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The Influence of Job Stress and Work Environment on Employee Performance at PT SAS Aero Sishan

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Abstract: This study aims to examine the influence of job stress and work environment on employee performance at PT SAS Aero Sishan, a defense technology company in Indonesia. The focus lies on addressing declining employee performance and high stress levels, particularly in a high-demand work environment. A quantitative approach was adopted, utilizing survey methods where data were collected through employee questionnaires. Job stress variables were measured using two main dimensions, namely time stress and anxiety stress, while the work environment was divided into physical and social environments. The results revealed that job stress negatively and significantly affects employee performance, while the work environment positively and significantly impacts performance. A comfortable physical environment and social support from colleagues were found to enhance productivity, although high job stress can reduce work efficiency. The study concludes that company management needs to address stress levels and create a supportive work environment to improve employee performance.

Keyword: Work Environment, Employee Performance, Time Stress, Anxiety Stress, Physical Work Environment, Social Work Environment, Employee Productivity, Stress Management

INTRODUCTION

The performance of employees is a critical determinant of organizational success, particularly in high-demand industries such as defense technology. PT SAS Aero Sishan, a leading defense technology company in Indonesia, is known for developing advanced technologies, including unmanned aerial vehicles (UAVs) and rocket launcher systems. The complexity of these projects, coupled with strict deadlines and significant national security implications, places immense pressure on employees, resulting in job stress and fluctuating performance levels. Job stress, as defined by Parker and DeCotiis (1983), is a multidimensional phenomenon encompassing time stress and anxiety stress, which can negatively impact productivity and job satisfaction.

The work environment also plays a pivotal role in shaping employee performance. A conducive work environment comprises both physical and social aspects that support

productivity and well-being. Physical work environment (PWE) factors, such as adequate facilities, ergonomic design, and hygienic conditions, are essential for employee comfort and efficiency. Social work environment (SWE) factors, including effective communication, supportive colleagues, and harmonious relationships, foster collaboration and reduce stress levels (Akinwale & George, 2020; Belwalkar et al., 2018).

This study aims to investigate the impact of job stress and work environment on employee performance at PT SAS Aero Sishan. Specifically, it seeks to answer the following questions:

1. How do job stress and work environment influence employee performance at PT SAS Aero Sishan?
2. What is the extent of the impact of time stress and anxiety stress on employee performance?
3. How do physical and social work environments contribute to enhancing employee productivity?

By addressing these questions, the study provides valuable insights into managing stress and optimizing work environments to enhance employee performance in high-pressure settings. Operationally, job stress refers to employees' perceived time constraints and anxiety, while the work environment includes both physical and social factors influencing their work conditions.

This research contributes to the literature on organizational behavior and human resource management by examining the interplay of stress and environmental factors in employee performance, thereby offering strategic recommendations for effective workforce management.

METHOD

Type of Research

This research employs a quantitative approach to examine the impact of job stress and work environment on employee performance. The study uses a causal-explanatory design to identify and analyze the relationships between variables, including job stress (time stress and anxiety stress), work environment (physical and social), and employee performance.

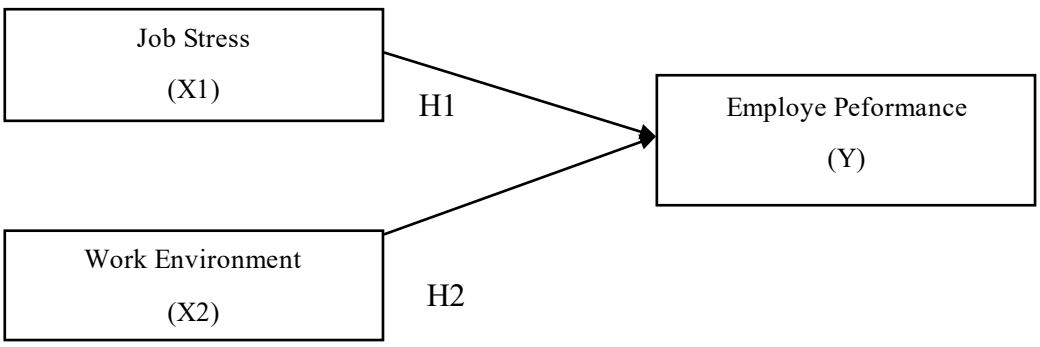


Figure 1. Struktura

Population and Sample

The population of this study consists of all employees working at PT SAS Aero Sishan, a defense technology company based in Bandung, Indonesia. Using purposive sampling, 150 employees were selected as respondents, ensuring representation across various departments and job levels. The sampling criteria included employees who had been with the company for at least one year to ensure familiarity with the work environment and operational pressures.

Time and Place of Research

The research was conducted over three months, from January to March 2024, at PT SAS Aero Sishan's main office and production facilities in Bandung.

