

Effectiveness of Work Stress Management, Work Communication, and Job Satisfaction in Improving Employee Achievement

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ABSTRACT

The effectiveness of work stress management, work communication, and job satisfaction are crucial factors in creating a productive and harmonious work environment. Good stress management can prevent burnout, effective communication improves coordination between teams, and job satisfaction has a direct impact on employee motivation and performance. This study aims to identify the extent to which work stress management, work communication, and job satisfaction contribute to improving employee performance in an organization. This study uses a quantitative approach with a survey method. The data was collected through a questionnaire distributed to employees at Permata Bank Bintaro branch. Data analysis was carried out using multiple regression techniques to measure the influence of each independent variable on the dependent variable. The results of the study show that work stress management, work communication, and job satisfaction significantly affect employee performance. These findings indicate that integrated efforts in stress management, communication, and job satisfaction can effectively improve employee performance.

Keywords: Job Stress Management, Job Communication, Job Satisfaction, Employee Achievement, Performance

INTRODUCTION

Employee achievement is a reflection of individual work results that meet or exceed the standards set by the organization. High achievement shows that employees are able to complete tasks efficiently, on time, and with good quality. This not only benefits individual employees in the form of recognition, promotion, and job satisfaction, but also has a positive impact on the organization as a whole. When many employees perform well, it will be easier for the organization to achieve its business targets and objectives, increase competitiveness in the market, and build a good reputation in the eyes of customers and stakeholders.

In addition, high employee achievement is also an indicator of the effectiveness of management and work systems in the organization. This shows that the recruitment, training, performance management, and work culture processes implemented are going

well. Organizations that succeed in creating a work environment that supports high performance usually have management that is able to identify and develop employee potential, provide constructive feedback, and provide the necessary resources for employees to work optimally (Sholihah, et, al., 2022). Thus, high employee achievement not only reflects the individual's abilities and dedication, but also the organization's success in creating a productive and sustainable work ecosystem.

Prolonged work stress can lead to various physical and mental health problems in employees. Physically, stress can trigger sleep disturbances, fatigue, headaches, and digestive problems. In the long term, chronic stress can increase the risk of serious diseases such as hypertension, heart disease, and immune system disorders. Employees who experience prolonged stress may also show psychological symptoms such as anxiety, depression, and reduced cognitive abilities. This condition not only reduces the quality of life of employees but also negatively impacts their ability to work effectively (Partika, et, al., 2020).

Organizationally, work stress that is not managed properly can reduce employee productivity and work quality. Employees who experience stress tend to have higher absenteeism rates and often can't complete their tasks properly. They may also have difficulty making decisions, solving problems, and communicating with coworkers. Prolonged stress can reduce employee motivation and commitment to their work, ultimately negatively impacting team and organizational performance as a whole. Therefore, it is important for companies to identify sources of stress and implement effective stress management strategies to maintain employee well-being and productivity.

Effective communication between management and employees, as well as between employees, plays a crucial role in creating a productive and harmonious work environment. When management and employees can communicate clearly and openly, they are better able to understand each other's duties and responsibilities, as well as the common goals they want to achieve (Anggraini & Safina, 2021). This improves coordination between teams, avoids duplication of work, and speeds up task completion. In addition, good communication also helps in conveying constructive feedback, so employees can continue to improve their performance in accordance with the company's expectations. Clear and regular communication also allows management to quickly

identify and resolve issues that arise, thereby reducing the potential for misunderstandings and conflicts that can hinder performance.

A work environment that supports open and transparent communication helps employees feel more engaged and valued, which ultimately improves their motivation and performance. When employees feel that their voices are heard and their opinions are valued, they tend to be more eager to contribute and actively participate in the organization's activities. Open communication also facilitates the rapid and accurate dissemination of information, so that employees have a clear understanding of the company's policies, the changes that occur, and their role in achieving the company's goals. This creates a greater sense of ownership and responsibility among employees, which has a positive impact on morale and productivity.

Job satisfaction is one of the key elements in maintaining the sustainability and effectiveness of the organization. Positive feelings about work include various aspects such as competitive salary, comfortable and safe working conditions, harmonious relationships with colleagues, and opportunities for personal and career development. A fair and competitive salary not only covers the financial aspect, but also reflects an appreciation of the employee's contribution. Good working conditions, including the physical and psychological environment, ensure that employees can work comfortably and safely (Rivaldo, et, al., 2021). In addition, good relationships with colleagues create a pleasant and supportive work atmosphere, which is essential for collaboration and teamwork. Opportunities to grow, whether through training, further education, or promotion, provide employees with motivation and long-term goals that make them feel valued and recognized.

