

The Effect of Job Stress on Employee Performance at Holiday Inn Resort Baruna Bali

Ni Made Githa Hapsari Kaniya Devi, Irene Hanna H Sihombing, Clearesta Adinda

Politeknik Pariwisata Bali, Indonesia

Email: githahapsari@gmail.com, irenesihombing@ppb.ac.id, clearesta.adinda@kemenparekraf.go.id

Correspondence: irenesihombing@ppb.ac.id*

KEYWORDS

Job Stress; Employee
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ABSTRACT

Job stress is an important factor that can affect employee performance in a company, especially in the hospitality industry which faces high pressure and consistent service demands. This study aims to examine the effect of job stress on employee performance at Holiday Inn Resort Baruna Bali. This research uses a quantitative approach with a sample size of 110 respondents with a total sampling method, namely saturated samples. Data collection was carried out by distributing digital questionnaires through Google Forms, which used a 5-point Likert scale. Data analysis techniques used are classical assumption test, simple linear regression, t-test and coefficient of determination. The results of this study indicate that job stress has a negative and significant effect on employee performance. The job stress variable is negative with a beta value of -0.496 An increase in job stress (X) will result in a decrease in employee performance.

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Introduction

Human Resource Management (HR) for the company is a very strategic choice to make, because with the right HR management, an effective performance will be formed, which can improve employee performance and added value in the company (Bailey et al., 2018; Greer, 2021). Human resource capabilities are the main key to being able to face competition in the era of globalization (Malik, 2019; Sparrow et al., 2016); This ability is often called a competitive advantage. Employees are a factor that must be considered in an institution because they are the main key to the success of the institution, both now and in the future, and are an asset of an institution (Miotto et al., 2020). These employees must have standards that are both quality and quantity. In order for all of this to be achieved, good achievements from employees are needed. Work performance can be judged from the performance of the employees themselves. Employee performance has a great influence, both on the organization and the employees themselves. Supporting factors are needed in the form of good workplace conditions and commitment that affect the behavior of individuals working in the organization to move towards the role of human resources. One of the important concerns in HR management is employees (Nazir et al., 2018; Robbins & Judge, 2018; Waldan, 2020).

Holiday Inn Resort Bali is one of the five-star inns found within the Tuban range, Bali. Despite having good company performance, it is still found that employee performance is not optimal. Judging

from the average employee performance assessment which has decreased from 2022 to 2023, this decline in value is very visible in the indicators of service orientation, work initiatives, and cooperation, as well as leadership indicators every year, so it is indicated that there is a problem with employee performance at the Holiday Inn Resort Baruna Bali Hotel. One of the components that should be considered by every company so that the execution of human assets is sweet and the execution of its representatives increments is to pay consideration to work push. Push can happen to each person human being at any time, since push is an inescapable portion of human life. This stress does not only occur in their socioeconomic life but also in the field of work.

Previous research has shown that work stress has a significant influence on employee performance. For example, a study conducted by Lukito & Alirani (2022) and Sugiarto & Nanda (2020) found that increased levels of work stress significantly decreased employee performance. This is in line with the results of research by Syaputra & Kusuma (2022) which states that high work stress reduces performance efficiency. This research also supports the findings of Robbins & Judge (2018) which emphasizes the importance of stress management in the workplace to maintain employee productivity. In this context, this study focuses on the effect of work stress on employee performance at Holiday Inn Resort Baruna Bali, which has not been explored much in previous research in the Bali hospitality sector.

Based on the results of observations and interviews with researchers, there is a problem related to work stress at Holiday Inn Resort Baruna Bali, namely the relationship between employees in the workplace is not very good. Employees often work individually and do not want to help colleagues who are having difficulties because they are too focused on their respective duties, thus causing the work atmosphere in the company to be full of pressure which results in employees experiencing stress. In addition, the workload is excessive and there are some employees who experience overtime for a longer period of time due to certain events that make employees experience overtime while working, so that this causes employees not to focus when carrying out the tasks given and has an impact on the decline in employee performance. To understand how the company's performance at Holiday Inn Resort Baruna Bali can increase or decrease, it is important to conduct this study to test the effect of work stress on employee performance at Holiday Inn Resort Baruna Bali.

Materials and Methods

This study uses a quantitative approach. The population in this study is all employees at Holiday Inn Resort Baruna Bali which totals 110 people, with a sample of 110 respondents using the total sampling method, namely saturated samples. Data collection was carried out through the distribution of digital questionnaires using Google Forms with a Likert scale of skala Likert 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The data analysis techniques used include classical assumption tests, simple linear regression, t-tests, and determination coefficients.

This study uses one independent variable and one bound variable. The independent variable in this study is work stress, while the bound variable is employee performance.

Results and Discussions

Data Description

Test Research Instruments

Based on Table 1, the results of the validity test show that the smallest coefficient value is 0.756 and the largest coefficient is 0.943. The overall value of the 22 statements which are indicators of the independent and bound variables in this study is valid because all statements have a calculated r value greater than the table r of 0.1874.