Instruments

The primary data collection instrument was a structured questionnaire designed to measure job stress, work environment, and employee performance. The questionnaire consisted of closed-ended questions based on validated scales:

1. **Job Stress**: Measured using Parker and DeCotiis's (1983) stress scale, covering time stress and anxiety stress dimensions.
2. **Work Environment**: Assessed using indicators for physical and social environments as defined by Akinwale and George (2020) and Belwalkar et al. (2018).
3. **Employee Performance**: Evaluated using self-reported assessments aligned with organizational performance standards.

Each item was scored on a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

Research Procedure

The study followed these steps:

1. **Preliminary Study**: Conducted interviews with HR managers to identify key stressors and environmental factors.
2. **Instrument Development**: Adapted and pre-tested the questionnaire to ensure clarity and reliability.
3. **Data Collection**: Distributed questionnaires to selected employees, ensuring confidentiality and voluntary participation.
4. **Data Analysis**: Collected responses were coded and analyzed using statistical software. Descriptive and inferential analyses were conducted, including regression analysis to test the hypotheses.

Data Analysis Techniques

The collected data were analyzed using SPSS to perform:

1. Descriptive statistics to summarize the demographic and response patterns.
2. Reliability and validity tests to ensure the instrument's accuracy.
3. Multiple linear regression to determine the effect of job stress and work environment on employee performance.

Ethical Considerations

The study adhered to ethical guidelines, including informed consent, confidentiality, and the right to withdraw participation at any stage. The findings are intended solely for academic purposes and organizational improvement.

RESULTS AND DISCUSSION

Results

The analysis of the data collected from 150 respondents provides insights into the relationship between job stress, work environment, and employee performance. The findings are summarized as follows:

1. **Demographic Profile**:
   a. Majority of the respondents are aged between 25-35 years (55%), with 60% male and 40% female.

b. Most respondents have been employed at PT SAS Aero Sishan for 3-5 years (40%).

2. **Descriptive Statistics**:
   a. The average score for **Job Stress** is 3.8, indicating moderate stress levels.

Table 1. Recapitulation of Descriptive Analysis of Work Stress Variables

No	Butir Pernyataan	F (%)	Skor Jawaban Responden					Total Skor	Mean
			5	4	3	2	1		
1	Saya mengerjakan banyak tugas dan khawatir tidak memiliki waktu untuk melakukannya	F	37	41	42	35	55	600	2,86
		%	17,62%	19,52%	20,00%	16,67%	26,19%		
2	Saya merasa sangat terbebani oleh pekerjaan, bahkan pada hari tanpa pekerjaan sekalipun	F	41	25	47	51	46	594	2,83
		%	19,52%	11,90%	22,38%	24,29%	21,90%		
3	Saya merasa bahwa saya tidak pernah maju	F	40	40	30	61	39	611	2,91
		%	19,05%	19,05%	14,29%	29,05%	18,57%		
4	Banyak orang di tempat kerja saya jenuh dengan target perusahaan	F	44	33	24	42	67	575	2,74
		%	20,95%	15,71%	11,43%	20,00%	31,90%		
5	Pekerjaan saya membuat saya gugup	F	32	25	43	35	75	534	2,54
		%	15,24%	11,90%	20,48%	16,67%	35,71%		
6	Dampak pekerjaan saya pada saya kurang baik	F	34	40	39	50	47	594	2,83
		%	16,19%	19,05%	18,57%	23,81%	22,38%		
7	Sering kali, pekerjaan saya menjadi beban besar bagi saya	F	34	38	37	43	58	577	2,75
		%	16,19%	18,10%	17,62%	20,48%	27,62%		
8	Terkadang ketika saya memikirkan pekerjaan, saya merasakan perasaan tertekan di dada	F	38	31	32	59	50	578	2,75
		%	18,10%	14,76%	15,24%	28,10%	23,81%		
9	Saya merasa tidak enak hati ketika saya istirahat dari bekerja	F	28	42	41	39	60	569	2,71
		%	13,33%	20,00%	19,52%	18,57%	28,57%		
Total Skor dan Rata-rata								**5232**	**2,77**

   b. The average score for **Physical Work Environment (PWE)** is 4.2, reflecting a generally positive perception of the physical environment.
   c. The average score for **Social Work Environment (SWE)** is 4.0, highlighting satisfactory social interactions and support.

