

How Job Stress Affect Job Satisfaction and Employee Performance in Four-Star Hotels

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ABSTRACT

Four-Star Hotels in Bali continue to control the situation of the Covid-19 Pandemic by maintaining employee performance. Social Exchange Theory used to understand a person's behavior at work. A company leader who knows what employees want and can explain what will be obtained if the work results are in accordance with employee expectations will try to show maximum performance. The decline in employee performance indicates an increase in job stress and a decrease in employee job satisfaction. This study aims to determine the effect of job stress experienced by employee on job satisfaction and employee performance at Four-Star Hotels in Bali. The questionnaires were distributed to 130 employees from 10 Four-Star Hotels in Bali, only 117 questionnaires were returned (response rate 90%). The results showed that job stress has a negative effect on employee performance and, job satisfaction, while job satisfaction has no effect on employee performance. The research implies that job condition can cause stress depending on the employee's condition. The salaries they earn do not match the workload they, especially when working from home, and working time of other employees reduce their level of satisfaction at work. However, Covid-19 Pandemic conditions nowadays, employees feel that job satisfaction has no effect on their performance.

Keywords: Bali, Employee Performance, Four-Star Hotels, Job Satisfaction, Job Stress

JEL Classification Codes: J28, J20, J29

INTRODUCTION

Bali is one of the tourism areas that have an attraction so that many tourists, both domestic and foreign are interested in visiting Bali. Since the Covid-19 pandemic, a decline in tourists has occurred which has resulted in the tourism sector, especially hotels, implementing strategies, one of which is in the field of human resources. Four-Star Hotels in Bali continue to try to control the situation while maintaining employee performance.

Social exchange theory is a theory used to understand a person's behavior (Cropanzano & Mitchell, 2005). Workplace relations have elements of social exchange theory. The main component of social exchange theory which involves perceptions of the quality of

superior-subordinate interactions and perceptions of organizational support, in this case, is the law of reciprocity, when individuals are properly needed by others, there will be a feeling of obligation for the individual to repay them with good treatment.

The accomplishment of each association or establishment relies particularly upon the employee performance. The great employee is the person who know to deal with and achieve their undertakings on schedule with required quality in like manner. Past examinations saw two hypothesis of approaches on work execution (Ong et al., 2018). Employee performance is defined as an individual's ability to complete work in various situations (A. H. Khan et al., 2012); (Sundararajan et al., 2020). The factors that affect employee performance are quality of work, attendance and punctuality, initiative, ability, and communication. Employee performance is related to productivity as well as quantity of output, efficiency, and effectiveness in completing work by company standards (Siengthai & Pila-Ngarm, 2016). Performance problems that occur at Four-Star Hotels in Bali can be seen from the decrease in employee behavior, especially in the sector housekeeping, the Covid19 pandemic makes them has a lot of burden, because makes them has a lot of burden, because the works has to be completed by them are varied. This is because the company decided to only use permanent employees to work in various parts.

Some employees have high potential abilities but in terms of performance, they do not provide a good performance. They are many works they have to do, resulting they cannot complete the job optimally and this also affects the job satisfaction. Job satisfaction is one of the significant aspects of the success of an organization (Amburgey, 2005), because employees in an organization are the most dominant factor in determining the success or failure of organizational activities. According to Gupta and Garg (2017), employees are dissatisfied with their work when measured from leadership behavior such as salary payments, internal policies, promotion opportunities, and organizational management. People who express high satisfaction in their work tend to be more productive, have high involvement, and less likely to resign compared to employees who feel less satisfied. Employee job satisfaction must be improved as well as possible so that employees have high work behavior, dedication, love, and work discipline.

Job satisfaction is happy positive feeling that comes from appraising someone's job or work experience (Bakan et al., 2014; Risdianti & Sandroto, 2020) and job satisfaction is dictated by the level of effectively adapting to unpleasant circumstances. Based on the results of interviews with several employees of Four-Star Hotels in Bali, employees complained about their workload and this had an impact on job satisfaction. The indications of the problem of low employee job satisfaction led to low employee performance. In this study conducted (Torlak and Kuzey, 2019; Yuen et al., 2018; (A. H. Khan et al., 2012) (Ezeanyim & Ufoaroh, 2019); (Aziri, 2011); (Rivaldo, 2021)), job satisfaction has a positive and significant effect on employee performance, where employees will show good performance if they feel satisfied at work. According to (Puspitawati & Atmaja, 2020) and (Masa'deh et al., 2016), job satisfaction is the basis for the extent to which individuals like their jobs. Employees do not get a sense of satisfaction even though they have worked optimally because there are no opportunities



