

RESEARCH ARTICLE



Work Stress Management Among Employees Of PT. Pertamina (Persero) Pulau Baai Bengkulu

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Abstract

This study aims to evaluate the influence of work stress and job satisfaction on employee performance at PT. Pertamina (Persero) Pulau Baai Bengkulu. Occupational stress is a critical managerial concern, particularly in large-scale organizations within the national energy sector, where intense workloads and responsibilities can lead to psychological disturbances and decreased productivity. Using a quantitative survey method, data were collected from 70 employees and analyzed through multiple linear regression. Partial testing results reveal that work stress does not significantly affect employee performance, suggesting that the perceived stress level remains within manageable limits. In contrast, job satisfaction shows a significant and positive effect, indicating that factors such as peer relationships, company policies, and employee recognition substantially influence individual performance outcomes. Simultaneous testing confirms that both work stress and job satisfaction jointly impact performance, although their overall contribution is relatively modest. These findings offer theoretical insights for human resource management literature and practical implications for organizations seeking to improve performance through structured stress management and satisfaction enhancement strategies. The study also underscores the need for regular monitoring of *employee well-being indicators to ensure a productive and sustainable work environment*.

Keyword: Human Resources, Work Environment, Simultaneous Effect, Quantitative Analysis

Introduction

The era of globalization presents an increasingly complex competitive landscape for organizations in various sectors. Companies need to demonstrate competitiveness not only through product innovation and operational efficiency, but also through strengthening human resources (HR) aspects. The quality of HR plays a central role in the success of an organization, especially in strategic sectors such as energy (Handoko, 2003). Employee performance is often used as the main indicator of the success of organizational management. Performance is not only the end result, but also a reflection of working conditions, individual motivation, and the extent to which the company has succeeded in creating an environment that supports productivity. Psychosocial factors such as work stress and job satisfaction also determine the high and low performance of employees (Robbins & Judge, 2011). Work stress arises when individuals face demands that are felt to exceed their capacity. Heavy workloads, time pressure, role conflict, and lack of control over tasks often create stressful situations. If left uninterrupted, this condition has the potential to lead to chronic fatigue, burnout, and even psychological disorders (Anoraga, 2006). In the work psychology approach, stress does not always produce negative effects. Pressure within certain limits can be positive and motivating, known as eustress (Sopiah, 2008). Organizations need to be able to recognize the difference between adaptive stress and dysfunctional stress so that managerial interventions can be designed appropriately. Job

satisfaction is an important dimension in employee well-being. Positive affective states towards work, such as feeling appreciated, harmonious relationships between colleagues, and opportunities for self-development, create an intrinsic drive for employees to show their best performance (Hasibuan, 2007). Previous research has shown that job satisfaction is positively correlated with productivity and loyalty (Handoko, 2001). Empirical studies on the relationship between work stress, job satisfaction, and performance have produced mixed findings. Some studies reveal the negative effect of stress on performance (Wala et al., 2017), while others find no significant relationship or even state that stress can actually strengthen work focus (Irawati, 2018). Job satisfaction tends to show consistency as a predictor of positive performance (Putri & Latrini, 2013). PT. Pertamina (Persero) plays a strategic role in providing national energy. The organizational structure is complex and the level of operational accountability is high. The Pulau Baai Bengkulu operational unit has an important position in fuel distribution in the South Sumatra region. This kind of work context creates the potential for quite high stress, especially at the technical and administrative levels. Managerial innovation has been implemented by PT. Pertamina through the digitalization of health services such as the Fit to Work and My Doctor Pertamina applications. This step shows a commitment to employee welfare and has received national recognition from the Indonesian World Record Museum (Pertamina, 2018). However, there has been no in-depth study evaluating the real impact on stress perceptions and job satisfaction levels. This situation raises the need to further examine the relationship between work stress, job satisfaction, and employee performance in the unit. This kind of evaluation is important so that evidence-based human resource policies can be developed in a measurable and sustainable manner (Rivai & Sagala, 2011). This study uses a quantitative approach through a survey method, which is analyzed using multiple linear regression. The aim is to identify the effect of work stress and job satisfaction on employee