Conversely, job dissatisfaction can have a significant negative impact on the organization. Dissatisfaction often stems from inadequate pay, poor working conditions, disharmonious relationships with colleagues or employers, and a lack of opportunities for growth. This dissatisfaction can trigger increased turnover, i.e. employees who leave the company in search of better opportunities elsewhere. High turnover not only increases recruitment and training costs for companies, but also disrupts work continuity and productivity. In addition, job dissatisfaction can also lead to increased absenteeism, where employees are more often absent due to lack of motivation or because they are looking for ways to avoid an unpleasant work environment.

THEORETICAL BASIS

Employee Achievement

Employee achievement is the level of achievement obtained by an employee in carrying out his or her work duties and responsibilities. These achievements include various aspects, including the quality and quantity of work, the ability to achieve or exceed set targets, and contributions to the overall goals of the organization (Yuliza & Hartina, 2021). Employee achievement is often measured through systematic performance appraisals, which can involve various indicators such as productivity, efficiency, punctuality, as well as initiative and creativity in solving problems. This performance evaluation is important to provide constructive feedback and help employees understand the strengths and areas that need improvement.

Employee achievement theory refers to concepts and principles that explain how and why employees achieve a certain level of performance in their work. One of the theories that is often used to understand employee achievement is the Theory of Expectations put forward by Victor Vroom. (Alfauzi, et, al., 2021) According to this theory, employee performance is influenced by three main factors, expectations, outcome value, and instrumentality. Hope is the employee's confidence that their efforts will result in good performance. Outcome value is the extent to which employees value the results of their performance, such as recognition, salary, or promotion. Instrumentality is the belief that good performance will lead to the desired results. If employees believe that their efforts will result in good performance, which will then be rewarded with results that they consider valuable, they will be more motivated to achieve high achievements.

Employee performance management is an ongoing process that involves setting clear goals, monitoring and evaluating performance, and developing and improving employee skills. This process includes effective communication between employees and management, where performance expectations and goals are discussed openly and transparently (Ichsan & Nasution, 2021). In addition, skill development through training and coaching is also an important part of performance management, which aims to help employees reach their maximum potential. Thus, employee achievement is not only about achieving short-term targets, but also about continuous development that contributes to the long-term success of the organization.

Work Stress

Employee stress is the physical, mental, and emotional reaction that individuals experience when they encounter work pressure or demands that exceed their ability to cope or manage it. Work stress can come from a variety of sources, such as excessive workloads, tight deadlines, conflicts with colleagues or superiors, as well as uncertainty regarding work or career future. Prolonged or intense stress can negatively impact employees' physical and mental health, as well as reduce their productivity and performance (Dharma, et, al., 2022). Therefore, it is important for organizations to understand the stressors and implement strategies to manage them.

One of the main theories that explains employee stress is the Stress and Coping Theory developed by Richard Lazarus and Susan Folkman. (Astuti, et, al., 2022) This theory identifies stress as a result of the interaction between individuals and their work environment. Stress arises when individuals perceive a situation as a threat or challenge that exceeds their resources and ability to cope with it. This assessment is referred to as an initial assessment and involves assessing whether the situation has the potential to harm a person's well-being. If individuals feel the situation is threatening, they then conduct a secondary assessment to determine if they have adequate resources to deal with the stress. If individuals feel that they do not have enough resources, stress will increase.

To effectively manage employee stress, organizations need to take a good approach. This involves implementing policies and practices that support employee well-being, such as flexibility in work schedules, mental wellbeing programs, stress management training, and creating a work environment that supports open communication and collaboration. Additionally, it is important for managers and leaders to recognize the signs of stress in their employees and provide necessary support, such as through counseling, coaching, or workload adjustment (Putra, 2022). By doing so, organizations can help employees cope with stress, improve job satisfaction, and maintain optimal performance.

Work Communication

Employee communication refers to the process of exchanging information, ideas, and feelings between individuals working in an organization. This communication can take many forms, including verbal, non-verbal, and written communication. Verbal communication includes face-to-face conversations, meetings, or phone calls, while non-verbal communication includes facial expressions, body language, and sign language.

Written communications include emails, memos, and reports. The effectiveness of employee communication is crucial because it affects how employees coordinate, work together, and complete their tasks (Tama, 2022). Clear and efficient communication helps reduce misunderstandings, increase productivity, and build harmonious working relationships.