Table 2. Recapitulation of Descriptive Analysis of Work Environment Variables

No	Butir Pernyataan	F (%)	Skor Jawaban Responden					Total Skor	Mean
			5	4	3	2	1		
1	Fasilitas kerja di perusahaan memadai	F	34	33	42	42	59	571	2,72
		%	16,19%	15,71%	20,00%	20,00%	28,10%		
2	Fasilitas kerja perusahaan sudah modern	F	33	32	31	54	60	554	2,64
		%	15,71%	15,24%	14,76%	25,71%	28,57%		
3	Suasana kerja di perusahaan yang memuaskan dan mendukung	F	36	41	35	42	56	589	2,80
		%	17,14%	19,52%	16,67%	20,00%	26,67%		
4	Kondisi di tempat kerja yang bersih	F	31	52	33	32	62	588	2,80
		%	14,76%	24,76%	15,71%	15,24%	29,52%		
5	Kualitas bangunan tempat kerja yang baik	F	41	31	48	63	27	626	2,98
		%	19,52%	14,76%	22,86%	30,00%	12,86%		
6	Rekan kerja dan atasan yang komunikatif dan ramah	F	41	34	41	35	59	593	2,82
		%	19,52%	16,19%	19,52%	16,67%	28,10%		
7	Memiliki hubungan baik dengan rekan kerja dan atasan	F	25	42	39	33	71	547	2,60
		%	11,90%	20,00%	18,57%	15,71%	33,81%		
8	Ada dukungan yang besar dari rekan kerja dan atasan langsung	F	30	29	63	41	47	584	2,78
		%	14,29%	13,81%	30,00%	19,52%	22,38%		
9	Merasa dihargai dan diakui di tempat kerja	F	41	44	35	52	38	628	2,99
		%	19,52%	20,95%	16,67%	24,76%	18,10%		
10	Mendapat solusi atas konflik atau masalah yang dihadapi di tempat kerja	F	45	41	30	41	53	614	2,92
		%	21,43%	19,52%	14,29%	19,52%	25,24%		
11	Perlakuan yang adil dan setara terhadap seluruh karyawan	F	35	34	41	33	67	567	2,70
		%	16,67%	16,19%	19,52%	15,71%	31,90%		
12	Ada kerjasama tim dan rekan kerja dipercaya di tempat kerja	F	45	30	32	42	61	586	2,79
		%	21,43%	14,29%	15,24%	20,00%	29,05%		
Total Skor dan Rata-rata								**7047**	**2,80**

d. The average score for **Employee Performance** is 3.9, showing above-average performance levels but room for improvement.

Table 3. Recapitulation of Descriptive Analysis of Employee Performance Variables

No	Butir Pernyataan	F (%)	Skor Jawaban Responden					Total Skor	Mean
			5	4	3	2	1		
1	Saya dapat merencanakan pekerjaan saya sehingga saya menyelesaikannya tepat waktu	F	38	33	36	39	64	572	2,72
		%	18,10%	15,71%	17,14%	18,57%	30,48%		
2	Saya ingat target pekerjaan yang perlu saya capai	F	40	44	32	50	44	616	2,93
		%	19,05%	20,95%	15,24%	23,81%	20,95%		
3	Saya dapat menetapkan prioritas	F	28	43	42	36	61	571	2,72
		%	13,33%	20,48%	20,00%	17,14%	29,05%		
4	Saya bisa melakukan pekerjaan saya secara efisien	F	37	30	39	29	75	555	2,64
		%	17,62%	14,29%	18,57%	13,81%	35,71%		
5	Saya dapat mengatur waktu saya dengan baik	F	29	50	27	44	60	574	2,73
		%	13,81%	23,81%	12,86%	20,95%	28,57%		
Total Skor dan Rata-rata								**2888**	**2,75**

3. **Inferential Statistics**:
   Regression analysis was conducted to test the effects of job stress and work environment on employee performance.
   a. **Job Stress**: Negatively correlated with employee performance ($\beta = -0.45$, $p < 0.01$), indicating that higher stress levels significantly reduce performance.
   b. **Physical Work Environment (PWE)**: Positively correlated with performance ($\beta = 0.35$, $p < 0.01$), demonstrating that better physical conditions enhance productivity.
   c. **Social Work Environment (SWE)**: Positively correlated with performance ($\beta = 0.28$, $p < 0.05$), confirming that social support improves employee outcomes.

Table 4. Normality test results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		210
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.20271880
Most Extreme Differences	Absolute	.069
	Positive	.043
	Negative	-.069
Test Statistic		.069
Asymp. Sig. (2-tailed)[c]		.268

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Figure 2. Heteroscedasticity test results

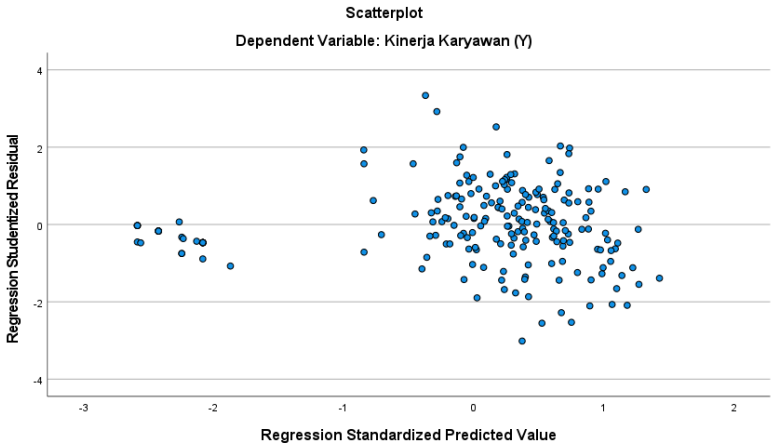


Table 5. Multicollinearity test VIF value

Coefficients[a]

