

The Effect of Job Satisfaction and Job Stress on Employee Performance PT. Primus Sanus Cooking Oil Industrial Karawang

Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Kinerja Karyawan PT. Primus Sanus Cooking Oil Industrial Karawang

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ABSTRACT

This study aims to see any differences in the results of the effect of job satisfaction and job stress on employee performance at PT Primus Sanus Cooking Oil Industrial Karawang. In this study, quantitative methods were used to examine employee retention and work stress that affect employee performance at PT Primus Sanus Cooking Oil Industrial Karawang. The population in this study were employees of PT Primus Sanus Cooking Oil Industrial Karawang, while the sample taken was 72 respondents who were randomly selected using accidental sampling. . In this study, data analysis used multiple regression methods den R square. This study concluded that job satisfaction has a positive effect on employee performance, and job stress is proven to have a negative effect on employee performance. R square or the coefficient of determination produces a value of 0.369. This figure implies that the independent variable has an impact of 36.9% on the dependent variable, with the remaining 63.1% being influenced by other factors.

Keywords: *Employee Performance, Job Satisfaction, Job Stress.*

ABSTRAK

Penelitian ini bertujuan untuk melihat adanya perbedaan hasil pengaruh kepuasan kerja dan stres kerja terhadap kinerja karyawan di PT Primus Sanus Cooking Oil Industrial Karawang. Dalam penelitian ini digunakan metode kuantitatif untuk menguji retensi karyawan dan stres kerja yang berpengaruh terhadap kinerja karyawan di PT Primus Sanus Cooking Oil Industrial Karawang. Populasi dalam penelitian ini adalah karyawan PT Primus Sanus Cooking Oil Industrial Karawang, sedangkan sampel yang diambil sebanyak 72 responden yang dipilih secara acak dengan menggunakan accidental sampling. . Dalam penelitian ini, analisis data menggunakan metode regresi berganda den R square. Penelitian ini menyimpulkan bahwa kepuasan kerja berpengaruh positif terhadap kinerja karyawan, dan stres kerja terbukti berpengaruh negatif terhadap kinerja karyawan. R square atau koefisien determinasi menghasilkan nilai sebesar 0,369. Angka tersebut mengandung arti bahwa variabel independen memberikan pengaruh sebesar 36,9% terhadap variabel dependen, dengan sisanya sebesar 63,1% dipengaruhi oleh faktor lain.

Kata Kunci: Kinerja Karyawan, Kepuasan Kerja, Stres Kerja.

1. Introduction

In a rapidly evolving business environment, organizations must respond swiftly, accurately, effectively, and efficiently to changes. These conditions compel organizations to study and anticipate every metamorphosis in the environment or business climate. Consequently, every organization must have credible and high-quality human resources (HR) to carry out its daily operational functions (Nisa et al., 2016). HR or employees are the internal aspects that serve as the root of business effectiveness (Rahmawati, 2019).

Employee performance remains a challenge for every organization or company. For instance, the performance of PT Primus Sanus Cooking Oil Industrial Karawang, a manufacturing-focused business, exemplifies this issue. As indicated in Table 1, the performance of employees at PT Primus Sanus Cooking Oil Industrial Karawang is still classified as medium, posing a potential problem for the company if not addressed.

To improve employee performance, several factors can be considered, such as job satisfaction. Higher job satisfaction levels correlate with better employee performance towards the organization (Susanti, 2019). Elements such as achievement, the nature of the work itself, development opportunities, organizational policies, interactions with colleagues, and recognition contribute to job satisfaction and are linked to employee performance (Handayani, 2016).

Performance levels tend to be higher for workers who are satisfied with their jobs compared to those who are not (Atmaja, 2022). Job satisfaction enhances employee motivation and commitment, leading to more enthusiasm and dedication in their duties (Utomo & Pamungkas, 2022). Additionally, job satisfaction can increase employee loyalty to the company, resulting in longer tenure and higher performance due to a sense of responsibility towards their tasks (Lestari et al., 2022; Al Khafis, 2022).

