

EFFECTS OF WORK STRESS AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT THE SECRETARIAT OF THE GENERAL ELECTION COMMISSION (KPU) OF BANDAR LAMPUNG CITY

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ABSTRAK

Kinerja pegawai merupakan hasil dari pelaksanaan tugas-tugas yang dibebankan kepada pegawai namun, tidak sedikit organisasi menuntut pegawai untuk lebih meningkatkan kemampuan dan keterampilannya dalam bekerja (Hasibuan, 2013). Wirawan (2009) menyebutkan adanya berbagai faktor yang menyebabkan penurunan pada kinerja pegawai yaitu salah satunya mengenai stres kerja. Selain stres kerja, kepuasan kerja juga mempengaruhi kinerja pegawai. Pegawai yang merasa puas dengan pekerjaannya cenderung lebih produktif, sedangkan mereka yang tidak merasa puas cenderung memiliki produktivitas yang rendah. Kinerja pegawai akan meningkat apabila pegawai merasa puas atas pekerjaannya karena kebutuhan dan harapan mereka telah tercapai. Stres kerja dan kepuasan kerja berperan penting dalam mempengaruhi kinerja pegawai. Penelitian ini menggunakan metode kuantitatif dengan data primer yang dikumpulkan melalui kuisioner. Populasi dalam penelitian ini adalah seluruh pegawai Sekretariat Komisi Pemilihan Umum (KPU) Kota Bandar Lampung yang berjumlah 30 orang, dan dengan teknik *sampling* jenuh seluruh anggota populasi dijadikan sampel. Uji validitas, reliabilitas, normalitas, multikolinieritas, dan heteroskedastisitas dilakukan untuk memastikan kualitas data. Hasil penelitian menunjukkan bahwa stres kerja berpengaruh negatif terhadap kinerja pegawai, sedangkan kepuasan kerja berpengaruh positif terhadap kinerja pegawai. Berdasarkan uji-t, variabel stres kerja memiliki nilai sig. sebesar $0.000 < 0.05$ dan variabel kepuasan kerja memiliki nilai sig sebesar $0.001 < 0.05$, yang menunjukkan bahwa kedua variabel berpengaruh terhadap kinerja pegawai. Berdasarkan hasil uji determinasi koefisien (R^2) sebesar 78,3%, artinya stres kerja dan kepuasan kerja berpengaruh 78,3% terhadap kinerja pegawai.

Kata Kunci : Beban Kerja, Produktivitas Pegawai, Peningkatan Kinerja

ABSTRACT

Employee performance is the result of carrying out the tasks assigned to employees but many organizations require employees to further improve their abilities and skills at work (Hasibuan, 2013). Wirawan (2009) explained various factors influencing the decline in employee performance such as work stress and job satisfaction. Employees who feel satisfied with their work tend to be more productive, while those who do not feel satisfied tend to have low productivity. Employee

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performance will improve if employees are satisfied with their jobs because their needs and expectations have been met. Work stress and job satisfaction play an important role in influencing employee performance. This study used a quantitative method and data were collected by distributing questionnaires. The population in this study was all employees at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City with a total of 30 people. Determination of the sample used a saturated sampling technique so the entire population was used as the sample. Validity, reliability, normality, multicollinearity, and heteroscedasticity tests were conducted to ensure data quality. The results of the study indicate that work stress has a negative effect on employee performance, while job satisfaction has a positive effect on employee performance. Based on the t-test, the work stress variable has a significance value of $0.000 < 0.05$, and the job satisfaction variable has a significance value of $0.001 < 0.05$, indicating that both variables significantly affect employee performance. The coefficient of determination test (R^2) obtains a value of 78.3 meaning that work stress and job satisfaction contribute 78,3% of the influence on employee performance.

Keywords: *Workload, Employee Productivity, Performance Improvement*

Introduction

Employee performance is individual in nature as each employee has a different level of ability in carrying out their task and duties in an organization or company. Performance depends on a combination of ability, effort, and opportunities obtained (Huseno, 2016). Employee performance is the result of carrying out tasks assigned to employees but many organizations require employees to improve their abilities and skills at work further (Hasibuan, 2013). Employee performance can decrease due to various factors such as external environmental conditions, internal employee conditions, dynamics of the organizational environment, and aspects of employee behavior such as stress levels, satisfaction, enthusiasm, attitude, motivation, discipline, and work ethic (Wirawan, 2009).

