



The impact of work stress, work communication, and work discipline on employee performance at PT. Ferdinand Mandiri

Feberius Buulolo¹, Ferdinand A. Sm Hutapea¹, Merlina Nababan¹, Andre Fitriano^{1*}, Tri Siwi Agustina²

¹Prima Indonesia University

²Airlangga University

Corresponding Author: andrefitriano@unprimdn.ac.id

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ABSTRACT

This research is conducted with the background to achieve the author's objective, which is to study and describe the influence of work stress, work communication, and work discipline on employee performance at PT Ferdinand Mandiri. The results obtained by the researcher on the influence of work stress, work communication, and work discipline on employee performance in the company are not yet optimal. Therefore, research is carried out using scientific methods. The sample of this research uses the Slovin formula, thus obtaining 30 employees of PT Ferdinand Mandiri. The first process is done by measuring the sample data responses using validity tests and reliability tests. Subsequently, the test results are measured with classic assumption tests (normality test, multicollinearity test, heteroscedasticity test) and hypothesis tests using partial t-tests, simultaneous F tests, and multiple linear regression tests. The results of this study show that, partially, work communication and work discipline significantly influence the performance of employees at PT Ferdinand Mandiri. Meanwhile, work stress does not significantly affect the performance of employees at PT Ferdinand Mandiri. Simultaneously, work stress, work communication, and work discipline have a positive and significant simultaneous effect on the performance of employees at PT Ferdinand Mandiri.

Keywords: work stress, work communication, work discipline, employee performance.

1. INTRODUCTION

PT Ferdinand Mandiri is a private company engaged in the service bureau sector, operating since 2002. This company is one of the providers of workforce to companies whose vision and mission must be able to deliver the best possible performance, in order to remain competitive and superior compared to other labor service providers. The following is an initial survey of PT Ferdinand Mandiri in the Human Resources department showing that employee performance is not yet optimal because there are still some employees who are not performing well.

Table 1. Initial Employee Performance Survey

No	Question	Yes	%	No	%
1	I can handle work exceeding the volume set by the management	15	50%	15	50%
2	I can achieve quality based on the company's set requirements	10	33%	20	67%
3	I have knowledge about the company's job	13	43%	17	57%
4	I am ready to work with others or fellow members	25	83%	5	17%

Source: 30 Employees from PT Ferdinand Mandiri, 2023.

Based on the initial survey in table 1.1, it can be seen that as much as 67% of employees have not been able to reach the set quality based on the conditions set by the company at PT Ferdinand Mandiri. Then, as much as 57% still lack extensive knowledge about the jobs at PT Ferdinand Mandiri.

Then, as much as 57% still lack extensive knowledge about the jobs at PT Ferdinand Mandiri. Work stress that is too high experienced by employees has led to a high number of resignations due to the misalignment between salaries and tasks and heavy workload. Employees resign from the company due to imbalanced salary compensation with the work, conflicts, and heavy workload (Asiri et al., 2023). Communication can also affect the decrease in employee performance in the company. Particularly, issues with communication within the company, such as a lack of clarity, often lead to miscommunication (Abbas et al., 2022). The information shared among employees is not yet reliable, causing conflicts at work. Furthermore, work discipline plays a role in the decrease of employee performance (Maskuroh et al., 2023). Poor time management such as coming late to the office, returning late from breaks, and not leaving the office on time are all symptoms of this issue. This is because employees tend to have low discipline both in their work and their working hours. Performance is the result of work achieved by an individual in carrying out the tasks assigned to them based on their experience and time commitment (Ekowati et al., 2023). Therefore, having high-performing employees in the company can improve the company's performance (Fahlevi et al., 2022). In other words, the sustainability of a company is determined by the performance of its employees.

2. LITERATURE REVIEW

Work Stress Theory

According to Asih (2018:2), work stress is a condition of tension that creates physical and psychic imbalance that affects the emotions, thought process, and condition of an employee. According to Jafar (2018:14), the indicators of work stress are as follows: Task demands, Role demands, Interpersonal demands, Organizational structure, Organizational leadership.