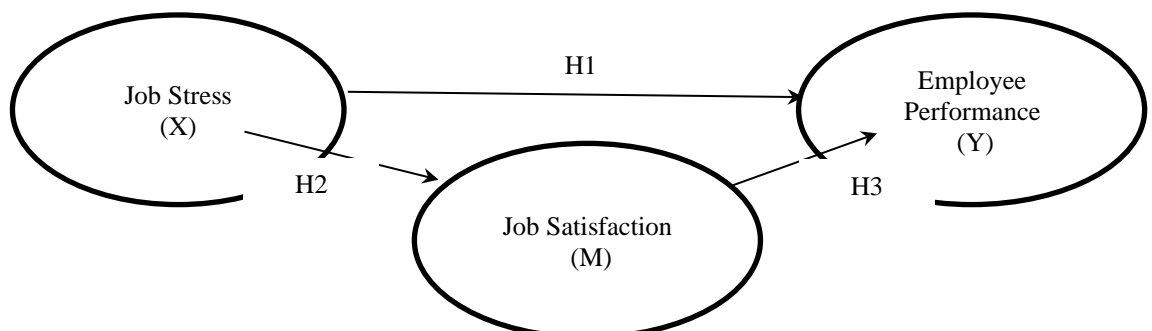
for employees to develop their careers. The Covid-19 pandemic has also caused them to feel that their career at the company is unclear.

Low job satisfaction of employees is thought to have something to do with job stress. (Hans et al., 2014) stated that job stress is a serious problem related to job satisfaction. Stress is a dynamic condition in which an individual is expected on the opportunities, demands, or resources associated with what the individual requires and the results are seen as uncertain. Stress is also a condition that has different components including emotional distress, worry, and loss of involvement in carrying out tasks. Research conducted by (Bakotić, 2016); (Bemana et al., 2013) stated that if job stress supported by high job satisfaction, employee performance will be maximized at work. The results of observations made on several employees regarding job stress where they were faced with being able to complete various jobs due to the company limiting the number of employees working during the Covid-19 Pandemic. Stress is an undesirable response individuals need to serious pressing factors or different kinds of requests set upon them. The pressure in workplace diminishes the expectation of representatives to perform better in positions with the expanding level of pressure the workers thinking dampen and his inclination to function admirably likewise diminishes.

According to (Riaz et al., 2016), job stress is a serious problem related to job satisfaction, this is evidenced by research, that job stress has a negative effect on job satisfaction. If employees feel satisfied at work, they will show good performance (Judge et al., 2001). Employee performance will decrease if employees feel stress at work (Bashir & Ramay, 2010). Prosser et al. (1997), wellsprings of stress and burnout should be analyzed to foster procedures for decreasing pressure and expanding fulfillment among emotional wellness staff. Performance is the fulfillment of tasks or skills related to job. It related to the willingness and to try new things and create innovation in work that will lead to an increase of individual productivity. One of the biggest challenges in management is implementing an effective human development and creating strategies to improve organizational performance.

Based on the previous researches and phenomena, the purpose in this study is to determine the effect of job stress on job satisfaction and employee performance at Four-Star Hotels in Bali. The following Figure 1 is a research model based on the results of previous studies and the phenomena that have occurred.

Figure 1. Research Model



Stress is a widespread component that influences employees around the world. Stress factor had become a developing quandary and caused ominous impacts on work execution in association. Stress is a universal component that influences employees worldwide because of fundamental of life needs in present day and costly conditions which will inferred to the decrease of way of life, stress become a recognizable component in association and these days, the working environment and mood become more confounded which carry more adverse consequences to the representatives contrasted with positive effects (Ong et al., 2018). Stress can be seen all the more exhaustively as, it is a condition which happens when one understands the pressing factors on them, or the necessities of a circumstance, are more extensive than their acknowledgment that they can deal with (Bashir & Ramay, 2010). Based on statement Halkos & Bousinakis (2010) Stress can be considered as an undesirable enthusiastic circumstance that we experience when prerequisites (business related or not) can't be offset our capacity to determine them. This outcomes in passionate changes as a response to this risk. It originates from the connection between an individual and its current circumstance and it shows up as pressing factor that is abstract in light of the fact that similar stressors can influence one individual yet not another. At the point when a representative can deal with the pressing factors of the work and the likelihood to finish a job is significant then pressure can fill in as a persuading factor. Job stress has negative impact on job performance (Ong et al., 2018; Bashir & Ramay, 2010) , it means tress positively affects employee of any association yet up somewhat up to which a worker can adapt to it, for the most part it surpasses as far as possible and have an adverse outcome on representatives.