Research by Nurrohmat and Lestari (2021) emphasizes that job satisfaction significantly and positively contributes to employee performance. Similarly, studies by Fauziek and Yanuar (2021), Hisan et al. (2021), and Paparang et al. (2021) confirm that higher job satisfaction levels positively impact employee performance, illustrating that job satisfaction is crucial for achieving superior performance.

Another factor influencing employee performance is job stress. Moderate job stress can enhance performance due to pressure from superiors and urgent work requirements (Arifin, 2021). This stress triggers the release of adrenaline and cortisol, increasing focus, energy, and motivation (Arifin, 2021). However, excessive stress can lead to fatigue, anxiety, and depression, reducing performance (Hamzah et al., 2023). Job stress can also stimulate creativity and innovation if employees feel supported by a positive work environment and strong motivation (Sumarsid & Rasipan, 2022; Irfan & Mellita, 2022).

Studies on the impact of job stress on performance show mixed results. Ahmad et al. (2019) found that job stress positively contributes to performance at PT FIF Group Manado, while Sulastri & Onsardi (2020) and Buulolo (2021) reported negative effects. Andiani & Telagawathi (2020) found that job stress negatively affects performance, whereas job satisfaction has a positive effect. Other studies by Putra (2021), Hamzah et al. (2023), and Haslindah (2022) found no significant effect of job stress, contrasting with Gunawan & Ginting (2022), who reported a negative impact.

Despite numerous studies on job satisfaction and job stress, there is inconsistency in the findings regarding their impact on employee performance. This research aims to fill this gap by re-examining the influence of job satisfaction and job stress on employee performance at PT Primus Sanus Cooking Oil Industrial Karawang. The novelty of this study lies in its specific focus on the manufacturing sector, which has been less explored in previous research. The objectives of this research are to determine the extent to which job satisfaction and job stress affect employee performance and to provide actionable insights for improving performance within the organization.

By addressing these factors, this study seeks to contribute to the broader understanding of employee performance determinants in the manufacturing sector, offering practical recommendations for enhancing job satisfaction and managing job stress effectively.

2. Methods

To describe the relationship between the research variables, this study employed a quantitative descriptive approach using an explanatory survey research design. Questionnaires containing written statements were used as the primary data source to obtain information from respondents. Additionally, secondary information regarding job satisfaction, employee performance, and job stress was gathered from books and academic publications.

The population for this study consisted of employees at PT Primus Sanus Cooking Oil Industrial. The sampling technique used was accidental sampling, resulting in a sample size of 72 respondents. A survey was created using Google Forms and distributed via a link (google form).

The analysis model comprised multiple linear regression and the coefficient of determination. The dependent variable in this research was employee performance (Y), and it was compared against two independent variables: job satisfaction (X1) and job stress (X2). Hypothesis testing involved the use of t-tests to show the individual effects of the independent variables on the dependent variable, and F-tests to assess the simultaneous contributions of the independent variables to the dependent variable.

3. Results and Discussion

The SPSS 24 program was used to perform normality test, multicollinearity test, heteroscedasticity test, regression, and coefficient of determination after the data was collected.

1. Descriptive Statistics

The subset of statistics called descriptive statistics is focused on the collection, presentation, and interpretation of data. The main goal of descriptive statistics is to provide an accurate and concise description of the observed data.

Table 1. Statistik Deskriptif
Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean		Std. Deviation Statistic
				Statistic	Std. Error	
KEPUASAN_KERJA	72	10.00	40.00	27.1806	1.05915	8.98720
STRESS_KERJA	72	10.00	30.00	19.3611	.54108	4.59119
KINERJA_KARYAWAN	72	8.00	32.00	21.9444	.69901	5.93127
Valid N (listwise)	72					

The job satisfaction data shows that respondents gave varying job satisfaction scores, with a range of scores from 10 to 40. The average job satisfaction score given by respondents is 27.1806, which indicates that overall, respondents tend to give fairly high job satisfaction scores. However, the large standard deviation of 8.98720 indicates that there is significant variation in the job satisfaction scores given by respondents.

