

# Effect of Work Stress Control and Career Development on Employee Performance at PT Woori Bio Corpora, South Jakarta

**Meryati Santoso**

Management Department, School of Economics IPWI Jakarta, Jakarta, Indonesia

**Email address:**

merry.santoso@catlover.com

**To cite this article:**

Meryati Santoso. Effect of Work Stress Control and Career Development on Employee Performance at PT Woori Bio Corpora, South Jakarta. *Science Journal of Business and Management*. Vol. 10, No. 2, 2022, pp. 62-67. doi: 10.11648/j.sjbm.20221002.11

**Received:** February 22, 2022; **Accepted:** March 23, 2022; **Published:** April 14, 2022

---

**Abstract:** Management of work stress and employee career development are two factors that are suspected to be relatively large in affecting the performance of employees of PT Woori Bio Corpora, South Jakarta. To find out the influence of both conducted this research with the aim of knowing the influence of work stress management and employee career development on the performance of employees of PT Woori Bio Corpora. This study involved 75 respondents who were selected as a sample from a population of 150 employees at the office of PT Woori Bio Copora, and then used sample withdrawal techniques using the Slovin formula model so that 75 research respondents were obtained. Data collection techniques use observations, interviews and questionnaires. The respondent answer category of research on questionnaires consists of four scales based on the Likert scale. In data management assisted by using the SPSS program, statistical testing used is by calculation of validity test, reliability test, coefficient of correlation, coefficient of determination, hypothesis test, and regression analysis. Work Stress Management and career development on Employee Performance of PT Woori Bio Corpora positively affect employee performance with multiple regression equations as follows:  $Y = 23,921 + 1,459 X_1 + 0.323 X_2$ .

**Keywords:** Work Stress Management, Career Development, Employee Performance

---

## 1. Introduction

A company is basically an organization of human resources, natural resources and other economic resources to achieve its goals. To achieve these goals, a management control system is needed that guarantees through managers that the organization has conducted its organization effectively and efficiently [2].

One of the factors that influences an organization's success rate is the performance of its employees. According to Handoko, employee performance is an action taken by employees in carrying out the work provided by the company. Every company always expects its employees to have achievements, because by having outstanding employees will make an optimal contribution to the company. Good employee performance with a high work ethic will help the company to be able to meet the company's targets, while if employee performance decreases and is bad it will harm the company [6].

One of the factors that are expected to increase employee

job satisfaction is career development. Career development is very important in the lives of any one and so all employees, who crave progress and development in work. There is no employee who does not want his career to develop and improve in accordance with his expectations. In other words, the increase in career is a part of life events that is very important for potential employees and has high-achieving motivation, as an embodiment of actualization or successful self-realization. In a shorter word, there is no employee who does not want success at work.

In addition to career development factors that affect job activities for employees, one of the other factors that affect employee performance is work stress. Where stress is a reactant of emotions and physical due to the failure of individuals to adapt to the environment. In this case stress on performance can play a positive role in damaging employee performance in a company. Stress arises because of his incompetence to meet the demands and various expectations of employees. Role ambiguity is felt if an employee does not

have enough information to be able to carry out his or her duties or does not understand or realize expectations related to a particular role. Handoko (2008) states that stress is a condition of tension that affects a person's emotions, thought processes and consensus. As a result, excessive stress can threaten a person's ability to deal with environments that eventually interfere with the implementation of his tasks, meaning interfering with his work performance [6].

## 2. Study the Literature and the Development of Hypotheses

### 2.1. Work Stress

Stress is an adaptive response, limited by individual differences and psychological processes, that is a consequence of any activity (environment), situation or external event that weighs heavily. Excessive psychological or physical demands on a person. According to Mangkunegara, work stress is a feeling of depressed or depressed experience by employees in dealing with their work [7]. Lazarus (1968) stated that stress is only related to events around the work environment that cause danger or threat. What is meant by the danger or threat is the fear which an employee may feel when he makes a mistake and can threaten his career at work [5].

Gibson et al (2008) states that work stress is a response to adjustments mediated by individual differences or psychology processes that refer to a consequence of each other's activities in work, outside environment, situations, events, that establish excessive psychological or physical demands to a person [4].

