

# The Effect of Job Stress Toward Employee Performance Through Job Satisfaction of PT Muara Alam Sejahtera Employees

Agustina Hanafi, **Zunaidah**, Mistari Ulfa

Management Science, Sriwijaya University

DOI: 10.29322/IJSRP.8.8.2018.p8002

<http://dx.doi.org/10.29322/IJSRP.8.8.2018.p8002>

**Abstract-** The purpose of this study to analyze the effect of job stress on performance, the effect of job stress on job satisfaction, the effect of job satisfaction on performance, and the effect of job stress on performance through job satisfaction. Job stress is a condition of psychological distress felt by employees as a result of organizational stressors. Job stress can affect job satisfaction and employee performance. Job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Using the survey data on 126 employees of PT MAS, data analysis in this research using Structural Equation Model (SEM) in model and hypothesis testing.

This study finding that there is a significant effect of job stress on performance and job satisfaction, there is a significant effect of job satisfaction on performance, and there is effect of job stress on performance through job satisfaction. So it can be concluded that all results of the proposed hypothesis can be accepted.

**Index Terms-** Job Stress, Job Satisfaction, Employee Performance

## I. INTRODUCTION

Job stress is a condition of psychological pressure which is vulnerable in a competitive and volatile work environment as it is happening currently. In addition to work environment, the demands and targets of the company, to be achieved by the employees is also the main source of the cause of job stress. Job stress can affect the employee performance. Excessive employee's job stress should be avoided, as it can lead to a lot of absenteeism, errors in work, low performance and loss of company reputation caused by uncomfortable work environment (Seňová and Antořová, 2014). However, job stress, which can be handled well and still at low levels, can be a factor that motivates employees to work better (Halkos and Bousinakis, 2010).

Currently, employee performance is strongly influenced by job satisfaction and the levels of job stress the employee experiences. Relevant studies obtained the findings that 50-60% of job stress is a major cause of low employee performance (Choobineh, Ghanavati, and Hosseini, 2016). By the existence of the goals and objectives to be achieved by an organization, the employees

must be able to adapt many demands in their jobs. It can lead to stress for the employees. Long-term stress may overwhelm a person with demands that he/she cannot meet, resulting in job dissatisfaction and a low performance (Robbins and Judge, 2017).

Excessive stress can increase job dissatisfaction (Reilly, Dhingra, and Boduszek, 2014). Job dissatisfaction may relate with a number of dysfunctional outcomes including employee turnover, increased employee absenteeism and declining employee performance (Kreitner and Kinicki, 2014). Job satisfaction involves reaction or cognitive, effective and evaluative characters. Job satisfaction is a state of happy or positive emotions that comes from a person's job assessment or work experience. Job satisfaction not only can reduce stress but also help in improving performance, reducing employee turnover, and reducing absenteeism (Luthans, 2006). An employee who gets job satisfaction will carry out his/her work well so that the performance will increase. Meanwhile, an employee who does not get job satisfaction will be frustrated and it will affect the declining performance.

PT MAS is a subsidiary of Baramulti Group engaged in coal mining in Lahat, South Sumatra. In the preliminary study, it is known that in PT MAS there is a low performance of absenteeism and high turn over. Performance degradation was assessed as a result of stressors from excessive workload, over-demanding leadership and layoffs. Other causes of employee dissatisfaction due to uncomfortable work environment and small promotion opportunities that exist.

Researches regarding the effect of job stress on performance through job satisfaction had been conducted by some previous researchers. De Simone, Cicotto, and Lampis (2016), who conducted research on employees in the Italian pharmaceutical industry, found that job stress had a negative effect on job satisfaction and performance. Similar results were obtained by Darsono (2015), Seňová & Antořová (2014), Arshadi and Damiri (2013), Yozgat, Yurtkoru and Bilginoglu (2013), Charisma (2014) and Putri (2014). However, different findings were found by Hoboubi, et al (2017) who found that there was no effect between job stress and performance and there was a significant positive correlation between job satisfaction and performance. The findings of this research were also supported by Sutrisno

(2014) who obtained the result that job stress had no effect on employee performance due to high character of personality and morale. Due to differences from the findings of researches that

**Job Stress** – According to Kreitner and Kinicki (2014), stress is an adaptive response, related to individual psychological characteristics and/or processes, which are a consequence of any external action, situation, or event that places a person's psychological and/or physical demands. According to Robbins and Judge (2017), in an organization there are several factors that may cause stress including: (a) task demands that include the design of individual work (autonomy, task diversity, degree of automation), working conditions, and physical layout of work; (b) role demands relating to the pressure that a person exerts as a particular function he or she plays in the organization. Role conflict creates expectations that may be difficult to complete or meet. Excessive workload and too little workload are stress generators; (c) interpersonal demands are pressures created by other employees in the organization. Unclear communication between one employee and others will lead to unhealthy communication.