Data on job stress experienced by respondents, which is measured on a scale from 10 to 30. Based on these data, the minimum value obtained is 10.00, while the maximum value is 30.00. The average level of job stress experienced by respondents is 19.3611, which indicates that overall, respondents tend to experience relatively low levels of job stress. However, the standard deviation of 4.59119 shows that there is a significant variation in the level of job stress experienced by respondents.

The minimum value of employee performance data obtained is 8.00, while the maximum value is 32.00. The average employee performance given by respondents is 21.9444, which shows that overall, respondents tend to give fairly good employee performance scores. However, the

standard deviation of 5.93127 shows that there is a significant variation in the value of employee performance given by respondents.

2. Normality Test

Normality test according to Sugiyono (2019) is a type of statistical technique used in checking whether the data being tested has a normal distribution or not. This normality test is important before performing parametric statistical analysis, because parametric statistical analysis requires the assumption that the data used has a normal distribution. Some normality test techniques that can be used include the Kolmogorov-Smirnov test.

Table 2. Uji Normalitas One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		72
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.71166550
	Most Extreme Differences	
	Absolute	.079
	Positive	.079
	Negative	-.060
Test Statistic		.079
Asymp. Sig. (2-tailed)		.200 ^{c,d}

From Table 2 above, it is clear that the data in this study are normally distributed because the Asymp Sig (2-tailed) degree is 0.200 > 0.05.

3. Heteroscedasticity Test

The heteroscedasticity test according to Sugiyono (2019) is a statistical test used to test whether the variance of a population is the same or not the same as the variance of other populations. The assumption of the heteroscedasticity test is that the pattern does not form a clear picture. Based on Figure 2, the pattern does not build a certain pattern, this indicates that the data used does not occur heteroscedasticity symptoms.

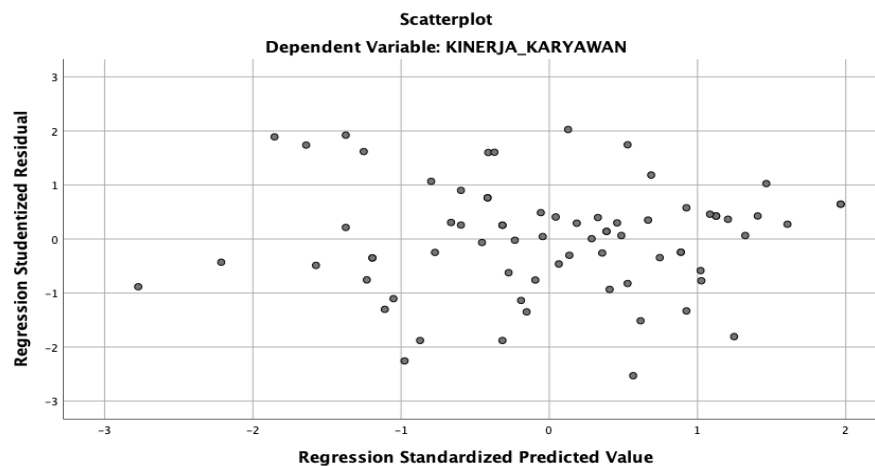


Figure 2. Heteroscedasticity Test

4. Multicollinearity Test

The multicollinearity test according to Sugiyono (2019) is a statistical mechanism that is used to check whether there is a strong relationship between two or more independent variables in a regression model. This close relationship between independent variables can cause problems in regression analysis, such as regression coefficients that are not constant and inconclusive. Therefore, it is important to conduct a multicollinearity test before running a regression analysis to confirm that the independent variables used are not strongly related. Multicollinearity tests that can be utilized include the VIF (Variance Inflation Factor) test. The results of the multicollinearity test are, the tolerance value should not exceed 1, and the VIF should not exceed 10. Table 3 shows that the data in this study did not occur symptoms of multicollinearity.