Work Communication Theory

According to Arni (2016:4), communication is the exchange of verbal or non-verbal messages between the sender and receiver of the message to change behavior. According to Sutardji (2016:10-11), there are several indicators of effective communication, as follows: Understanding, Pleasure, Influence on attitudes, Better relationships, Action.

Work Discipline Theory

According to Hasibuan (2018:193), discipline is the awareness and willingness of someone to adhere to company regulations and prevailing social norms. According to Hartatik (2018:200), the indicators that influence the level of employee discipline in an organization are as follows: Objectives and capabilities, Leadership role model, Fairness and justice, Inherent supervision, Punishment sanctions, Humanitarian relationship.

Employee Performance Theory

According to Mangkunegara (2017:67), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their tasks according to the responsibility given to them. According to Wibowo (2018:235), performance indicators that can be used to measure employee performance include: Productivity, Quality, Timeliness, cycle time, Resource utilization, and cost.

Hypothesis Development

According to Sunyoto (2016:215), the stress experienced by employees due to the environment they face will affect their performance and job satisfaction. Therefore, management needs to improve the quality of the employee's organizational environment. According to Nurmasari (2015:192), communication is defined as the process of transferring ideas or information from one person to another. Communication is not only about words spoken by someone but has a broader meaning such as facial expressions, intonations, and so on. According to Sutrisno (2013:177), the discipline issue of employees within the organization, both superiors and subordinates, will shape the performance of the organization. The performance of the organization will be achieved if the performance of individuals or group performance is improved

Conceptual Framework

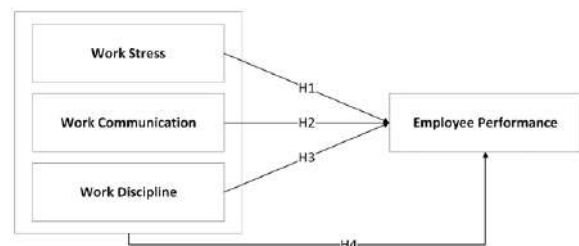


Figure 1. Conceptual framework

Research Hypothesis

The hypotheses in this study are as follows:

- H1: Work stress partially affects the performance of employees at PT Ferdinand Mandiri
- H2: Work communication partially affects the performance of employees at PT Ferdinand Mandiri
- H3: Work discipline partially affects the performance of employees at PT Ferdinand Mandiri
- H4: Work stress, work communication and work discipline simultaneously affect the performance of employees at PT Ferdinand Mandiri.

3. RESEARCH METHODS

This research uses a quantitative approach. Sugiyono (2017:8) defines quantitative research as a research method based on the philosophy of positivism. The type of research used here is descriptive research. According to Sugiyono (2017:35), descriptive research is a formulation of a problem that relates to the question of the existence of one or more variables. The nature of this research is explanatory/descriptive causality. Explanatory research aims to test a research hypothesis to reinforce or possibly reject a theory or hypothesis from existing research results. The population, according to Sugiyono (2017:80), is a generalization region consisting of objects/subjects that have specific qualities and characteristics determined by the researcher for study and subsequent conclusion. The population of this research is the employees of PT Ferdinand Mandiri. A sample, according to Sugiyono (2017:81), is a part of the number and characteristics possessed by the population. This research uses Accidental Sampling techniques, randomly sampling the employees of PT Ferdinand Mandiri. There are 30 respondents from PT Ferdinand Mandiri.