Wirawan (2009) explained some factors influencing the decrease in employee performance including work stress. Work stress can contribute to increased or decreased performance, depending on how employees respond. The level of employee satisfaction with their work can achieve the predetermined performance goals. Wahyudi (2020) argued that a rigid bureaucratic structure, great responsibility, and demands for transparency and accountability in public organizations often increase employee stress. Siagian (2017) stated that work stress originates from internal aspects such as a heavy workload, and time pressures, as well as external aspects such as financial problems, disharmonious family life, and others.

Besides job stress, job satisfaction also affects employee performance. Job satisfaction refers to a person's subjective evaluation of their work (Handoko, 2008). When someone is satisfied with their job, it reflects the harmony between their expectations, needs, and experiences

in the work environment. Employees who are satisfied with their jobs tend to be more productive, while those who are dissatisfied tend to have low productivity. This study tries to identify whether work stress and job satisfaction can affect employee performance in the Secretariat of the General Election Commission (KPU) of Bandar Lampung City. Employees at this agency face the complexity and high workload especially in organizing elections, working under tight time pressure, and handling complexities related to election logistics and voter data, as well as ensuring that the process runs in accordance with applicable regulations. Thus, they face significant challenges in managing the increasing workload during the election period, which has the potential to cause stress, affect job satisfaction, and affect their performance. A previous study by Adawiyah and Amelia (2021) reported that high workloads and limitations in election management can have a negative impact on employee productivity. Based on the explanation above, this study aims to identify the influence of work stress and job satisfaction on employee performance at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City.

Research Methods

This study used a quantitative approach in order to address the following hypotheses:

1. H_1 = Work stress affects the performance of employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City.

H_0 = Work stress does not affect the performance of employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City.

2. H_2 = Job satisfaction affects the performance of employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City.

H_0 = Job satisfaction does not affect the performance of employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City.

3. H_3 = Work stress and job satisfaction simultaneously affect the performance of employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City.

H_0 = Work stress and job satisfaction simultaneously do not affect the performance of employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City.

To obtain a comprehensive and detailed understanding of the influence of work stress and job satisfaction on employee performance as well as the influence on each variable, this study used the following indicators:

Employee Performance

Fahmi (2017) proposed the following employee performance variable:

- a. Quantity of work
- b. Quality of Work
- c. Cooperation
- d. Responsibility
- e. Initiative

Work Stress

The indicator of the work stress variable as proposed by Hasibuan (2014) includes:

- a. Conflict
- b. Workload
- c. Leader Attitude
- d. Working Hours

Job Satisfaction

Luthan (2006) explained some indicators of job satisfaction as follows:

- a. The Work
- b. Salary
- c. Promotion
- d. Supervision
- e. Coworkers
- f. Working Conditions

This study was conducted at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City. This study involved 30 employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City. Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher (Sugiyono, 2021). This study used a saturated sampling technique where all employees of the Secretariat of the General Election Commission (KPU) of Bandar Lampung City were involved as samples. Sugiyono (2021) stated that saturated sampling is used when the population is relatively small, namely less than 30 people, or when researchers want to make generalizations with a very low error rate. Data were collected by distributing questionnaires with a measurement scale using the Guttman scale as follows:

Table 1. Guttman Measurement Scale

Response	Score
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Agree	1
Disagree	0

Source: Processed by researcher, 2024

This study used a two-point interval with the highest score of one (agree) and the lowest score of zero (disagree) to reduce ambiguity in the interpretation of answers which not only facilitates data analysis but also increases the validity of measuring respondents' attitudes. The validity, reliability, normality, multicollinearity, and heteroscedasticity tests were to ensure data quality. The hypothesis was tested using a multiple linear regression test.