Table 1 Recapitulation of Validity Test Results

Variable	Item	rcalculate	Information
Work Stress (X)	X1	0,943	Valid
	X2	0,938	Valid
	X3	0,887	Valid
	X4	0,912	Valid
	X5	0,910	Valid
	X6	0,934	Valid
	X7	0,922	Valid
	X8	0,940	Valid
	X9	0,918	Valid
	X10	0,892	Valid
	X11	0,887	Valid
Employee Performance (Y)	Y1	0,814	Valid
	Y2	0,764	Valid
	Y3	0,853	Valid
	Y4	0,873	Valid
	Y5	0,797	Valid
	Y6	0,901	Valid
	Y7	0,824	Valid
	Y8	0,865	Valid
	Y9	0,824	Valid
	Y10	0,756	Valid
	Y11	0,778	Valid

Source: Research Results, 2024

Table 2 Reliability Test Results

Statement Items	Total Ite Statement	Cronbach's Alpha	Information
Work Stress (X)	11	0,981	Reliable
Employee Performance (Y)	11	0,953	Reliable

Source: Research Results, 2024

It can be seen that the average value of Cronbach's alpha variable of work stress (X) is 0.981 and employee performance is 0.953. All of these average values are greater than 0.60, so it can be interpreted that all statements of all research variables are "reliable".

Characteristics Responden

Judging from Table 3, the gender distribution of respondents in this study shows that the respondents are male as many as 82 people, while the respondents with female gender are 28 people. The respondents in this study were dominated by male respondents rather than women.

The age group of employees of Holiday Inn Resort Baruna Bali is dominated by the age range of 21-30 years with a total of 44 people (40%). Furthermore, respondents with an age range of 31-40 years were 39 people (35.5%), then respondents with an age of > 40 years were 24 people (21.8%), and respondents with a < age of 20 years were 3 people (2.7%).

Judging from the working period of employees, the majority of respondents have a working period of 1-3 years as many as 45 people (40.9%). Respondents with a working > of 5 years were 44 people (40%), then respondents with a working < 1 year were 12 people (10.9%), and respondents with a working time of 3-5 years were 9 people (8.2%).

Table 3 Characteristics of Rsponden

No.	Gender	Respond	
		Number (Person)	Percentage (%)
1	Man	82	74,5
2	Woman	28	25,5
Age			
1	< 20 Years	3	2,7
2	21 - 30 Years	44	40,0
3	31 - 40 Years	39	35,5
4	> 40 Years	24	21,8
Work			
1	< 1 Year	12	10,9
2	1 - 3 Years	45	40,9
3	3 - 5 Years	9	8,2
4	> 5 Years	44	40,0

Source: Research Results, 2024

Hypothesis Testing

Simple Linear Regression Test

Table 4 Results of Simple Linear Regression Analysis

Coefficients ^a						
	Model	Unstandardized		Standardized	t	Mr.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	57.365	2.027		28.302	0.001
	Work Stress	-0.496	0.063	-0.602	-7.841	0.001

a. Dependent Variable: Employee Performance

Source: Research Results, 2024

Based on the simple linear regression analysis obtained, it can be explained as follows:

1. The constant value of 57.365 means that if the work stress variable is eliminated, then the employee's performance is worth 57.365.
2. The value of the regression coefficient of the work stress variable (X) to employee performance is -0.496, meaning that if work stress (X) increases by one unit, while the other variables remain constant, then employee performance will decrease by -0.496.

Partial Significance Test (t-Test)

The significance level is 0.05 or α (level of trust) = 5% with the degree of freedom $df = n - k$. The value $n = 110$ and $k = 1$, then $df = 110 - 1 = 109$. The magnitude of the table $t = t(\alpha, df)$ so that the value sought is $t(0.05; 109)$. Based on the t-distribution table, the t-value of the table = 1.981. Based on Table for Partial testing (t-test) it can be explained:

1. The value of the test results was obtained with a calculated value of work stress (X) of -7.841 with a significance of less than the value of α ($0.001 < 0.05$).
2. Based on the t-test on the Work Stress variable (X) showing the value of $-t_{cal} < -t_{table} = -7.841 < -1.981$ and the significance value of $< \alpha = 0.001 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted. This shows that work stress (X) has a significant effect on employee performance at Holiday Inn Resort Baruna Bali.

Coefficient Test of Determination

Table 5 Determination Coefficient Test Results

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.602A	0,363	0,357	8,91194

a. Predictors: (Constant), Stress Kerja

b. Dependent Variable: Employee Performance

Source: Research Results, 2024

The R square value obtained from the analysis results showed that the related variables could be explained by the independent variable of 36.3% ($0.363 \times 100\%$), and the remaining 63.7% ($100\% - 36.3\%$) was explained by other variables that were not used in this study. The results of the determination coefficient test showed that the variable of work stress contributed 36.3% to employee performance, while the remaining 63.7% was influenced by other variables that were not used in this study.