The data collection technique used in this research is documentation. Document studies in this research complement the observation and questionnaire methods for employees at PT Ferdinand Mandiri. The research data sources include primary data from questionnaire responses and secondary data, such as company profiles and other data obtained from books, theories, and data related to the investigated problem. The operational definitions for each independent and dependent variable are as follows: Work Stress (X1) is a state of tension that affects an individual's emotions, thought processes, and physical condition, with indicators such as job demands, role demands, interpersonal demands, organizational structure, and organizational leadership, measured using a Likert scale. Work Communication (X2) has many meanings, distinguishable as social communication within context, with indicators such as understanding, pleasure, influence on attitudes, good relationships, and actions, measured using a Likert scale. Work Discipline (X3) is an individual's willingness and readiness to obey and follow established rules and regulations, with indicators like goals and abilities, exemplary leadership, rewards, fairness, disciplinary action, decisiveness, and human relations, measured using a Likert scale. Employee Performance (Y) is the result of a process that is referred to and measured over a specific period based on previously agreed terms or agreements, with indicators like job quantity, job quality, timeliness, attendance, and teamwork ability, measured using a Likert scale.

To obtain a good regression model, the data must be free from deviations consisting of normality, multicollinearity, and heteroscedasticity. The methods used to test classical assumption deviations include normality testing, multicollinearity testing, and heteroscedasticity testing. The research model uses regression analysis to measure the strength of the relationship between two or more variables, as well as indicating the direction of the relationship between dependent and independent variables. The coefficient of determination value is between 0 and 1. A value closer to one means the independent variable almost completely informs the prediction of changes in the dependent variable. F test is used to determine whether the independent variables collectively influence the dependent variable. Partial testing indicates the extent to which an independent variable individually explains the variation in the dependent variable.

4. RESULT AND DISCUSSION

Research Instrument Test

Validity Test

The purpose of this validity test is to measure whether a questionnaire is valid or not. The study distributed questionnaires to 30 respondents and subsequently conducted tests by observing the correlations table in the sig (2-tailed) column on the SPSS output display. The results are presented in the form of the table below.

Table 2. Validity Test

Variables	Item	Correlation	Sig (2-Tailed) < 0,05	Information
(X1)	1	0,536	0,002	Valid
	2	0,459	0,011	Valid
	3	0,446	0,014	Valid
	4	0,662	0,000	Valid
	5	0,406	0,026	Valid
(X2)	1	0,458	0,011	Valid
	2	0,649	0,000	Valid
	3	0,475	0,008	Valid
	4	0,473	0,008	Valid
	5	0,386	0,035	Valid
(X3)	1	0,307	0,099	Tdk Valid
	2	0,462	0,010	Valid
	3	0,742	0,000	Valid
	4	0,706	0,000	Valid
	5	0,802	0,000	Valid
	6	0,580	0,000	Valid
	7	0,314	0,091	Tdk Valid
(Y)	1	0,662	0,000	Valid
	2	0,517	0,003	Valid
	3	0,610	0,000	Valid
	4	0,729	0,000	Valid
	5	0,489	0,006	Valid

Source: SPSS version 20 Processing Results (2023)

Based on Table 3.1 above, the sig 2-tailed value column is less than 0.05, which means that the questions provided by the researcher are worthy of further investigation. However, in the work discipline (X3) column, there is a sig 2-tailed value greater than 0.05, meaning the question is not valid and should be discarded, and the regression process should be repeated.

Reliability Test

Reliability is an index indicating the accuracy of a measurement tool to be trusted or relied upon, where the questionnaire serves as an indicator of the variable. A variable is considered reliable if the Cronbach's Alpha value is > 0.60. Using SPSS, the reliability test calculation yielded the following results:

Table 3. Reliability Test

Variables	Cronbach Alpha	Keterangan
(X1)	0,664	Valid
(X2)	0,640	Valid
(X3)	0,786	Valid
(Y)	0,734	Valid

Source: SPSS version 20 Processing Results (2023)

Based on the results of the reliability test table above, the Cronbach's Alpha value >0.60 and is said to be reliable and fit for use.

Classic Assumption Test

Normality Test

This test is performed to test whether the regression data model is distributed on data that follows or approximates a normal distribution. This study uses two methods to detect whether the data has been normally distributed or not, namely using a histogram graph and for residual testing using the non-parametric statistical test Kolmogorov Smirnov (k-s).

