



UNIVERSITAS  
INDONESIA

*Veritas, Probatum, Justitia*

FACULTY  
ECONOMICS  
AND BUSINESS



INTERNATIONAL CONFERENCE  
ON BUSINESS AND MANAGEMENT RESEARCH

The 13<sup>th</sup> International Conference on  
Business and Management Research (ICBMR)

# **Leveraging Business and Management Knowledge in Digital Era**

**Universitas Indonesia  
October, 21<sup>st</sup>- 22<sup>nd</sup>, 2020**

**Management Research Center**  
Department of Management  
Faculty of Economics and Business  
Universitas Indonesia

The 13<sup>th</sup> International Conference on  
Business and Management Research (ICBMR)

# **Leveraging Business and Management Knowledge in Digital Era**

Universitas Indonesia  
October, 21<sup>st</sup>- 22<sup>nd</sup>, 2020



## Contents

<u><i>Greetings from the committee</i></u> .....	3
<u><i>Greetings from the Acting Dean, Faculty of Economics and Business Universitas Indonesia</i></u> .....	4
<u><i>Scientific Committee</i></u> .....	5
<u><i>About Faculty of Economics and Business Universitas Indonesia</i></u> .....	7
<u><i>About Management Research Center FEB UI</i></u> .....	8
<u><i>Collaborations</i></u> .....	9
<u><i>Sponsors</i></u> .....	9
<u><i>Journal partners</i></u> .....	9
<u><i>Keynote Speakers</i></u> .....	10
<u><i>Professor Jae Bin Anh</i></u> .....	10
<u><i>Professor Dr. Riza Casidy</i></u> .....	10
<u><i>Professor Ian Phau</i></u> .....	11
<u><i>Conference Program</i></u> .....	12
<u><i>Zoom Link</i></u> .....	13
<u><i>Parallel Session Schedule</i></u> .....	15
<u><i>Parallel Session 1 – FIN 1</i></u> .....	24
<u><i>Parallel Session 1 – FIN 2</i></u> .....	30
<u><i>Parallel Session 1 – GEN 1</i></u> .....	36
<u><i>Parallel Session 1 – HRM 1</i></u> .....	41
<u><i>Parallel Session 1 – MKT 1</i></u> .....	47
<u><i>Parallel Session 2 – FIN 3</i></u> .....	53
<u><i>Parallel Session 2 – GEN 2</i></u> .....	59
<u><i>Parallel Session 2 – HRM 2</i></u> .....	65
<u><i>Parallel Session 2 – MKT 2</i></u> .....	71
<u><i>Parallel Session 3 – FIN 4</i></u> .....	76
<u><i>Parallel Session 3 – GEN 3</i></u> .....	82
<u><i>Parallel Session 3 – HRM 3</i></u> .....	87
<u><i>Parallel Session 3 – MKT 3</i></u> .....	93
<u><i>Meet the Editors</i></u> .....	98
<u><i>Parallel Session 4 – FIN 5</i></u> .....	102
<u><i>Parallel Session 4 – FIN 6</i></u> .....	108
<u><i>Parallel Session 4 – GEN 4</i></u> .....	114
<u><i>Parallel Session 4 – MKT 4</i></u> .....	120
<u><i>Parallel Session 4 – OPR</i></u> .....	126

## *Greetings from the committee*

Distinguished scholars and presenters,

We are honored and delighted to extend a heartfelt welcome to each of you for attending the 13<sup>th</sup> International Conference on Business and Management Research (ICBMR).

This year ICBMR theme is Leveraging Business and Management Knowledge in Digital Era. The Digital era is closely related to automation and data exchange, replaces traditional work algorithms by providing smarter tools. Digitalization, automation and mobility will be implemented into workflow management and systems to improve productivity and quality. The digital era will not only reduce human resource costs but also bring many benefits including increased productivity, efficiency, quality, accuracy, reduced human error, centralized information, and data flow management that enables real time communication between various parties.

However, the conditions of the Covid-19 pandemic that hit most countries in the world, made this year ICBMR's event held differently due to the limitation of large-scale meetings, the implementation of online academic activities, and the Universitas Indonesia's policy that requires all conferences and seminars to be held virtually.

In this two-days conference, we have 106 papers from four countries that will be presented in parallel sessions in the field of finance, banking, including Islamic finance and banking, marketing, human resources management, general management, operations management, and economics. All presented papers will be published in the conference proceedings or in our supporting journals. This year we have a new activity, namely meet the editors. In this session the selected participants have the opportunity to present and get feedback from reputable international journal editors.

This large gathering of academicians would not be possible without the supports from our partners, PT. Bank Central Asia, PT Bank Rakyat Indonesia, Telin by PT Telekomunikasi Indonesia, and supporting journals/publisher.