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performance partially and simultaneously. Instrument validity was obtained through empirical testing based on a standardized questionnaire (Ghozali, 2011). Dimensions of work stress include task demands, role ambiguity, interpersonal conflict, and leadership. Meanwhile, job satisfaction includes perceptions of salary, promotion, work relations, and organizational rewards. Employee performance is evaluated through indicators of quantity, quality, punctuality, and work innovation (Sunyoto, 2013; Sani & Maharani, 2013). The theoretical contribution of this study is expected to strengthen the basis of HR management studies in the context of public energy sector organizations. On the other hand, its empirical findings have the potential to be strategic input for organizational leaders in formulating more humane and adaptive work intervention policies to psychological challenges in the modern work environment.

Method

This study uses a quantitative approach with a descriptive analytical design, aiming to analyze the effect of work stress and job satisfaction on employee performance at PT. Pertamina (Persero) Pulau Baai Bengkulu. The quantitative approach was chosen because it allows researchers to measure the relationship between variables objectively and measurably. The analysis technique used is able to reveal statistical relationship patterns based on numerical data obtained from respondents (Sugiyono, 2013).

The location of the study was carried out in the work environment of PT. Pertamina MOR II located in Pulau Baai, Bengkulu. The population in this study were all active employees in the unit. The sample was taken using the convenience sampling technique, namely a sampling technique based on the availability and ease of access to subjects relevant to the research objectives. This technique was chosen because it can speed up the data collection process even though it has limitations in representativeness (Irawati, 2018).

Data collection was carried out through several methods, namely closed questionnaires compiled based on indicators from proven theories, documentation studies of the company's internal archives, and literature studies that explore theoretical references from books and scientific journals. The questionnaire used a five-point Likert scale with indicators reflecting the dimensions of work stress, job satisfaction, and employee performance. The instrument was adapted from Sunyoto's theory (2013) for stress and job satisfaction, and Sani and Maharani (2013) for performance variables.

The variables in this study consisted of two independent variables, namely work stress (X1) and job satisfaction (X2), and one dependent variable, namely employee performance (Y). Work stress is defined as a condition of physical and psychological pressure experienced by employees in carrying out their duties (Handoko, 2003; Anoraga, 2006). Job satisfaction refers to employees' positive or negative feelings towards their work (Hasibuan, 2007). Employee performance reflects the level of individual effectiveness in achieving the work results expected by the organization (As'ad, 2004).

The data analysis technique used was multiple linear regression to determine the partial and simultaneous effects between independent variables on the dependent variable. Before the main analysis was conducted, the data were tested with classical assumption tests to ensure the validity of the model, which included tests for normality, multicollinearity, heteroscedasticity, and autocorrelation (Ghozali, 2011). This analysis was carried out with the help of SPSS software version 22 which allows data processing to be carried out comprehensively and accurately.

Results and Discussion

The results of this study empirically describe the conditions of work stress, job satisfaction, and employee performance at PT. Pertamina (Persero) Pulau Baai Bengkulu. Data were obtained from distributing questionnaires to respondents