Results and Discussion

Based on the result of the validity test and reliability test, all statements about work stress, job satisfaction, and employee performance variables used in the questionnaire are valid and reliable. The statement items are considered valid because all the numbers show a significant result greater than the r-table value of 0.361. Meanwhile, all statement items are considered reliable if the Cronbach’s Alpha value > 0.60. These results indicate that the items for work stress, job satisfaction, and employee performance variables are worthy of use in research.

The normality test using the Shapiro-Wilk obtained a significance value of 0.871 which is greater than 0.05. Thus, it can be concluded that the data used in this study are normally distributed. The results of the multicollinearity test were carried out to test whether there is a high correlation between the independent variables and it obtained a collinearity tolerance value of 0.634 which is greater than 0.10. The VIF value reached 1.578, which is lower than 10.00. Thus, the data used in this study do not experience symptoms of multicollinearity. Then, the heteroscedasticity test obtained a significance value of 0.324 (>0.05) for the work stress variable and 0.149 (>0.05) for the job satisfaction variable. Therefore, it can be concluded that the regression model used does not experience heteroscedasticity problems. This means that the variance of the residual is constant and the model meets one of the important assumptions in linear regression.

Based on Table 2, the coefficient of determination (R²) value is 0.783 or equal to 78.3%. This means that the variables of work stress and job satisfaction affect employee performance by 78.3% while the remaining 21.7% are influenced by other variables outside of this study.

**Table 2 Results of the Coefficient of Determination Test (R²)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.767	1.275

a. Predictors: (Constant), Job satisfaction (X2) Work stress (X1)

b. Dependent Variable: Employee performance (Y)

Source: processed by researcher, 2024

Hypothesis testing was carried out to determine the significance of the independent variables on the dependent variables. Simultaneous testing used the f-test analysis based on the processed data. The results are presented in Table 3. The relationship between work stress and job satisfaction has a simultaneous effect on employee performance with a significance value of 0.000 <0.05. Besides, the F-table is lower than the F-count (3.34 <48.611) which means that work stress and job satisfaction simultaneously have a significant effect on employee performance.

Table 3 Results of F-test ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157.991	2	78,995	48.611	.000 ^b
	Residual	43.876	27	1,625		
	Total	201.867	29			

a. Dependent Variable: Employee performance (Y)

b. Predictors: (Constants), Job satisfaction (X2), Work stress (X1)

Source: processed by researcher, 2024

Based on the data processed using SPSS in Table 4, the regression equation results can be seen below:

$$Y = 5.004 - 0.498 X1 + 0.398 X2$$

The regression equation above shows the relationship between the independent variables and the dependent variables separately. Based on the regression equation, it can be concluded that:

1. The constant value of 5.004 means that if this study does not have variables of Work Stress (X1) and Job Satisfaction (X2), then Employee Performance (Y) will be worth 5.004
2. The coefficient value of Job Stress (X1) is -0.498 meaning that if Job Stress (X1) increases by one unit then Employee Performance (Y) will decrease by 0.498. This shows that the Job Stress variable (X1) has a positive effect on Employee Performance (Y).
3. The coefficient value of Job Satisfaction (X2) is 0.398 meaning that if Job Satisfaction (X2) increases by one unit, Employee Performance (Y) will also increase by 0.398. This shows that the Job Satisfaction variable (X2) has a positive effect on Employee Performance (Y).

Table 4 Results of Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.004	1.360		3.679	.001
Work Stress (X1)	-.498	.103	-.545	-4.835	.000
Job Satisfaction (X2)	.398	.102	.441	3.915	.001

a. Dependent Variable: Employee Performance (Y)

Source: processed by researcher, 2024

1. Effects of Work Stress on Employee Performance

The results of the analysis show that the interaction between team members at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City went well, without significant conflicts that interfered with performance. However, high workloads often cause work stress, especially due to the large number of tasks in a limited time, and work demands outside of working hours.

Table 5 Results of the Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.647	1.567

a. Predictors: (Constant), Work Stress

Source: processed by researcher, 2024

The results of the analysis show that the R square value which is a representation of the effect of Work Stress on Employee Performance reaches 0.659. Based on these results, the coefficient of determination value (R square x 100%) is 65.9% which shows the effect of Work Stress (X1) on Employee Performance (Y) and the rest is influenced by other factors.