Last but not least, we would like to express our gratitude to all the contributors: presenters, track chairs, reviewers, keynote speakers, and members of the organizing and scientific committees for their hard work and contributions. We are looking forward to an intellectually stimulating conference, thoughtful discussions, and an engaging experience with fellow attendees virtually.

**Viverita, Ph.D**

Scientific committee

**Dr. Rifelly Dewi Astuti**

Organizing committee

## ***Greetings from the Acting Dean, Faculty of Economics and Business Universitas Indonesia***



Distinguished speakers, ladies and gentlemen,

On behalf of the Faculty of Economics and Business, Universitas Indonesia, it is a great pleasure to welcome all of you to the 13<sup>th</sup> International Conference on Business and Management Research (ICBMR) 2020. This conference is organized by Management Research Centre, Department of Management, Faculty of Economics and Business, Universitas Indonesia. This event is conducted to provide an international platform for the academicians, researchers and budding students to share their research findings and to find international linkage for future collaborations.

As one of the leading business schools in Indonesia, Faculty of Economics and Business Universitas Indonesia (FEB UI) has always encouraged its academicians to improve their contributions in the economics and business fields to support various organizations in Indonesia. With such contributions, these organizations are expected to create sustainable innovations to support the economic growth, especially in the current situations, where changes occur in the world order caused by disruption of digital technology and the Covid-19 pandemic.

Finally, I would also like to express our sincere gratitude and appreciation to the leaders of Universitas Indonesia, our keynote speakers Dr. Jae Bin Ahn, Prof Riza Cassidy, and Prof Ian Phau for their tremendous contributions and supports. Our gratitude is also to the scientific and organizing committees for their hard work to make this event possible.

Even though this year, ICBMR is held virtually, I hope this event would still provide various insights in the field of business and management and beneficial for all the participants. May you have a wonderful experience in sharing your knowledge. Enjoy the conference.

**Dr. Beta Yulianita Gitaharie**

Acting Dean of Faculty of Economics and Business

Universitas Indonesia

## *Scientific Committee*

1. Prof. Adi Zakaria Afiff – Universitas Indonesia
2. Prof. Agus W. Soehadi – Universitas Prasetiya Mulya
3. Prof. Balakrishnan Parasuraman – Universiti Malaysia Kelantan
4. Prof. Emilyn Cabanda – Regent University
5. Prof. Felix Mavondo – Monash University
6. Prof. Firmanzah – Universitas Indonesia
7. Prof. Irwan Adi Ekaputra – Universitas Indonesia
8. Prof. Law Siong Hook – Universiti Putra Malaysia
9. Prof. Mohamed Ariff – Sunway University
10. Prof. Rofikoh Rokhim – Universitas Indonesia
11. Prof. Rubi Ahmad – University of Malaya
12. Prof. Togar M. Simatupang – SBM Institut Teknologi Bandung
13. Prof. Zainal Abidin Mohamed – Universiti Putra Malaysia
14. Dr. Andreas Raharso – National University of Singapore
15. Dr. Anton Wachidin Widjaja – Universitas Indonesia
16. Dr. Arief Wibisono Lubis – Universitas Indonesia
17. Dr. Arviansyah – Universitas Indonesia
18. Dr. Budi Wibowo Soetjipto – Universitas Indonesia
19. Dr. Daniel Tumpal Hamonangan Aruan – Universitas Indonesia
20. Dr. Dewi Hanggraeni – Universitas Indonesia
21. Dr. Dony Abdul Chalid – Universitas Indonesia
22. Dr. Dwi Nastiti Danarsari – Universitas Indonesia
23. Dr. Elok Savitri Pusparini – Universitas Indonesia
24. Dr. Fanny Martdianty – Universitas Indonesia
25. Dr. Gita Gayatri – Universitas Indonesia
26. Dr. Hanny Nasution – Monash University
27. Dr. Imam Salehudin – Universitas Indonesia
28. Dr. Intan Awwaliyah – Universitas Jember
29. Dr. Ivan Butarbutar – Sampoerna University
30. Dr. John Walsh – RMIT Vietnam
31. Dr. Kanti Pertiwi – Universitas Indonesia



