respond and stress as stimulus-respond. Stress as stimulus is an approach that emphasizes on environment. Stimulus is defined as a strength that stress on an individual to respond the stressor. This approach sees stress as a consequence of interaction between environment stimuli with individual respond. Stimulus-respond approach defines stress as a consequence of interaction between environment stimuli with individual stress. Stress is not only as a stimulus or respond, but as a result of unique interaction between environment stimulus condition and individual tendency to respond.

Luthans (in Yulianti, 2000) defines stress as a respond to adapt which is influenced by individual differences and psychological process as the consequence of action environment, situation or an event which too much demand psychological demand and individual physical. Then, it can be concluded that job stress appears because the demand of environment and respond of each individual to face it is different.

Job stress problem in a company organization becomes an important syndrome to observe since a demand to be efficient is appeared to work. As the consequence of job stress, people tend to be nervous, increased tension in emotion, thinking process and individual physical condition. Besides, as the result of job stress, employees feel some stress syndrome that can threat and disturb their job implementation such as: easy to get mad and aggressive, can't be relax, unstable emotion, doesn't want to cooperate, not to be involved in and problem to sleep or insomnia.

2. BASIC THEORY

A. EMPLOYEE STRESS

Stress problem in an organization becomes an important syndrom to observe since the first occurence of the demands to be efficient of the job. The impact of stress can make people not confident, feel chronic anxiety, increased tension on the emostional, thinking process and the individual condition. Moreover, as the result of job stress of the employee, some experience stress syndrom that can threat and disturb work implementation such as easy

to get mad and aggressive, can not be relax, unstable emotion, donot want to cooperate and involve in, and problem in sleeping.

Mangkunegara (2008) explained that:

“Job stress is a stressful feeling experienced by an employee when working. It can be seen from the symptom such as unstable emotion, uneasy feeling, prefer to be alone, hard to sleep, excessive smoking, can't be relax, nervous, high blood tension and impaired digestion”.

Suprihanto, et al. (2003) stated that ”from the point of view or organization, management might not be worried when their employee feel a mild stress. It is because that at a certain level of stress, it will give positive effect, since stress can push employee to carry out a better job”.

However, at high level of stress or a prolonged mild stress will decrease employee's performance. Mild stress might be profitable for organization, but from individual's point of view, it is not a desirable thing. So, management will thin to obligate a mild stressfull task to motivate the employees, but this will be felt as a stress by the employee.

Based on the explanation above, it can be concluded that stress is caused by an imbalance between personal characteristics of the employee and its work aspects characteristics and it can be happened to every work condition. The existence of some specific attributes can influence endurance stress person. The measuring rod of an employee's stress which was researched here are as followed:

- Labor conflict
- Work load
- Work time
- The characteristics of duties
- Leadership influence

B. EMPLOYEE PERFORMANCE

Keit Davis (in A.A. Anwar Prabu Mangkunegara, 2008) stated performace as:

- Human Performances = Ability + Motivation
- Motivation = Atitude + Situation
- Ability = Knowledge + Skill

Psychologically, an employee's ability consists of intellectual quotient (IQ) and real ability (knowlegde + skill), it means that an employee has IQ above average ability (110 – 120) completed with adequate education for his or her position and able to do his or her daily works, he or she will easier to achieve the desired performance. Therefore, an employee should be placed based on his or her expertise. The application to employee performance is an employee work appropriate to his or her expertise.

Based on the explanation above, there are some dimensions to measure an individual performance in sub district office (Sedarmayanti, 2007) which was used in this research, they are as followed:

- 1). Work achievement: is the work result of an employee to do his or her works qualitatively or quantitatively.
- 2). Expertise: is level of technical ability owned by an employee to run work that charged him or her. This expertise can be in form of cooperation, communication, initiative, et cetera.

- 3). Attitude: behavior and attitude of an employee which are adhered to him or her and brought when running his or her duties. The definition of attitude included honesty, responsible and discipline.
- 4). Leadership: is an aspect of management and art to influence others to coordinate fast and accurate work including decision making and priority determination.