**Model of Stress-Performance** – The pattern studied the most regarding the stress literature on performance is the Inverted-U Relationship. The logic underlying the Inverted-U is that low-to-moderate stress levels stimulate the body and improve the ability to work better, diligently, and quickly. However, excessive stress can burden a person with unfulfilled demands, resulting in lower performance.

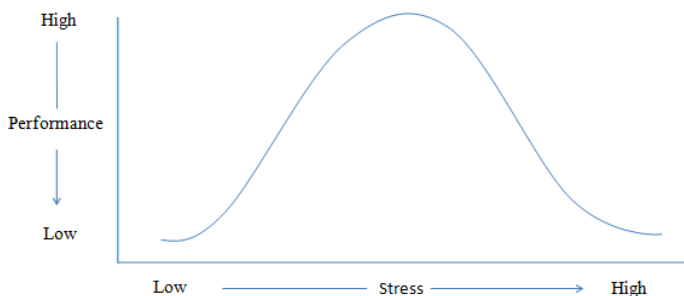


Figure 1

U-inverted Relationship between Stress and Performance

**Job Satisfaction** – Locke in Luthans (2006) provides a comprehensive definition of job satisfaction that includes cognitive, affective and evaluative reactions or attitudes which state that satisfaction is a pleasure or positive feeling that comes from employee's perception of how well their work is and is considered important. The main factors affecting job satisfaction are:

1. The job itself, jobs that have the characteristics of challenging, not boring and support creativity can increase employee job satisfaction.
2. Wages, Employees view wages as a reflection of how management values their contribution to the company. Wages that are not in accordance with the given workload can trigger discontent from employees.

had been done before, the author is interested in conducting research on this topic.

## II. LITERATURE REVIEW

3. Promotion, promotions made on the basis of performance will give more job satisfaction than promotions on the basis of seniority.

4. Supervision, There are two dimensions of supervision that affect job satisfaction namely (1) focusing on the needs of employees. (2) The dimension of participation allows employees to participate in decisions that affect their work.

5. Working conditions/environment, if good working conditions (clean and attractive environment) then employees will be more eager to do their work, but if the working conditions are fragile (hot and noisy environment) for example, employees will be more difficult to complete their work.

**Performance** – According to Malthis and Jackson (2006), performance is what employees do or do not do. Employee performance is what affects how much they contribute to the organization. According to Robbins and Judge (2017), there are six indicators to individually measure the employee performance, namely:

1. Quality, the quality of work is measured by employee perceptions of the quality of work produced and the perfection of tasks to the skills and abilities of employees.
2. Punctuality, is the activity level completed at the beginning of the stated time, viewed from the point of coordination with the output and maximizing the time available for other activities.
3. Effectiveness, the level of use of organizational resources (energy, money, technology, raw materials) maximized with the intention of increasing the yield of each unit in the use of resources.
4. Independence, the level of independence of an employee who will be able to perform its work function
5. Work commitment. a level where employees have loyalty and responsibility to the company.

Employee performance is what affects how much they contribute to the organization, (Malthis and Jackson, 2006). Currently, employee performance is very affected by job satisfaction and level of job stress experienced by employees. One of the psychic symptoms caused by job stress is the occurrence of job dissatisfaction, while the behavioral symptom that arises is the declining employee performance (Robins and Judge, 2017).

**Hypotheses** – There are several hypotheses to be tested in this research, consisting of:

- H1: Job stress affects the performance of PT Muara Alam Sejahtera employees
- H2: Job stress affects the job satisfaction of PT Muara Alam Sejahtera employees
- H3: Job satisfaction affects the performance of PT Muara Alam Sejahtera employees
- H4: Job stress indirectly affects the performance through job satisfaction of PT Muara Alam Sejahtera employees

### III. METHOD

This study was conducted at MAS located in South Sumatera. Data collection was carried out by using questionnaires distributed to the respondents i.e. all employees of PT. MAS totaling 126 people. Each item statement of the questionnaire has five alternative answers with the following scores: strongly agree with the score of 5, agree with the score of 4, neutral with the score of 3, do not agree with the score of 2, strongly disagree with the score of 1. The data was processed using Structural Equation Model (SEM) with Partial Least Square (PLS) software.