32. Dr. Lily Sudhartio – Universitas Indonesia
33. Dr. Lukas Setia Atmadja – Universitas Prasetiya Mulya
34. Dr. Maria Ulpah – Universitas Indonesia
35. Dr. Nur Dhani Hendranastiti – Universitas Indonesia
36. Dr. Nurmala – Universitas Indonesia
37. Dr. Ruslan Prijadi – Universitas Indonesia
38. Dr. Ratih Dyah Kusumastuti – Universitas Indonesia
39. Dr. Riani Rachmawati – Universitas Indonesia
40. Dr. Sari Wahyuni – Universitas Indonesia
41. Dr. Sigit Sulistiyo Wibowo – Universitas Indonesia
42. Dr. Soebowo Musa – Swiss German University
43. Dr. Sri Rahayu Hijrah Hati – Universitas Indonesia
44. Dr. Sylvia Veronica Siregar – Universitas Indonesia
45. Dr. Tengku Ezni Balqiah – Universitas Indonesia
46. Dr. Viverita – Universitas Indonesia
47. Dr. Yosman Bustaman – Swiss German University
48. Dr. Zaäfri A. Husodo – Universitas Indonesia
49. Arga Hananto, M. Bus – Universitas Indonesia
50. Elevita Yuliati, MSM. – Universitas Indonesia
51. M. Budi Prasetyo, MSM – Universitas Indonesia
52. Ririen Setiati Riyanti, M.M. – Universitas Indonesia
53. Yeshika Alversia, M.Sc. – Universitas Indonesia

## Parallel Session 3: Thursday, 22 October 2020, 09.00-11.00 (UTC+7)

### Finance and Banking 4

Track Chair: Prof. Dr. Irwan Adi Ekaputra

Zoom Link:

<http://bit.ly/ICBMR2020-FIN>

Meeting ID: 872 9757 7178

Passcode: ICBMR2020

1	Empirical Evidence of Mean-reversion in Stock Prices and Firm Performance of Politically Connected Firms in ASEAN	Fildzah Imas Maulidina, Viverita
2	Sentiment Analysis Twitter on Stock Performance in Indonesia	Selvi Lesmana Putri, Arga Hananto
3	Industry Distress Level and Competitor's Annual Stock Return	Adella Kurnia Sari, Dwi Nastiti Danarsari
4	Correlation Among Regional and World Major Stock Index with Jakarta Composite Index (IHSG) During Pre and Post 2008 Financial Crisis Period	Rezza Frisma Prisandy, Teddie Pramono
5	Linkages Between Crude Oil and Islamic Stock Markets: Evidence From Islamic Stock Markets in Asian Countries	Tandya Vera Devi, Muhammad Budi Prasetyo
6	A Comparative Study of Banking Performance and Stability: Before and After Islamic Banking Business Unit Spin-Off in Indonesia	Aqilla Dhianir Rahman Panca, Oktofa Yudha Sudrajad

Zoom Link:

<http://bit.ly/ICBMR2020-HRM-OPR>

Meeting ID: 910 1272 5386

Passcode: ICBMR2020

1	The Effect of Work Stress On Front Office Employees Performance: A Case Study At Inaya Putri Bali Hotel	I Nyoman Bayu Citha Putra, Irene Hanna H. Sihombing, Putu Geda Eka Darmaputra
2	Occupational Future Time Perspective and Organizational Citizenship Behavior: The Mediation Role of Job Complexity	Wirda Khairiyah, Debora Eflina Purba
3	Does Work Engagement Matter in Muhammadiyah's Hospitals as The Prominent Faith-Based Organization in Indonesia?	Agus Samsudin, Nopriadi Saputra
4	The Effect of Work-Life Balance on The Work Productivity of Housekeeping Employee: The Case of The Royal Beach Hotel, Seminyak Bali	Ni Made Mayaswari, Irene Hanna H. Sihombing, I Nyoman Sukana Sabud
5	Predicting the Effect of Work Autonomy, Workplace Spirituality and Work Engagement on Millennial Generation Employees' Task Performance: The Mediating Role of Innovative Work Behavior	Fani Ristanti, Elok Savitri Puspawati
6	Stakeholder Engagement in Collaborative Innovation Platform: Case Study in Batik Tourism	Roma Nova Cahjati Poetry, Togar Mangihut Simatupang, Achmad Ghazali



## ***Parallel Session 3 – HRM 3***

### **The Effect of Work Stress on Front Office Employees Performance: A Case Study at Inaya Putri Bali Hotel**

**I Nyoman Bayu Citha Putra** ([bayucithap3@gmail.com](mailto:bayucithap3@gmail.com))

**Irene Hanna H. Sihombing** ([irenesihombing@ppb.ac.id](mailto:irenesihombing@ppb.ac.id))

**Putu Geda Eka Darmaputra** ([ekadap@ppb.ac.id](mailto:ekadap@ppb.ac.id))

Politeknik Pariwisata Bali

#### **ABSTRACT**

This study aims to determine the effect of work stress on the performance of the front office employees of the Inaya Putri Bali hotel. The number of samples in this study was 45 respondents. Data was collected by distributing questionnaires to all front office employees of the Inaya Putri Bali hotel using a 5-point Likert scale to measure 20 statement items. The data analysis technique used is descriptive statistical analysis, simple linear regression analysis, coefficient of determination analysis, and t-test.

