

**THE ANALYSIS OF THE INFLUENCE OF JOB STRESS AND
WORKING ENVIRONMENT ON JOB SATISFACTION TOWARD
JOB PERFORMANCE AT PT BANK MANDIRI**

A THESIS

Presented as Partial Fulfillment of the Requirements to Obtain the Bachelor Degree in
Management Department



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DECLARATION OF AUTHENTICITY

Herein, I declare the originality of this thesis, I have not presented anyone else's works, ideas, or expression without acknowledge, nor have I presented anyone else's words, ideas or expression without acknowledge. All quotations are cited and listed in the bibliography of this thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with determined regulation or its consequence.

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ABSTRACT

The purpose of this research was to gain information on the influence of HRM practices especially job stress, working environment on job satisfaction toward job performance at PT Bank Mandiri as state-owned companies in Indonesia. The samples of this research were permanent employees of the company. The questionnaires were distributed to 150 respondents and 115 questionnaires were properly filled by the employees. The analytical tool used in this research was multiple linear regressions using SPSS. The results of this research showed that job stress had negative influence on job satisfaction and job performance and working environment had positive influence on job satisfaction and job performance.

Keyword: *Job Stress, Working environment, Job Satisfaction, Job Performance, PT. Bank Mandiri*

ABSTRAK

Tujuan penelitian ini adalah untuk memperoleh informasi pengaruh praktik praktik HRM khususnya stress kerja dan lingkungan kerja pada kepuasan kerja terhadap kinerja kerja karyawan di PT Bank Mandiri sebagai perusahaan milik negara di Indonesia. Sampel penelitian ini adalah karyawan tetap pada bank tersebut. Peneliti membagikan 150 kuesioner kepada responden dan 115 kuesioner diisi dengan benar oleh karyawan. Alat analisis yang digunakan dalam penelitian ini adalah regresi linier berganda menggunakan SPSS. Hasil penelitian ini menunjukkan bahwa stress kerja berpengaruh negatif pada lingkungan kerja dan kepuasan kerja dan lingkungan kerja berpengaruh positif pada kepuasan kerja dan kinerja.

Kata kunci: *Stress Kerja, Lingkungan Kerja, Kepuasan Kerja, Kinerja, PT. Bank Mandiri*

CHAPTER I

INTRODUCTION

1.1 Background of Study

Job stress is one of the popular phrases seen and heard with increasing frequency. Stress has been a hot topic since a long time ago. Job stress has received increased significance among researchers, especially in the social science. Most employees are extremely under pressure at working environment. Because the job stress is a big problem in this universe, employee often feels stress due to work. Job stress has become an increasingly common negative outcome of today's dynamic life (Jehangir, Kareem, Khan, & Jan, 2011). Organization handles the very important role to the development of the country. One of the key successes is the human resource. Human resource should handle the stress of the employees to make the role of the organization to developing country useful.

Job life is one of the important parts of our daily lives which cause stress (Bemana, 2013). Job environment is the most of time spending in daily life. It gives more pressure and stress to the employee and it influences the work life and daily life. Employee with higher percentage of stress may be not satisfied with their job and will not be happy with the organization. It might leave an impact to the organization because the high rate of stress. Therefore, Bemana (2013) said that it is very important for employee to realize the stress and the stressor are the causes of all the negative effects.

Working environment has a very important role in organization to measure the employee satisfaction. Working environment can be the major key to the organizational performance. Good working environment can increase the employee performance by the employee satisfaction. Thus, the employee can increase the performance and it helps the organizational performance. Better working environment can increase employee production, which effects the working environment as there are many others like, height, air, temperature, working hours, working place, time pressure, computer equipment, health and safety, and friendly environment (Ashraf, 2013).

Organization performance plays an important role in working environment. The reason that influence the employees is busyness. If an organization has a low level employee that does not work properly, usually they give them training or change the duties. It can replace and provide a better work place or a friendly environment (Ashraf, 2013). For example we can see Google as a benchmark. Google have a magnificent working environment. Employees that work in google do not have to work at desk. They can work anywhere, it helps the employees to have clean idea and make the employees have precious creativity. Job satisfaction also has a big influence in an organization especially to the productivity and performance. Job satisfaction can be supported by job environment, for example the layout, the temperature or the facilities. Job satisfaction nowadays is a big deal for the company to make all the employees give a great performance to the company.

Following those explanations, this research discussed about job stress, working environment, job satisfaction and job performance. In this research, the independent variables used job stress (x1) and working environment (x2), the intervention used job satisfaction (z) and for the dependent variable used job performance (y) with the title: **The Analysis of The Influence of Job Stress and Working Environment on Job Satisfaction toward Job Performance at PT. Bank Mandiri.**

1.2 Problem Formulation

From the study background above, the researcher makes some problem formulations. Here are some problems that the researcher wanted to find the answer in this research:

1. Does job stress and working environment influence job satisfaction?
2. Does job stress and working environment influence job performance?
3. Does job satisfaction influence job performance?
4. Does job stress and working environment influence job performance mediated by job satisfaction?

1.3 Problem Identification

1. To know whether job stress and working environment influence job satisfaction.
2. To know whether job stress and working environment influence job performance.
3. To know whether job satisfaction influence job performance.

4. To know whether job stress and working environment influence job performance mediated by job satisfaction.

1.4 Problem Limitation

Since there are many topics discussed in management study, the researcher chose job stress, working environment, job satisfaction, and job performance as the scope in the research. Furthermore, in order to be more focused in conducting the research, the researcher limited the research object in.

1.5 Research Objectives

The purpose of this research is to gain information whether there is any influence of HRM practices especially job stress, working environment, job satisfaction and job performance.

1.6 Research Contribution

1. For further research, it can expand that the knowledge about the ratio between the research variables of Job Satisfaction and job performance, and increase skills in conducting a research. Could apply the material that given from the university and try to correlate between theory and practice.
2. For company, the result of this research can be used as a good correction to maintain and improve their performance. Besides that, it can measure the employee satisfaction to increase their performance.

3. For employee, as an additional reference to employee that want to increase their knowledge or as a deeper research about developing human resources in job satisfaction and job performance.

1.7 Systematics of Writing

Chapter I Introduction

The brief introduction of the research topic will be presented in this chapter.

Chapter II Literature Review

The essential part of the research such as supporting journals and the background theories of the research will be presented in this chapter.

Chapter III Research Methodology

The method used to gather the data, the way to analyze the data and the considerations of the research concept will be presented in this chapter.

Chapter IV Data Analysis and Discussion

This chapter describes an analysis on the tabulated data. After the tabulation has done, the data are statistically treated in order to uncover the relationship of the variable involved in the study.

Chapter IV Conclusions and Recommendations

The conclusions, limitations and recommendations for future possible research are presented in this chapter.

CHAPTER II

LITERATURE REVIEW

2.1 Previous Research

A research conducted by Jehangir et al. (2011) found negative effects between job stress on performance, and job stress on job satisfaction. The research stated that with the increase of job stress, job performance falls. The researcher had proven that job stress negatively affected job performance. The questionnaires were used to collect the data from sample of nurses at public hospital of Peshawar. A total of 315 questionnaires were selected for data analysis.

Bemana et al. (2013) collected the research data from 200 respondents. The respondents come from various employees in Municipality personnel in Iran. The research found that there was a relationship between job stress and job performance. The research was measured by Job Stress Questionnaire proposed by Caplan. The research stated that job stress would lead to many problems in the future especially in work performance, in technical or in administrative. In addition, motivation was a key factor in affecting job stress among employees. Employees who had higher motivations were feeling happier and had more willingness to do more activities.

Jahanzeb (2010) found that there was a negative relationship between job stress and job satisfaction. The research used sampling technique, and 200 questionnaires

were distributed and 125 questionnaires were received. The job stress was measured by Job Stress Questionnaire by Caplan et al. (1975). The research stated that the negative sign was indicative of negative relationship between job stress and job satisfaction, the higher job stress results in less job satisfaction. All of the job stress sources had a significant negative relationship with job satisfaction, but the highest value was the role conflict. It had the highest causes of job stress that lead to less job satisfaction.

Ashraf et al. (2013) conducted a research in textile sector in Faisalabad, Pakistan. There were 200 questionnaires were distributed but only 170 that responded. The research found that there was a positive relationship between working environment and job performance. The organizational environment deeply affected the performance of the employees. The job satisfaction used as a variable and mediator between working environment and job performance. All variables showed a strong relationship between them.

Ayamolowo et al. (2013) conducted a survey to 216 respondents but only 161 were submitted in primary health care nurses in Nigeria. The research found that environment was like a facilities, if the facilitates were better, the satisfaction would follow it. The questionnaire was adapted from World Health Profession Alliance (WHPA) for the working environment and the job satisfaction was using Minnesota Satisfaction Questionnaire. The research stated that both of them have a strong relationship.

A research conducted by Maharani et al. (2013) found that there was an influence between job satisfaction and job performance. The research was using questionnaire for collecting the data. The questionnaire was distributed to 155 employees in PT Bank Mandiri Syariah in Malang. The research found that if the employees had a great experience of satisfaction there would be an effect on the performance. The research used Generalized Structure Component Analysis (GSCA).

Atteya (2012) conducted a research about role stress measure in Egyptian supervisor. The research data was collected by distributing questionnaire to 780 supervisors. The role stress measure used the theory of Siegall (2000) and job performance measure used the theory of Schreisheim et al. (1998). The factors in role stress had a strong correlation to the job performance. It affected the performance of the employees. The role stress extremely influenced the performance of the supervisor in Egypt.

Bashir & Ramay (2010) conducted a research about impact of stress on employee job performance in bank sector in Pakistan. The research tested 144 graduates, senior and manager to collect the data. Job stress had a negative correlation on job performance. Job performance was very affected by job stress factors. Job stress was measured by Khan et al. (1964) and job performance was measured by Williams and Anderson (1991).

A research conducted by Rajan (2015) found that stress and job performance had a relationship. The sample was 450 nurses from 45 general types or private hospital. The research stated that the lack of communication and support from

superiors in emergency moment would lead to stress on nurses. Thus, it can influence the performance of the nurses themselves. In addition, the working shift or working hour in hospital could lead to the higher stress for the nurses. The research used Kruskal Wallis test to examine the variables.

Sofyan (2013) conducted a research in Aceh, Indonesia. The research was about the influence of working environment on job performance in BAPPEDA. The research found that if the working environment supported the employees, the performance of the employees would be gained. The research used sample for collecting the data, total of 40 respondents from 59 employees. Furthermore, the research stated that there was a highly positive relationship between working performance and job performance.

A research conducted by Ahmad et al. (2014) in Palm Oil Industries in Malaysia found that job satisfaction such as relationship between coworkers or payment affected job performance. A total of 100 questionnaires were distributed but only 81 questionnaires were successfully collected. The aim of the research was to find a significant relationship between job satisfaction and job performance. The research finally found that the organization and the human resource were recommended to understand the employees need in order to improve the job performance.

Suwondo and Sutanto (2015) conducted a research about the relationship among working environment, job discipline, and job performance. The research aim is to know the influence between working environment and job discipline on job

performance. The research used census method that means all the population to survey the respondent. The research found that a comfortable working environment and the high level of work discipline would help improve the job performance of the employees. The research was conducted in private bank in Malang.

2.2 Theoretical Review

2.2.1 Human Resource Management

Before the researcher explained about Human Resource Management (HRM), the research explained about organization first. Organization is a group of people that assigned to work to achieve the organization's goals. In organization it has a manager, and the manager is the person that handle, monitoring and responsible for achieving the organization's goals (Dessler, 2011). In the other hand, Human Resource Management is the study about how to develop and manage people to achieving the organization's goals. There are five functions in managing human resource: Planning, organizing, staffing, leading, and controlling (Dessler, 2011).

According to Dessler (2011) the process of acquiring, training, appraising, compensating, health and safety, and fairness concerns are also called Human Resource Management (HRM). Dessler (2011) also explained that human resource management refers to the concepts and technique to perform the "people". These included the following:

- a. Conducting job analysis
- b. Planning and recruiting
- c. Selecting job candidates

- d. Orienting and training new employees
- e. Managing wages and salaries
- f. Providing incentives and benefits
- g. Appraising performance
- h. Communicating
- i. Training and developing for managers
- j. Building employee commitment

According to Dessler (2011), there are three distinct functions that carries from human resource manager as follow:

- a. A line function: the human resource manager directs the activities of the people in his or her own department, and perhaps in related areas (like the plant cafeteria).
- b. A coordinative function: the human resource manager also coordinates personnel activities, a duty often referred to as functional authority. In this function, he or she ensured that line managers are implementing the firm's human resource policies and practices (for example, adhering to its sexual harassment policies).
- c. Staff functions: the heart of human resource manager's is to assist and advise line managers. The manager's advices the CEO of the company; thus, the CEO can better understand the personnel aspects of the company's strategy options. HR assists in hiring, training, evaluating, rewarding, counseling, promoting, and firing employees.

According to Dessler (2011) human resource management specialist include the following:

- a. Recruiters: search for qualified job applicants.
- b. Equal employment opportunity coordinators: investigate and resolve EEO grievances, examine organizational practices for potential violations, and compile and submit EEO reports.
- c. Job analysis: collect and examine information about jobs to prepare job descriptions.
- d. Compensation managers: develop compensation plans and handle the employee benefits program.
- e. Training specialist: plan, organize, and direct training activities.
- f. Labor relations specialist: advise management on all aspects of union management relations.