### IV. FINDINGS AND DISCUSSIONS

#### 1. Outer Model Test (Measurement Model)

##### a) Discriminant Validity

Table 1 : Loading Factor and Average Variance Extracted (AVE) Value

Variables	Indicators	Symbol	Factor Loading	AVE Value
Job Stress	Work Load	X1	0.901	0.809
		X2	0.740	
	Role Conflicts	X3	0.848	
		X4	0.795	
		X5	0.886	
	Role Ambiguity	X6	0.746	
		X7	0.642	
	Skill	X8	0.702	
		X9	0.772	
	Job Satisfaction	The job itself	Y1	
Y2			0.979	
Wages		Y3	0.811	
		Y4	0.720	
		Y5	0.985	
Promotion		Y6	0.973	
		Y7	0.741	
Supervision		Y8	0.983	
	Y9	0.875		
Performance	Quality	Y10	0.956	0.603
		Y11	0.910	
	Punctuality	Y12	0.868	
		Y13	0.869	
	Effectiveness	Y14	0.961	
		Y15	0.953	
	Independence	Y16	0.833	
Y17		0.927		

Y18 0.925

Based on the above table it can be seen that most of the loading factor produce value > 0.7, but on indicator X7 (0.642) and X10 (0.689) has a loading factor value < 0.7, but we do not need to discard the indicator. According to Abdillah and Jogianto (2015: 206), the indicator should be maintained when the AVE value is > 0.5. From the calculation result, the AVE value of all indicators, generated above 0.5. So it can be concluded that there is no convergence validity problem on the model under test.

##### b) Reliability

Table 2 : Composite Reliability and Cronbachs Alpha Value

Variabel	Composite Reliability	Cronbachs Alpha
Job Stress	0.938	0.925
Job Satisfaction	0.971	0.964
Performance	0.979	0.976

The table above shows that all variables have CR > 0.7 and Cronbach Alpha > 0.6. So it can be concluded that no reliability problems found in this study.

#### 2. Inner Model Test (Structural Model)

Table 3 : R-Square Value

Variabel	R Square
Job Stress to Job Satisfaction	0.251
Job Stress to Performance	0.337

Based on the above table, it is known that job stress affect the job satisfaction of 25.1% and the remaining 74.1% influenced by other variables not included in the study. This means that job stress has a weak effect on employee job satisfaction (< 33,3%). Job stress affect the performance of 33.7% and the remaining 66.3% influenced by other variables not included in the study. It can be concluded that job stress has a moderate effect on employee performance (33,3 % - 66,6%).

#### 3. Hypoteses Test

Table 4 : Result Test of Correlation and Signification

Parameter	Original Sample	T Statistics	P Values	Result
Job Stress to Performance	0.635	3.707	0.000	Significant
Job Stress to Job satisfaction	-0.501	2.961	0.003	Significant
Job satisfaction to Performance	0.506	5.694	0.000	Significant
Job Stress to Performance Through Job Satisfaction	-0.254	3.157	0.002	Significant

Based on the findings of the first hypothesis test, it is known that there is a positive and significant effect of job stress toward performance. These findings indicate that when job stress is at the low level, it can affect the improvement of employee performance. This supports the research findings conducted by Amoako, et al (2017) and Blumenthal (2003). Based on the theory of Inverted-U Relationship, it is known that when the job stress is at the low and intermediate level, then employees tend to produce better performance by performing tasks better, diligent, and faster.

Based on the results of the second hypothesis test, it is known that there is a negative and significant effect of job stress toward job satisfaction. These findings indicate that when job stress is at the low level, it can decrease employee job satisfaction. This supports the research conducted by Khamisa et al. (2017), Ramos, Alés, Sierra (2014), Khalatbari, Ghorbanshiroudi, & Firouzbakhsh and Trivellas, Reclitis, & Platis (2013) who mentioned that job stress had a negative and significant effect on employee job satisfaction. According to Ramos, Ales and Sierra (2014), role stressors such as role ambiguity and role conflict had negative correlation with job satisfaction.