The results of this study indicate that work stress contributes to the employee performance by 26.8%, while the remaining 73.2% is influenced by other variables outside of the model. The regression value of the work stress variable is positive 0.409, which means that for each increase in work stress by 1 point, there is an increase in employee performance by 0.409 points. The result of the t-test shows the value of  $t_{count} 3,964 > t_{table} 2,016$ , which means that work stress has a significant effect on employee performance. The results of the analysis show that job stress has a positive and significant effect on employee performance. The company is expected to implement a program to control employee stress to reduce work stress experienced by employees and to further optimize the employee's performance.

**Type of Paper:** Empirical/ Review

**Keywords:** work stress; employee performance; hotel

# The Effect of Work Stress on Front Office Employees Performance: A Case Study at Inaya Putri Bali Hotel

I Nyoman Bayu Citha Putra<sup>1,\*</sup> Irene Hanna H. Sihombing<sup>1</sup> Putu Gede Eka Darmaputra<sup>1</sup>

<sup>1</sup> Politeknik Pariwisata Bali

\*Corresponding author. Email: [bayucithap3@gmail.com](mailto:bayucithap3@gmail.com)

## ABSTRACT

This study aims to determine the effect of work stress on the performance of the front office employees of Inaya Putri Bali Hotel. The number of samples in this study was 45 respondents. Data was collected by distributing questionnaires to all front office employees of Inaya Putri Bali Hotel using a 5-point Likert scale to measure 20 statement items. The data analysis technique used is descriptive statistical analysis, simple linear regression analysis, coefficient of determination analysis, and t-test. The results of this study indicate that work stress contributes to the employee performance by 26.8%, while the remaining 73.2% is influenced by other variables outside of the model. The regression value of the work stress variable is positive 0.409, which means that for each increase in work stress by 1 point, there is an increase in employee performance by 0.409 points. The result of the t-test shows the value of t count  $3,964 > t$  table 2,016, which means that work stress has a significant effect on employee performance. The results of the analysis show that job stress has a positive and significant effect on employee performance. The company is expected to implement a program to control employee stress to reduce work stress experienced by employees and to further optimize the employee's performance.

**Keywords:** *Work stress, Employee Performance, Hotel.*

## 1. INTRODUCTION

Human resources is one of the important resources and need to be developed by companies because the success of a company in achieving the targets that have been set depends very much on the ability and quality of its human resources [1]. Human resource management in a company needs to ensure the quality of its human resources, including in the hospitality industry, because having good and quality resources are expected to produce a good performance for the hotel.

According to [2], human resource management has a role to determine the number, quality, and placement of effective workers according to company needs, from this role human resource management is expected to facilitate the company's performance. Company performance is determined by the performance of employees as individuals where work behavior is the main resource in achieving the desired company goals.

Human resource management at a hotel needs to pay attention to the performance of each department in the

hotel to produce maximum performance, one of which is the front office department. According to [3], the front office holds an important position in hotel operations. The front office acts as the first point of contact for guests and facilitators between guests and other departments. Based on these conditions, Human Resource Management or better known as Human Capital at the Inaya Putri Bali, conducts an assessment every month to maintain the quality and performance standards of its employees.

The monthly performance appraisal of front office employees fluctuates, the highest score in the unsatisfactory category occurred in September 2019 at 36.11%, while the performance appraisal with the highest score in the satisfactory category occurred in October 2019 at 35%. Based on an interview with one of the front office employees, it was explained that the low-performance appraisal was caused by several things, including the increasingly diverse role demands in the workplace, poor communication between colleagues (such as miscommunication during

operational hours), and conflicts between co-workers who cause the work to be not optimal.

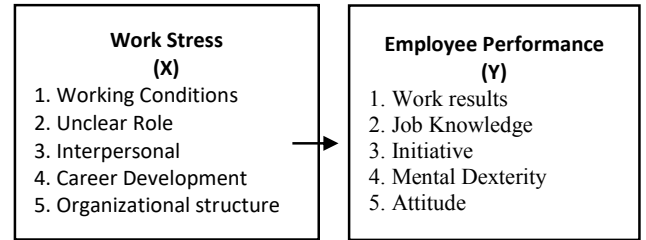
Based on the explanation of the performance phenomenon above, it is feared that it can cause pressure for employees in the work environment, which can reduce the employees' performance. According to [4], it is found that indicators that affect employee performance include organizational culture and work stress. Organizational culture and work stress influence the increase in employee performance by 95.8%. The dominant independent variable is job stress with a coefficient of 56.6%, while organizational culture has a coefficient of 39.2%.