2.2.2 What is Stress?

Stress was conceived of as pressure from the environment, then as strain within the person. Today stress is generally defined as one of interactions between the situation and the individual. There are psychological and physical state that results when the resources of the individual are not sufficient to cope with the demand and pressure of the situation. Nowadays, stress is more likely in some situations than others and in some individuals than others. Stress can undermine the achievement of goals, both for individuals and for organizations (Michie, 2002).

2.2.3 Degree of Stress

The degree of stress experienced depends on the functioning of two perspective psychological mechanism:

- a. Alarm Reaction: when confronted with a threat to safety, the first response is psychological emerge. The muscle tense and breathing and the heart beat become more rapid.
- b. Adaptation: the second adaptive mechanism allows to cease responding when we learn that stimuli in the environment are no longer a threat to our safety (Michie, 2002)

2.2.4 Workplace Factors Causing Stress

The workplace factors have been found to be associated with stress and health risks can be categorized as those to do with the content of work and those to do with the social and organizational context of work. Those that are intrinsic to the job include long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety, and poor physical work conditions (for example: space, temperature, light) (Michie, 2002).

Unclear work or conflicting roles and boundaries can cause stress, as can it have responsibility for people. The possibilities for job development are important buffers against current stress, with under promotion, lack of training, and job insecurity of being stressful. Manager who are critical, demanding, unsupportive or bullying create stress, whereas a positive social dimension of work and good team working reduces it (Michie, 2002).

An organizational culture of unpaid overtime causes stress. A culture of involving people in decisions, keeping them informed about what is happening in the organization and providing good amenities and reaction facilities reduce stress. Such changes include mergers, relocation, restructuring, individual contracts, and redundancies within the organization (Michie, 2002).

2.2.5 Interactions between Work and Home Stress

Increasingly, the demands on the individual in the workplace reach out into the homes and social lives of employees. Long, uncertain or unsocial hours, working away from home, taking work home, high levels of responsibility, job insecurity, and job relocation may adversely affect family responsibilities and leisure activities. This is likely to undermine a good and relaxing quality of life outside work, which is an important buffer against the stress caused by work. In addition, domestic pressures such as childcare responsibilities, financial worries, bereavement, and housing problems may affect a person's robustness at work. Thus, a vicious cycle is set up in which the stress caused in either area of one's life, work or home, spills over and makes coping with the other more difficult (Michie, 2002).

2.2.6 Individual Stress Management

Most interventions to reduce the risk to health associated with stress in the workplace involve both individual and organizational approaches. Individual approaches include training and one-to-one psychology services—clinical, occupational, health or counselling. They should aim to change individual skills and resources and help the individual change their situation (Michie, 2002).

Training helps prevent stress through:

- a. Becoming aware of the signs of stress.
- b. Using this to interrupt behavior patterns when the stress reaction is just beginning. Stress usually builds up gradually. The more stress build up, the more difficult it is to deal with.
- c. Analyzing the situation and developing an active plan to minimize the stressors.
- d. Learning skills of active coping and relaxation, developing a lifestyle that creates a buffer against stress.
- e. Practicing the above in low stress situations first to maximize chances of early success and boost self-confidence and motivation to continue.

A wide variety of training courses may help in developing active coping techniques—for example, assertiveness, communications skills, time management, problem solving, and effective management.

2.2.7 Organizational Stress Management

The prevention and management of workplace stress requires organizational level interventions because it is the organization that creates the stress. Organizational interventions can be of many types, ranging from structural (for example, staffing levels, work schedules, physical environment) to psychological (for example, social support, control over work, participation) (Michie, 2002).

Legislation requires employers to assess and address all risks to employee health and safety, including their mental health. Creating a safe system of work requires targeting equipment, materials, the environment and people (for example, ensuring sufficient skills for the tasks). It also requires having monitoring and review systems to assess the extent to which prevention and control strategies which are effective (Michie, 2002).

Successful interventions used training and organizational approaches to increase participation in decision making and problem solving, increase support and feedback and improve communication. Success in managing and preventing stress will depend on the culture in the organization. Stress should be seen as helpful information to guide action, not as weakness in individuals. A culture of openness and understanding, rather than of blame and criticism, is essential. Building this type of culture requires active leadership and role models from the top of the organization, the development and implementation of a stress policy throughout the organization, and systems to identify problems earlier and to review and improve the strategies developed to address them (Michie, 2002).

Last, interventions should be evaluated, so that their effectiveness can be assessed. Ideally, the method of achieving this should include a high response rate, valid and reliable measures, and a control group (Michie, 2002).

2.2.8 Principles of Preventing Work Stress

The emphasis on the organisation, rather than the individual, being the problem is well illustrated by the principles used in Scandinavia, where there is an excellent

record of creating healthy and safe working environments (Gardell as cited in Michie, 2002).

- a. Working conditions are adapted to people's differing physical and mental aptitudes.
- b. Employee is given the opportunity to participate in the design of his/her own work situation, and in the processes of change and development affecting his/her work.
- c. Technology, work organization, and job content are designed so that the employee is not exposed to physical or mental strains that may lead to illness or accidents. Forms of remuneration and the distribution of working hours are taken into account.
- d. Closely controlled or restricted work is avoided or limited.
- e. Work should provide opportunities for variety, social contact, and cooperation as well as coherence between different working operations.
- f. Working conditions should provide opportunities for personal and vocational development, as well as for self-determination and professional responsibility.

2.2.9 Cause of Job Stress

Based on Miranda (2004), job performance refers to tasks and responsibilities that lead to stress. Job stress in workplace happens by many factors such as assignment and less motivation. In addition, pressure in the workplace, deadline, frustrations, demands from the manager and failure can make job performance

decrease that lead to less motivation afterwards job stress could distract the performance.

In order job stress could lead to less motivation to achieve quality and quantity of performance, individual suffering from emotional exhaustion can experience impaired coping ability. Campbell (1990) defined job performance as a system behavior in the workplace. It is something done by the employee in the workplace, and such can be affected by so many factors, prominent of which is stress.

2.2.10 Working Environment

Haynes (2008) suggested that there are four major elements of working environment, office layout, in work, interaction and distraction. The researcher concludes that those four factors have a major key to influence the working place more efficient. In the other hand, Cribbin (1972) suggested that employees should have a better good environment to get satisfaction of their job such as, good working environment, supervisor participations in work, communication, problem solving, and team work .

According to Razak (2016), the workplace is the first place to ensure the balance between job and employee life. The working environment is the important factor to influence the employee work and life according to Hackman & Oldham (1980).

According to Razak (2016), working environment is important to keep the employees in the organization. The satisfaction of the employee is influenced by the working environment. Razak (2016) stated that when employee is happy to work it

will lead to highly productivity in the organization, minimize stress and make the employee more commit to the organization.

According to Raziq (2015), there are two boarders in working environment, the first is work and the second is context. Works include all the characteristic of the job such as how the job carried out and completed, involving the tasks such as training, control on job related activities, achievement of work and value for task.

According to Lane et al. (2010), different factors in working environment such as wages, working hours, autonomy given to employee, organizational structure, and communication between employees and management can affect the job satisfaction for the employee. Furthermore, according to Raziq (2015) working environments includes working hours, job safety, job security, relationship among employee, esteem needs, and top management.

2.2.11 Job Satisfaction

According to Locke (1983), job satisfaction is defined as the positive feeling emotion and pleasurable resulting of the job or the experience. However Bemana (2013) explained that job satisfaction is the part of employee engagement, as it is a combination of job involvement, organizational commitments and intentions to stay. Bemana (2013) stated that engagement is a predictor of overall performance and work behavior. Furthermore Gallup Organization (2008) explained that engaged employee are more profitable to the organization, customer focused and tend to more commit to the organization.

According to Rizzo (1970), there are four primary factors that influence job satisfaction. The first factor is having mentally challenge work, the second is reward and policies, which are in line with the employee expectations, the third is supportive working condition, and the last factor is having supportive colleagues.

Ayamolowo (2013) describe job satisfaction as the individual his or her feelings about the job or the activities that happen in the company. In the other hand, job satisfaction is describe by Greenberg & Baron (2000) as the mount of many positive and negative feelings or respond about the job and the activity in the organization to the employee.

According to Spector (1994), job satisfaction is defined as the employee like (satisfaction) or dislike (dissatisfaction) about the employee job. In addition, the older definition about job satisfaction from Locke (1976) is an emotional feeling from the evaluation or appraisal about their job in the company.

Davis (1996) stated that job satisfaction is an unpleasant feeling about employee's work or activities. Suminar (2013) added that job satisfaction is feeling happy or not happy from objective thinking and desires of the behavior. Meanwhile Robbins (2001) explained job satisfaction as an employee feeling about his or her about their job or activities. In addition Suminar (2013) stated that if the employee has a high job satisfaction they will have a good attitude in the company, and if the employee does not have job satisfaction they tend to be negative in the company.

2.2.12 Job Performance

According to Campbell (1990), job performance is one of the most important aspects in psychology and human resource management. Therefore according to Jamal (2007), job performance is individual could completely finish their job or framework in the organization and available resource. Campbell (1990) suggested that there are eight factors of job performance, such as job specific proficiency, non-job specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, maintaining peer and team performance, supervision or leadership, and the last management or administration.

According to Motowildo et al. (1997), job performance is divided into two categories. They are task performance and contextual performance. Performance that needs action to perform and deliver outcomes is called task performance while the effectiveness in job performance performing their job supported with behavior, social and psychological ambience of the workplace is called contextual performance.

According to Rashid et al. (2015), task performance is including of job specific behavior such as, job responsibilities, ability and experience. In the other hand, Motowildo et al. (1997) stated that task performance has a stronger association with ability.

According to Motowildo (1997), contextual performance is non-job specific behavior such as cooperating with coworkers and showing dedication. Furthermore, Rashid (2015) stated that good trait for frontline employee is dealing with what happen now or the current situation. According to Borman (1993), when employee

help another employee to do their task it will help build corporate with their supervision and improving organizational process.

According to Scullen et al. (2000), job performance is the most important main role in personnel decision such as compensation, promotion and retention because job performance is an important construct in practice and research. Another definition is from Babin & Boles (1998). They defined job performance as a multidimensional construct that has been studied in organizational psychology. It refers to productivity of an employee, relative to their peer, several job related to behavior and outcomes. Suliman (2001) suggested that there are six dimensions include work skills, duties, enthusiasm, quality and quantity of work, ad readiness to innovate.

2.2.13 Job Stress and Job Performance

Stress is an integral part of all aspects of an individual's life. In the workplace, as in other areas, stress can play a positive role by increasing alertness among staff and mobilizing their adaptive capabilities. To some extent, therefore, a certain level of stress has the potential to actually contribute to organizational effectiveness. However, stress can become counterproductive once excessive levels of unresolved stress begin to affect the health and productivity of the workforce. Employers in any setting therefore have both commercial and moral reasons for being sensitive to the incidence of stress and developing management approaches for controlling it.

The stress in working environment reduces the intention of employees to perform better in jobs. With the increasing level of stress, the employees thinking demoralize and their tendency to work well also decreases. No doubt stress is

necessary for increasing performance of employees but up to a certain level. In this study, the employees do their job regularly but due to workloads and time constraints, their performance reduces.

2.2.14 Working Environment and Job Satisfaction

According to Haynes (2008), he suggested that the four major factors in environment such as layout, office work, interaction and distraction has a positive effect on production. However the distraction in working environment has negative effect on productivity in production.

The organization's performance like growth, profit, market share and competitor are increasing because of employee satisfaction. The better working environment will effectively help to increasing the satisfaction of employee. Better working environment satisfies employees to increase production, which effects the working environment as there are many other likes, height, air, temperature, working hours, work place, time pressure, computer equipment, health and safety, friendly environment within organization.

2.2.15 Job Stress and Job Satisfaction.

All the sources of stress such as role conflict, role ambiguity, office politics, meaningless work, and the management role have a significant negative impact on job satisfaction. Most people feel that their role on job is not consistent with their designation and job description. This conflict of role causes stress and will lead to dissatisfaction.

2.3 Theoretical Framework

This research analyzed the influence of the variable of job stress and working environment on job satisfaction towards job performance. This research did more research on the influence between job satisfactions and job performance.

In this research the variables were divided into two independent variables They were job stress (x1) and working environment (x2). In addition, the intervening variable was job satisfaction (z). However, this research had dependent variable of job performance (y).

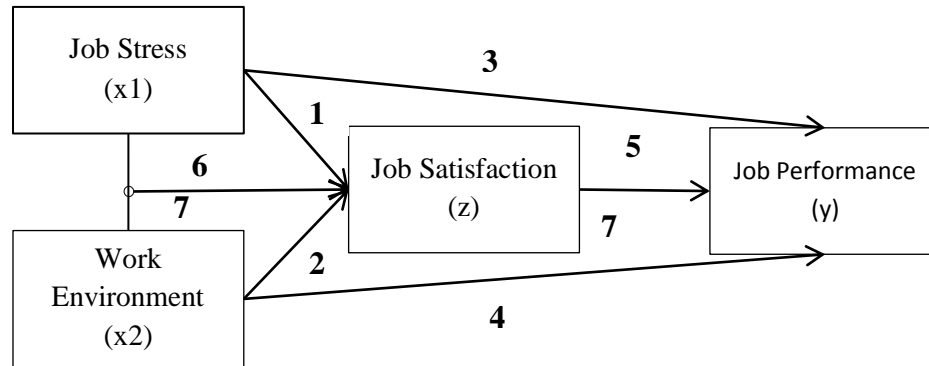


Figure 2.1 Framework

2.4 Hypotheses Formulation

Hypothesis is a temporary statement and answer. (Sugiono, 2010). The validity of data was tested in this research.