C. RESEARCH FRAMEWORK

There are some reasons why is the performance of Public Servant so bad beside their income is still less worthy and weak enforcement of rules. Moreover, to improve the quality of work, we should use a rigorous performance appraisal system that can be applied to the state apparatus, but still should be supported with the elements that can give a good working motivation such as adequate payroll system and decent work facilities, conducive environment to achivement and guarantee for definite career development.

Observation result of this research was inadequate working condition that can be seen from office's means and infrastructure such as its space, cleanliness, and other facilities, some government officials who work in Ujungberung District, City of Bandung West Java Province haven't implemented their duties as expected. This can be showed from the employees' performance that working there are still low.

Sub district (here in after is kecamatan) is as the spearhead of service to public. We need some efforts of sub district's apparatus to prepare themselves and have high working ability. Therefore, each public service done should be implemented effectively and efficiently that will determine whether in accordance with the demands of society.

The purpose of this research was to know the level of job stress of the employees in office of Ujungberung District, City of Bandung West Java Province. The research framework in this research is described as followed:

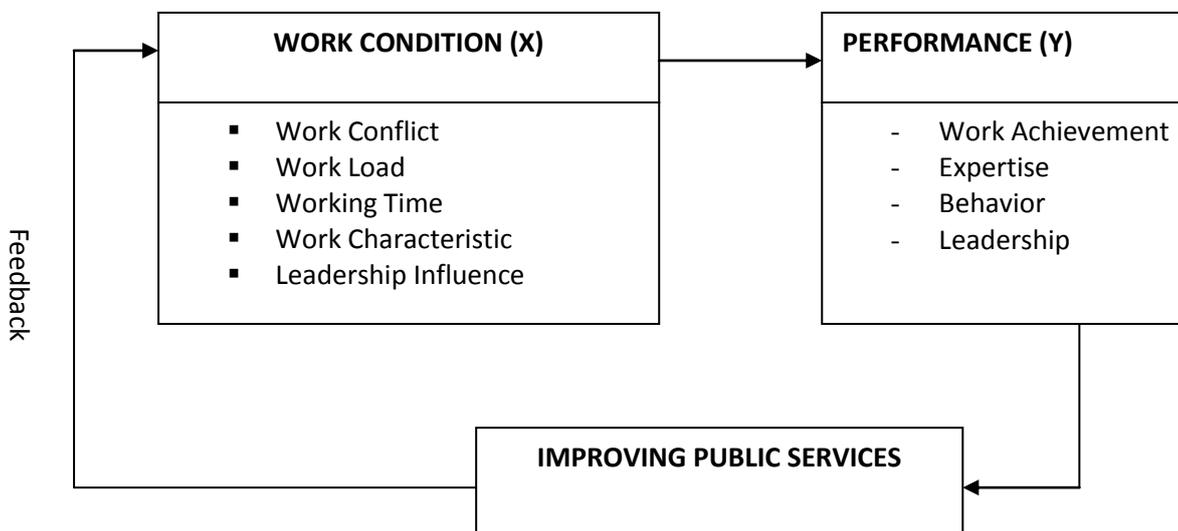


Figure 1
Research Framework

3. RESEARCH METHOD

A. METHOD USED

Based on the purpose, the method used here was Case Study, where the researcher only focused on an object which describing specifically, concretely and by locus. According to Rusidi (2003) who said that a research method will depend on the purpose and goal of the research, if we intend to describe specifically, concretely and by locus, the research method is case study, if we intend to describe generally, in abstract and universal, the research method is descriptive survey, but whenever we would like to explain its phenomena, it will be explanatory verificative.

B. OPERATIONAL VARIABLES

Operational variables influence the variables which will be studied in this research can influence the influence of job stress (X) to apparatus performance (Y). Job stress indicators can be seen at Table 1, while performance indicators can be seen at Table 2.