Based on the background of the study, The hypotheses are formulated as follows:

H1: Job stress negatively affects employee performance

Any work has a potential for some sort of stressor, regardless of whether the stressor are inspirations provoking one to succeed or overpower one making brought down confidence and harm one's life (Bemana et al., 2013). Two significant issues that advanced associations are confronted with are pressure and occupation fulfillment of their workers. Occupation stress is characterized as destructive physical and passionate reactions that happen when the requirements of a task don't coordinate with the capacities, assets, or necessities of the specialist (Patil & Meena, 2013). Based on the statement of (Hans et al., 2014; Riaz et al., 2016) , (Trivellas et al., 2013) job stress has negative and significant effects on job satisfaction. That means job stress can be depicted as the harming physical and feeling of an individual that emerge when the desires of the work don't rival the capacities, means, or needs of the worker. Occupation stress can prompt terrible strength and even harm, it will be caused job satisfaction. Specifically, work pressure identified with struggle and hefty responsibility end up being altogether and contrarily connected with all work fulfillment measurements (actual climate and vocation openings, the executives style and occupation advancement, and rewards and professional stability)(Trivellas et al., 2013).

Considering the establishment of the assessment, the hypotheses are framed as follows:

H2: Job stress negatively affects job satisfaction

Another important dimension of job satisfaction is conduct of chief or leader whose undertaking is to manage or lead the specialists. Boss' way of driving and his/her methodology of taking care of job impacts the degree of representative fulfillment. Paying attention to workers' bits of knowledge and ideas might be in the character of one manager yet for another person might be absolutely missing (Gupta & Garg, 2017). Amburgey (2005), the main kind concerns the comprehensive degree of job satisfaction for an individual and is alluded to as worldwide occupation fulfillment. Worldwide occupation fulfillment is found out by questioning people on the elements and inspirational powers that prompted their perspective on work fulfillment. Job satisfaction is a proportion of positive feelings and mentalities that individuals have about their positions. Individuals content with their positions and intrigued by it, have an extraordinary inspiration in their work. The previous research (Bakotić, 2016; Torlak & Kuzey, 2019; A. Khan et al., 2014; Crossman & Abou-Zaki, 2003; Platis et al., 2015), found that job satisfaction has positively affect employee performance, it means associations with more fulfilled workers would in general be more compelling than associations with disappointed representatives.

In light of the foundation of the examination, the hypotheses are formed as follows:

H3: Job satisfaction positively affect employee performance

RESEARCH METHOD

This study used quantitative method. There are 3 variables in this study, which are job stress, job satisfaction, and employee performance. Job stress in this study was measured using the Occupational Stress Indicator (OSI) developed by (Ramli, 2019), one of which is often used to measure job stress. This scale covers six aspects including the job itself, interpersonal relationships, role management, career and achievement, organizational structure, and conflict between families and works. Job satisfaction is measured using the Job Description Index (JDI) which consists of work, payment, promotion, supervisor, co-workers and job in general (Theodosios & Giannouli, 2017); (Aziri, 2011). Meanwhile, employee performance can be measured using the Individual Work Performance Questionnaire (IWPQ) which consists of three indicators, task performance, contextual performance, and counterproductive performance (Koopmans et al., 2012). The population in this study are all employees who work at Four-Star Hotels in Bali. The questionnaires were distributed to 130 employees from 10 Four-Star Hotels in Bali, only 117 questionnaires returned (response rate 90%). On the Likert scale used in data tabulation, it is strongly agreed to strongly disagree. The data is collected and then tested for validity and reliability, then the data will be tested with path analysis at SPSS. Path analysis is used to find an explanation of the relationship patterns among the variables under study, which are then displayed in the form of an image. This study conducted the effect of job stress on job satisfaction and employee performance by applying theories and concepts related to job stress, job satisfaction, and employee performance. Based on Table 1 which shows that it has met the instrument validity test, and variable reliability test so that the data is suitable for further analysis.