Based on the theory and the data above, the researcher formulated this following hypothesis:

1. Job stress has negative influence on job satisfaction. (Bemana, 2013) (Jehangir et al. 2011)
2. Working environment has an influence on job satisfaction. . (Jain & Kaur, 2014), (Ashraf et al. 2013)
3. Job stress has negative influence on job performance. (Wu, 2011), (Estrella, 2014)
4. Working environment has an influence on job performance. (Ashraf et al. 2013)
5. Job satisfaction has strong relationship with job performance. (Dhammika et al. 2012), (Javed, 2014)

6. Job stress had an influence on job performance through job satisfaction.
(Medina et al. 2013) (Bhanu & Babu, 2018)
7. Working environment had an influence on job performance through job satisfaction. (Khuong and Yen, 2016)

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

The hypothesis testing was used in this research since the purpose of this research was to gain information about the influence of Job Stress and Working Environment on Job Satisfaction towards Job Satisfaction. As stated by Sekaran (2003), hypothesis testing is undertaken to explain the variance in the dependent variable or to predict organizational outcomes. In this research, the respondents are employee of PT. Bank Mandiri.

3.2 Research Object

3.2.1 Research Site

This research was conducted at PT. Bank Mandiri. It was located at Jl. Gatot Subroto Kav. 36-38, Senayan, Kebayoran Baru, RT.7/RW.1, Senayan, Kebayoran Baru, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12190. The phone number was (021) 5263553.

3.2.2 Background of the Company

PT. Bank Mandiri is one of the largest government owned banks in Indonesia. Until now, PT. Bank Mandiri is the largest bank in term of asset, loan, and deposit. Bank Mandiri has six principal subsidiaries: Bank Syariah Mandiri, Mandiri

Sekuritas, Mandiri Tunas Finance, AXA Mandiri Financial Services, Bank Sinar Harapan Bali, and Mandiri AXA General Insurance.

3.3 Employee Demographic

The demographic factors in this research were:

1. Gender

Gender is a sign of one's gender, namely men and women measured nominally.

2. Age

Age is the age of the respondents which was grouped into < 20 years old, 20-25 years old, 26-30 years old, 31-35 years old, 36-40 years old, 41-45 years old, 46-50 years old, and 50> years old. The scale of the respondents' age was measured in ordinal.

3. Education

Education level was taken from high school, diploma, bachelor, master, and doctor.

4. Periods of Work

Working period is the length of a person's work in an organization which was grouped into < 5 years, 6-10 years, 11-15 years, 16-20 years, 21-25 years, 26-30 years, 30> years. Time scale of work respondents were measured in ordinal.

3.3.1 Population

The sampling technique used for the entire population became the main goal of the research. There were 150 employees working at PT. Bank Mandiri in Jakarta because they had direct obligations towards the company.

3.4 Variable and Measurement

3.4.1 Job Stress

Job Stress was the independent variable or X1 in this research. To measure the Job Stress, the researcher used questionnaire from The BRIEF Job Stress Questionnaire (2014). The items were:

- a. I have an extremely large amount of work to do.
- b. My working environment is poor (noise, lightning, temperature).
- c. I have felt angry
- d. I have felt extremely tired.
- e. I have been depressed.
- f. I have felt sad.
- g. I have not been able to sleep well.
- h. I have felt restless.

3.4.2 Working Environment

In this research, working environment was the second independent variable or X2. To measure working environment the researcher used Working Environment Survey (2009). The items were:

- a. My coworkers are good communicators.
- b. I am satisfied with my salary.
- c. I get the training and development.
- d. The leaders treat the employees with respect.

3.4.3 Job Satisfaction

In this research, job satisfaction was intermediate variable or Z. To measure job satisfaction, the researcher used several items from Weiss et al. (1967). The items were:

- a. The chances to have other worker look at me for directions.
- b. The way my supervisor and I understand each other.
- c. The amount of payment for the work I do.
- d. My job security.
- e. The working conditions (lightning, ventilation, AC).
- f. The way I am noticed when I do a good job.

3.4.4 Job Performance

In this research, job performance was the dependent variable or Y. To measure job performance, the researcher used Staff Performance Evaluation from the University of the Fraser Valley (2011). The items were:

- a. Arrives for work on time.
- b. Arrives for meeting on time.
- c. Meets work deadlines.
- d. Identifies problem.
- e. Proposes solution for problem.
- f. Uses time effectively.
- g. Takes appropriate action on problems as necessary.

3.5 Type of Study

The type of study was exploratory study and a descriptive study. Exploratory study was conducted at the beginning of the study with the aim of understanding and researcher's deeper knowledge in conducting the research. In the exploratory study, the researcher conducted a research based on the literatures by analyzing documents, journals, books, magazines and internet data gathering. The descriptive analysis aims to describe something important in the research. In a descriptive study, the researcher can see a clear statement of the problem, specific hypotheses and data that is obviously related to the requirement. The approach taken to obtain primary data was by conducting surveys and questionnaires.

3.6 Data Collection Method

The data was collected through primary sources of data. The primary data was collected through questionnaire, and each point of answer on the questionnaire was determined by using Likert scale score (Strongly agree [5] and strongly disagree [1]).

3.7 Data Analysis

3.7.1 Data Testing

a. Validity Test

Validity test is done to know how well an instrument is developed to measure the *particular concept*. Questionnaire is defined as pre formulated written set of questions to which respondents record their answer, usually within rather closely defined alternatives (Sekaran, 2003). In this research, validity test

focused on internal validity which means, validity method that measure the validity of instrument based on the statistical value in each question asked.

b. Reliability Test

Reliability is the degree of precision or accuracy (error free) which is demonstrated by the research instrument. According to Sekaran (2003), the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the “goodness” of a measure.

3.7.2 Data analysis Method

a. Multiple Linear Regression

Multiple linear regressions were used to find out the direction that affects the independent variable (X) against the dependent variable (Y).

$$Y^{\wedge} = B_0 + B_1 X_1 + \dots + B_k X_k$$

Description:

Y^{\wedge} = Y value can be estimated, if the value of X_1, \dots, X_k are known

B_0, \dots, B_k = Statistical value as estimation

X = Independent variable

3.8 Testing Hypothesis

3.8.1 t-test

T test was used to search the significant level of independent variable (X) impact, whether the independent variable (X) has a significant or partial influence on dependent variable (Y). The result from the test (partial) was also used to conclude whether the hypotheses is rejected or accepted.

If the regression coefficient has significant value of ≤ 0.05 or 5%, it means that the independent variable has a partial and significant influence on the dependent variable. However, if the regression coefficient has a significant value of > 0.05 , it means that the independent variable did not have partial and significant influence on the dependent variable.

Moreover, to find out the influence of independent variable on dependent variable, the researcher can easily found it through the beta coefficient value. The Independent variable which has the biggest beta value means that it has the most dominant influence on dependent variable.

a. Determination of hypotheses

- 1) H_0 , it is means that X did not have any influence on Y
- 2) H_a , it is means that X had positive influence on Y

b. Test criteria

- 1) H_0 was accepted when $p\text{-value} > 0.05$
- 2) H_0 was rejected when $p\text{-value} \leq 0.05$

CHAPTER IV

DATA ANALYSIS AND DISCUSSION

In this chapter, the writer analyzed the data that been collected, in the form of questionnaire from the employees of Bank Mandiri. The result of data processing was in the form of information to determine whether job stress and working environment variable influence employee performance with job satisfaction as Mediation Variable. The number of questionnaires spread was 150, while the questionnaire returned was 115 copies. Thus, the data that can be processed was 115 or 76.7%. The calculation technique used in this research was multiple linear regression analysis and simple regression.

4.1 Validity and Reability Test

4.1.1 Validity Test

Calculation of validity is done by product moment correlation technique. If r count is greater than r table, the items are said to be valid or valid. Conversely, if r value of the calculation is less than r in the table, the items of the question are declared invalid. The sample was 115 and the r value of the table was 0.1832. If the r_{xy} value > 0.1832 , it is said to be valid. If r_{xy} value < 0.1832 , then the item was declared void. Validity test results were described in Table 4.1.

Table 4.1 Job Stress Validity Test Result

Variable	indication	r count	r table	Remark
Job Stress	SK1	0.275	0.1832	Valid
	SK2	0.866	0.1832	Valid
	SK3	0.864	0.1832	Valid
	SK4	0.811	0.1832	Valid
	SK5	0.897	0.1832	Valid
	SK6	0.911	0.1832	Valid
	SK7	0.89	0.1832	Valid
	SK8	0.837	0.1832	Valid
Working Environment	LK1	0.759	0.1832	Valid
	LK2	0.724	0.1832	Valid
	LK3	0.761	0.1832	Valid
	LK4	0.755	0.1832	Valid
Job satisfaction	KK1	0.727	0.1832	Valid
	KK2	0.741	0.1832	Valid
	KK3	0.638	0.1832	Valid
	KK4	0.761	0.1832	Valid
	KK5	0.758	0.1832	Valid
	KK6	0.865	0.1832	Valid
Performance	KIN1	0.767	0.1832	Valid
	KIN2	0.788	0.1832	Valid
	KIN3	0.804	0.1832	Valid
	KIN4	0.79	0.1832	Valid
	KIN5	0.774	0.1832	Valid
	KIN6	0.783	0.1832	Valid
	KIN7	0.789	0.1832	Valid

Source: Primary data processed 2018

Based on the results of the validity test in Table 4.1, it showed that all r value was that greater than r table (0.1832) and 5 percent significance level. It can be summed up all the questions on the variable of job stress, working environment, job satisfaction, and performance were declared valid.

4.1.2 Reliability Test

The reliability test in this research used Alfa Cronbach formula. The instrument is said to be reliable if the reliability coefficient value > 0.6 . The results of the research instrument reliability test can be seen in Table 4.2.

Table 4.2 Questionnaire Reliability Test Result

Variable	<i>Cronbach's Alpha</i>	Remark
Job Stress	0.920	Reliable
Working Environment	0.736	Reliable
Job Satisfaction	0.838	Reliable
Performance	0.894	Reliable

Source: Primary data processed, 2018

The results of the reliability test obtained the reliability coefficient (Cronbach Alpha) value of greater than 0.6. In accordance with the opinion of Ghozali (2005) that stated the instrument is declared reliable if the value of Cronbach Alpha is greater than 0.6. It can be concluded that this research instrument was reliable.

4.2 Descriptive Analysis

4.2.3 Description of Respondent Research

The results of descriptive analysis of respondents classification in this research are as follow:

a. Gender

Based on the questionnaire data that had been disseminated, it can be obtained the classification of respondents by gender was shown in Table 4.3.

Table 4.3 Classification of Respondents by Gender

Gender	Total	Presentage
Male	81	70.4%
Female	34	29.6%
Total	115	100.0%

Source : Primary data processed, 2018

Based on Table 4.3 it showed that the respondents who were employees of Bank Mandiri the majority were male of equal to 70.4% and the remaining women were 29.6%. Almost all employees of Bank Mandiri were male, meaning that the position / part and job duty in the bank were mostly occupied by male than woman, especially in marketing and credit.

b. Age

The description of the results of respondent's classification by age can be seen in Table 4.4 as follow:

Table 4.4 Classification of Respondents by Age

Age	Total	Persentage
21 - 25	29	25.2%
26 – 30	41	35.7%
31 - 35	27	23.5%
36 – 40	7	6.1%
41 – 45	2	1.7%
46 - 50	7	6.1%
> 50	2	1.7%
Total	115	100.0%

Source : Primary data processed, 2018

Based on Table 4.4, it showed that the majority of respondents were aged between 26 - 30 years old were 35.7%, aged between 21-25 years old 25.2%, between 31-35 years old were 23.5%, 36 - 40 years old were 6, 1%, aged between 41 - 45 years old were 1.7%, age between 46 - 50 years old were 6.1%,

and over 50 years old were 1.7%. This indicated that the majority of Bank Mandiri's employees were young. Age is the number of individuals who were counted from birth to birthday, the more mature age a person will affect the level of maturity of thinking in work.

c. Employment

Based on the questionnaire data that had been disseminated, it obtained the classification of respondents based on the working period as shown in Table 4.5.

Table 4.5 Classification of Respondents by Time Length of Employment

Time length	total	Percentage
< 5	33	28.7%
6 - 10	51	44.3%
11 - 15	22	19.1%
16 - 20	9	7.8%
Total	115	100.0%

Source : Primary Data Processed, 2018

Table 4.5 showed the classification of respondents based on the time length of employment was mostly majority between 6 - 10 years old of 51 people (44.3%), between 11 - 15 years old 19.1%, between 16 - 20 years old 7.8%, and less than 5 years old 28.7%. This showed that the majority of employees had recently worked at Bank Mandiri, the working period will determine the level of employee experience in completing the job. Experience can produce different understandings for each individual, because one's experience is closely related to knowledge. Someone with more experience will gained more knowledge.

d. Educational Level

Based on the questionnaire data that has been disseminated, it obtained the results of classification of respondents by education as shown in Table 4.6 below:

Table 4.6 Classification of Respondents by Educational Level

Education	Total	Percentage
High School	1	0.9%
Diploma	15	13.0%
S1	89	77.4%
S2	8	7.0%
S3	2	1.7%
Total	115	100.0%

Source : Primary Data Processed, 2018

Table 4.6 showed that the classifications of respondents on the basis of education were mostly known that the majority is S1 of 89 people or 77.4%. While the high school graduated by 0.9%, 13% diploma, S2 by 7%, and S3 by 1.7%. This showed that the majority of highly educated employees, education are needed to get information such as things that support productivity so as to improve performance. According to Notoatmodjo (2003), education can affect a person, including behavior in the work. Generally, the higher the education of employee the easier they receive information.