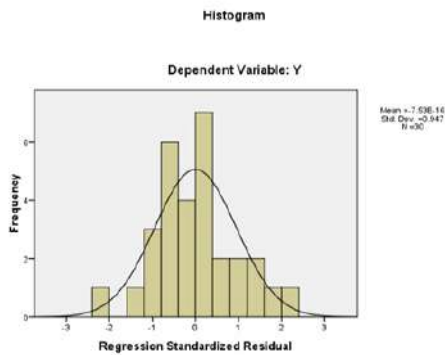


Figure 2. Histogram Results

Source: SPSS version 20 Processing Results (2023)

Based on the histogram graph above, it can be seen that at point 0, the curve forms a perfect bell. This means that the data is normally distributed and further regression can be performed.

Multicollinearity Test

This test is used to find the correlation of one independent variable with others. If multicollinearity is found, then the regression coefficients of the variables are uncertain and the error becomes infinite. By analyzing the Variance Inflation Factor (VIF) and Tolerance values, we can diagnose multicollinearity. The criteria for this multicollinearity test are if the VIF value is <10 and the Tolerance value is >0.1, then the conclusion is that there is no regression model in multicollinearity among the independent variables. From the above multicollinearity test table, it can be seen that the tolerance values for work stress (X1), work communication (X2) and work discipline (X3) are greater than 0.1. Furthermore, the VIF values for work stress (X1), work communication (X2) and work discipline (X3) are less than 10, which explains that the data is free from multicollinearity and can continue to the next process.

Heteroscedasticity Test

This test is performed to see the inequality of the regression model with respect to the inequality of one residual test with another. If the variables from one observation's residuals to another's remain constant, it is called homoscedasticity, whereas if they are different, it is called heteroscedasticity. The way to detect whether there is heteroscedasticity in the data is by using a scatterplot graph pattern.

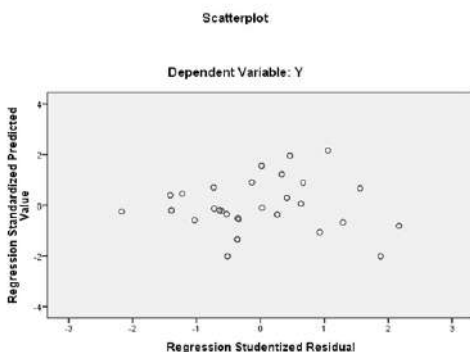


Figure 3. Heteroscedasticity Test

Source: SPSS version 20 Processing Results (2023)

Based on the heteroscedasticity test figure, it can be seen that the points spread in all directions and are evenly distributed around point 0. This means that the data is free from heteroscedasticity and is consistent with what is expected in this study, which is to be free from heteroscedasticity.

Coefficient of Determination (R²)

Coefficient of Determination (R²) The coefficient of determination is a measure of the ability of the model's variation of the dependent variable, which is between 0 -1. Based on the result of coefficient of determination results, it can be seen that the R² value is 0.462, indicating 46.2%. This means that 46.2% of the employee performance variable (Y) is explained by work stress (X1), work communication (X2), and work discipline (X3). The rest, which is 53.8%, is explained by other variables outside of this study.

Simultaneous Test (F-test)

The F-test functions to test simultaneously or collectively between the independent variables work stress (X1), work communication (X2), and work discipline (X3) whether all variables have a positive and significant effect on employee performance (Y). Based on the above simultaneous test (F-test) table, it can be seen that the F value of 7.436 is positive and significant with a sig value of 0.001 smaller than the significance level of 0.05. Thus, the conclusion is that the independent variables work stress (X1), work communication (X2), and work discipline (X3) have a positive and significant simultaneous effect on the dependent variable employee performance (Y).

Partial t Test (t-test)

The t-test is a test performed to examine whether the independent variables work stress (X1), work communication (X2), and work discipline (X3) individually have a positive and significant effect on the dependent variable, which is employee performance (Y).