Table 1 shows the Validity and Reliability Test of Job Stress Variables, Job Satisfaction and Employee Performance.

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Variable	Indicator	Validity	Reliability
Job stress (X)	X1	0,751	0.903
	X2	0.853	
	X3	0.835	
	X4	0.780	
	X5	0.866	
	X6	0.850	
Job Satisfaction (M)	Z1	0.678	0.757
	Z2	0.792	
	Z3	0.760	
	Z4	0.787	
	Z5	0.705	
	Z6	0.737	
Employee Performance (Y)			0.817
	Y1	0.820	
	Y2	0.832	
	Y3	0.914	

RESULTS AND DISCUSSION

The characteristics of the research respondents with various criteria showed that most of respondents were male, amount of 77 people or 66%, and respondents with an age range of 31 to 40 years amounted of 42 people or 36%. Respondents with a work period of 1 to 10 years were ranked in first place as many as 46 people or 39%. As many as 67 respondents or 57% have diploma education. The following characteristics of these respondents can be shown in Table 1.

Table 1. Characteristics of Respondents

Profile Demographic	Characteristics	Number of	
		People n = 117	Percentage
Gender	Male	77	66%
	Female	40	34%
Age	<20 years	5	4%
	21 - 30 years	33	28%
	31 - 40 years	42	36%
	41 - 50 years	27	23%
	> 50 years	10	9%
Tenure	<1year	10	9%
	1-10 years	46	39%
	11-20	35	30%
	years>20 years	26	22%

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Education	High School	10	9%
	Diploma	67	57%
	Bachelor	40	34%

Source: Results of Research Data Processing (2021)

Testing data used path analysis to examine patterns of relationships among variables under study so they can show direct or indirect effects of the hypothesized variables. To test the validity of the model on the path analysis using two indicators, the coefficient of determination of total and theory trimming with the results of the calculation as follows:

1. The coefficient of determination total

Based on the calculation of the coefficient of determination total (R^2), a yield of 0.728 indicates that the information contained in 72.8% of the data can be explained by the model, while the remaining of 27.2% is explained by other variables (which cannot be in the model) and errors.

2. Trimming

In the trimming theory, an empirically supported model is obtained. The path coefficient validation test on the path for direct effect is as same as in the regression by looking at the level of significance (sig) < 0.05 . The following is the level of significance of each variable.

Substructure 1

$X = 0.000 < 0.05$

Substructure 2

$X = 0.010 < 0.05$

$Z = 0.541 > 0.05$

The following Table 2 shows the summary of the results of the path analysis coefficient.

Table 2. Summary of Path Analysis Results

Contribution between variables	Path Coefficient	Value t	Significance	Description
The effect of job stress on employee performance	-0.504	-6.023	0.000	Significant
The effect job stress on job satisfaction	-0.315	-2.606	0.010	Significant
The effect job satisfaction on employee performance	-,051	--0,614	0.541	No Significant

The Effect of Job Stress on Employee Performance

The results showed that job stress has negative significant effect on employee performance with a coefficient of $\alpha = 0.000 < 0.05$, with a value of $t = -6.023$. A negative straight connection between work pressure and occupation execution was found. This means that the level of stress experienced by employees at work will reduce their performance. Weight on occupation can be expressed as the result of a person because of the work space from which he feels unstable. Stress identified with "helpless help" didn't appear to be firmly connected with emotional well-being or burnout notwithstanding two of the things ("not having sufficient individuals assets," and "duty without power") being appraised as the best wellsprings of stress (Prosser et al., 1997). Stress can be defined as the status experienced when there is a mismatch between the demands faced and the abilities they have. Stress is a negative feeling that arises because of an individual's inability to deal with the workload and pressure that exists on the job (Bashir & Ramay, 2010). Employees who control their feelings well however maybe come up short on the capacity to use their feelings and comprehend others' feelings may have a higher likelihood of not adapting to pressure utilizing enthusiastic styles.