Handoko (2001) states indicators of work stress can be seen from several symptoms, such as a) Physical, namely insomnia, headaches, defecate difficulty, indigestion, intestinal inflammation, itchy skin, back pain, veins on the shoulders and neck, excessive sweating, decrease appetite, high blood pressure, heart attack, and loss of energy. b) Emotional, those are irritable, overly sensitive, restless, and anxious in his mood, easy to cry, depressed, aggressive towards others, easily hostile, easy to attack behavior and mental fatigue. c) Intellectual that is forgetful, distracted mind, memory decreased, difficult to concentrate, like excessive daydreaming, the mind is only focused with one thought only. d) Interpersonal, such as indifferent and silence others, decreased trust in others, easy to break promises, happy to find other people's faults, introvert, and easily blame others [6].

The impact of work stress in general is more averse to employees and company. In employees, the consequences might be decreasing enthusiasm for work, high anxiety, frustration and so on. Consequently, the impact of employee work stress is not only related to work activities but can extend to other activities outside of work. On the other hand, stress is also positive for individuals where employees are able to cope and turn stress into motivation or encouragement to be more advanced where his work achievements are increases, nimbler in work, more thorough and able to complete the work satisfactorily. For organizations the negative consequences arising from work stress are indirect, which is an increase in

the level of absenteeism, decreased productivity levels and psychologically can decrease organizational commitment, to turn over.

### 2.2. Career Development

Simamora stated that career is a sequence of activities related to work and behaviors, - the values and aspirations of a person during the time of person's life [11]. Career development is a personnel development activity in order to fulfill a career plan providing important support limited to the smooth running of the organization [13]. While Rivai said career development is a condition that indicates an increase in the level or status of a person in his job so that it can meet the needs. This is driven through the assessment of personality, especially the experience and educational background [8].

Development is the second operational function of personnel management. Employee development (new/old) needs to be carried out in a planned and sustainable manner. In order for development to be implemented properly, an employee development program must first be established.

Employee development programs should be carefully structured and based on scientific methods and guided by the skills needed by the company today and for the future. Development should aim to improve the technical, theoretical, conceptual, and moral abilities of employees so that their work performance is good and achieve optimal results.

### 2.3. Planning of Career Development

Employee career planning is clear, so this will provide several advantages, among others:

1) Reduce employee turnover.

This means that with a clear career system will reduce the in and out of employees from the company and this will greatly affect the expenses that come out, considering the high turnover will cause a lot expense, and vice versa.

2) Increase the potential of employees at work.

This means that among employees certainly have certain hidden trait, so it does need to be resurrected through his career.

3) Employee Development for Promotion is Easier.

This means that employees who have been participated in various training and skills will facilitate employee promotion which is also related to improving one's career.

4) Provide job satisfaction to employees.

This meant that what the employees have done to their job, will get the desired hope.

The term career indicates the series or sequence of jobs/positions held by people during their work history, not in terms of their employment level or organizational level. The term career no longer just indicates a change in vertical motion work, rising within an organization. The term career in English career has been proposed by several authors with various meanings, this can be seen in the following quotes: a) Flippo in his book "Personnel Management": *A career can be defined as a sequence of separate but related work activities that provides continuity, order, and meaning in the person's*

life [3]. b) Bhagwan and Bhushan in their book "Public Administration": *The commission defined a career as "an honorable occupation which one normally takes it in youth with the expectation of advancement and pursues until retirement"*[1]. c) Schermerhorn, Hunt and Osborn (1994) in their book "Managing Organizational Behavior": *A career is a set of work choice and activities representing what a person does for a living* [9]. d) Stone (1982) in his book "Understanding Personnel Management": *A career is definite a sequence of positions or job held by one person over a relatively long-time span, usually ten or more year* [12].

Career development includes personal activities undertaken to achieve a career plan. These activities may be sponsored by Human Resources departments or managers or carried out without reliance on Human Resources departments or managers. In other words, it is done individually from planning to implementation.

Everyone must accept his or her responsibility for career development or career advancement that in reality can be failed. Once this individual commitment is made, some career development activities should prove beneficial. These activities contain various aspects, namely as follows [2]:

- a) Productivity of work employees.
- b) Activities that are commonly known.
- c) Network work.
- d) Resignation.
- e) Loyalty to the organization.
- f) Mentors and sponsors.
- g) Subordinates as the key to success.
- h) Opportunity to grow.
- i) International experience.

The things below are some important aspects in career planning that need to be compiled by the Human Resources Department.

#### 1) Technological Change

Rapid technological change requires companies to use it sustainable development. A few decades ago, IBM was engaged in the business of computers and office equipment, while AT&T in the telephone business.