Table 4. Partial Test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.774	5.590		1.391	.176
	X1	.097	.147	.095	.661	.515
	X2	.899	.214	.618	4.197	.000
	X3	-.370	.128	-.425	-2.889	.008

Source: Processed Results from SPSS version 20 (2023)

Based on the t-test table, we can see the following multiple linear regression model equation; $Y = 7.774 + 0.097X_1 + 0.899X_2 - 0.370X_3 + e$. Constant (o) = 7.774 This means that if the variables work stress (X1), work communication (X2), and work discipline (X3) are constant, which is equal to 0, then the employee performance variable (Y) is equal to the constant 7.774 Work stress coefficient (b1) = 0.097 The work stress variable (b1) is positive with a value of 0.097 and a significant value of 0.515 greater than 0.05. This implies that if work stress increases, it does not affect employee performance. Work communication coefficient (b2) = 0.899 The work communication variable (b2) is positive with a value of 0.899 and a significant value of 0.00 smaller than 0.05. This implies that if work communication increases, employee performance also increases. Work discipline coefficient (b3) = -0.370 The work discipline variable (b3) is

negative and its value is 0.370 with a significant value of 0.008. This implies that if work discipline does not increase, then employee performance increases.

Discussion

Effect of Work Stress on Employee Performance

Based on the t-test research results, it shows that work stress (X1) does not have a significant effect on employee performance (Y) by showing a value of 0.097 and a significant value of 0.515 larger than 0.05. If the work stress variable (X1) does not have a positive effect on employee performance (Y), then the hypothesis cannot be accepted and it indicates that as work stress increases, it does not affect employee performance.

Effect of Work Communication on Employee Performance

Based on the t-test research results, it shows that the work communication variable (X2) has a positive effect on employee performance (Y) by showing a value of 0.089 and a significant value of 0.00 smaller than 0.05. If the work communication variable (X2) has a positive effect on employee performance (Y), then the hypothesis is accepted and it shows that as work communication increases, so does employee performance.

Effect of Work Discipline on Employee Performance

Based on the t-test research results, it shows that the work discipline variable (X3) has a negative and significant effect on employee performance (Y) by showing a value of -0.370 and a significant value of 0.008. If the work discipline variable (X3) has a negative effect on employee performance (Y), then the hypothesis is accepted and it shows that if work discipline (X3) does not increase, then employee performance (Y) increases.

Effect of Work Stress, Work Communication, and Work Discipline on Employee Performance

Based on this research, the effect of work stress (X1), work communication (X2), and work discipline (X3) on employee performance (Y) is stated as accepted hypothesis because they simultaneously have a positive effect and can be evaluated from the F value of 7.436 and a significant value of 0.01 smaller than the significance level of 0.05.

5. CONCLUSION

Based on the analysis of the research on the influence of work stress, work communication, and work discipline on employee performance at PT Ferdinand Mandiri Medan, the following conclusions can be drawn: Work stress does not significantly affect employee performance. This can be seen from the value of 0.097 and a significant value of 0.515, which is greater than 0.05. Work communication has a positive effect on employee performance, as evidenced by a value of 0.089 and a significant value of 0.00, which is smaller than 0.05. Work discipline has a negative and significant effect on employee performance, as evidenced by a value of -0.370 and a significant value of 0.008. Work stress, work communication, and work discipline have a positive and significant effect simultaneously on the dependent variable of employee performance. This can be seen from the F value of 7.436 which is positive and significant with a sig value of 0.001, which is smaller than the significance level of 0.05. Based on the conclusions of the research on the effect of work stress, work communication, and work discipline on employee

performance at PT Ferdinand Mandiri Medan, the following suggestions can be made: For future researchers, it is possible to add other variables that can affect employee performance at PT Ferdinand Mandiri. For PT Ferdinand Mandiri, it is hoped to improve a good and comfortable work atmosphere in the workplace with the aim of reducing things that can cause work stress. For PT Ferdinand Mandiri, it is expected to increase work discipline such as attendance and the effective and efficient use of work time.

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