Table 1 Job Stress Indicators

Variable	Sub Variable	Data Indicator
1	2	3
Job stress	Work Conflict	1. Supervisor relationship with sub ordinate 2. Justice boss 3. Anxiety because of mutation position 4. Unhealthy competetion among employees 5. Unfavorable rating from the community to work 6. Coordination of work targets 7. Patience in working 8. Makes mistakes in work 9. Compensation that does not comply with work 10. Family support on job

Table 1 (Cont.)

1	2	3
	Job stress	<ol style="list-style-type: none"> 1. Targeting work that is too high 2. Job demands are too high 3. Pressure of work rules 4. Fatigue in working 5. Work responsibility 6. Benefits that are less in accordance with work load
	Working time	<ol style="list-style-type: none"> 1. Setting a target date of completion of work 2. Job scheduling 3. Working period
	Work characteristic	<ol style="list-style-type: none"> 1. Boring job 2. Lack of clear information in carrying out of the work 3. Facilities to support completion of the work 4. Work procedures that hinder the completion of work 5. Challenge in working 6. Suitability of the job position
	Leadership influence	<ol style="list-style-type: none"> 1. Leadership attitude 2. Participation in decion making 3. Supervisor assessments of performance results 4. Approval of supervisor in the completion of work

Table 2 Employees Performance Indicators

Variable	Sub Variable	Data Indicator
Employees Performance	Work Achivement	<ol style="list-style-type: none"> 1. Number of jobs that can be finished 2. Work quality
	Expertise	<ol style="list-style-type: none"> 1. Technical ability in performing their duties 2. Ability to cooperate 3. Communication ability to finish the job 4. Initiative in completing job
	Attitude	<ol style="list-style-type: none"> 1. Honesty in performing the duties 2. Responsible to work 3. Discipline in performing duties
	Leadership	<ol style="list-style-type: none"> 1. Ability to coordinate in completing jobs 2. Speed and accuracy in decision making 3. Abilities to determine priorities in performing their duties

C. SAMPLE

This research sample was the employees in Sub District Office of Ujungberung, City of Bandung. Sugiyono (2007) states that “sampling technique is a technique to take a sample by determining the number of sample that will be used in a research and there are various sampling technique used”. Based on the number of employee population in Sub District

Office of Ujungberung, City of Bandung, the number of overall populations was 30 persons that as the research sample by using saturated sampling technique.

D. DATA ANALYSIS METHOD

The collected data processing from interview and questionnaire were classified into 3 steps, they are: tabulation preparation and application of data on research approaches by collecting and checking the completeness of questionnaire and checking for correctness the way how to fill. Then, questionnaire result was tabulated and scored based on determined assessment system. Closed questionnaire used ordinal scale 5, the score obtained was indicator for independent variable pair (X), it was Job Stress, and dependent variable (Y), it was apparatus performance. Data of tabulation result was applied to research approach that was used appropriate to the purpose of the research, to know the factors influence employee performance through data processing by analysing respondents' attitude to each questionnaire to see the assessment result (positive/negative) using *Likert's Summated Rating* with five options and each level was scored.

Data analysis used here, consisted of two kinds, they are: (1) Descriptive Analysis for qualitative variable and (2) Quantitative Analysis is in form of hypothesis testing using statistic test. Quantitative analysis was stressed on to cover research variable attitude, while descriptive quantitative variable was used to find out the causal factors. By using analysis method combination gotten a comprehensive generalization. This research used Rank Spearman Correlation analysis method. Sugiyono (2007) stated "Rank Spearman Correlation is used to find out the correlation or to test significancy of assosiative hypothesis".