4.2.2 Descriptive Analysis of Research Variables

Descriptive analysis was done to determine the perception or assessment of respondents on job stress variables, working environment, satisfaction and performance. The frequency distribution values were performed using the following answer:

$$\text{Interval} = \frac{\text{Maximum} - \text{minimum}}{\text{Total Class}} = \frac{5 - 1}{5} = 0,8$$

The following score can be categorized as follows:

The average value of 5.00 to 4.20 = Very high

The average value of 4.19 to 3.40 = high

The average value of 3.39 to 2.60 = enough

The average value of 2.59 to 1.80 = low

The average value of 1.79 to 1.00 = Very low

a. Descriptive Analysis of Job Stress

Job stress variables were measured using 8 items of questions showed in Table 4.7.

Table 4.7 Descriptive Analysis Job Stress (X₁)

Job Stress Indicator	Mean	Categories
Have some work to do	4.10	High
Bad working environment (noisy, light, temperature)	2.57	Low
Feel angry	2.65	Enough
Feel tired	3.03	Enough

Feel depression	2.68	Enough
Feel sad	2.73	Enough
Cannot sleep thight	2.69	Enough
Cannot rest	2.74	Enough
Mean Total	2.90	Enough

Source : Primary Data Processed, 2018

Based on Table 4.7 above, it can be seen that of 115 respondents, the majority of employees had given a sufficient assessment on job stress variables with an average score of 2.90, while the interval between 2.60 - 3.39 which can be categorized as moderate. The highest rating on items had a certain amount of work to do with an average of 4.10 (high). The lowest scoring on the poor working environment items averaged 2.57 (low). This showed that employees of Bank Mandiri job stress was low.

b. Descriptive Analysis Working Environment

The working environment variables used by using 4 questions in Table 4.8.

Table 4.8 Descriptive Analysis Working Environment (X₂)

Working Environment Indicators	Mean	Catagories
My co workers are good communicators	3.96	High
Satisfied with salary	3.54	High
Get training and development	3.79	High
Managers treat employee with respect	3.85	High
Mean Total	3.78	High

Source: Primary Data Processed, 2018

Based on Table 4.8 above, it is known that the majority of employees had agreed to the working environment with an average score of 3.78, which is an interval between 3.40 - 4.19 which can be categorized as high. The highest

scoring on peer-to-peer items had the average of 3.96, while the lowest scoring on items was satisfied with a salary of 3.54. This indicates that the working environment of Bank Mandiri employees were in good category.

c. Descriptive Analysis Job Satisfaction

Job satisfaction variables were measured using 6 items of questions as shown in Table 4.9.

Table 4.9 Descriptive Analysis of Job Satisfaction (Y₁)

Job satisfaction Indicators	Mean	Categories
The chance to have other worker look at me for directions	3.99	High
The way my supervisor and I understand each other	3.95	High
The amount of pay for the work I do	3.65	High
My job security	3.97	High
The working conditions (lightning, ventilation, AC)	4.06	High
The way I am noticed when I do a good job	3.82	High
Mean Total	3.91	High

Source : Primary Data Processed, 2018

Based on Table 4.9 above, it is known that the majority of employees that had given high appraisal on job satisfaction variable had that average score of 3.91, ie at the interval of between 3.40 - 4.19 which can be categorized as high. The highest rating on good work conditions items (light, air, temperature) with an average of 4.06 while the lowest valuation on the amount of salary for work done with an average of 3.65. This showed that employees were satisfied working in Bank Mandiri.

d. Descriptive Analysis Job Performance

Performance variables were measured using 7 items of questions as shown in Table 4.10 below:

Table 4.10 Descriptive Analysis Job Performance (Y₂)

Job Performance Indicators	Mean	Categories
Arrives for work on time	3.91	High
Arrives for meeting on time	3.98	High
Meets work deadlines	4.10	High
Identifies problem	4.02	High
Proposes solution for problem	4.06	High
Uses time effectively	4.05	High
Takes appropriate action on problems as necessary	4.10	High
Mean Total	4.03	High

Source : Primary Data Processed, 2018

Based on Table 4.10 above it can be seen that of 115 respondents, the majority of employees have high performance with an average score of 4.03 at the interval of between 3.40 - 4.19 which can be categorized as high. The highest rating on the item was takes the appropriate action on the required problem with an average of 4.10. The lowest scoring on items was come on time at with an average of 3.91. This showed that employees of Bank Mandiri had high performance.

4.3 Regression Analysis

The statistical analysis in this research used 3 regression analysis. Regression analysis of stage 1 was regression analysis about the influence of job stress and working environment on job satisfaction, regression analysis of stage 2 was the influence of job stress, and working environment on employee performance, and regression analysis of stage 3 was the influence of job satisfaction on employee performance.

4.3.4 The Effect of job stress and working environment on job satisfaction

Hypothesis testing is done by doing multiple linear regression analysis. The result of multiple linear regression analysis results can be shown in Table 4.11.

$$Z = a + b_1X_1 + b_2X_2$$

The results of multiple linear regression model 1 are as follow:

Table 4.11 Results of Multiple Linear Regressions

Variable	Unstandardized Coefficients	Standardized Coefficients	t count	Sig-t	Results
Job Stress (X ₁)	-0.098	-0.198	-2.380	0.019	Significant
Working Environment (X ₂)	0.380	0.418	5.019	0.000	Significant
Constants	2.753				
Coefficient of Determination (R ²)	0.231				
Multiple Correlations (R)	0.481				
F count	16.852				
Sig F	0.000				

Source : Primary Data Processed, 2018

$$Z = 2.753 - 0.098X_1 + 0.380X_2$$

Based on the regression coefficient in the regression equation about the variables that affect job satisfaction, it can be interpreted as follows:

a. Interpretation of Regression Equations

- 1) Constant value of 2.753 which means if the variable of job stress (X₁), and Working environment (X₂) remained or equal to zero (0), Job satisfaction would be 2.753.
- 2) Job Stress Variable (X₁) had regression coefficient of -0.098. This variable had a negative effect on job satisfaction, with regression coefficient of -0.098 means that if the variable job stress increased by 1

unit, then job satisfaction will decrease by 0.098 units with the assumption that the working environment variable (X2) in constant condition. Given this negative influence, it means that between the variable of Job Stress and Job Satisfaction showed the opposite relationship. This means that if the variable of job stress is increasing, job satisfaction will be decreasing, and if the variable of job stress is decreasing job satisfaction will be increasing.

- 3) The working environment variable (X2) had a regression coefficient of 0.380. This variable had a positive influence on job satisfaction, with the regression coefficient of 0.380 means if the variable of Working environment increased by 1 unit, then job satisfaction will increase by 0.380 units with the assumption that the variable (X1) in constant condition. Given this positive influence, it means that between working environment variable and job satisfaction showed a direct relationship. This means that if the working environment variable is increasing, job satisfaction will be increasing, and if the working environment variable is decreasing job satisfaction will be decreasing.

b. Partial Regression Test (t test)

The result between p value with a significant level of 5% will be the basis for making a decision whether the hypothesis is accepted or rejected. Table 4.11 is

a summary of research results that showed the results of p value. To interpret the data in Table 4.11 the hypothesis used:

- 1) H_0 : Job stress (X1) and Working environment (X2) does not has significant and partial influence on Job satisfaction (Y).
- 2) H_a : Job stress (X1) and Working environment (X2) has significant and partial influence on Job satisfaction (Y).

Hypothesis testing criteria:

- 1) If the probability < 0.05 , H_0 is rejected and H_a is accepted, meaning that job stress, and working environment variable has partial and significant influence on employee job satisfaction.
- 2) If probability > 0.05 H_0 is accepted or H_a is rejected, meaning that job stress and working environment variable do not has partial and significant influence on employee job satisfaction.

a) Tests on regression coefficients of job stress variables (X_1)

The results of calculations on multiple linear regression obtained t count value of -2.380 and probability of 0.019. Thus, the probability was smaller than 0.05 ($0.019 < 0.05$). Thus, H_0 was rejected and H_a was accepted, meaning that the variable of job stress had partially and significant influence on job satisfaction. The first hypothesis that stated "job stress has negative influence on job satisfaction" was **accepted**. Tests were done on regression coefficients on working environment variables.

b) Tests on regression coefficients on working environment variables (X_2).

The results of calculations on multiple linear regression obtained t count of 5.019 and probability of 0.000. Thus, the probability was smaller than 0.05 ($0.000 < 0.05$). Thus, H_0 was rejected and H_a was accepted. It means that the variable of Working environment has partially and significant influence on Job Satisfaction. The second hypothesis that stated "working environment has an influence on job satisfaction", was **accepted**.

c. Concurrent Regression Test (F Test)

To interpret the data in table 4.11, the hypothesis used the following:

- 1) H_0 : Job Stress (X_1), and Working environment (X_2), does not has significant influence on Job satisfaction.
- 2) H_a : Job stress (X_1) and working environment (X_2), has significant influence job satisfaction.

Criteria testing hypothesis:

- 1) If p value < 0.05 then H_0 is rejected and H_a is accepted.
- 2) If p value > 0.05 then H_0 accepted and H_a is rejected.

Based on Table 4.11 it can be known that the magnitude of F count was 16.852 and the probability was 0.000. It showed that sig F count was smaller

than 0.05. Since the sig F count was less than 0.05 ($0.000 < 0.05$), H_a was accepted and H_o was rejected. It showed that job stress variable (X1) and working environment (X2), had significant influence on job satisfaction of Bank Mandiri employees. The third hypothesis which stated "job stress and working environment has influence on job satisfaction" was **accepted**.

Based on Table 4.11 above, it can also be known that coefficient of determination (R^2 square) was 0.231. It can be interpreted that 23.1% of Job satisfaction can be explained by the two independent variables that consisting of Job stress variables (X1) and Working environment (X2). While the rest was equal to 76.9% which was influenced by other variables that were not included in the research model.

4.3.5 The Influence of Job Stress and Working Environment on Performance

Hypothesis testing was done by doing multiple linear regression analysis. The result of multiple linear regression analysis results can be shown in Table 4.12 below:

$$Y = a + b_1X_1 + b_2X_2$$

The results of multiple linear regression model were follows:

Table 4.12 Results of Multiple Linear Regressions

Variable	Unstandardized Coefficients	Standardized Coefficients	t count	Sig-t	Results
Job Stress (X ₁)	-0.089	-0.230	-2.686	0.008	Significant
Working Environment (X ₂)	0.250	0.349	4.079	0.000	Significant
Constants	3.346				
Coefficient of Determination (R ²)	0.191				
Multiple Correlations (R)	0.437				
F Count	13.204				
Sig F	0.000				

Source : Primary Data processed, 2018

$$Y = 3.346 - 0.089X_1 + 0.250X_2$$

Based on the regression coefficient in the regression equation about the variables affecting the Performance, it can be interpreted as follows:

a. Interpretation of Regression Equations

- 1) Constant value of 3.34 means that if the variable of Job stress (X₁), and Working environment (X₂) remained or equal to zero (0), Performance would be 3.346.
- 2) Variables of Job stress (X₁) had a regression coefficient of -0.089. This variable had a negative influence on performance with the regression coefficient of -0.089. It means that if the variable of Job stress increased by 1 unit, Performance will decrease by 0.089 units with the assumption that the working environment variable (X₂) in constant condition. Given this negative influence, it means that Job Stress and performance variables showed the opposite relationship. This means that if the variable

of Job stress increases the performance will decrease, and if the variable of Job stress decreased, the performance would increase.

- 3) Variable of working environment (X2) had a regression coefficient of 0.250. This variable had a positive influence on Performance with regression coefficient of 0.250. It means that if the variable of working environment increased by 1 unit, performance would increase by 0.250 units with the assumption that the variable of Job stress (X1) in constant condition. Given this positive influence, it means that working environment and Performance variables showed a unidirectional relationship. This means that if the working environment variables increase the performance would increased, and if the working environment variable decreased the performance would decrease.

b. Partial Regression Test (t Test)

The result between p value with a significant level of 5% would be the basis for making a decision whether the hypothesis was accepted or rejected. Table 4.12 is a summary of research results showing the results of p value. To interpret the data in Table 4.12 the hypothesis used:

- 1) H_0 : Job stress (X1) and Working environment (X2) does not have significant and partial influence on Performance (Y).
- 2) H_a : Job stress (X1) and Working environment (X2) has significant and partial influence on Performance (Y).

Hypothesis testing criteria:

- 1) If the probability < 0.05 , H_0 is rejected and H_a is accepted meaning that Job stress and working environment variable has significant and partial influence on employee performance.
- 2) If probability > 0.05 then H_0 is accepted or H_a is rejected, meaning that Job stress and working environment has significant and partial influence on the Performance of employee.

- a) Test on regression coefficients on job stress variable (X_1)

The results of calculations on multiple linear regression obtained t count value of -2.686 and probability of 0.008. Thus, the probability was smaller than 0.05 ($0.019 < 0.05$). Thus, H_0 was rejected and H_a was accepted, meaning that the variable of job stress has a significant and partial influence on Performance. The fourth hypothesis that stated "job stress has a negative influence to job performance" was **accepted**.

- b) Testing on regression coefficients on working environment variable (X_2).

The results of calculations on multiple linear regression obtained t count of 4.079 and probability of 0.000. Thus, the probability was less than 0.05 ($0.000 < 0.05$). Thus, H_0 was rejected and H_a was accepted. It means that the variable of working environment has a significant and partial influence on Performance. The fifth

hypothesis stated "working environment has influence on job performance", is **accepted**.

c. Concurrent Regression Test (F test)

To interpret the data in table 4.12, hypothesis used:

- 1) H_0 : Job stress (X1) and Working environment (X2) does not have significant influence on Performance.
- 2) H_a : Job stress (X1) and Working environment (X2) does have significant influence on Performance.