Based on the results of the third hypothesis test, it is known that there is a positive effect on job satisfaction toward employee performance. This supports the research conducted by Kadir, Kamariah, & Saleh (2017), Bakotić (2016), Inuwa (2016) and Platis, Reclitis, & Zimeras (2015) who obtain the research findings that job satisfaction had a positive correlation or directly proportional to the performance. Thus, the higher the level of job satisfaction perceived by employees, the higher the performance results obtained by the company. Employees who get job satisfaction will carry out their work well so that it improves their performances, while employees who do not get job satisfaction will be frustrated and have an impact on their declining performances. Unsatisfied employees will have more daydreaming, have low morale, get tired and bored easily, unstable emotions, more absenteeism and activities that have nothing to do with their work (Luthans, 2006)

Based on the research findings, it is known that job stress indirectly affect the decline in performance through employee job satisfaction. It shows that job stress will have a greater impact on the declining employee performance when employees also feel a job dissatisfaction compared to the decline in work that will occur when the job stress is not accompanied by job dissatisfaction. The findings of this research support the research conducted by Sugama (2017), Hanim (2016) and Kusuma (2015) stating that job stress has an indirect effect on performance through job satisfaction. The indirect effect of job stress on employee performance through job satisfaction shows that despite the existence of job stress, if it is supported by high job satisfaction then the employee performance will remain optimal. It shows that if employees get low job stress and is supported by high job satisfaction then they will try to work their best.

## V. CONCLUSION

Based on the results of research that has been described and discussed in the previous, it can be concluded as follows:

1. Job stress positively affects the performance of PT Muara Alam Sejahtera employees.
2. Job stress negatively affects the job satisfaction of PT Muara Alam Sejahtera employees.
3. Job satisfaction positively affects the performance of PT. Muara Alam Sejahtera employees.
4. Job stress indirectly affects the performance through job satisfaction of PT. Muara Alam Sejahtera employees.

## REFERENCES

- Amoako, E. P., Gyamfi, O. A., Emmanuel, A. K., & Batola, D. (2017). The Effect Of Occupational Stress On Job Performance At ASPET A. Company Limited. *Global Journal of Arts, Humanities and Social Sciences*, 5(8), 1–17.
- Arshadi, N., & Damiri, H. (2013). The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE *Procedia – Social and Behavioral Sciences*, 84(2003), 706 –710. <https://doi.org/10.1016/j.sbspro.2013.06.631>
- Azman, I., Noorshafine, S., Ismail, Y., Jauhariah, A., Samah, A., Bakar, R. A., Aminudin. (2015). Effect Of Workplace Stress On Job Performance, *Xiii*(1).
- Bakotić, D. (2016). Relationship Between Job Satisfaction and Organisational Performance. *Economic Research-Ekonomska Istraživanja*, 29(1), 118–130. <https://doi.org/10.1080/1331677X.2016.1163946>
- De Simone, S., Cicotto, G., & Lampis, J. (2016). Occupational Stress, Job Satisfaction and Physical Health in Teachers. *Revue Européenne de Psychologie Appliquée/European Review of Applied Psychology*, 66(2), 65–77. <https://doi.org/10.1016/j.erap.2016.03.002>
- Halkos, G., & Bousinakis, D. (2010). The effect of stress and satisfaction on productivity. *International Journal of Productivity and Performance Management*, 59(5), 415–431. <https://doi.org/10.1108/17410401011052869>
- Hanim, Maslatifa. (2016). Pengaruh Stres Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel *Intervening*. *Jurnal Ilmu Manajemen Volume 4 Nomor 3 - Jurusan Manajemen Fakultas Ekonomi Universitas Negeri Surabaya*
- Hoboubi, N., Choobineh, A., Kamari Ghanavati, F., Keshavarzi, S., & Akbar Hosseini, A. (2017). The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry. *Safety and Health at Work*, 8(1), 67–71. <https://doi.org/10.1016/j.shaw.2016.07.002>
- Inuwa, M. (2016). Job Satisfaction and Employee Performance: an Empirical Approach. *Themillenniumuniversity.Edu.Bd*, 1(1), 90–103.
- Jogianto, Hartono dan Abdillah. (2015). *Partial Least Square (PLS)-Alternatif Structural Equation Modeling (SEM) Dalam Penelitian Bisnis*, Yogyakarta : Penerbit Andi
- Kadir, A. R., Kamariah, N., & Saleh, A. (2017). The Effect Of Role Stress, Job Satisfaction, Self-Efficacy And Nurses' Adaptability on Service Quality in Public Hospitals of Wajo. *International Journal of Quality and Service Sciences*, 9(2), 184–202. <https://doi.org/10.1108/IJQSS-10-2016-0074>
- Khalatbari, J., Ghorbanshiroudi, S., & Firouzbakhsh, M. (2013). Correlation of Job Stress, Job Satisfaction, Job Motivation and Burnout and Feeling Stress. *Procedia - Social and Behavioral Sciences*, 84, 860–863. <https://doi.org/10.1016/j.sbspro.2013.06.662>
- Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2017). Effect of Personal and Work Stress on Burnout, Job Satisfaction and General Health of Hospital Nurses in South Africa. *Health SA Gesondheid*, 22, 252–258. <https://doi.org/10.1016/j.hsag.2016.10.001>