who were permanent employees of the company. Based on the validity and reliability tests, all question items on the variables of work stress, job satisfaction, and employee performance were declared valid and reliable, so they were suitable for use in the further analysis process. Descriptive analysis showed that the majority of respondents experienced moderate work stress. Several indicators of work stress such as high task demands, role ambiguity, and lack of social support from coworkers were the main causes of psychological stress. However, most respondents stated that they were able to manage the stress so that it did not significantly interfere with work performance. From the aspect of job satisfaction, respondents showed a relatively high level of satisfaction. Factors such as clarity of responsibility, good relationships with superiors, a fair promotion system, and a conducive work atmosphere were the main contributors to high job satisfaction. These findings indicate that the company has implemented an HR management system that is quite adaptive to the psychological needs of employees. Employee performance is also relatively high, indicated by indicators of punctual attendance, accuracy in work, and consistent achievement of work targets. This indicates that despite work stress, employees still show high commitment to the tasks they are assigned. In other words, stress levels that are still within tolerance limits actually contribute to increased work motivation. The results of multiple linear regression tests show that partially, work stress has a significant negative effect on employee performance. The higher the level of stress felt, the more it tends to decrease performance, especially if stress is not managed effectively. The significance value in the t-test for the work stress variable is less than 0.05, so the hypothesis is accepted. In contrast, job satisfaction shows a positive and significant effect on performance. Respondents who are satisfied with their jobs, work environment, and compensation system have been shown to be able to provide better work results. This is in line with the theory of work motivation which places satisfaction as the main determinant of productivity. Simultaneous testing through the F test confirms that work stress and job satisfaction together have a significant effect on employee performance. The regression model used shows a fairly high coefficient of determination (R^2), meaning that the independent variables are able to explain a large proportion of the variation in the dependent variable. Furthermore, the analysis of the regression coefficient shows that the effect of job satisfaction on employee performance is more dominant than the effect of work stress. This illustrates that interventions to increase job satisfaction are more effective than simply reducing stress, in the context of efforts to improve employee performance. The findings of this study are in line with the results of the study by Framelita Wala et al. (2017), which emphasized that job stress and job satisfaction are crucial variables that have a significant effect on employee performance. In contrast to the findings of some previous studies which stated that the effect of job stress is not always significant, the results of this study actually show a strong negative relationship between stress levels and job performance. In general, the results of this study emphasize the importance of organizational success in managing job stress while increasing job satisfaction as the main determinant in driving optimal performance. Therefore, it is recommended that companies implement a structured stress management program and a psychological well-being-based reward system in order to create a productive and healthy work environment.

Discussion

The findings of this study indicate that work stress has a significant negative effect on employee performance at PT. Pertamina (Persero) Pulau Baai Bengkulu. These results support the view of Robbins and Judge (2011) who stated that work stress is a psychological condition characterized by a mismatch between job demands and an individual's ability to respond effectively. This imbalance has implications for disrupting emotional and cognitive functions which ultimately reduce work productivity. Thus, the existence of work stress that is not optimally handled has the potential to disrupt the stability of organizational operations. However, it must be acknowledged that not all forms of stress are destructive. To a certain extent, stress can function as a motivational driver (eustress) that increases individual focus and performance (Sopiah, 2008). In this context, the response to stress is greatly influenced by the individual's adaptive capacity and the support system available in the work environment. However, when stress turns into distress due to accumulated workload, role conflict, or unclear organizational structure, then what happens is a significant degradation of performance, as identified in the partial regression analysis in this study. In contrast, job satisfaction was found to have a positive and significant relationship with performance. These results confirm Herzberg's theory of motivation-hygiene which states that working conditions, compensation, interpersonal relationships, and development opportunities are the main determinants of job satisfaction (Hasibuan, 2007; Handoko, 2001). Employees who feel appreciated and get space for actualization tend to show high loyalty and are able to achieve work targets consistently. Thus, job satisfaction acts as a catalyst in optimizing individual and collective work output. The results of simultaneous testing indicate that work stress and job satisfaction together contribute significantly to employee performance. This shows an interdependent relationship between psychosocial variables in the work environment that must be managed simultaneously by organizational management. Inability to handle one aspect can disrupt the stability of other aspects, which ultimately has a negative impact on overall productivity. Therefore, managerial interventions should not only focus on reducing stress, but also on optimizing the elements that form job satisfaction. Comparison with previous studies shows that the findings of this study are consistent with the study of Framelita Wala et al. (2017), which also emphasizes the importance of the influence of work stress and job satisfaction on performance. However, these results contradict the study by Anik Irawati (2018), which found no significant relationship between work stress and performance. This difference is likely influenced by organizational characteristics, work culture, and managerial strategies implemented in each research institution. Individual factors such as working age, experience, and personality should also be considered as moderator variables that play a role in strengthening or weakening the impact of stress and job satisfaction on performance. Employees with longer experience tend to have more mature coping mechanisms, while new employees are more vulnerable to stress and require longer adaptation to the prevailing work system. In addition to individual factors, structural support within the organization also plays an important role. An inclusive work culture, based on family values and collegiality, as found in this organization, acts as a buffer against the negative effects of stress. The existence of healthy social interactions, as well as two-way communication between superiors and subordinates, strengthens employees' psychological resilience in facing work challenges. The practical implications of this study emphasize that organizations need to develop a stress management system based on identifying the main causal factors (stressors). Programs such as stress management training, psychological counseling, and flexible work approaches are strategic intervention options that can reduce work pressure systematically. Furthermore, designing a fair performance-based reward and promotion system is also an important instrument for improving employee job satisfaction.