Based on the regression equation obtained in the multiple regression analysis, there is a negative coefficient result on the work stress variable, which means that there is a negative effect of work stress, where every time work stress increases, employee performance will decrease. In this case, work stress can encourage or interfere with performance depending on the level experienced by a person. This finding is in line with previous studies by Amalia (2016) and Wala (2017) that work stress has a negative effect on employee performance.

2. Effects of Job Satisfaction on Employee Performance

The results of the analysis showed that the level of job satisfaction at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City was relatively high. This reflects

a supportive work environment with clear roles for employees. In general, employees feel satisfied because their work is in accordance with their educational background and responsibilities. However, there is variation in satisfaction with the financial aspect where most employees feel that their salary is not fully sufficient for their needs, even though it is in accordance with applicable standards.

Table 6 Results of Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.580	1.710

a. Predictors: (Constant), Work Stress

Source: processed by researcher, 2024

The results of the analysis show that the R square value which is a representation of the influence of Job Satisfaction on Employee Performance is 0.594. Based on these results, the coefficient of determination (R square x 100%) is 59.4% which shows the influence of Job Satisfaction (X2) on Employee Performance (Y) and the rest is influenced by other factors.

Based on the regression equation obtained in the multiple regression analysis, there is a positive coefficient result on the job satisfaction variable, which means that there is a positive influence of job satisfaction, where every time job satisfaction increases, employee performance will increase. This is in line with a previous study by Fanny (2018) that job satisfaction has a positive and significant influence on employee performance.

3. Effects of Work Stress and Job Satisfaction on Employee Performance

The results of the analysis show that the working relationship and coordination at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City are well established and characterized by increased collaboration among employees. Effective communication, both between employees and leaders, supports efficient and harmonious task completion. However, the main challenge is the high workload pressure, which often triggers stress, especially because of the working hours that exceed the limit.

**Table 7 Results of the Coefficient of Determination Test (R²)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.767	1.275

a. Predictors: (Constant), Job Satisfaction (X2) Work Stress (X1)

b. Dependent Variable: Employee Performance (Y)

Source: processed by researcher, 2024

Based on Table 7, the coefficient of determination (R^2) value is 0.783 or equal to 78.3%. This means that the variables of work stress and job satisfaction affect employee performance by 78.3% while the remaining 21.7% is influenced by other variables outside of this study.

Based on the regression equation obtained in the multiple regression analysis, there is a constant result of 5.004 indicating that if the variables of Work Stress (X_1) and Job Satisfaction (X_2) do not exist, then Employee Performance (Y) will have a value of 5.004. This indicates that work stress and job satisfaction have a simultaneous effect on employee performance. This finding is in line with previous studies by Riansayah (2017) and Dewi et al. (2018) that work stress and job satisfaction are important factors in influencing employee performance.

Conclusion

Based on the results of the analysis and discussion concerning the effect of work stress and job satisfaction on employee performance at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City, it can be concluded that:

1. Work stress has a negative effect on employee performance at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City with a value of 65.9%.
2. Job satisfaction has a positive effect on employee performance at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City with a value of 59.4%.
3. Work stress and job satisfaction simultaneously affect employee performance at the Secretariat of the General Election Commission (KPU) of Bandar Lampung City with a value of 78.3%.

Based on the results of the study, the researcher proposes the following recommendation:

1. Stress management needs to be improved by creating a supportive work environment and providing space for employees to feel comfortable, appreciated, and heard. Besides, flexible work policies and overtime support during peak periods, fair work distribution, adjusting the workload to employee capacity, and conducting stress management training are important to reduce physical and mental fatigue.
2. Increasing employee job satisfaction by providing fair and performance-based career development opportunities helps employees feel supported and motivated. Providing supervision with a collaborative approach through constructive feedback and open

communication, building a culture of collaboration with teamwork programs, providing gathering activities, and adequate technical and communication support from leaders strengthen employee relationships.

3. Future studies are expected to examine other variables or add other variables that are not included in this study.

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