Model		Collinearity Statistics Tolerance	VIF
1	Stress Kerja (X1)	.594	1.683
	Lingkungan Kerja (X2)	.594	1.683

a. Dependent Variable: Kinerja Karyawan (Y)

Table 6. The results of calculating the coefficient value of multiple linear regression equations

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.427	.853		.500	.618
	Stress Kerja (X1)	.245	.048	.347	5.094	<,001
	Lingkungan Kerja (X2)	.205	.037	.379	5.569	<,001

a. Dependent Variable: Kinerja Karyawan (Y)

Table 7. Pearson product moment correlation coefficient value

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656[a]	.431	.425	2.21333

a. Predictors: (Constant), Lingkungan Kerja (X2), Stress Kerja (X1)

b. Dependent Variable: Kinerja Karyawan (Y)

Table 8. Analysis of the coefficient of determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656[a]	.431	.425	2.21333

a. Predictors: (Constant), Lingkungan Kerja (X2), Stress Kerja (X1)

b. Dependent Variable: Kinerja Karyawan (Y)

Table 9. Simultaneous hypothesis testing (F-Test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	767.847	2	383.924	78.370	<,001[b]
	Residual	1014.062	207	4.899		
	Total	1781.909	209			

a. Dependent Variable: Kinerja Karyawan (Y)

b. Predictors: (Constant), Lingkungan Kerja (X2), Stress Kerja (X1)

Table 10. Testing partial hypothesis (t-test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.427	.853		.500	.618
	Stress Kerja (X1)	.245	.048	.347	5.094	<,001
	Lingkungan Kerja (X2)	.205	.037	.379	5.569	<,001

a. Dependent Variable: Kinerja Karyawan (Y)

Discussion

The findings align with the theoretical framework and previous research on the interplay between job stress, work environment, and employee performance.

1. **Job Stress**:
   The significant negative relationship between job stress and performance supports the work of Parker and DeCotiis (1983), who noted that stress, particularly time and anxiety stress, undermines employee efficiency. High job stress at PT SAS Aero Sishan is linked to tight deadlines, high accountability, and the complexity of defense projects, leading to reduced focus and potential burnout.
2. **Physical Work Environment (PWE)**:
   The positive influence of PWE on performance corroborates the findings of Akinwale and George (2020). Employees reported that factors such as ergonomic facilities, proper lighting, and ventilation positively impact their ability to work efficiently.

Improvements in these areas can further reduce physical fatigue and boost overall performance.

3. **Social Work Environment (SWE)**:
   The role of SWE in enhancing performance aligns with Belwalkar et al. (2018), emphasizing the importance of interpersonal support and communication. Employees at PT SAS Aero Sishan value collaborative relationships, managerial support, and conflict resolution mechanisms, which foster a productive and harmonious workplace.

4. **Practical Implications**:
   a. The management should address stressors by implementing stress management programs and offering flexible deadlines where feasible.
   b. Enhancements in physical workspace design, including noise control and improved ergonomics, could further optimize employee performance.
   c. Strengthening team-building activities and providing regular feedback may enhance social support, reducing anxiety and fostering teamwork.

CONCLUSION

This study investigates the impact of job stress and work environment on employee performance at PT SAS Aero Sishan. The findings reveal that job stress, encompassing time stress and anxiety stress, has a significant negative effect on employee performance. High levels of stress hinder employees' ability to meet performance expectations, often leading to decreased focus, productivity, and motivation. Conversely, a positive work environment, both physical and social, significantly enhances employee performance. Factors such as ergonomic facilities, proper lighting, effective communication, and strong social support systems contribute to higher productivity and job satisfaction.

These results emphasize the need for a balanced approach in managing workplace challenges. For organizations like PT SAS Aero Sishan, operating in high-pressure industries, addressing job stress through structured interventions, such as stress management training and workload optimization, is crucial. Simultaneously, fostering a supportive work environment with adequate physical resources and encouraging collaborative relationships can sustain and improve employee performance.

This study contributes to industrial engineering and organizational behavior by highlighting the critical interplay between stress management and environmental support in enhancing workforce efficiency. The findings underscore the importance of integrating human resource strategies with operational excellence to achieve sustainable productivity and organizational success in complex industries.

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