Criteria testing of hypothesis:

- 1) If p value < 0.05 , H_0 is rejected and H_a is accepted
- 2) If p value > 0.05 , H_0 is accepted and H_a is rejected.

Based on Table 4.12, it can be known that the magnitude of F count was 13.204 and probability was 0.000. It showed that sig F count was smaller than 0.05. Since the sig F count was less than 0.05 ($0.000 < 0.05$), H_a was accepted and H_0 was rejected. It showed that the variable of Job stress (X1) and Working environment (X2) had significant influence on the performance of employees of Bank Mandiri. The sixth hypothesis which stated "Job stress and working environment has an influence on job performance" was **accepted**.

Based on Table 4.12 above, it can also be known that coefficient of determination (R^2 square) was 0.191. It can be interpreted that 19.1% of

Performance can be explained by the two independent variables consisting of Job stress variable (X1) and Working environment (X2). While the rest of 80.9% was influenced by other variables that were not included in the research model.

4.3.6 The influence of Job Satisfaction on Performance

Hypothesis testing was done by performing simple linear regression analysis. The result of simple linear regression analysis result can be shown in Table 4.13 as follows:

Model equation

$$Y = a + bZ$$

The results of multiple linear regression model 3 were follows:

Table 4.13 Simple Linear Regression Result

Variable	Unstandardized Coefficients	Standardized Coefficients	t count	Sig-t	Results
Job satisfaction (X ₂)	0.262	0.333	3.751	0.000	significant
Constants	3.008				
Coefficient of determination (R ²)	0.111				

Source : Primary Data Processed, 2018

$$Y = 3.008 + 0.262Z$$

Based on the regression coefficient in the regression equation about the variables affecting the Performance, it can be interpreted as follows:

- a. Interpretation of Regression Equations

- 1) Constant value of 3.008 means that if the variable of Job satisfaction (Z) was fixed or equal to zero (0), Performance would be 3.008.
- 2) Variable of Job satisfaction (Z) had a regression coefficient of 0.262. This variable had a positive influence on Performance with the regression coefficient of 0.262. It means if the variable of Job satisfaction increased by 1 unit, Performance would increase by 0.262. Given this positive influence, it means that the variables Job satisfaction and Performance showed a unidirectional relationship. This means that if the variable of job satisfaction was increased, performance would increase, and if the variable job satisfaction decreased the performance would decrease.

b. Partial Regression Test (t Test)

The result of p value with a significant level of 5% would be the basis for making a decision whether the hypothesis was accepted or rejected. Table 4.13 was a summary of research results that showed the results of p value. To interpret the data in Table 4.13, the hypothesis used:

- 1) H_0 : Job satisfaction (Z) does not have significant and partial influence on Performance (Y).
- 2) H_a : Job satisfaction (Z) partially has significant and partial influence on Performance (Y).

Hypothesis testing criteria:

- 1) If the probability <0.05 , H_0 is rejected and H_a is accepted, meaning that variable of job satisfaction has significant and partial influence on employee performance.
- 2) If probability > 0.05 , H_0 is accepted or H_a is rejected, meaning that job satisfaction does not have significant and partial influence on employee performance.

The results of calculations on simple linear regression obtained t count of 3.751 and probability of 0.000. The probability was less than 0.05 (0.000 <0.05). Thus, H_0 was rejected and H_a was accepted. It means that the variable of Job satisfaction has a significant and partial influence on Performance. The seventh hypothesis that stated "Job satisfaction has an influence on job performance" was **accepted**.

Based on Table 4.13 above, it can also be known that coefficient of determination (R^2) was 0.111. It can be interpreted that 11.1% of Performance can be explained by job satisfaction variable (Z). While the rest of 88.9% was influenced by other variables that were not included in the research model.

4.4 Path Analysis

Path analysis was done to determine the influence of Job stress variable and working environment on employee performance through job satisfaction by multiplying the result of beta coefficient as described as follows:

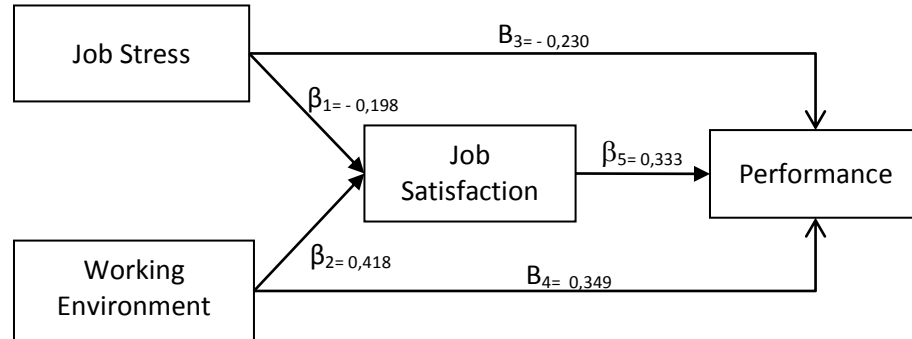


Figure 4.1 Path Diagram Results

Based on the illustration in the figure above, the magnitude of indirect influence and direct influence of the independent variable on the dependent variable were:

1. The influence of job stress variable on performance through job satisfaction was:

$$\begin{aligned}
 &= (\beta_1 \times \beta_5) \\
 &= (-0.198 \times 0.333) \\
 &= -0.066
 \end{aligned}$$

2. The total influence of job stress on performance through job satisfaction was -
 $0.066 + (-0.230) = -0.296$

The result of path test showed that the direct influence of job stress on the performance was equal to -0.230 or by 23%. This value was smaller than the indirect influence of job stress on performance through job satisfaction of -0.296 or 29.6%. Based on these results, it can be stated that the indirect influence was greater than the direct influence. Thus, the hypothesis that stated

"Job satisfaction mediates the influence of job stress on employee performance", was **supported**.

3. The influence of working environment variable on performance through job satisfaction was:

$$= (\beta_2 \times \beta_5)$$

$$= (0.418 \times 0.333)$$

$$= 0.139$$

The influence of total working environment on performance through job satisfaction was $0.139 + 0.349 = 0.488$

The result of path test showed that the direct influence of working environment on performance was equal to 0.349 or 34.9%. This value was smaller than indirect influence of working environment to performance through job satisfaction which was equal to 0.488 or 48.8%. Based on these results it can be stated that the indirect influence was greater than the direct influence. Thus, the hypothesis that stated "Job satisfaction mediates the influence of working environment on employee performance", was **supported**.

With the results of analysis and test that had been done, the results of the hypothesis can be seen in table 4.14:

Table 4.14 Test and Analysis Results

No	Hypothesis	results
1	There is a negative influence in job stress towards job satisfaction	negative and significant
2	There is an influence in working environment towards job satisfaction	positive and significant
3	There is a negative influence in job stress towards job performance	positive and significant
4	There is an influence in working environment towards job performance	positive and significant
5	There is a strong relationship between job satisfaction and job performance	positive and significant
6	There is an influence in job stress and working environment towards job satisfaction	Significant
7	There is an influence in job stress and working environment towards job performance	Significant
8	The influence of job stress on employee performance through job satisfaction	Significant
9	The influence of working environment on employee performance through job satisfaction	Significant

Based on the table it can be concluded that the results of the hypothesis were proven and significant.

4.5 Classic Assumption Test

The classical assumption test in this research included Multicollinearity Test, Heteroscedasticity Test, and Normality Test.

4.5.1 Multicollinearity Test

The test criteria was that if VIF value was less than 10 and the tolerance value was more than 0.10, the proposed regimen model did not contain symptoms of multicollinearity. Multicollinearity test results can be shown in Table 4.15 below:

Table 4.15 Multicollinearity Test

Variable	VIF	Explanation
Job Stress	1.101	No multicollinearity
Working Environment	1.101	No multicollinearity

Source : Primary Data processed, 2018

Based on Table 4.15, it showed that all independent variables had VIF value of less than 10. Thus, the regression model used in this research did not contain symptoms of multicollinearity or in other words H_0 was accepted and H_a was rejected.

4.5.1 Heteroscedasticity Test

Classical assumption analysis on heteroscedasticity test was done by using glejtsjer test. The results of heteroscedasticity testing were shown in Table 4.16.

Table 4.16 Heteroscedasticity Test

Variable	Model I	Model II	Explanation
	P value	P value	
Job Stress	0.378	0.140	No Heteroscedasticity
Working Environment	0.125	0.598	No Heteroscedasticity

Source : Primary Data Processed, 2018

Based on Table 4.16, it can be seen that the value of p value of both regression models greater was than 0.05. Thus it can be concluded that symptoms of

heteroscedasticity system did not occur on the regression model proposed in this research.

4.5.2 Normality Test

Normality test aimed to test whether the intruder or residual variable had a normal distribution in the regression model (Ghozali, 2005). This analysis was used as a statistical analysis to detect residual or normal distributed. Normality test results can be shown in Table 4.17.

Table 4.17 One-Sample Kolmogorov-Smirnov Test

		Model I	Model II
N		115	115
Normal Parameters ^{a,b}	Mean	.0260870	.0469759
	Std. Deviation	.71585967	.80449730
	Absolute	.120	.124
Most Extreme Differences	Positive	.120	.124
	Negative	-.115	-.082
Kolmogorov-Smirnov Z		1.285	1.326
Asymp. Sig. (2-tailed)		.074	.060

Source : Primary Data Processed, 2018

a. Test distribution is Normal.

b. Calculated from data.

Based on Table 4.17, it showed that the value of p value model I of $0.074 > 0.05$ and model II of $0.060 > 0.05$. It can be concluded that the distribution of data on

the equation of the regression model was normally distributed to meet the assumption of normality.

4.6 Discussion of Research Results

4.6.1 The Influence of Job Stress on Job Satisfaction

Based on the results of multiple linear regression analysis of model I, it showed that job stress variable had a significant influence on job satisfaction. It was proven by the results of calculations on multiple regression obtained on t count value of -2.380 and probability of 0.019. Thus, the probability was smaller than 0.05 ($0.019 < 0.05$), H_0 was rejected and H_a was accepted. It means that the higher the job stress experienced by employees, the lower the job satisfaction. Stress was conceived of as pressure from the environment, then as strain within the person. Today stress is generally defined as one of the interactions between the situation and the individual. There are psychological and physical states that resulted from the situation. Nowadays stress is more likely in some situations than others and in some individuals than others. Stress can undermine the achievement of goals, both for individuals and for organizations (Michie, 2002). Employees will feel satisfied in working if the amount of job stress is low. Conversely, if the employee's job stress is high, job satisfaction will be low, even though employees will have saturation in the work.

The results of this research supported the results of previous research conducted by Jehangir et al. (2011) that found negative effects between job stress on job satisfaction. It was also confirmed by Jahanzeb's assessment (2010) who found that there is a negative relationship between job stress and job satisfaction.

4.6.2 The Influence of Working Environment on Job Satisfaction

Based on the result of regression analysis of model 1, it found that working environment had a significant influence on job satisfaction of Bank Mandiri employees. It was proven by the results of calculations on multiple linear regression that obtained t count of 5.019 and probability of 0.000. Thus, the probability is less than 0.05 ($0.000 < 0.05$). H_0 was rejected and H_a was accepted. This means that the better the working environment, the higher the employee job satisfaction. A good working environment will allow employees to carry out the work provided by the company in a comfortable way while the spirit and the work of employees will also be good. Thus, they would feel satisfied with their job. A good working environment or working environment that could support employee job satisfaction would have very good impact for the company in an effort to achieve the effectiveness of the company's work. A good working condition or atmosphere can be created with a conducive and comfortable working environment. If a company or organization pays attention to the working environment in a company or organization, it will be able to reduce employee dissatisfaction. In the contrary if the company does not pay attention or ignore a good working environment, employees will feel dissatisfied in doing the job.

The result of this research had the same result with Ayamolowo et al. (2013) that found environment is like a facility. It otherwise the facility is better, the satisfaction will follow it.

4.6.3 The Influence of Job Stress on Performance

Based on the results of multiple linear regression analysis of model II, it showed that job stress variable had a significant influence on performance. It was proven by the results of calculations on multiple regression that obtained t count value of -2.3686 and probability of 0.008. Thus the probability is smaller than 0.05 ($0.008 < 0.05$). H_0 was rejected and H_a was accepted. It means that the higher the job stress experienced by employees, the higher the performance. Job stress is a dynamic condition whereby an individual is exposed to the opportunities, demands, or resources associated with what the individual desires and whose results are deemed uncertain and unimportant (Robbin, 201). Actually job stress or mental pressure is a natural state, formed in the human self as a response to the setip of desire or will. Stress has a positive impact, the positive impact of stress on a low level to moderate level is functional in the sense of playing a role as a driver to improve employee performance. Stress can arise as a result of pressure or tension that comes from disunity between a person and his environment. In other words, if the means and task demands are not in harmony with one's needs and abilities, he will experience stress.

The results of this research supported previous research conducted by Jehangir et al. (2011) that found negative effects between job stress on performance and job stress on job satisfaction. The research stated that with the increase in job stress, job performance falls. The researcher has proven that job stress is negatively affecting job performance.