4. RESULT AND DISCUSSION

A. JOB STRESS LEVEL

Stress is something related to interaction between individual and environment, it is interaction between stimulation and response. So, stress is consequences of each action and environmental situation that caused excessive psychological and physical demand of someone. Stress which is experinced by an employee is caused by the environment faced that will influence his or her performance and work satisfaction, so that he or she needs an organizational environment for employees. The first variable is stress variable of employees in Sub District Office of Ujungberung, City of Bandung that was a factor determine performance. Stress level variable assessment of employees in Sub District Office of Ujungberung, City of Bandung based on variable of work conflict, work load, working time, work characteristics, and leaderships influence.

To get general description of recapitulation result of each indicator that had been put into percentage average recapitulation to each sub variable of employee job stress, then recapitulation of whole indicators was processed as in table of research variable operational (see Table 3).

Table 3
Recapitulation Employees' Responses to the Role of Employees' Job stress Level

No	Indicator	Average Score (%)		
		Expectation	Real	Criteria
1.	Work Conflict	100	53,53	Average
2.	Work Load	100	49,33	Poor
3.	Working Time	100	62,89	Average
4.	Work Characteristics	100	52,11	Average
5.	Leadership Influence	100	51,67	Poor
Total		500	269,53	Average
Percentage Average		100	53,91	

Based on recapitulation table of respondents' assessment result to employees' job stress level in Sub District Office of Ujungberung, City of Bandung above, from 30 respondents, the employees were generally stress, it was from the respondents' answer, it can be concluded that they were stress performing daily work. It can be shown from average score in amount of 53,91%, based on the analysis result, it is because work load and leadership influence where work load as the cause of boredom and the leader who was to pressure because duties implementation is the leader's responsibility.

B. EMPLOYEE PERFORMANCE

The existence of tagert for each work that could be produced by each employee to produce work which is really appropriate to organization expectation, so that they will attempt to pay attention to the factors influence performance in this research were work achievement, competence, behavior and leadership they were achieved by using knowledge, skill and ability they have. To know those factors, this research used a measurement, employee performance, it is expected to know how the employees' work result seen from their works implemented. The result will be described as followed.

To get general description of respondents' responses recapitulation result to each indicator had been put into percentage average recapitulation of respondents' statement result to each sub variable of employee performance level, then it will be recapitulated overall (see Table 4).

Table 4
Percentage Result Recapitulation of Respondents Response to Employee Performance

No	Indicator	Average Score (%)		
		Expectation	Real	Performance
1.	Work Achievement	100	81,33	Good
2.	Competence	100	80,00	Good
3.	Behavior	100	75,33	Average

4.	Leadership	100	80,89	Average
Total		400	320,56	Average
Average Percentage		100	80,28	

Based on the table above, it can be known that employee performance of 30 respondents in Sub District Office of Ujungberung, City of Bandung was good. It is shown that in general, the performance employees of Sub District Office of Ujungberung, City of Bandung was good and shown average score in amount of 80,28%, based on the research result, it is said that in general, the employees are stress to work as previous analysis result, however, it doesn't influence the performance, as it is caused by boredom and authoritarian leadership as the reason is the task implementation become the upper level responsible, so that the act authoritarian to the staffs or employees.

C. THE INFLUENCE OF JOB STRESS TO THE LEVEL OF PERFORMANCE

To identify the influence of job stress variable and performance variable of the employees and to predict the tendency happened to the change of job stress variable and performance of the employee, we should analyze the technique.

Based on the calculation by using Spearman correlation, it can be known that coefficient correlation $r = -0,66$, according to Guilford, it means that there is a strong relationship between job stress and performance employees, the higher job stress of the employee, the lower of employees performance and vice versa.

Coefficient Determinant (KD) is 43,26%, it means that job stress influences employees performance in amount of 43,26% and the rest 56,74% is influenced by external factor out of employee job stress such as organization culture relationship, work environment, leadership style, communication channel, and so on.

With Z score table $n = 30$ for 5% standard error in amount of 0,364 dan 1% standard error in amount of 0,478, so Z score = 3,54 is bigger than Z table in 5% and 1% standard error, it means that zero hypothesis is rejected and accept alternative hypothesis. It can be said that there is negative and significant influence of job stress to employee performance.