Stress exists in each association either large or little the work spots and associations have gotten such a lot of complexes because of which it exists, work place pressure has huge impact over the representatives work execution. Research conducted by (Ramli, 2019) and (Ong et al., 2018) stated that, job stress has a negative and significant effect on employee performance, where companies must be able to reduce job stress by paying attention to leadership factors that can affect employee performance.

The Effect of Job Stress on Job Satisfaction

The results showed that job stress has a negative and significant effect on job satisfaction with a coefficient value of $\alpha = 0.000 < 0.05$, with a value of $t = -2.606$. The board support helps in lessening or builds pressure in representatives, clear authoritative help, the executives support function as a pad which acts emphatically in diminishing business-related pressure in workers. This means that the pressure experienced by employees at work affect the level of job satisfaction. According to (Hans et al., 2014) and (Halkos & Bousinakis, 2010), job stress and job satisfaction are important things in organization that will affect employee performance. Specifically, given that foodservice representatives are probably going to be presented to distressing circumstances due to their frequent contact with clients, they will be disappointed with their positions if this pressure isn't productively overseen or mitigated.

Employees who feel dissatisfied with their work are influenced by the level of job stress experienced in the marketing department (Patil & Meena, 2013); (Trivellas et al., 2013). The similar idea also stated in research conducted by (Ramli, 2019) and (Bemana et al., 2013), where job stress has a negative and significant effect on job satisfaction. The effect of work pressure can truly influence the association and representative. The association might not be able to accomplish it is wanted objective it intended to accomplish and the representative may encounter work disappointment and be a monetary expense for the association. Trivellas et al. (2013), said understanding the connection between business related pressure acknowledged and medical caretakers'

work fulfillment becomes imperative especially for Greek emergency clinics encountering the unfriendly impacts of the monetary emergency like consolidations and cost decreases.

The Effect of Job Satisfaction on Employee Performance

The results showed that job satisfaction has no effect on employee performance, indicated by a significance value equal to 0.54 which is greater than $\alpha = 0.05$. This means that the level of employee satisfaction will not affect their good or bad performance. Job satisfaction is influenced by various outside factors, yet it is an inside thing in the representatives that influence the way wherein a worker feels for his work (Masa'deh et al., 2016). In addition, for the accomplishment of any association, it is fundamental that the HR of that association are dealt with well and in particular are fulfilled. During the Covid-19 pandemic, employees felt that the job satisfaction they received was not in line with expectations because they were faced with situation and heavier workload than before. Work from home situation to the shift schedule makes them unless comfortable and less satisfied with their current condition, even so, they required employees' satisfaction or dissatisfaction will not affect their performance. The results of this study are in line with previous studies conducted by (Crossman & Abou-Zaki, 2003), which stated that job satisfaction has no significance effect on employee performance. Chao et al. (2015), Higher job satisfaction was related with better occupation execution. As such, if the work fulfillment of clinical staff in the country clinic could be viably improved, they could exhibit better occupation execution.

Research Implications

The results stated that job stress has a negative and significant effect on employee performance, and job satisfaction, but job satisfaction has no effect on employee performance. The results of this study indicate that employees will perform optimally if they have a low level of job stress. When employees feel that job stress is less, it will increase their satisfaction at work. Each working condition has an effect on the employees' condition. Hotel management mentioned that in Covid 19 pandemic, the amount of work they feel has no impact on their performance. The compensations they get does not match the workload they do, particularly when working from home and working time with other representatives decrease their level of fulfilment at work. However, this decrease in satisfaction has no effect on their performance, because even though they feel satisfied or dissatisfied with their work, they must continue to perform well and optimally during this Pandemic.

This will be a difficult choice for employees during the Covid-19 pandemic situation, on the other hand, they must remain in the conditions at the company and show good performance even though they dissatisfied. The results of this study are expected to be empirical evidence for future research and can be used as a reference in human resource management related to job stress, job satisfaction, and employee performance.

CONCLUSIONS

Based on the results of the analysis, it can be concluded: 1) Job stress has a negative effect on employee performance, that the more employees feel stress at work, the employee's performance will decrease, 2) Job stress has a negative effect on employee job satisfaction, it means that the higher the job stress felt by employees, the lower their satisfaction at work, 3) Job satisfaction has no effect on employee performance, it means that the more satisfied the employees are at work, the performance of employees will increase in better level.

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