4.6.4 The Influence of Working Environment on Performance

Based on the results of regression analysis of model II, it found that the working environment had a significant influence on the performance of Bank Mandiri employees. This was proven by the results of calculations on multiple linear regression that obtained t count of 4.079 and probability of 0.000. Thus, the probability was less than 0.05 ($0.000 < 0.05$). H_0 was rejected and H_a was accepted. This means that the better the working environment the higher the employee's performance. The working environment in Bank Mandiri including coloring, cleanliness, air / ventilation, lighting, music and security. Coloring emphasizes the conditions and changes in color that can help employee to be more concentrate. Cleanliness emphasizes the environment that can support the work atmosphere. Air / ventilation exchange emphasizes air circulation. Information emphasizes the enthusiasm and concentration of employees at work. Security emphasizes system and security guarantees where employees work. Such conditions will improve employee performance, as well the poor performance of the employees depends on the conditions of their working environment.

The results of this research had the same results with Ashraf et al. (2013). He found that there was a positive relationship between working environment and job performance. The organizational environment was deeply affected by the performance of the employees.

4.6.5 The Influence of Job Satisfaction on Performance

Based on the results of regression analysis of model III, it found that job satisfaction had a significant influence on employee performance of Bank Mandiri. It was proven by the results of calculations on simple linear regression that obtained t count of 3.751 and probability of 0.000. Thus, the probability was less than 0.05 ($0.000 < 0.05$). H_0 was rejected and H_a was accepted. This means that the higher the job satisfaction, the higher the employee performance. If job satisfaction can meet the expectations and needs of employees, it will be able to increase employee performance. Employees with high job satisfaction show a positive attitude towards the job. Satisfied employees will speak positively about the organization, employees will have a passion to help other co-workers. Job satisfaction will be obtained if there is a match between expectations with the amount of compensation or the rights received from the company either in the form of material or non materi. If there is a match between expectations and reality, it will affect the improvement of employee performance

The result of this research was the same with Maharani et al. (2013). She found that there is an influence between job satisfaction and job performance. The research found that if the employers have a great experience of satisfaction, it will be affecting the performance. In the performance, employees will feel the satisfaction in the work. Thus, it will be gained if the workers are satisfied the employees. The research was using Generalized Structure Component Analysis (GSCA).

4.6.6 The Influence Job stress on Performance through Job Satisfaction

The result of path test showed that the direct influence of job stress on the performance was equal to -0.230 or by 23%. This value was smaller than the indirect influence of job stress on performance through job satisfaction of -0.296 or 29.6%. Based on these results, it can be stated that the indirect influence was greater than the direct effect. Thus, the hypothesis that stated "Job satisfaction mediates the influence of Job stress on employee performance", was **supported**.

Job stress had significant and negative influence on employee performance through job satisfaction. This showed that the higher the job stress, the lower the job satisfaction. The lower the job stress the higher the job satisfaction. It would improve employee performance indirectly. Actually, job stress or mental pressure is a natural state. If employees experience excessive stress due to excessive workload, and poor working environment (less noise, light and room temperature), usually they tend to feel tired, depressed, sad, and cannot sleep well. This situation will cause dissatisfaction in the work. Thus, that employees are would not have motivation to do their work and will have an influence on performance degradation.

This research was strengthened by Maharani et al. (2013). She found that if the employers have a great experience of satisfaction, it will be affecting the performance. In the performance, employees will feel the satisfaction in the work. Thus it will be gained if the workers are satisfied.

4.6.7 The Influence of Working Environment on Performance through Job

Satisfaction

The result of path test showed that the direct influence of working environment on performance was equal to 0.349 or 34.9%. This value was smaller than indirect influence of working environment on performance through job satisfaction which was equal to 0.488 or 48.8%. Based on these results, it can be stated that the indirect influence was greater than the direct effect. Thus, the hypothesis that stated "Job satisfaction mediates the influence of Working environment on employee performance", was **supported**.

Working environment had significant and positive influence on employee performance through job satisfaction. This indicated that the better the working environment, the higher the job satisfaction. Thus, the influence on its performance was increasing and while the worse the working environment, the lower the job satisfaction and indirectly also resulted decreasing employee performance. This was because the environment is the workplace of an employee covering the physical and non physical environment that can affect the worker in carrying out the given task. In an effort to improve employee performance and job satisfaction of company employees require the existence of good working environment condition. With the attention of the working environment conditions by the company, it is expected to be able to encourage the achievement of increased job satisfaction and ultimately will be achieved improved employee performance.

This research was reinforced by research Ashraf et al. (2013). He stated that the

organizational environment deeply affected the performance of the employees. The job satisfaction is used as a mediating variable between working environment and job performance. All of the variables are shows a strong relationship between them.

CHAPTER V

CONCLUTIONS AND RECOMMENDATIONS

5.1 Conclutions

Based on the results of research about the influence of job stress and working environmental on performance with job satisfaction as a mediation variable on employees of Bank Mandiri DKI Jakarta, it can be concluded as follow:

1. Job stress had negative influence on employee job satisfaction of Bank Mandiri. This means that the higher the job stress, the lower the employee's satisfaction will decrease.
2. Working environment had positive influence on job satisfaction of employees of Bank Mandiri. This means that the better the working environment, the higher the employee satisfaction.
3. Job stress had negative influence on job performance of employee Bank Mandiri. This means that the higher the job stress, the lower the employees performance.
4. Working environment had positive influence on the performance of Bank Mandiri employees. This means that the better the working environment, the higher the employee performance.
5. Job satisfaction had positive influence on employee performance of Bank Mandiri. This means that the higher the employee job satisfaction, the higher the employee performance.

6. Job stress had negative influence on the performance of employees of Bank Mandiri through job satisfaction. This means that the higher the job stress, the lower the job satisfaction and ultimately the performance of Bank Mandiri employees was also decreasing.
7. Working environment had positive influence on the performance of employees of Bank Mandiri through job satisfaction. This means that the better the working environment, the higher the job satisfaction and the performance of Bank Mandiri employees was also increasing.

5.2 Recommendations

Based on the conclusions, there are several suggestions as follow:

1. The management of Bank Mandiri manages the employee's job stress. Thus, it will not have an influence on the decrease of job satisfaction and employee's performance, especially on bad working environment items because it is rated as the lowest by employees. Leaders should create a comfortable and conducive working environment, for example with cool room temperature settings, adequate or bright lighting, and away from noise. The management should pay attention to human resource relation also, for example relation between employee to employee and employee to superiors to make a harmony environment.
2. The management of Bank Mandiri can manage the working environment of employees so as not to affect the decrease in job satisfaction and employee

performance, especially on the indicator of the salary received because the lowest rate was employees. Companies should set a salary in accordance with the workload of employees, the higher the burden or weight of the employee's duties or rewards the higher the salary.

3. Further research should do research on factors that influence performance in addition to stress factors, working environment, and job satisfaction. Thus, it can be used as an extension of research and broaden the knowledge of researchers and other parties.

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Appendix 1

Questionnaire

Kuesioner Penelitian tentang Analisis Pengaruh Stres Kerja dan Lingkungan Kerja Terhadap Kepuasan Kerja terhadap Kinerja Kerja.

Terima kasih atas partisipasi Anda dalam mengisi kuesioner ini dan menjadi salah satu responden dalam penelitian ini. Kuesioner ini merupakan salah satu instrumen penelitian yang dilakukan oleh:

Peneliti: Roes Aldi A.M

NIM: 11311177

Jurusan: Management (IP)

Fakultas: Economics Universitas Islam Indonesia

Saya sangat menghargai jawaban jujur Anda dan memastikan kerahasiaan kuesioner ini. Semoga hasil penelitian ini bisa memberikan kontribusi yang maksimal.

Instruksi Pengisian:

1. Jawab masing-masing pertanyaan ini sesuai pendapat Anda dengan jujur dan mohon dicatat bahwa jawaban kuesioner tidak berhubungan dengan benar atau salah.
2. Pilih jawaban dengan memberi centang (V) di salah satu jawaban yang paling tepat menurut Anda.

Penjelasan:

STS = Sangat Tidak Setuju

S = Setuju

TS = Tidak Setuju

SS = Sangat Setuju

N = Netral

Identitas Responden

Nama Responden (opsional) :

1. Jenis Kelamin:

- a. Pria
- b. Wanita

2. Umur

- a. Kurang dari 20
- b. 21 – 25 tahun
- c. 26 – 30 tahun
- d. 31 – 35 tahun
- e. 36 - 40 tahun
- f. 41 – 45 tahun
- g. 46 – 50 tahun
- h. Lebih dari 50 tahun

3. Lama Bekerja

- a. Kurang dari 5 tahun
- b. 6 – 10 tahun
- c. 11 – 15 tahun
- d. 16 – 20 tahun
- e. 26 – 30 tahun
- f. Lebih dari 30 tahun

4. Pendidikan

- a. SMA
- b. Diploma
- c. S1
- d. S2
- e. S3

STRES KERJA						
No	PERNYATAAN	SS	S	N	TS	STS
1	Saya memiliki sejumlah pekerjaan yang harus dilakukan					
2	Lingkungan kerja saya buruk (kebisingan, cahaya, suhu)					
3	Saya merasa marah					
4	Saya merasa lelah					
5	Saya merasa depresi					
6	Saya merasa sedih					
7	Saya tidak bisa tidur dengan nyenyak					
8	Saya tidak bisa beristirahat					

LINGKUNGAN KERJA						
No	PERNYATAAN	SS	S	N	TS	STS
1	Rekan kerja saya adalah mudah bergaul					
2	Saya puas dengan gaji saya					
3	Saya dapat training and development					
4	Pemimpin saya memperlakukan karyawan dengan hormat					

KEPUASAN KERJA						
No	PERNYATAAN	SS	S	N	TS	STS
1	Kesempatan untuk meminta bantuan kepada rekan kerja					
2	Cara supervisor dan saya mengerti satu sama lain					
3	Jumlah gaji untuk pekerjaan yang saya lakukan					
4	Keamanan kerja saya					
5	Kondisi pekerjaan yang bagus (cahaya, udara, suhu)					
6	Cara saya diperhatikan saat saya bagus melakukan pekerjaan saya					

KINERJA KERJA						
No	PERNYATAAN	SS	S	N	TS	STS
1	Data kerja tepat waktu					
2	Datang dalam pertemuan tepat waktu					
3	Memenuhi deadline kerja					
4	Identifikasi masalah					
5	Memberi solusi untuk masalah					
6	Menggunakan waktu dengan efisien					
7	Mengambil tindakan yang tepat pada masalah yang diperlukan					

Appendix 2

Questionnaire

Research Questionnaire Analysis of the Influence of Job Stress and Working Environment to Job Satisfaction towards Job Performance.

Thank you for your participation in filling out this questionnaire and being one of the respondents in this research. This questionnaire is one of the instruments of research conducted by:

Researcher: Roes Aldi A.M

NIM: 11311177

Department: Management (IP)

Faculty: Economics Universitas Islam Indonesia

I really appreciate your honest answer and ensures its confidentiality of this questionnaire. Hopefully, the result of this research can give the maximum contribution.

Charging Instructions

1. Answer each of these questions according to your opinion honestly and please note that the answers of questionnaire is not related to true or false.
2. Choose an answer by making a checklist (V) in one of the most appropriate answer according to you.

Meaning:

SD = Strongly Disagree

A = Agree

D = Disagree

SA = Strongly Agree

N = Neutral

Respondent Identity

Respondent Name (optional)

1. Gender:

- a. Man
- b. Women

2. Age

- a. less than 20 years
- b. 21 years – 25 years
- c. 26 years – 30 years
- d. 31 years – 35 years
- e. 36 years 40 years
- f. 41 years – 45 years
- g. 46 years – 50 years
- h. More than 50 years

3. Length of Work

- a. Less than 5 years
- b. 6 years – 10 years
- c. 11 years – 15 years
- d. 16 years – 20 years
- e. 26 years - 30 years
- f. More than 30 years

4. Education

- a. High School
- b. Diploma
- c. Bachelor degree
- d. Master degree
- e. Doctoral degree

JOB STRESS						
No	STATEMENT	SA	A	N	D	SD
1	I have an extremely large amount of work to do					
2	My working environment is poor (noise, lightning, temperature)					
3	I have felt angry					
4	I have felt extremely tired					
5	I have been depressed					
6	I have felt sad					
7	I have not been able to sleep well					
8	I have felt restless					

WORKING ENVIRONMENT						
No	STATEMENT	SA	A	N	D	SD
1	My co workers are good communicators					
2	I am satisfied with my salary					
3	I get the training and development					
4	The leaders treat the employees with respect					

JOB SATISFACTION						
No	STATEMENT	SA	A	N	D	SD
1	The chance to have other worker look to me for directions					
2	The way my supervisor and I understand each other					
3	The amount of pay for the work I do					
4	My job security					
5	The working conditions (lightning, ventilation, AC)					
6	The way I am noticed when I do a good job					

JOB PERFORMANCE						
No	STATEMENT	SA	A	N	D	SD
1	Arrives for work on time					
2	Arrives for meeting on time					
3	Meets work deadlines					
4	Identifies problem					
5	Proposes solution for problem					
6	Uses time effectively					
7	Takes appropriate action on problems as necessary					