#### 2) Employee Turnover

Employee turnover creates specific challenges for Human Resources departments. Due to the departure of employees is unpredictable, development activities must be directed at the preparation of these employees so that they can succeed in a new place. On the other hand, sometimes an employee with the best development program can also cause a turnaround. Therefore, it could be some companies are reluctant to invest time and money that can then create new knowledge and skills, then employee's "run-away" to other companies whose salary levels or wages are higher.

#### 3) Feedback

Without feedback on career development efforts, it is very difficult for employees to maintain their positions at the company even though they have spent years preparing for their career goals. Human Resources department can provide feedback in a number of ways. One of them is to provide employees with information about job placement decisions.

An employee who pursues career development activities and graduates for promotion may be concluded that it is not a worthwhile effort. Unsuccessful candidates for open internal jobs should be questioned as to why they do not get the career opportunities they are looking for.

Feedback has three objectives:

- a) Assuring employees who don't graduate that they are still valuable and will be considered for future promotions will come if they are qualified.
- b) To give cleared explanation why they were not been selected.
- c) Indicate what specific career development activities they should be doing.

## 2.4. Employee Performance

Morphologically the word performance comes from the verb "the act of doing something; something done or made" (Great Dictionary Indonesian, 2001). While the term performance itself is "Something accomplished; performance shown; ability to work" (Great Dictionary Indonesian, 2001). Based on this sense that performance is the result of work shown by someone in carrying out the results of his duties and of course that the results of a person's work are achievements that he achieved in achieving organizational goals.

Bennett Silalahi describes that "Performance is a measured work externality" [10]. Thus, there is a difference between Performance and Performance Appraisal which means how a person carries out his duties and responsibilities in accordance with the procedures and work organization that have been implemented by the management.

Performance is a result of work or an output that can be measured. Based on the analysis of a measurement of the work we will get data whether the results of a person's work are good or not.

In the field implementation, employee performance appraisal between one organization and another uses different measurement tool depending on the criteria and requirements determined by the organization concerned.

Meanwhile Flippo suggested that the factors to measure the performance of an Employee [3], namely:

- 1) The quantity and quality of work, including output, not only considers regular tasks but includes determination, skill, accuracy, and neatness.
- 2) Toughness refers to obey orders, habits, safety, initiative, punctuality, and presence.
- 3) Attitudes towards job change, co-workers, and cooperation.

Performance management is an initial investment, so you can let your employees do their jobs. They know what to do, what decisions they would make on their own, how well they should do the job, and when you need to be involved. Do it appropriately, then performance management can save your time and effort. There is no one standard that can be applied to every manager with every employee in all situations.

Silalahi (2014) states that the external work is influenced by behavior and behavior is influenced by several elements [10]:

- a) Adequate financial rewards.

- b) Good physical condition.
- c) Security.
- d) Interpersonal relationships.
- e) Recognition of status and honor.
- f) Satisfaction.

### 3. Method of Analysis

#### 3.1. Conceptual Framework

This study includes two independent variables, namely variable  $X_1$  (Work Stress Control) and variable  $X_2$  (Employee Career Development), and the other one is independent variable, namely variable  $Y$  (Employee Performance). The model of the relationship between independent variables and dependent variables in this study can be seen in the following figure:

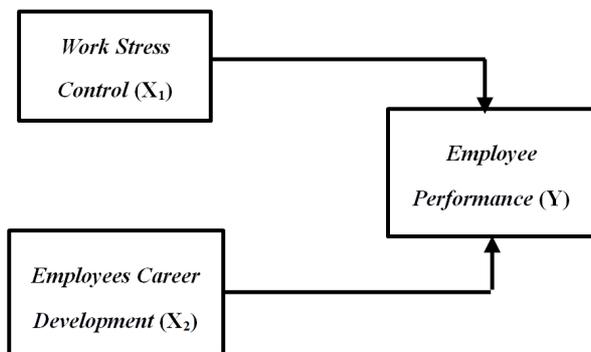


Figure 1. The relationship between dependent and independent variables.

#### 3.2. Research Hypothesis and Method

In accordance with the formulation of the problem that has been presented and the description mentioned above, the researcher proposes the following hypothesis:

$H_0$  = There is no significant relationship between *Work Stress Control* and *Employee Career Development* together with *Employee Performance* in the Office of PT. Woori Bio Corpora South Jakarta. significant relationship between *Work Stress Control* and *Employee Career Development* together with *Employee Performance* in the Office of PT. Woori Bio Corpora South Jakarta.