Table 3. Uji Multikolinieritas

Collinearity Statistics	
Tolerance	VIF
.976	1.025
.976	1.025

5. Test t

If there are controlled variables, the t test is used to evaluate the hypothesis of a relationship between two or more variables, according to Sugiyono (2019). If t count is higher than t table, then t test is considered to have an effect. Table 4 displays the test results for this study.

Table 4. Uji t

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	29.566	3.242		9.119	.000
KEPUASAN KERJA	.181	.064	.274	2.828	.006
STRESS_KERJA	-.647	.125	-.501	-5.175	.000

a. Dependent Variable: KINERJA_KARYAWAN

The analysis results in the table above show significant t-values for the Job Satisfaction variable (2.828) and the Job Stress variable (-5.175). In interpreting these results, it is necessary to consider the relevant t-table weight with a significance weight of $\alpha = 0.05$ and a degree of freedom of $DF = 72 (n-2)$. The relevant t-table value is 1.99444. Based on the comparison between the t-calculated weight and the t-table weight, it can be concluded that Job Satisfaction has a significant contribution to Employee Performance. This proves that the Job Satisfaction variable statistically plays a vital role in influencing employee performance in the context of this study. In addition, the results of this study also show that Job Stress makes a significant contribution to Employee Performance.

6. F Test

Sugiyono (2019) emphasized that the F test tries to ensure the simultaneous influence of the independent variables. If the Sig F value of the model is less than or equal to alpha 0.05, then the model is considered feasible. Table 5 in the findings of this study for the F test shows the results.

Table 5. Uji F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	921.593	2	460.796	20.172	.000 ^b
	Residual	1576.185	69	22.843		
	Total	2497.778	71			

a. Dependent Variable: KINERJA_KARYAWAN

b. Predictors: (Constant), STRESS_KERJA, KEPUASAN_KERJA

Referring to the findings of the analysis in Table 5, job satisfaction and job stress are two independent variables that simultaneously have a considerable contribution to employee performance. Because the calculated significance value (0.000) is lower than the confirmed significance weight (0.05), so it can be concluded that the dependent variable (employee performance) and the two independent factors have a significant relationship.

7. Regression Test and Coefficient of Determination

The relationship between the predicted variables and the factors that are statistically considered relevant to the predicted variables was examined using regression analysis. The regression equation $Y = 29.566 + 0.181X_1 - 0.647X_2$ was obtained from the previous table 2. The tan (-) sign indicates a relationship in the opposite direction, which means that employee performance will increase as the work stress variable decreases. The positive sign (+) indicates a one-way relationship between the variables, meaning that employee performance will increase as the employee performance variable increases.

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607 ^a	.369	.351	4.77946

a. Predictors: (Constant), STRESS_KERJA, KEPUASAN_KERJA

b. Dependent Variable: KINERJA_KARYAWAN

The corrected R square (coefficient of determination, Table 6) yields a value of 0.369. This implies that the independent variables have a 36.9% impact on the dependent variable, with the remaining 63.1% being influenced by factors outside the scope of this study.

This research yields significant findings, notably that job satisfaction has a substantial positive contribution to employee performance. The t-count is 2.828, significantly higher than the t-table value of 1.99444. These results underscore the importance of job satisfaction factors in enhancing employee performance. Previous research by Susanti (2019) supports this, revealing that higher levels of job satisfaction correlate with better employee performance towards their organization. Atmaja's (2022) study also found that employees satisfied with their jobs tend to exhibit higher performance levels.