Appendix 3

Research Data

No	SK1	SK2	SK3	SK4	SK5	SK6	SK7	SK8	Tot	LK1	LK2	LK3	LK4	Tot
1	1	1	1	1	1	1	1	1	8	5	5	5	5	20
2	1	2	3	3	1	1	2	2	15	4	3	4	4	15
3	4	2	2	3	2	2	2	3	20	4	4	4	4	16
4	5	1	1	2	1	2	1	1	14	4	4	4	5	17
5	4	2	2	3	2	2	2	2	19	4	3	4	4	15
6	5	2	2	4	3	3	2	2	23	4	3	4	2	13
7	5	2	3	4	2	1	2	1	20	4	3	4	4	15
8	2	2	1	2	2	1	2	2	14	4	2	4	3	13
9	4	2	2	2	2	2	2	2	18	4	4	4	4	16
10	5	2	4	4	4	4	2	3	28	4	4	4	4	16
11	5	1	1	5	1	1	1	3	18	5	3	5	5	18
12	5	1	3	5	3	3	3	2	25	5	4	5	5	19
13	4	2	2	3	1	3	2	1	18	4	2	2	4	12
14	4	1	1	2	1	2	2	2	15	4	3	4	4	15
15	5	1	1	1	1	1	1	1	12	5	5	5	5	20
16	5	3	4	4	4	4	2	3	29	4	3	3	5	15
17	2	3	1	2	2	2	4	4	20	4	4	4	4	16
18	5	3	3	3	3	2	4	3	26	3	4	3	2	12
19	2	1	2	2	1	1	1	1	11	5	4	4	4	17
20	4	4	2	2	4	2	2	2	22	4	2	2	3	11
21	5	3	3	5	5	5	5	1	32	1	1	2	1	5
22	3	3	2	2	2	3	3	2	20	4	2	2	5	13
23	5	3	2	3	1	1	2	3	20	4	4	4	3	15
24	1	1	2	1	1	2	1	1	10	4	4	4	4	16
25	4	1	1	1	1	1	1	1	11	4	4	4	4	16
26	5	3	2	3	2	2	2	2	21	4	4	4	4	16
27	4	2	2	2	2	2	2	2	18	4	3	4	4	15
28	5	1	1	1	1	1	1	1	12	4	4	4	4	16
29	4	1	1	4	1	1	1	1	14	4	4	4	4	16
30	4	1	2	2	2	2	2	2	17	4	4	4	4	16
31	5	1	1	1	1		2	1	12	5	3	4	4	16
32	5	1	1	2	1	2	1	1	14	4	3	3	4	14
33	5	2	2	4	3	3	3	4	26	4	3	3	3	13
34	5	3	2	2	2	2	2	2	20	5	3	4	4	16
35	5	5	2	4	5	4	4	5	34	5	5	4	4	18
36	4	1	2	2	1	1	3	3	17	4	3	4	4	15

No	SK1	SK2	SK3	SK4	SK5	SK6	SK7	SK8	Tot	LK1	LK2	LK3	LK4	Tot
37	4	1	1	2	1	1	2	2	14	3	4	4	4	15
38	4	3	2	2	2	2	2	2	19	4	4	4	4	16
39	2	1	1	1	1	1	1	1	9	5	4	4	4	17
40	4	4	5	2	5	5	4	2	31	3	3	3	4	13
41	3	2	4	4	4	4	3	2	26	4	3	3	3	13
42	5	3	3	3	3	3	3	3	26	4	4	4	4	16
43	4	4	4	4	4	4	4	4	32	4	4	4	4	16
44	5	1	2	2	2	2	1	1	16	5	3	4	4	16
45	5	3	5	3	5	1	2	1	25	1	3	3	3	10
46	4	4	4	3	4	5	4	3	31	4	5	4	3	16
47	4	4	4	4	4	4	4	4	32	3	4	3	2	12
48	5	1	4	4	4	2	2	2	24	4	4	4	4	16
49	4	2	2	2	2	2	2	2	18	4	4	4	4	16
50	4	3	3	4	2	2	2	2	22	4	2	4	4	14
51	4	4	3	4	2	2	2	2	23	4	2	4	4	14
52	4	2	2	3	2	2	2	2	19	4	4	3	4	15
53	1	1	2	2	2	2	2	2	14	4	3	3	4	14
54	5	2	3	4	2	2	2	3	23	4	3	4	2	13
55	4	2	2	2	2	2	2	2	18	4	4	4	4	16
56	5	1	2	3	2	2	1	2	18	4	4	4	3	15
57	4	1	1	2	1	1	1	2	13	5	4	4	4	17
58	5	3	4	4	4	4	4	5	33	3	2	4	4	13
59	5	4	4	4	4	4	4	4	33	4	4	4	4	16
60	5	4	4	4	4	4	4	4	33	4	4	4	4	16
61	5	4	4	4	4	4	4	4	33	4	4	4	4	16
62	5	4	4	4	4	4	4	4	33	4	4	4	4	16
63	5	4	4	4	4	4	4	4	33	4	4	4	4	16
64	5	4	4	4	4	4	4	4	33	4	4	4	4	16
65	5	4	4	4	4	4	4	4	33	4	4	4	4	16
66	5	4	4	4	4	4	4	4	33	4	4	4	4	16
67	5	4	4	4	4	4	4	4	33	4	4	4	4	16
68	5	4	4	4	4	4	4	4	33	4	4	4	4	16
69	4	4	4	4	4	4	4	4	32	4	4	4	4	16
70	4	4	4	4	4	4	4	4	32	4	4	4	4	16
71	4	4	4	4	4	4	4	4	32	4	4	4	4	16
72	4	3	4	4	4	4	4	4	31	4	4	4	4	16
73	4	4	4	4	3	4	4	4	31	4	4	4	4	16
74	4	4	4	4	4	4	3	4	31	4	4	4	4	16
75	4	4	4	4	4	4	4	4	32	3	4	4	4	15
76	4	4	4	4	4	4	4	4	32	4	4	4	3	15
77	4	4	4	4	4	4	4	4	32	4	4	4	4	16
78	4	4	3	4	4	4	4	4	31	4	4	4	4	16

No	SK1	SK2	SK3	SK4	SK5	SK6	SK7	SK8	Tot	LK1	LK2	LK3	LK4	Tot
79	3	4	4	4	4	4	4	4	31	4	4	4	4	16
80	3	3	4	4	4	4	4	4	30	4	4	4	4	16
81	3	4	4	3	4	4	4	4	30	4	4	4	4	16
82	3	4	4	4	4	4	3	4	30	4	4	4	4	16
83	3	4	4	4	4	4	4	4	31	4	3	4	4	15
84	3	4	4	4	4	4	4	4	31	4	4	4	4	16
85	3	4	4	4	4	4	4	4	31	4	3	4	4	15
86	3	4	3	4	4	4	4	4	30	4	4	4	4	16
87	3	4	4	4	3	4	4	4	30	4	4	4	4	16
88	3	4	4	4	4	4	4	4	31	4	4	4	4	16
89	4	4	4	4	4	4	4	4	32	4	4	4	4	16
90	5	2	3	5	1	4	4	4	28	4	3	3	5	15
91	5	2	2	5	2	4	2	5	27	4	2	5	4	15
92	4	2	2	2	2	2	2	2	18	4	3	3	4	14
93	2	1	1	1	1	1	1	1	9	4	3	2	3	12
94	4	1	3	3	3	3	3	3	23	4	3	3	3	13
95	5	2	2	3	1	2	2	3	20	3	3	3	3	12
96	5	2	3	4	2	3	3	2	24	4	3	4	4	15
97	5	2	2	2	2	2	2	2	19	4	4	4	4	16
98	4	1	1	2	2	2	2	2	16	5	3	2	5	15
99	5	2	2	2	2	2	2	2	19	4	2	4	4	14
100	3	4	1	2	4	4	4	4	26	4	4	4	4	16
101	5	3	2	2	2	2	2	4	22	3	4	3	3	13
102	5	2	2	2	2	2	2	2	19	4	4	5	4	17
103	5	2	2	2	2	1	1	2	17	4	4	4	4	16
104	5	1	3	3	3	3	3	2	23	4	3	4	4	15
105	5	1	1	1	1	1	1	1	12	5	5	5	5	20
106	5	1	2	2	2	2	2	2	18	4	3	4	3	14
107	5	1	1	1	1	1	1	1	12	5	3	3	5	16
108	4	2	2	2	2	2	2	2	18	4	3	3	4	14
109	4	2	2	4	2	2	2	4	22	3	3	4	4	14
110	1	1	1	1	1	1	1	1	8	3	3	4	4	14
111	4	2	2	2	2	2	2	2	18	4	4	4	4	16
112	4	3	3	3	3	3	3	3	25	4	4	4	4	16
113	4	2	1	2	2	2	4	3	20	4	3	4	4	15
114	5	4	3	4	3	4	3	4	30	3	4	4	4	15
115	4	3	2	3	4	3	4	4	27	2	2	2	1	7

No	KK1	KK2	KK3	KK4	KK5	KK6	Tot	KIN1	KIN2	KIN3	KIN4	KIN5	KIN6	KIN7	Tot
1	5	5	5	5	5	5	30	5	5	5	5	5	5	5	35
2	4	4	3	4	4	4	23	4	4	5	5	5	4	5	32
3	3	3	3	3	4	4	20	4	4	4	4	4	5	5	30
4	5	4	4	5	5	5	28	4	4	5	5	5	5	5	33
5	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
6	4	3	3	4	4	3	21	4	4	4	3	4	4	3	26
7	4	4	3	3	4	3	21	3	3	4	4	4	3	4	25
8	3	4	5	5	2	4	23	4	4	5	5	3	4	4	29
9	4	3	4	4	4	3	22	4	4	4	4	4	4	4	28
10	4	3	3	3	4	2	19	4	4	4	4	3	3	3	25
11	5	5	5	5	5	5	30	5	5	5	5	5	5	5	35
12	5	5	3	3	5	3	24	5	5	5	4	4	5	5	33
13	4	4	2	4	2	3	19	3	4	4	4	4	4	4	27
14	5	4	3	4	5	4	25	4	4	4	4	4	4	4	28
15	5	5	5	5	5	5	30	5	5	5	5	5	5	5	35
16	4	4	3	3	4	4	22	4	3	4	4	5	5	5	30
17	4	4	4	4	4	5	25	4	4	5	4	4	4	4	29
18	3	4	4	4	4	3	22	2	2	3	3	2	3	3	18
19	5	4	4	4	5	4	26	4	4	4	4	4	4	4	28
20	4	4	2	4	2	2	18	4	4	4	4	4	4	4	28
21	4	5	5	4	5	4	27	4	5	5	5	4	5	5	33
22	4	4	3	4	4	4	23	4	4	4	2	4	4	4	26
23	4	4	3	4	4	4	23	4	4	3	4	4	4	4	27
24	4	4	4	4	5	4	25	5	5	5	4	4	5	4	32
25	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
26	4	4	4	4	3	4	23	3	3	4	4	4	4	5	27
27	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
28	4	4	4	4	4	4	24	4	4	4	4	4	4	5	29
29	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
30	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
31	5	4	3	5	5	4	26	5	5	5	5	5	5	5	35
32	4	4	3	4	4	4	23	4	4	5	4	5	4	4	30
33	5	3	3	3	4	3	21	4	3	5	4	5	5	5	31
34	4	4	3	3	4	4	22	4	5	5	5	4	4	4	31
35	2	2	1	2	2	1	10	5	5	5	5	5	5	5	35
36	4	4	3	3	4	4	22	4	4	4	4	4	4	4	28
37	4	4	4	3	4	3	22	4	3	4	4	4	4	4	27
38	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
39	4	4	3	5	5	4	25	4	4	4	4	5	4	4	29

40	3	4	4	2	2	2	17	4	4	4	4	4	4	4	28
41	3	2	3	4	4	3	19	4	4	4	4	3	3	3	25
42	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
43	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
44	4	4	3	5	5	4	25	4	4	4	4	4	4	4	28
45	4	3	4	5	5	4	25	4	4	5	4	4	3	4	28
46	4	5	4	3	4	5	25	3	4	4	3	4	4	3	25
47	3	4	4	3	4	3	21	4	3	3	4	4	3	4	25
48	5	5	4	5	4	3	26	4	4	4	4	4	4	4	28
49	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
50	4	4	2	4	4	4	22	4	4	4	4	4	3	4	27
51	4	4	2	4	4	4	22	4	4	4	4	4	3	4	27
52	4	4	3	4	4	4	23	4	4	4	4	4	4	4	28
53	4	4	3	4	5	4	24	4	4	4	4	4	4	4	28
54	5	4	3	4	4	4	24	4	4	4	4	4	4	4	28
55	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
56	4	5	4	4	4	4	25	2	2	4	2	4	4	4	22
57	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
58	3	4	3	4	4	4	22	4	4	4	4	4	4	4	28
59	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
60	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
61	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
62	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
63	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
64	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
65	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
66	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
67	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
68	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
69	4	4	4	4	4	4	24	3	4	4	4	4	4	4	27
70	4	4	4	4	4	3	23	3	4	4	4	4	4	4	27
71	4	4	4	4	4	4	24	3	4	4	4	4	4	4	27
72	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
73	4	4	4	4	4	4	24	3	4	4	4	4	4	4	27
74	4	4	4	4	4	4	24	3	4	4	4	4	4	4	27
75	4	4	4	4	4	4	24	3	4	4	4	4	4	4	27
76	4	4	4	4	4	4	24	3	4	4	4	4	4	4	27
77	4	4	3	4	4	4	23	3	4	4	4	4	4	4	27
78	4	4	4	4	4	4	24	3	4	4	4	4	4	4	27
79	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28