D. DISCUSSION ON ANALYSIS FINDING

Job stress can give positive and negative impact for a company or an organization. But, at certain level, positive impacts are expected to be able to encourage the employees or staffs to finish their duties as well as they can. Reaction to job stress can be psychological or physical reaction. Job stress can be avoided without accepting its negative impacts. Stress management is more than how to overcome it in adaptive and effective ways. It is almost important to the way how face what should not be done and what should be tried to. Some people with stress in the office are caused by competition and dislike feeling of other partners in work, they often compensate stress by working hard and excessive. It is not an effective way and doesn't give any impacts to solve stress problem, it will cause another problem so far. Before entering to more specific ways to overcome certain stressor, we should consider some manual to encourage change and tackling.

Understanding of basic principles is the most important part in order that one is able to design a solution to problems come up which is especially related to stress causal when working in the office. In relation to working place or office, stress can arise at multiple levels, parallel from inability to work well in certain role because of misunderstanding of the staffs or upper level. In addition, lack of skill especially management skill and dislike someone whom have to work with closely as the cause of stress.

At a certain job stress level, it will give positive impact because it will encourage the employees to work better. However, at high job stress level or prolonged mild stress will make employees performance go down. Mild job stress perhaps will give benefit to organization, but from individual point of view, it is not what is expected to. Management section will think to give a mild stressful job to encourage the employees or the staffs, but instead it will be felt as a stress by the staffs. Then, a precise approach is needed to manage stress. There are two approaches 1) individual approach and organizational approach.

1. Individual Approach

A staff can make his or her way to reduce stress. An individual strategy is effective enough through time management, physical exercises, relaxation, and social support. A good time management can make a staff able to finish work well without the hasty pace of work demands. Physical exercises can improve the condition of the body to stay fit so that able to face a hard work. Besides, it can reduce stress faced by the workers and applied when feeling relax. And the last strategy reducing stress is by gathering friends, colleges, family whom can give supports and advise to him or her.

2. Organizational Approach

A few of stress are the demand of work and role and organizational structure as well which are controlled by management, so that those factors cannot be changed. Therefore, the strategies might be used to reduce stress are through selection and placement of employees, goal setting, job redesign, participatory decision making, organizational communication, and welfare program. Through those strategies, employees obtain an appropriate job with their ability and work for the goals the wish for, get a health intrapersonal relationship and maintain psychological and physical condition as well.

5. CONCLUSIONS AND SUGGESTIONS

A. CONCLUSION

Based on the research and discussion on Analysis of Job stress to Employees Performance, which was as case study in Sub District Office of Ujungberung, City of Bandung, West Java Province it can be concluded that:

1. In general, the employees of Sub District Office of Ujungberung, City of Bandung felt stress enough in implementing the duties. It can be shown from the average score gotten 53,91%, based on that analysis, it was caused by work load and the influence of leadership's stress, while for the performance of employees of Sub District Office of Ujungberung, City of Bandung was good, it is shown by the average score gotten 80,28%. It means that although the employees feel stress to work generally, but they still can perform well.
2. Based on the analysis result, it could be known that coefficient correlation $r = -0.66$ according to Guilford, it means that there is a strong significant and negative relationship between Job stress (x variable) and Employees Performance (y variable). It means that

the higher is the level of employee's stress, the lower is employees performance and vice versa. Coefficient determinant (KS) is in amount of 43,26%, it means that job stress level influences employees performance in amount of 43,26% and the rest 56,74% is influenced by external factor out of the employees, for instance, organizational culture relationship, work environment, communication channel and so on.

B. SUGGESTION

To reduce stress, it is better that the employees should familiarize discipline of good time management, physical exercises fitness, and relaxation, and also the leader or upper level should better guide, motivate, interact the employees. As long as those strategies are good and make benefit to both sides, it should be familiarized and managed well also. Besides hearing the employees' complaint and informing all information related to employees and duties affairs in implementing their duties or even related to organization.

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