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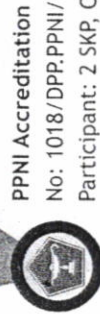
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THE INFLUENCE OF JOB STRESS AND WORKING ENVIRONMENT ON JOB SATISFACTION TOWARD JOB PERFORMANCE

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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 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 model used in this research was multiple linear regressions. The results of this research proved that job stress significant influence to job satisfaction because the value of significance is 0.019 ($p < 0.05$). Work environment with the value of significance of 0.000 ($p < 0.05$) is prove to have significant influence to job satisfaction. Job stress also proved to have significant influence to job performance based on the value of significance is 0.008 ($p < 0.05$). Besides that, work environment with the value of significance is 0.000 ($p < 0.05$) proved to have significance value to job performance. Lastly, job satisfaction with the value of significance is 0.000 ($p < 0.05$) prove to have a significant value to job performance.

Keywords: Job Stress, Working Environment, Job Satisfaction, Job Performance

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 job satisfaction. Working environment can be the major key to the organizational performance. Good working environment can increase the job performance by the job 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).

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 workplace 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, Jain and Kaur (2014) 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 teamwork. 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. 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.

According to Javed (2014), 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. Ayamolowo (2013) describe job satisfaction as the individual his or her feelings about the job or the activities that happen in the company.

According to Atteya (2012), 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.

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

H1: Job Stress has negative influence on job satisfaction

H2: Working environment has an influence on job satisfaction

H3: Job stress has negative influence on job performance.

H4: Working environment has an influence on job performance.

H5: Job satisfaction has strong relationship with job performance.

H6: Job stress had an influence on job performance through job satisfaction.

H7: Working environment had an influence on job performance through job satisfaction.

Research Methods

The study followed the quantitative research approach for data analysis. Specifically, a survey questionnaire was designed to examine the influence of HRM practices especially job stress, working environment on job satisfaction toward job performance. This research was conducted at Bank Mandiri. As primary data, each point of answer on the questionnaire was determined by using Likert scare score (Strongly agree [5] and strongly disagree [1]). 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. Approximately, the respondents are grouped from less than 20 years old until more than 50 years old. The analytical model used in this research was multiple linear regressions by using SPSS as tools to analyze the data.

Result and Discussion

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 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				
Coeff of Determination (R ²)	0.231				
Multiple Correlations (R)	0.481				
F count	16.852				
Sig F	0.000				

Source: Primary Data Processed, 2018

The results of multiple linear regression analysis of model I obtained β coefficient of -0.098 and significant value of 0.019 ($p < 0.05$). Thus, Ho was rejected, meaning that the variable of job stress had negative significant influence on job satisfaction. The hypothesis that stated

"job stress has negative influence on job satisfaction" was **supported**. It showed that the higher the job stress experienced by employees, the lower the job satisfaction.

The results of multiple linear regression analysis of model 1 obtained β coefficient of 0.380 and significant value of 0.000 ($p < 0.05$). Thus, H_0 was rejected. It means that the variable of working environment has positive significant influence on job satisfaction. The hypothesis that stated "working environment has an influence on job satisfaction", was **supported**. This means that the better the working environment, the higher the employee job satisfaction.

The Influence of Job Stress and Working Environment on Job Performance

Table 2 Result 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				
Coeff of Determination (R^2)	0.191				
Multiple Correlations (R)	0.437				
F Count	13.204				
Sig F	0.000				

Source: Primary Data processed, 2018

The results of multiple linear regression analysis of model II obtained β coefficient of -0.089 and significant value of 0.008 ($p < 0.05$). Thus, H_0 was rejected, meaning that the variable of job stress has a negative significant influence on job performance. The hypothesis that stated "job stress has a negative influence to job performance" was **supported**. It means that the higher the job stress experienced by employees, the higher the job performance.

The results of multiple linear regression analysis of model II obtained β coefficient of 0.250 and significant value of 0.000 ($p < 0.05$). Thus, H_0 was rejected. It means that the variable of working environment has a positive significant influence on job performance. The hypothesis stated "working environment has influence on job performance", is **supported**. This means that the better the working environment the higher the employee's job performance.

The influence of Job Satisfaction on Job 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 simple linear regression analysis of model III obtained β coefficient of 0.262 and significant value of 0.000 ($p < 0.05$). Thus, H_0 was rejected. It means that the variable of Job satisfaction has a positive significant influence on job performance. The hypothesis that stated "Job satisfaction has an influence on job performance" was **supported**. This means that the higher the job satisfaction, the higher the employee job performance.

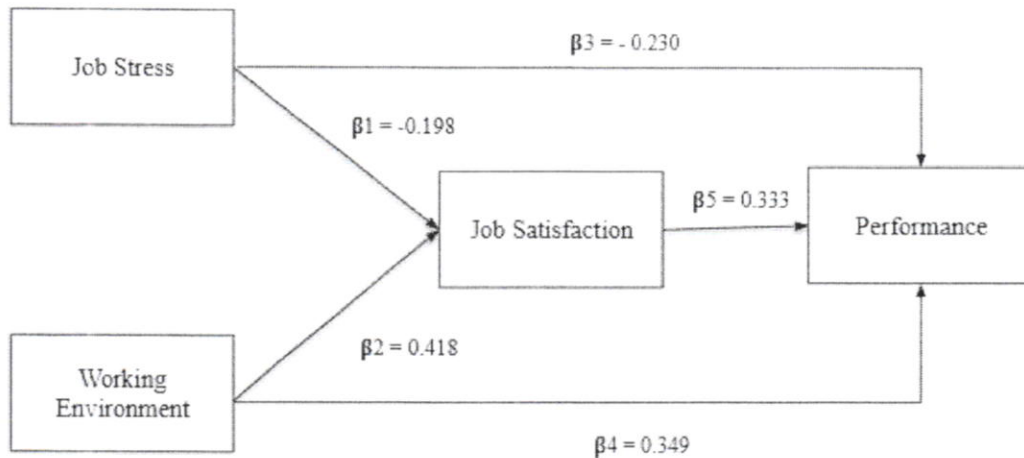


Figure 1

1. The influence of job stress variable on job performance through job satisfaction was:
 - = $(\beta_1 \times \beta_5)$
 - = $(-0.198) \times (0.333)$
 - = -0.066
2. The total influence of job stress on job 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 job performance was equal to -0.230 or by 23%. This value was smaller than the indirect influence of job stress on job 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 job performance", was **supported**.
3. The influence of working environment variable on job performance through job satisfaction was:
 - = $(\beta_2 \times \beta_5)$
 - = (0.418×0.333)
 - = 0.139

The influence of total working environment on job 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 job performance was equal to 0.349 or 34.9%. This value was smaller than indirect influence of working environment to job 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 job performance", was **supported**.

Conclusion

Based on the results of research about the influence of job stress and working environment on job 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.
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 job 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 job performance.
5. Job satisfaction had positive influence on job performance of Bank Mandiri. This means that the higher the employee job satisfaction, the higher the job 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.

Recommendations

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 job 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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