One of the main theories that discusses employee communication is the Organizational Communication Theory by W. Barnett Pearce and Vernon E. Cronen, known as the Convergence Theory. (Makkira, et, al., 2022) This theory emphasizes that communication within an organization is an interactive process in which individuals and groups strive to reach a common understanding or convergence in communicating. This convergence is achieved through dialogue that involves adjustment and understanding of the perspectives and needs of each party. In the context of employee communication, this theory suggests that communication effectiveness depends on employees' ability to adapt their communication style to that of colleagues and to align their goals and expectations. This process helps build deep understanding and strengthens collaboration and efficiency within the organization.

Effective employee communication contributes to the achievement of organizational goals and increased job satisfaction. In a dynamic work environment, good communication facilitates collaboration, accelerates project completion, and improves work processes. It also supports the development of a positive work culture, where employees feel more engaged and motivated. Conversely, poor communication can lead to confusion, conflict, and moral decline (Mirza, et, al., 2020). To improve employee communication, organizations need to implement strategies such as communication training, provide effective communication channels, and encourage transparency and openness. The implementation of this strategy can help create a more productive work environment.

Job Satisfaction

One of the theories that is often used to explain employee satisfaction is Maslow's Hierarchical Needs Theory. (Bara & Susilawati, 2023) This theory states that human needs are organized in a five-level hierarchy, namely physiological, safety, social, reward, and self-actualization. According to this theory, employee satisfaction is achieved when these needs are met gradually. At a basic level, employees need adequate compensation

and a safe work environment. Once these needs are met, they seek positive social relationships, rewards from superiors, and ultimately opportunities for self-actualization through skill development and personal achievement. By meeting these needs in order, organizations can increase employee satisfaction and encourage them to contribute more.

Employee satisfaction is the positive or satisfied feeling felt by an employee towards their work and work environment. It covers various aspects of work experience, including salary, working conditions, relationships with coworkers and employers, and opportunities for career development and growth (Fitriyani & Muryani, 2023). This satisfaction is the result of an individual's assessment of the extent to which their work meets their needs, expectations, and desires. Employees who are satisfied tend to feel more motivated and committed, which in turn can improve their performance and productivity.

Employee satisfaction has a significant impact on organizational performance. Satisfied employees tend to be more engaged and committed to their work, which can increase productivity, reduce absenteeism, and lower turnover. Conversely, dissatisfaction can lead to decreased motivation, workplace conflicts, and increased employee entry and exit rates. Therefore, companies need to actively monitor and manage employee satisfaction through satisfaction surveys, development programs, and initiatives that support job wellbeing to ensure that employees feel valued and motivated.

METHOD

This study uses a quantitative approach with a survey research design. The goal is to evaluate the effectiveness of work stress management, work communication, and job satisfaction in improving employee performance. This method will allow the collection of data that can be analyzed to determine the relationship between these variables and their impact on employee performance. The study population consists of all employees at Permata Bank Bintaro branch as many as 297 employees. The sample was taken using a simple random sampling technique, so the sample in this study was 89 employees. Data were collected through questionnaires specifically designed to assess three main variables.

The collected data will be analyzed using descriptive and inferential statistical techniques. Descriptive analysis is used to describe the basic characteristics of the data,

such as the mean, median, and standard deviation. Meanwhile, inferential analysis, including correlation and regression tests, is used to identify the relationship and influence between work stress management, job communication, job satisfaction, and employee performance. Multiple regression analysis can be used to test the simultaneous influence of the three independent variables on employee performance. The results of the analysis will be interpreted to determine the extent to which work stress management, work communication, and job satisfaction affect employee performance.

RESULT

The Effect of Work Stress on Employee Achievement

The results of the study show that work stress has a negative and significant influence on employee performance. The calculated t-value for the work stress variable is -4.434, which is greater than the t-value of the table 1.684 with a significance level of 0.000, which is much smaller than 0.05. This means that the relationship between work stress and employee performance is not only significant but also shows a negative direction. This means that the higher the level of work stress experienced by employees, the lower their achievement level. The results of the determination test showed that the R Square value was 0.113. This means that the variable of work stress is only able to explain 11.3% of the variation in employee performance. The remaining 88.7% was influenced by other factors that were not taken into account in this study.

These results show that work stress can damage employee performance. High stress is usually caused by a heavy workload, tight deadlines, or an unsupportive work environment, which can lead to fatigue, decreased motivation, and impaired concentration. This negative impact has a direct impact on employees' ability to complete tasks well, innovate, and contribute effectively to the organization. In other words, work stress that is not managed properly can hinder the achievement of targets and reduce employee productivity. Therefore, it is important for organizations to not only focus on managing work stress but also to consider and address other factors that can affect employee performance. To gain a more thorough understanding of what affects employee performance, further studies need to be conducted by including relevant additional variables.