80	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
81	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
82	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
83	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
84	4	4	3	4	4	4	23	4	4	4	4	4	4	4	28
85	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
86	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
87	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
88	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
89	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
90	4	4	3	5	5	4	25	4	4	4	4	4	4	4	28
91	5	4	2	5	5	4	25	4	4	4	4	4	4	5	29
92	4	4	4	4	4	4	24	3	3	3	3	4	4	4	24
93	4	3	4	4	5	4	24	5	4	4	4	4	4	4	29
94	3	3	3	4	4	3	20	4	4	4	4	4	4	4	28
95	3	3	3	3	3	3	18	3	3	3	3	3	3	3	21
96	4	4	3	4	4	3	22	4	4	4	4	4	4	4	28
97	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
98	4	4	4	4	4	4	24	3	4	4	4	4	5	4	28
99	3	4	4	3	4	3	21	4	4	3	4	4	4	4	27
100	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
101	3	3	4	4	4	4	22	4	4	4	4	4	4	4	28
102	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
103	4	4	4	4	5	4	25	4	4	4	4	4	4	4	28
104	4	5	5	5	5	5	29	4	4	4	4	4	4	4	28
105	5	5	5	5	5	5	30	5	5	5	5	5	5	5	35
106	4	4	4	5	5	4	26	4	4	4	4	4	4	4	28
107	5	4	2	5	5	5	26	5	5	5	5	5	5	5	35
108	5	4	3	4	4	4	24	4	4	4	4	4	4	4	28
109	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
110	4	4	4	4	4	3	23	4	4	4	4	4	4	4	28
111	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
112	4	4	4	4	4	4	24	4	4	4	4	4	4	4	28
113	4	4	3	4	3	3	21	4	4	4	4	4	4	4	28
114	3	4	4	4	4	4	23	4	4	4	4	4	4	4	28
115	2	2	2	2	2	1	11	4	3	4	3	4	4	4	26

Appendix 4

Validity and Reliability Test

Correlations

		SK1	SK2	SK3	SK4	SK5	SK6
SK1	Pearson Correlation	1	.060	.120	.279**	.137	.130
	Sig. (2-tailed)		.522	.201	.003	.145	.169
	N	115	115	115	115	115	114
SK2	Pearson Correlation	.060	1	.726**	.572**	.794**	.764**
	Sig. (2-tailed)	.522		.000	.000	.000	.000
	N	115	115	115	115	115	114
SK3	Pearson Correlation	.120	.726**	1	.705**	.826**	.774**
	Sig. (2-tailed)	.201	.000		.000	.000	.000
	N	115	115	115	115	115	114
SK4	Pearson Correlation	.279**	.572**	.705**	1	.627**	.688**
	Sig. (2-tailed)	.003	.000	.000		.000	.000
	N	115	115	115	115	115	114
SK5	Pearson Correlation	.137	.794**	.826**	.627**	1	.832**
	Sig. (2-tailed)	.145	.000	.000	.000		.000
	N	115	115	115	115	115	114
SK6	Pearson Correlation	.130	.764**	.774**	.688**	.832**	1
	Sig. (2-tailed)	.169	.000	.000	.000	.000	
	N	114	114	114	114	114	114
SK7	Pearson Correlation	.054	.800**	.720**	.629**	.800**	.850**
	Sig. (2-tailed)	.566	.000	.000	.000	.000	.000
	N	115	115	115	115	115	114
SK8	Pearson Correlation	.104	.750**	.601**	.670**	.653**	.733**
	Sig. (2-tailed)	.268	.000	.000	.000	.000	.000
	N	115	115	115	115	115	114
Tot	Pearson Correlation	.275**	.866**	.864**	.811**	.897**	.911**
	Sig. (2-tailed)	.003	.000	.000	.000	.000	.000
	N	115	115	115	115	115	114

Correlations

		SK7	SK8	Tot
SK1	Pearson Correlation	.054	.104	.275
	Sig. (2-tailed)	.566	.268	.003
	N	115	115	115
SK2	Pearson Correlation	.800	.750	.866**
	Sig. (2-tailed)	.000	.000	.000
	N	115	115	115
SK3	Pearson Correlation	.720	.601**	.864
	Sig. (2-tailed)	.000	.000	.000
	N	115	115	115
SK4	Pearson Correlation	.629**	.670**	.811**
	Sig. (2-tailed)	.000	.000	.000
	N	115	115	115
SK5	Pearson Correlation	.800	.653**	.897**
	Sig. (2-tailed)	.000	.000	.000
	N	115	115	115
SK6	Pearson Correlation	.850	.733**	.911**
	Sig. (2-tailed)	.000	.000	.000
	N	114	114	114
SK7	Pearson Correlation	1	.784**	.890**
	Sig. (2-tailed)		.000	.000
	N	115	115	115
SK8	Pearson Correlation	.784	1**	.837**
	Sig. (2-tailed)	.000		.000
	N	115	115	115
Tot	Pearson Correlation	.890**	.837**	1**
	Sig. (2-tailed)	.000	.000	
	N	115	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	114	99.1
	Excluded ^a	1	.9
	Total	115	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.920	8

Correlations

Correlations

		LK1	LK2	LK3	LK4	Tot
LK1	Pearson Correlation	1	.322**	.404**	.589**	.759**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	115	115	115	115	115
LK2	Pearson Correlation	.322**	1	.507**	.284**	.724**
	Sig. (2-tailed)	.000		.000	.002	.000
	N	115	115	115	115	115
LK3	Pearson Correlation	.404**	.507**	1	.397**	.761**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	115	115	115	115	115
LK4	Pearson Correlation	.589**	.284**	.397**	1	.755**
	Sig. (2-tailed)	.000	.002	.000		.000
	N	115	115	115	115	115
Tot	Pearson Correlation	.759**	.724**	.761**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	115	115	115	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	115	100.0
	Excluded ^a	0	.0
	Total	115	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.736	4

Correlations

		KK1	KK2	KK3	KK4	KK5	KK6
KK1	Pearson Correlation	1	.569**	.167	.528**	.584**	.529**
	Sig. (2-tailed)		.000	.075	.000	.000	.000
	N	115	115	115	115	115	115
KK2	Pearson Correlation	.569**	1	.479**	.412**	.366**	.582**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	115	115	115	115	115	115
KK3	Pearson Correlation	.167	.479**	1	.322**	.286**	.490**
	Sig. (2-tailed)	.075	.000		.000	.002	.000
	N	115	115	115	115	115	115
KK4	Pearson Correlation	.528**	.412**	.322**	1	.542**	.631**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	115	115	115	115	115	115
KK5	Pearson Correlation	.584**	.366**	.286**	.542**	1	.615**
	Sig. (2-tailed)	.000	.000	.002	.000		.000
	N	115	115	115	115	115	115
KK6	Pearson Correlation	.529**	.582**	.490**	.631**	.615**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	115	115	115	115	115	115
Tot	Pearson Correlation	.727**	.741**	.638**	.761**	.758**	.865**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115

Correlations

		Tot
KK1	Pearson Correlation	.727
	Sig. (2-tailed)	.000
	N	115
KK2	Pearson Correlation	.741**
	Sig. (2-tailed)	.000
	N	115
KK3	Pearson Correlation	.638
	Sig. (2-tailed)	.000
	N	115
KK4	Pearson Correlation	.761**
	Sig. (2-tailed)	.000
	N	115
KK5	Pearson Correlation	.758**
	Sig. (2-tailed)	.000
	N	115
KK6	Pearson Correlation	.865**
	Sig. (2-tailed)	.000
	N	115
Tot	Pearson Correlation	1**
	Sig. (2-tailed)	
	N	115

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	115	100.0
	Excluded ^a	0	.0
	Total	115	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.894	7

Correlations

		KIN1	KIN2	KIN3	KIN4	KIN5	KIN6
KIN1	Pearson Correlation	1	.684**	.512**	.551**	.483**	.447**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	115	115	115	115	115	115
KIN2	Pearson Correlation	.684**	1	.603**	.669**	.422**	.509**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	115	115	115	115	115	115
KIN3	Pearson Correlation	.512**	.603**	1	.609**	.567**	.576**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	115	115	115	115	115	115
KIN4	Pearson Correlation	.551**	.669**	.609**	1	.471**	.439**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	115	115	115	115	115	115
KIN5	Pearson Correlation	.483**	.422**	.567**	.471**	1	.663**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	115	115	115	115	115	115
KIN6	Pearson Correlation	.447**	.509**	.576**	.439**	.663**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	115	115	115	115	115	115
KIN7	Pearson Correlation	.443**	.371**	.575**	.578**	.721**	.720**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115
Tot	Pearson Correlation	.767**	.788**	.804**	.790**	.774**	.783**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115

Correlations

		KIN7	Tot
KIN1	Pearson Correlation	.443	.767**
	Sig. (2-tailed)	.000	.000
	N	115	115
KIN2	Pearson Correlation	.371**	.788
	Sig. (2-tailed)	.000	.000
	N	115	115
KIN3	Pearson Correlation	.575**	.804**
	Sig. (2-tailed)	.000	.000
	N	115	115
KIN4	Pearson Correlation	.578**	.790**
	Sig. (2-tailed)	.000	.000
	N	115	115
KIN5	Pearson Correlation	.721**	.774**
	Sig. (2-tailed)	.000	.000
	N	115	115
KIN6	Pearson Correlation	.720**	.783**
	Sig. (2-tailed)	.000	.000
	N	115	115
KIN7	Pearson Correlation	1**	.789**
	Sig. (2-tailed)		.000
	N	115	115
Tot	Pearson Correlation	.789**	1**
	Sig. (2-tailed)	.000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Reliability performance
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	115	100.0
	Excluded ^a	0	.0
	Total	115	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.838	6

Appendix 5

Multiple Regressions Linear Result

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	x2, x1 ^b	.	Enter

a. Dependent Variable: z

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.481 ^a	.231	.218	.41239

a. Predictors: (Constant), x2, x1

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.732	2	2.866	16.852	.000 ^b
Residual	19.048	112	.170		
Total	24.780	114			

a. Dependent Variable: z

b. Predictors: (Constant), x2, x1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.753	.324		8.498	.000
x1	-.098	.041	-.198	-2.380	.019
x2	.380	.076	.418	5.019	.000

a. Dependent Variable: z

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	x2, x1 ^b	.	Enter

a. Dependent Variable: y

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.176	.33336

a. Predictors: (Constant), x2, x1

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.935	2	1.467	13.204	.000 ^b
Residual	12.446	112	.111		
Total	15.381	114			

a. Dependent Variable: y

b. Predictors: (Constant), x2, x1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.346	.262		12.779	.000
1 x1	-.089	.033	-.230	-2.686	.008
x2	.250	.061	.349	4.079	.000

a. Dependent Variable: y

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	z ^b	.	Enter

a. Dependent Variable: y

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.333 ^a	.111	.103	.34791

a. Predictors: (Constant), z

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.703	1	1.703	14.071	.000 ^b
Residual	13.678	113	.121		
Total	15.381	114			

a. Dependent Variable: y

b. Predictors: (Constant), z

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.008	.275		10.937	.000
	Z	.262	.070	.333	3.751	.000

a. Dependent Variable: y

Appendix 6

Classical Assumption

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Model I	Model II
N		115	115
Normal Parameters ^{a,b}	Mean	.0260870	.0469759
	Std. Deviation	.71585967	.80449730
Most Extreme Differences	Absolute	.120	.124
	Positive	.120	.124
	Negative	-.115	-.082
Kolmogorov-Smirnov Z		1.285	1.326
Asymp. Sig. (2-tailed)		.074	.060

a. Test distribution is Normal.

b. Calculated from data.

Multicollinearity Test Model 1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.753	.324		8.498	.000
1 x1	-.098	.041	-.198	-2.380	.019
x2	.380	.076	.418	5.019	.000

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 x1	.989	1.011
x2	.989	1.011

a. Dependent Variable: z

Multicollinearity Test Model 2

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.346	.262		12.779	.000
1 x1	-.089	.033	-.230	-2.686	.008
x2	.250	.061	.349	4.079	.000

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	x1	.989	1.011
	x2	.989	1.011

a. Dependent Variable: y

Heteroscedasticity Test model 1**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.165	.376		3.098	.002
1 x1	-.042	.048	-.083	-.886	.378
x2	-.136	.088	-.145	-1.544	.125

a. Dependent Variable: ABS_RES

Heteroscedasticity Test model 2**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.659	.455		1.449	.150
1 x1	-.086	.058	-.140	-1.487	.140
x2	.056	.106	.050	.528	.598

a. Dependent Variable: ABS_RES

Appendix 7
Permission Letter



Tanggal : 13 April 2018
Lampiran :-

Kepada Yth.
Universitas Islam Indonesia
International Program
Business and Economics Department
Di tempat

PT Bank Mandiri (Persero) Tbk.
Plaza Mandiri
Jl. Jend. Gatot Subroto Kav. 36-38
Jakarta 12190, Indonesia
Tel. (62-21) 526 5045, 526 5095
Fax. (62-21) 527 4477, 527 5577
www.bankmandiri.co.id



Perihal : Validasi Pengumpulan Data Skripsi atas nama Roes Aldi Asaddiari Maulidka

Menanggapi surat permohonan dari Universitas Islam Indonesia No. 039/Prodi/10/IPFE-UII/1/2018 perihal permohonan untuk mengambil data penelitian, dengan ini kami sampaikan bahwa mahasiswa dengan detail informasi sebagai berikut:

Nama : Roes Aldi Asaddiari Maulidka
Program Studi : Manajemen (Program Internasional)
No Induk : 11311177
Judul Skripsi : *"The Analysis of the Influence of Job Stress and Work Environment on Job Satisfaction towards Job Performance"*

Telah mengambil data sebagaimana disebutkan pada surat terlampir dan sesuai dengan ketentuan internal PT. Bank Mandiri (Persero) Tbk. Data yang telah diambil sebagaimana yang dibutuhkan Saudara kami harapkan digunakan sesuai dengan tujuan awal yaitu untuk keperluan penyelesaian penelitian dan tidak disalahgunakan untuk mendapatkan keuntungan pihak lain.

Demikian disampaikan, terima kasih atas perhatian dan kerjasamanya.

 **TREASURY RETAIL COVERAGE DEPARTMENT** 


Firman Nugraha
Vice President