[5] pointed out several symptoms that can be seen on employees who experience stress at work. Employees will show signs of changing behavior such as being late to work, doing their job not seriously, and the rising turnover rate. [6] cited that stress in the work environment can affect the emotions of employees, which in the end stimulates the decision to quit work. The higher the work stress experienced by employees, the less job satisfaction they feel, and eventually it causes the employee's desire to quit the company. This condition is very undesirable for the company because this condition will interfere with employee performance.

The Front Office Manager of Inaya Putri Bali also added that there was a fairly high employee turnover in the department, which occurred due to the heavy workload, causing employees to feel uncomfortable when carrying out his/her job. The hotel sees this as the cause of the absenteeism of the employees, so that the worst part is that employees choose to stop working. [7] stated that stress at a severe stage can make employees become sick or even resign from the company. According [8], the standard turnover rate is ideally not more than 10% per year; this opinion is in line with the standard turnover policy at the Inaya Putri Bali Hotel. However, if it is calculated based on the total turnover of front office employees, the percentage of turnover in this department is 22, 2%. This is considered unfavorable and can lead to decreased employee performance in this department. The management needs to give attention to this phenomenon in order to improve and maintain the performance of its employees. Looking at the above problems, this study looks more closely at the occurrence of work stress that affects the performance of employees at the Front Office Department at the Inaya Putri Bali Hotel.

**2. LITERATURE REVIEW**

This research model is shown in Figure 1. The relationship between variables is defined in a research model that has been compiled based on the literature on work stress and employee performance.



**Figure 1** Research Framework

**2.1. Work Stress**

Job stress is a condition of tension that creates a physical and psychological imbalance, which can affect emotions, thought processes, and a person's condition [9]. According to [10], work stress is a feeling of pressure that a person experiences in the face of the profession. Stress does not just arise, but the causes of stress arising are generally followed by a factor of events that affect a person's psyche, and these events occur beyond his means so that these conditions have suppressed his soul.

According to [11], the indicators of work stress are divided into five parts, including:

- Working conditions, including quantitative excessive workload and qualitative excessive workload.
- Stress due to roles, i.e. unclear roles.
- Interpersonal factors, including cooperation between friends and relationships with leaders.
- Career development, including promotion to a position lower than his ability and promotion to a position higher than his ability.
- Organizational structure, including a rigid and unfriendly structure, unbalanced supervision and training, and non-involvement in decision making.

**2.2. Employee Performance**

[12] explain that performance can be interpreted as the entire work process of an individual whose results can be used as a basis to determine whether the individual's work is good or vice versa. [13] explains that performance is the result of a process that refers to and measured over a specified period based on the provisions or agreements that have been previously determined. [14] defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities assigned to him.

According to [15], employee performance indicators are divided into five parts, including:

- Work results, including the quantity and quality levels that have been produced and the extent to which supervision is carried out.

- Job knowledge, including the level of knowledge associated with work tasks that will affect the quality and quantity of work results.
- The initiative, covering the level of the initiative during the implementation of work tasks, especially in terms of handling problems that arise.
- Mental dexterity, including the level of ability and speed in receiving work instructions and adjusting to the way of working and the existing work situation.
- Attitudes, including the level of morale and positive attitudes in carrying out work tasks. First, confirm that you have the correct template for your paper size. This template has been tailored for output on the A4 paper size.

### 3. RESEARCH METHODOLOGY

This study uses an associative approach to determine the effect of work stress on the performance of front office employees at the Inaya Putri Bali hotel. The population in this study were all employees of the Front Office Department at Inaya Putri Bali, totaling 45 staff. The data collection methods used in this study were questionnaires, documentation studies, and interviews. The distributed questionnaires then go through validity and reliability tests. The analysis technique used in this research is descriptive statistical analysis, simple linear regression analysis, determination coefficient analysis, and t-test.

### 4. RESULTS

Based on gender, 24 respondents were dominated by male employees (53.3%) while 21 people (46.7%) were female. Based on age, 28 respondents were dominated by employees aged less than 30 years (62.2%), followed by 14 people aged 31-40 years (31.1%), followed by respondents aged 41 -50 years amounted to 3 people (6.7%), and no respondents were more than 50 years old. Based on tenure, the respondents were dominated by employees with a work period of 1-5 years totaling 34 people (75.6%), followed by respondents with a working period of less than 1 year amounting to 6 people (13.3%), followed by respondents with tenure work 6-10 years (11.1%), and there are no respondents with a work period of more than 10 years.

Regarding the work stress in the front office department at Hotel Inaya Putri Bali, the result is an average value of 4.12 which indicates that the work stress conditions experienced by employees are in the interval 3.41 - 4.20 so that it is included in the high category. The highest average score is on item 9 "The rigid organizational structure makes it difficult for me to communicate with my superiors" with an average score of 4.36. Meanwhile, the lowest average value is on item

3 "I don't get social support from my colleagues" with an average score of 3.93.