The Effect of Work Communication on Employee Achievement

The results of the study show that work communication has a positive but not significant influence on employee performance. The calculated t-value for the work communication variable is 0.847, which is smaller than the t-value of the table 1.684 with a significance level of 0.000 which is smaller than 0.05. Based on these results, the null hypothesis (H0) was accepted and the alternative hypothesis (Ha) was rejected. This suggests that while there is a positive relationship between work communication and employee performance, the relationship is not statistically significant. The results of the determination test showed that the R Square value was 0.216. This means that the work communication variable is able to explain 21.6% of the variation in employee performance. The remaining 78.4% was influenced by other factors that were not included in this study.

The positive but insignificant influence of work communication showed that although good communication tended to be associated with improved employee performance, the effect was not strong enough to be considered significant in this study. This may be the case because other factors that affect employee performance are more dominant than the communication itself. Good communication can help in delivering clear instructions, providing feedback, and building positive working relationships, but if factors such as stress, motivation, or job satisfaction are more dominant, the impact of communication may not be as noticeable. Organizations must ensure that they are not only focused on communication, but also on other factors that may affect employee performance. Organizations need to consider that other factors may be more decisive in improving employee performance.

The Effect of Job Satisfaction on Employee Achievement

The results of the study show that job satisfaction has a positive and significant effect on employee performance. The calculated t-value for the job satisfaction variable is 2.451, which is greater than the t-value of the table 1.684 with a significance level of 0.000, which is smaller than 0.05. This means that the relationship between job satisfaction and employee achievement is statistically significant. In other words, the higher the level of job satisfaction of employees, the better their performance. The results of the determination test showed an R Square value of 0.440. This means that the job

satisfaction variable is able to explain 44% of the variation in employee achievement. The remaining 56% was influenced by other factors that were not analyzed in this study.

The positive and significant influence of job satisfaction on employee performance shows that employees who are satisfied with their jobs tend to perform better. Job satisfaction includes aspects such as salary, working conditions, relationships with coworkers, and opportunities for career development. Employees who are satisfied with these aspects will feel more motivated and committed to their work, which leads to improved performance. Job satisfaction creates a supportive and positive work environment, which allows employees to focus on their tasks and deliver optimal results.

The Effect of Work Stress, Work Communication and Job Satisfaction on Employee Achievement

The results of the analysis show that the calculated F value is 24.388, which is greater than the F value of table 2.84 with a significance level of 0.000, which is smaller than 0.05. This means that overall, the independent variables, namely work stress, work communication, and job satisfaction, have a significant effect on employee performance as dependent variables. In other words, the combination of these three variables has a significant impact on employee performance. The results of the determination test showed an Adjusted R Square value of 0.481. This means that the variables of work stress, job communication, and job satisfaction can simultaneously explain 48.1% of the variation in employee achievement. The remaining 51.9% was influenced by other factors that were not analyzed in this study.

A high F-value of the calculation shows that the regression model involving work stress, work communication, and job satisfaction as independent variables collectively affects employee performance. This means that all three variables, when considered together, have a significant effect on employee performance. This impact reflects that the interaction between work stress, communication quality, and job satisfaction levels affects how employees perform their tasks and achieve results. For example, effective stress management, clear communication, and high job satisfaction can complement and support employee performance. These results underscore the importance of managing these three factors simultaneously to effectively improve employee performance. To effectively improve employee performance, organizations must consider strategies that

manage these three factors while evaluating and addressing additional variables that may play a role.

CONCLUSION

From the results of the research that has been conducted, it can be concluded that work stress, work communication, and job satisfaction have a significant influence on employee performance, but with different characteristics and impacts. Work stress has a negative and significant effect on employee performance, suggesting that increased work stress can decrease performance. On the other hand, although work communication has a positive influence, the results are not statistically significant, which means that good communication alone is not enough to significantly improve performance if other factors are not taken into account. Job satisfaction, while having a positive and significant effect, suggests that satisfied employees tend to have better performance, but their contribution does not fully explain all the variation in employee performance.

Further analysis through the determination test showed that the variables of work stress, job communication, and job satisfaction collectively explained 48.1% of the variation in employee performance. This confirms that the combination of these three factors has a significant impact on employee performance, but does not fully explain the entire variation in achievement. The remaining 51.9% of the variation in employee achievement was influenced by other factors that were not analyzed in this study, such as individual motivation, skills, managerial support, and working conditions.

Overall, these findings demonstrate the importance of a holistic approach to managing work stress, improving communication, and improving job satisfaction to optimize employee performance. Organizations need to address these three factors simultaneously while considering additional variables that may affect employee performance. A holistic and integrated managerial strategy will be more effective in improving performance and achieving desired results.

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