Kreitner, Robert; Angelo Kinicki. (2014). *Perilaku Organisasi*, Jakarta : Salemba Empat.

Kusuma, Cahya., Raharjo, Kusdi., Prasetya, Arik. (2015). Pengaruh Stres Kerja dan Kualitas Kehidupan Kerja terhadap Kepuasan Kerja dan Kinerja Karyawan (Studi pada Karyawan Non Medis RSUD Ibnu Sina Gresik). *Jurnal Administrasi Bisnis*. 18(1): 1-9.

Luthans, Fred. (2006). *Perilaku Organisasi*. Yogyakarta : Penerbit Andi

Malthis, Robert, L. Jhon Jackson. (2006). *Manajemen Sumber Daya Manusia*. Jakarta : Salemba Empat

Platis, C., Reklitis, P., & Zimeras, S. (2015). Relation between Job Satisfaction and Job Performance in Healthcare Services. *Procedia - Social and Behavioral Sciences*, 175, 480–487. <https://doi.org/10.1016/j.sbspro.2015.01.1226>

Ramos, A., Borrego-Alés, Y., & Mendoza-Sierra, I. (2014). Role stress and work engagement as antecedents of job satisfaction in Spanish workers. *Journal of Industrial Engineering and Management*, 7(1), 360–372. <https://doi.org/10.3926/jiem.992>

Reilly, E., Dhingra, K., & Boduszek, D. (2014). Teachers' Self-Efficacy Beliefs, Self-Esteem, and Job Stress as Determinants of Job Satisfaction. *International Journal of Educational Management*, 28(4), 365–378. <https://doi.org/10.1108/IJEM-04-2013-0053>

Robbins, Stephen P; Timothy A.Judge. (2016). *Perilaku Organisasi*, Jakarta : Salemba Empat

Seňová, A., & Antořová, M. (2014). Work Stress as a Worldwide Problem in Present Time. *Procedia - Social and Behavioral Sciences*, 109, 312–316. <https://doi.org/10.1016/j.sbspro.2013.12.463>

Sugama. (2016). Pengaruh Stres Kerja Dan Motivasi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Unit Layanan Pengadaan (ULP) Provinsi Bali. *Jurnal Ekonomi & Bisnis*, Vol. 4, No 1. Maret 2017, Hal 11-26. DOI:10.22225/JJ.4.1.205.11-26

Trivellas, P., Reklitis, P., & Platis, C. (2013). The Effect of Job Related Stress on Employees' Satisfaction: a Survey in Health Care. *Procedia - Social and Behavioral Sciences*, 73, 718–726. <https://doi.org/10.1016/j.sbspro.2013.02.110>

Yozgat, U., Yurtkoru, S., & Bilginoglu, E. (2013). Job Stress and Job Performance Among Employees in Public Sector in Istanbul: Examining the Moderating Role of Emotional Intelligence. *Procedia - Social and Behavioral Sciences*, 75, 518–524. <https://doi.org/10.1016/j.sbspro.2013.04.056>

#### AUTHORS

Agustina Hanafi , Management Science, Sriwijaya University

Zunaidah, Management Science, Sriwijaya University

Mistari Ulfa, Management Science, Sriwijaya University, email : [mis.ulfa@gmail.com](mailto:mis.ulfa@gmail.com)