In a broader context, the integration of stress management strategies with job satisfaction enhancement approaches should be used as a strategic policy framework in human resource management. Only in this way can organizations not only maintain productivity stability, but also create a healthy, sustainable, and responsive work environment to employees' psychological needs.

Conclusions and Recommendations

Based on the results of quantitative analysis and theoretical discussion that has been conducted, this study concludes that the variables of work stress and job satisfaction have a significant influence on employee performance at PT. Pertamina (Persero) Pulau Baai Bengkulu. Partially, work stress has been proven to have a negative influence on individual performance. This finding confirms that increasing stress intensity that is not balanced with adequate coping mechanisms tends to reduce the effectiveness and efficiency of task implementation, which ultimately has an impact on the decline in the quality of work output. On the other hand, job satisfaction shows a positive and significant relationship to employee performance. Employees who have a positive perception of their work, receive appropriate compensation, feel relational support from superiors and coworkers, and have access to promotion opportunities, show a higher and more stable level of work performance. These results are consistent with the theory of work motivation that places satisfaction as the main determinant of individual productivity in the context of modern organizations. Simultaneously, the results of multiple linear regression testing indicate that the combination of work stress and job satisfaction contributes significantly to employee performance. The implications of this finding confirm that the two variables have a relationship that cannot be ignored in the context of human resource management. In this case, an integrative approach to stress reduction and job satisfaction enhancement becomes an important prerequisite for sustainable organizational productivity improvement. **Furthermore, the organization's success in designing a work system that is responsive to psychosocial pressures and employees' psychological well-being needs is a key factor in building superior performance.** Adaptive management that is oriented towards a balance between job demands and fulfilling **employees' intrinsic needs will be an important foundation in** facing the complexity of work dynamics in the energy industry sector that is full of global pressures and high efficiency demands.

Suggestions are

- 1) For PT. Pertamina (Persero) Management
It is recommended to implement a systematic stress management program, including through emotional management training, providing counseling services, and optimizing employee workload. In addition, management also needs to improve the two-way communication system to reduce role ambiguity and work conflicts which are the main sources of stress.
- 2) Strengthening Job Satisfaction Aspects
The company needs to maintain and improve policies that are oriented towards improving job satisfaction, such as providing fair compensation, a transparent promotion system, and creating a work environment that supports career growth. Open recognition of employee achievements will also contribute to increasing work motivation and loyalty.
- 3) Evidence-Based HR Policy
Periodic audits of employee psychological conditions and job satisfaction are needed as a basis for strategic decision making. This data-based approach (evidence-based HR) can improve accuracy in formulating human resource management policies in the future.
- 4) For Further Researchers
This research can be further developed by considering moderator variables such as age, length of service, and personality type. Further research can also adopt a

- qualitative approach to dig deeper into employee perceptions and experiences of stress and job satisfaction.
- 5) Strengthening Organizational Culture
It is necessary to strengthen a work culture based on collaboration and empathy so that every employee feels appreciated and actively involved in the decision-making process. A supportive work culture will be an important foundation in forming sustainable performance.

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