Discussion

Work Stress at Holiday Inn Resort Baruna Bali

Performance (Y) based on employee perception is in the good category with an average of 3.90. The highest average in the performance variable (Y) is found in the dimension of "work quality" with an average of 4.21, which is classified as very good. The quality of work can be seen from how employees can overcome obstacles that occur when carrying out work, work in accordance with the company's operational standards, and have good experience so as to produce maximum performance.

Employees with good work quality will certainly have a positive impact on the performance produced at Holiday Inn Resort Baruna Bali (Burki et al., 2020).

The lowest average in the performance variable (Y) is found in the dimension of "punctuality" with an average of 3.52, which is considered good. Punctuality is one of the disciplinary attitudes that must be possessed by employees. Punctuality can be seen from employees who do not arrive late and leave work according to the set working hours. In addition, timeliness in carrying out work is also important, because delayed work will affect the company's own performance results. Based on the results of the respondents, the phenomenon that occurred at the Holiday Inn Resort Baruna Bali was that the performance produced was still not optimal because there were still employees who arrived late and often delayed work, so that the resulting performance also decreased.

Employee Performance at Holiday Inn Resort Baruna Bali

Employee performance (Y) based on employee perception is in the good category with an average of 3.90. The highest average in the performance variable (Y) is found in the dimension of "work quality" with an average of 4.21, which is classified as very good. The quality of work can be seen from how employees can overcome obstacles that occur when carrying out work, employees are able to work in accordance with the company's operational standards, and employees have a good experience so that they can produce maximum performance. Employees who have a good quality of work will certainly have a positive impact on the performance produced at Holiday Inn Resort Baruna Bali.

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The Effect of Work Stress on Employee Performance at Holiday Inn Resort Baruna Bali

This research shows that work stress has a negative and significant effect on employee performance at Holiday Inn Resort Baruna Bali. This is evidenced by the results of the t-test for the work stress variable with a value of $-t_{cal} < -t_{table}$ which is $-7.841 < -1.981$ and a significance value of $< \alpha = 0.001 < 0.05$. The β value of work stress is -0.496 , which means that if work stress (X) increases by one unit, while other variables remain constant, then employee performance will decrease. The results of this study show that the level of stress that employees have will have an impact on employee performance. This is because if an employee has a low level of stress at work, the resulting performance will increase (Syaputra & Kusuma, 2022). Likewise vice versa, employees who have a high level of stress will certainly have a bad impact on their performance results for the company. Therefore, the level of employee stress needs to be considered by the company through the workload provided to match the employee's ability, and the company has a comfortable work environment (Sommovigo et al., 2019).

The results of this study indicate that work stress has a negative and significant effect on employee performance at Holiday Inn Resort Baruna Bali. These results are in accordance with the theory of organizational behavior expressed by Robbins and Judge (2018), which states that high work stress can interfere with employees' cognitive and emotional functions, thereby reducing productivity and quality of performance. In addition, these findings also support the theory of Luthans (2012) which explains that poorly managed stress can reduce motivation and job satisfaction, which ultimately has an adverse impact on individual performance.

This research is also in line with studies by Lukito & Alirani (2019) and research Sugiarto & Nanda (2020), which found that increased job stress will reduce employee performance. This negative correlation confirms that psychological stress factors, such as excessive workload and an unsupportive work environment, can worsen employee outcomes. In the context of Holiday Inn Resort Baruna Bali, this can be seen from the t-test value of the work stress variable ($-t_{cal} < -t_{table}$ i.e. $-7.841 < -1.981$) with a significance value of 0.001 which is smaller than $\alpha = 0.05$, indicating that an increase of one unit of work stress will lead to a decrease in employee performance by 0.496 units.

Furthermore, the coefficient of determination ($R^2 = 0.363$) indicates that 36.3% of the variation in employee performance can be explained by the work stress variable, while the remaining 63.7% is influenced by other variables not used in this study. This is in line with the view that job stress is not the only factor that affects performance, but it is still a major factor that needs to be managed by companies.

Thus, the results of this study highlight the importance of effective stress management to improve employee performance, especially in the hospitality industry which is known to have high work pressure. Stress management through intervention strategies such as stress management training, work environment improvements, and balanced workload arrangements can be an effective solution in this context.

Conclusion

Based on the analysis and discussion, it can be concluded that work stress negatively and significantly impacts employee performance. An increase of one unit in work stress (X), while holding other variables constant, leads to a decline in employee performance. Overall, the problem statement has been addressed in line with the proposed hypothesis, confirming that work stress has a negative and significant influence on employee performance. The practical implication of these findings is the need for the development of stress management programs, such as stress management training, more balanced workload arrangements, and increased social support in the work environment. In addition, the policy implication is the importance of companies in the hospitality sector to strengthen mental health policies and create a conducive work environment in order to retain happier and more productive employees, which ultimately contributes to improved service quality and customer satisfaction.

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