The positive impact of job satisfaction on employee performance can be attributed to its role in motivating and increasing employee commitment to their work, as noted by Utomo & Pamungkas (2022). Employees who are content with their work environment are more passionate and dedicated in their tasks. Moreover, Lestari et al. (2022) and Al Khafis (2022) found that job satisfaction enhances employee loyalty to the company, resulting in longer tenure and improved performance due to a sense of responsibility towards their tasks.

These findings align with the studies by Nurrohmat and Lestari (2021) and Fauziek and Yanuar (2021), who emphasize the critical role of job satisfaction in boosting employees' motivation and enthusiasm, ultimately leading to enhanced performance. This study thus reinforces the argument that job satisfaction is a vital factor in achieving superior employee performance.

Additional support comes from research by Hisan et al. (2021) and Paparang et al. (2021), which confirm that high job satisfaction significantly and positively impacts employee performance. Therefore, the results of this study provide a strong foundation for companies to prioritize improving employee job satisfaction as a strategy for achieving higher performance in the workplace.

The study also reveals that work stress has a significant negative effect on employee performance, with a t-count of -5.175, which is smaller than the critical t-table value of -1.99444. While Arifin (2021) suggests that job stress can sometimes improve performance by triggering a "fight or flight" response, this study indicates that such positive effects occur only at moderate stress levels. Excessive work stress, as found by Hamzah et al. (2023), leads to fatigue, anxiety, and depression, which ultimately reduce employee performance.

Additionally, work stress can foster creativity and innovation, as noted by Sumarsid & Rasipan (2022), but this occurs only when employees feel supported by a positive work environment and have strong motivation. This highlights that the impact of work stress on performance is influenced not only by the stress level itself but also by the contextual factors present in the work environment.

It is important to note that these findings contradict several previous studies. Research by Ahmad et al. (2019), Sulastri & Onsardi (2020), Buulolo (2021), and Andiani & Telagawathi (2020) also show that job stress negatively affects performance in various organizational contexts. However, studies by Putra (2021), Hamzah et al. (2023), and Haslindah (2022) found no significant effect of job stress on performance, while Gunawan & Ginting (2022) reported a negative effect.

In conclusion, this research highlights the critical role of job satisfaction in enhancing employee performance and the detrimental effects of excessive job stress. These findings suggest that organizations should focus on strategies to improve job satisfaction and manage work stress effectively to achieve higher employee performance.

4. Conclusions

In this study, the data on job satisfaction showed that respondents gave varied assessments, with a fairly high average job satisfaction. However, the variation in job satisfaction ratings between respondents is quite significant. Hypothesis testing results show that job satisfaction has a significant positive influence on employee performance. This indicates the importance of increasing job satisfaction as a strategy to achieve better employee performance. Therefore, companies need to pay attention and increase efforts aimed at maximizing employee job satisfaction.

On the other hand, the data regarding the level of job stress shows that respondents tend to experience relatively low levels of job stress, although there are variations in the level of stress. The results of hypothesis testing show that job stress has a significant negative influence on employee performance. This suggests that companies need to pay attention to efforts to manage and reduce the level of work stress experienced by employees. It is important to remember that the impact of job stress on employee performance can vary depending on the level of stress experienced. Moderate stress can trigger positive responses, such as increased focus and motivation, however, excessive stress can result in decreased performance. Therefore, stress

management and creating a supportive work environment are important to consider in an effort to improve employee performance.

The implication of these findings is that the company, PT Primus Sanus Cooking Oil Industrial Karawang, needs to pay attention to the differences in job satisfaction levels, job stress, and employee performance among their team members. This suggests the need to implement management strategies that can increase job satisfaction, reduce job stress levels, and maximize overall employee performance. These efforts may include the development of employee well-being programs, stress management training, and improved communication and support between management and employees. In addition, this study also provides a strong basis for companies to consider the importance of job satisfaction factors in improving employee performance. The significant results suggest that improving job satisfaction can positively affect employee performance. Therefore, companies can focus on strategies that improve the work environment, motivate employees, and increase their commitment to work. This will help companies achieve better results and solidify their position in the market.

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