The result of the employee performance variable is an average value of 4.43 which indicates that the employee's performance is in the interval 4.21 - 5 so it is included in the very high category. The highest average score is on item 8 "I have a polite attitude in carrying out my duties" with an average value of 4.56. While the lowest average value is in the first item "My skills are influential in completing the work given" with an average value of 4.36.

Based on the analysis with SPSS version 25, the results of the simple linear regression equation show that the constant value is 27.473 and the regression coefficient value of the work stress variable is 0.409. Based on the results of the determination coefficient test, the R Square value of 0.268 means that the dependent variable can be explained by the independent variable as much as 26.8% ( $0.268 \times 100\%$ ), while as much as 73.2% ( $100\% - 26.8\%$ ) is explained by other variables not used in this study. Based on the results of the t-test, it is obtained that the t-value of work stress (X) is 3,964, which is greater than the t-table, which is 2.016 with a significance value of  $0.000 < 0.05$ , which is in the rejection area of  $H_0$ , this means that work stress has a significant effect on front office employee performance at Hotel Inaya Putri Bali.

### 5. DISCUSSION

Most of the respondents in this study were male. Male employees can produce higher performance compared to female employees. This is because female employees are usually preoccupied with two responsibilities; responsibility in the workplace and responsibility in the household which can cause a decrease in the performance of female employees [16]. The respondents in this study were dominated by employees who were less than 30 years old and could be categorized as young. Young employees can produce higher performance than employees of old age because if the workers are getting old, the level of performance will decrease. After all, it is influenced by limited physical and health factors [17]. From the characteristics of the working period, it can be seen that most of the respondents in this study had 1-5 years of service and could be categorized as short work periods. Employees with short tenure can produce more professional performance compared to employees with longer tenure, this is caused by several factors such as boredom, decreased morale due to doing the same thing for a long period, and seniority factors that often impose work on new employees [18].

Respondents' assessment of work stress at the Front Office Department at Inaya Putri Bali is in the high category. The statement that gets the highest average

score of 4.36 is found in the statement "The rigid organizational structure makes it difficult for me to communicate with superiors". A rigid organizational structure that makes it difficult for employees to transmit information and communicate with colleagues, poor communication can create a less conducive work atmosphere so that it can trigger work stress [19]. The lowest average score is 3.93, "I don't get social support from colleagues". This can mean that respondents feel depressed due to coworkers lacking social support for them, employees who do not get social support from coworkers tend to feel that people in the work environment do not provide comfort for themselves and feel their existence is not needed so that it can cause work stress [20].

The statement that gets the highest average score of 4.56 is found in "I have a polite attitude in carrying out my duties". This means that respondents can apply courtesy in carrying out their duties, employees who have good attitudes at work can produce good performance too, because by being kind and courteous can help employees adjust to the work environment quickly so that employees are faster to understand the work he does [21]. While the lowest average score is 4.36 is "The skills I have are influential in completing the work given". This means that the skills possessed by respondents affect the tasks they carry out, skills at work can improve performance because having good skills mentally, physically, and socially will be able to complete work on time and as expected [22].

The results of simple linear regression analysis obtained the equation  $Y = 27.473 + 0.409 X$ , with the regression value of the work stress variable having a positive value of 0.409, for each increase in work stress by 1 point, there is an increase in employee performance by 0.409 points. Based on the analysis of the coefficient of determination, it is known that the percentage of effect of work stress on employee performance is 26.8%, while the remaining 73.2% is influenced by other factors that are not explained in this study. The results of the t-test conducted to obtain the t value that is 3,964 compared to t table 2,016. The t value is greater than the t table, so it can be concluded that  $H_a$  is accepted and  $H_o$  is rejected. Based on this analysis, it can be concluded that job stress has a positive and significant effect on the performance of front office employees at Inaya Putri Bali.

The results of this study are in line with the results of research conducted by [11] which explains that stress at an optimal point can produce a good performance, at an optimal stress level employees can create innovative ideas, enthusiasm, and constructive output. A stress level that is too high will cause employee performance to decline because excessive stress levels will cause employees to be depressed so that they are no longer able to cope with tasks that are too heavy. According to

research conducted by [23], based on the results of the discussion, it is known that job stress shows a strong correlation, namely 79.1%, and is positive and has a significant effect on employee performance. According to [24] in his research on stress on motivation and its impact on employee performance, it is stated that job stress has a positive effect on employee performance with a percentage of 15.42%, and the remaining 84.58% is influenced by other factors outside the model. Based on the explanation above, it can be said that it is true that job stress has a positive and significant relationship to employee performance, but there are still other factors that affect employee performance and are not discussed in this study.

