

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

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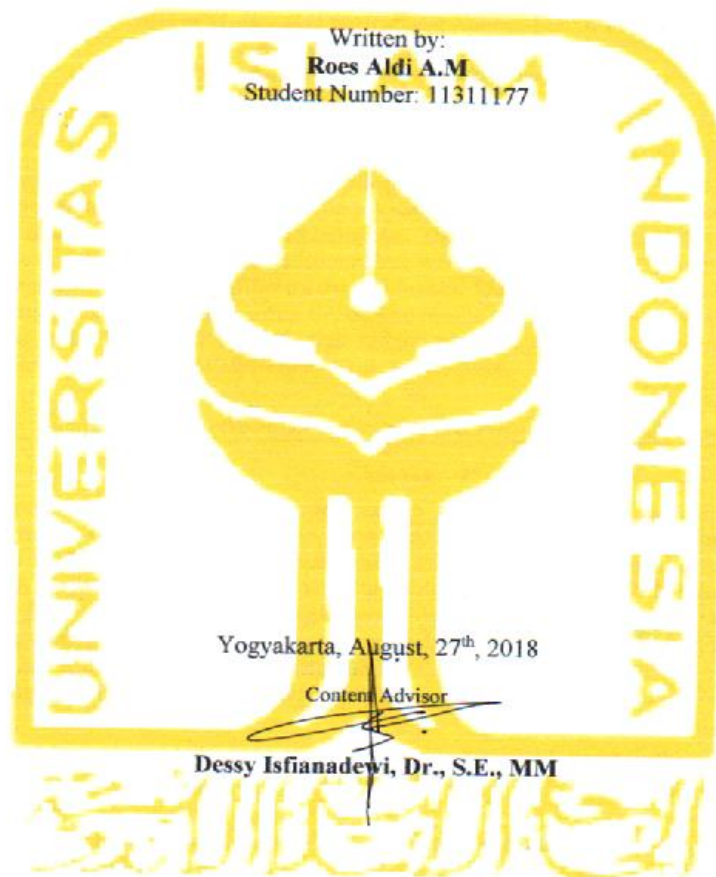
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# THE ANALYSIS OF THE INFLUENCE OF JOB STRESS AND WORKING ENVIRONMENT ON JOB SATISFACTION TOWARD JOB PERFORMANCE AT PT BANK MANDIRI

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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.

**Keywords:** Job Stress, Working Environment, Job Satisfaction, Performance, PT. Bank Mandiri

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## 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

## Introduction

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).

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 satisfac-

tion. 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).

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.

### **Literature Review**

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).

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 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 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.

## Research Methods

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

**Table 1 Result of Multiple Linear Regressions**

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

Source : Primary Data Processed, 2018

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, Ho was rejected and Ha was accepted, meaning that the variable of job stress had partially and significant influence on job satisfaction. The hypothesis that stated "job stress has negative influence on job satisfaction" was **accepted**.

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, Ho was rejected and Ha was accepted. It means that the variable of Working environment has partially and significant influence on Job Satisfaction. The hypothesis that stated "working environment has an influence on job satisfaction", was **accepted**.

### The Influence of Job Stress and Working Environment on Performance

**Table 2 Result of Multiple Linear Regressions**

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

Source : Primary Data processed, 2018

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, Ho was rejected and Ha was accepted, meaning that the variable of job stress has a significant and partial influence on Performance. The hypothesis that stated "job stress has a negative influence to job performance" was **accepted**.

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

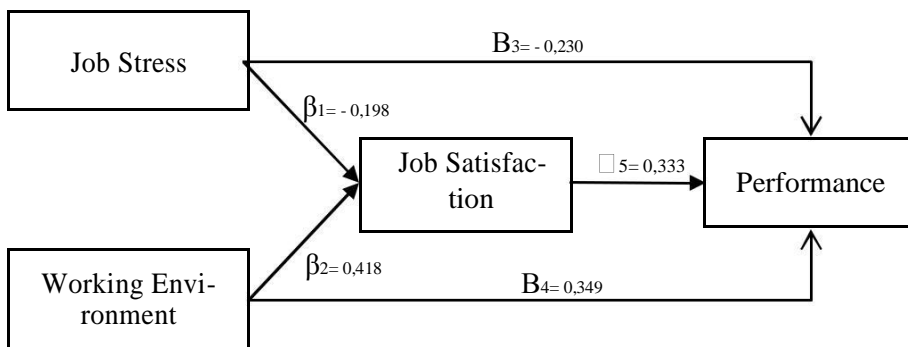
**The influence of Job Satisfaction on Performance**

**Table 3 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

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 hypothesis that stated "Job satisfaction has an influence on job performance" was **accepted**.



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**.

### **Results and Discussion**

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.

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.

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.

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.

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.

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.

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.

### **Conclusion**

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.

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