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

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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.

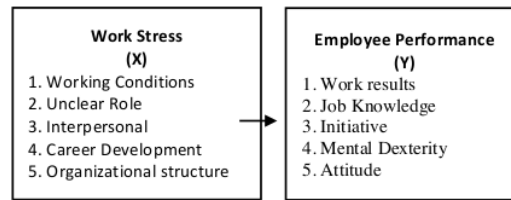


Figure 1 Research Framework

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_0 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.

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