## 6. CONCLUSION

Based on the results of questionnaires that have been answered by respondents related to work stress questions, the average value obtained is 4.12 which is included in the high category, the work stress indicator that shows the highest level of stress is organizational structure with an average value of 4.36. According to the results of questionnaires that have been answered by respondents about the employee performance questions, it is explained that the average score obtained is 4.43 which is included in the very high category, with the performance indicator that shows the highest level of performance is the attitude of employees with an average value 4.56.

The conclusions that can be drawn in this study are that job stress (X) has a positive and significant effect on front office employee performance (Y) at Inaya Putri Bali which can be proven by the t value of 3,964 is greater than t table. 2,016 with a significance value of 0,000 < 0.05. Based on the results of the coefficient of determination analysis, it is known that work stress has an effect of 26.8% while the remaining 73.2% is influenced by other factors not explained in this study.

It can be seen that the work stress conditions experienced by employees are in the high category. Some suggestions can be given to the management of Inaya Putri Bali, that the management needs to implement programs to control stress that occurs in employees such as conducting personal counseling with employees who have problems at work, reducing internal conflicts by improving communication between employees, family gathering or annual outing with employees of the Front Office Department which can help reduce or overcome problems faced by employees and in the future it is expected to affect improving employee performance.

It is suggested that the employees should be able to manage work stress experienced to reduce the risk of problems that can cause performance to decline, for example by improving social relations between

employees, increasing cooperation between employees, increasing feelings of empathy for coworkers, and work professionally without bringing personal problems to the workplace.

## REFERENCES

- [1] J. Aprilioni, "Studi Deskriptif Pengembangan Sumber Daya Manusia Pada Premier Inn Hotel Surabaya", *AGORA*, vol. 5, no. 2, 2017. [Online serial]. Available: <http://publication.petra.ac.id/index.php/manajemen-bisnis/article> [Accessed Jul. 3, 2020].
- [2] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara, 2016.
- [3] J. A. Bardi, *Hotel Front Office Management*. New Jersey: John Wiley & Sons, 2007.
- [4] T. Pertiwi, "Pengaruh Budaya Organisasi Dan Stres Kerja Terhadap Kinerja Karyawan Pada Pt. Kereta Api Indonesia (Persero) Daop II Bandung," Undergraduate Thesis, Universitas Pasundan, Indonesia, 2015. [Online serial]. Available: <http://repository.unpas.ac.id/1908/> [Accessed Jul. 3, 2020].
- [5] S. P. Robbins and T. A. Judge, T.A. *Organizational Behavior*, 12<sup>th</sup> Ed, Jakarta: Penerbit Salemba Empat (in Indonesian), 2008.
- [6] S. Andi, "Pengaruh Stres Kerja Terhadap Turnover Intention Yang Dimediasi Oleh Kepuasan Kerja," *e-Jurnal Manajemen Universitas Udayana*, vol. 8., no. 6, 2019. [Online serial]. Available: <https://ojs.unud.ac.id/index.php/Manajemen/article/view/45752> [Accessed Jul. 6, 2020].
- [7] M. T. Manurung, and I. Ratnawati, "Analisis Pengaruh Stres Kerja dan Kepuasan Kerja Terhadap Turnover Intention Karyawan (Studi Pada STIKES Widya Husada Semarang)," *Diponegoro Journal of Management*, vol. 1, no.4, 2012. [Online serial]. Available: <https://ejournal3.undip.ac.id/index.php/djom/article/view/794> [Accessed Jul. 5, 2020].
- [8] A. Fitri, "Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention Karyawan Hotel Bintang 3 Di Yogyakarta," *Jurnal Manajemen Bisnis Indonesia*, vol. 7, no. 4, 2018. [Online serial]. Available: <http://journal.student.uny.ac.id/ojs/ojs/index.php/jmbi/article/view/12934> [Accessed Jul. 4, 2020].
- [9] V. Rivai, *Manajemen Sumber Daya Manusia Perusahaan*, Jakarta: RajaGrafindo Persada, 2011.
- [10] A. A. A. P. Mangkunegara. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung: Remaja Rosdakarya, 2013.
- [11] T. Wartono, "Pengaruh Stres Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Majalah Mother and Baby)," *Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, vol. 4, no. 2, 2017. [Online serial]. Available: <http://openjournal.unpam.ac.id/index.php/kreatif/article/view/498> [Accessed Jul. 6, 2020].
- [12] M. Z. Roziqin, *Kepuasan Kerja*. Malang: Averroes Press, 2010.
- [13] E. Edison, A. Yohny, I. Komariyah. *Manajemen Sumber Daya Manusia*, Bandung: Alfabeta, 2016.
- [14] A. A. A. P. Mangkunegara. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung: Remaja Rosdakarya, 2016.
- [15] E. Sutrisno, *Budaya Organisasi*, Jakarta: KencanaPrenada Media Group, 2010.
- [16] Ruryarnesti, "Hubungan Antara Gender Dan Usia Karyawan Terhadap Produktivitas Kerja Perusahaan Agrikultur," *Prosiding Seminar Nasional Psikologi 2016*, pp.112-119, 2016. [Online]. Available: [http://digilib.mercubuana.ac.id/manager/tl@file\\_artikel\\_abstrak/Isi\\_Artikel\\_912230457920.pdf](http://digilib.mercubuana.ac.id/manager/tl@file_artikel_abstrak/Isi_Artikel_912230457920.pdf)
- [17] S. Kumbadewi, "Pengaruh Umur, Pengalaman Kerja, Upah, Teknologi Dan Lingkungan Kerja Terhadap Produktivitas Karyawan," *e-Journal Bisma Universitas Pendidikan Ganesha Jurusan Manajemen*, vol. 4, no. 1, 2016. [Online serial]. Available: <https://ejournal.undiksha.ac.id/index.php/JMI/article/view/6729> [Accessed Jul. 12, 2020].
- [18] Wahyuni, "Pengaruh Masa Kerja Terhadap Profesionalisme Kinerja di Dinas Koperasi dan UMKM Provinsi Sulawesi Selatan," Undergraduate Thesis, Universitas Negeri Makassar, Indonesia, 2016. [Online serial]. Available: <http://eprints.unm.ac.id/11679/> [Accessed Jul. 18, 2020].
- [19] Sugiarto, R. Marisdaya, I. Karlina, "Faktor-Faktor Yang Berhubungan Dengan Stres Kerja Pada Guru Sd Di Yayasan Slb Prof. Dr. Sri Soedewi," *Jurnal Kesehatan Masyarakat Khatulistiwa*, vol. 5, no. 3, 2018. [Online serial]. Available: <http://openjournal.unmuhpnk.ac.id/index.php/JKMK/article/view/1576> [Accessed Jul. 18, 2020].

- [20] T. Suryaningrum, "Pengaruh Beban Kerja Dan Dukungan Sosial Terhadap Stres Kerja Pada Perawat RS PKU Muhammadiyah Yogyakarta," Undergraduate Thesis, Universitas Negeri Yogyakarta, Indonesia, 2015. [Online serial]. Available: <https://eprints.uny.ac.id/23048/> [Accessed Jul. 10, 2020].
- [21] Alias and S. Serang, "Pengaruh Pengetahuan, Sikap Kerja Dan Pengalaman Kerja Terhadap Kinerja Karyawan," *Paradoks Jurnal Ilmu Ekonomi*, Vol. 1, no. 1, 2018. [Online serial]. Available: <http://jurnal.fe.umi.ac.id/index.php/PARADOKS/article/view/87> [Accessed Jul. 14, 2020].
- [22] I. Tolo, J. L. Sepang, and L. O. H. Dotulong, "Pengaruh Keterampilan Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Dinas Pemuda Dan Olahraga Manado," *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, vol. 4, no. 3, 2016. [Online serial]. Available: <https://ejournal.unsrat.ac.id/index.php/emba/article/view/13723> [Accessed Jul. 8, 2020].
- [23] U. Oemar and L. Gangga, "Pengaruh Stres Kerja Terhadap Kinerja Pegawai Pada Dinas Pendapatan, Keuangan Dan Aset Daerah Kabupaten Musi Banyuasin," *Jurnal Ecoment Global*, vol. 2, no. 2, 2017. [Online serial]. Available: <http://ejournal.uigm.ac.id/index.php/EG/article/view/249> [Accessed Jul. 20, 2020].
- [24] A. L. M. Romli, "Pengaruh stres kerja terhadap motivasi kerja dan dampaknya terhadap kinerja karyawan di PT. BPR Syariah PNM Al Ma'some," Postgraduate Thesis, Universitas Komputer Indonesia, Indonesia, 2010. [Online serial]. Available: <https://repository.unikom.ac.id/17697/> [Accessed Jul. 18, 2020].



UNIVERSITAS  
INDONESIA

FACULTY  
ECONOMICS  
AND BUSINESS



INTERNATIONAL CONFERENCE  
ON BUSINESS AND MANAGEMENT RESEARCH

# Certificate

Management Research Center - Department of Management  
Faculty of Economics and Business Universitas Indonesia  
award this:

## CERTIFICATE OF APPRECIATION

124/UN2.F6.D2.DIM/OTL-ICBMR-MRC/2020

to

**Irene Hanna H. Sihombing**

For the contribution as a Presenter at  
The 13th International Conference on Business and Management Research (ICBMR)  
Universitas Indonesia, 21-22 October, 2020

Acting Dean Faculty of Economics and Business  
Universitas Indonesia

**Dr. Beta Yulianita Gitaharie**