$H_a$  = There is a significant relationship between *Work Stress Control* and *Employee Career Development* together with *Employee Performance* at PT Woori Bio Corpora Office in South Jakarta.

The type and design of the research can be grouped according to research objectives, approaches, explanatory levels and data types. This research is classified as associative research, that seeks a relationship or influence between one variable and another variable.

#### 3.3. Variable Operationalization

In this study: Independent variables are Work Stress Control ( $X_1$ ) and Employee Career Development ( $X_2$ ). The dependent variable is Employee Performance ( $Y$ ).

- 1) The indicators of Work Stress Control factors cover the followings:
  - a) Individual Handling Strategy.
  - b) Organizational Handling Strategy.
  - c) Social Support Strategy.
- 2) Employee Career Development Factors to be measured include:
  - a) Effectiveness of The Implementation of Individual Career Development.
  - b) Effectiveness of Implementation of Career Development by Staffing Agency.
- 3) The indicators of Employee Performance Factors cover the followings:
  - a) The quantity and quality of work, including output, not only considers regular tasks but also includes determination, skill, accuracy, and neatness.
  - b) Toughness refers to obey orders, habits, safety, initiative, time, and presence.

Attitudes towards job change, co-workers, and cooperation.

#### 3.4. Population and Research Samples

The determination of the data source depends on the problem to be examined, as well as the hypothesis to be tested for truth. In this study, the study population was the Office Employees of PT Woori Bio Corpora South Jakarta, which was as many as 100 employees the number of samples (respondents) in this study was as many as 75 employees at PT Woori Bio Corpora South Jakarta.

In this study the author collected data related to the problem being studied, while the techniques used are as follows:

Literature Research conducted by reading and studying literatures available in the library, with a view to placing a theoretical foundation about the subject matter being discussed.

Field Research on the objects studied and collecting data was carried out by observation, interview, and distribute questionnaires.

#### 3.5. Analytical Tools

This research used the following analytical tools:

1. Test validity and reliability. The quality of research data is highly dependent on the quality of the data used in the study. The quality of research data is determined by the instruments used to collect data to produce quality data. A good research instrument must meet the requirements of being valid and reliable. To determine the validity and reliability of the questionnaire, it is necessary to test the questionnaire using validity and reliability tests.
2. Classic Assumption Test. The Classical Assumption Tests to be used are: Linearity test, normality test, multicollinearity test, heteroskedasticity test, and autocorrelation test.
3. Multiple Regression Analysis. The multiple regression analysis equations (two predictors) used are as follows:  

$$Y = a + b_1 X_1 + b_2 X_2.$$

4. Hypothesis Test. Hypothesis testing is a procedure for proving the truth of population traits based on sample data. The benefit of hypothesis testing is to test the truth of a hypothesis and determine which decisions to accept.

## 4. Research Results

### 4.1. Validity Test Results

Data can be said to be *valid* if the correlation value (r) calculates the data exceeds the correlation value (r) of the table. The calculated r values are the values in the column "Corrected Item Total Correlation" and the table correlation values obtained from the calculation results (Df = N - 2 and = 5 %) where N = 85 is 0,2272. If r results positive, and r calculates > r table, then the question item or variable is valid.

Based on the results of the validity test of the 60 questions mentioned above, it turns out that all research instruments show numbers greater than the r table. This indicates that the measuring instrument used is *valid* and can be used as an indicator in this study.

### 4.2. Reliability Test

The reliability test results presented in the table above show that the measuring instrument used is 100% reliable ( $\alpha > 0.6$ ) which is variable  $X_1$  (*Work Stress Control*) of 0.970, variable  $X_2$  (*Employee Career Development*) amounted to 0.957, and variable Y (*Employee Performance*) amounted to 0.780. This indicates that all independent variables and dependent variables can be chewed to be reliable.

### 4.3. Classic Assumption Test Results

The reliability test r Linearity Test Results found the relationship of each independent variable to the dependent variable is linear, Normality Test Results using the Kolomogorov-Smirnov test (KS) found no variables of a residual or in the regression model, the results of Multicollinearity testing found there was no correlation between independent variables, heteroskedasticity test results in this study by way of Gjejser test showed Sig values. All variables are > 0.05, meaning there is no indication of heteroskedasticity, and the autocorrelation test results that there is no correlation between the nuisance error in the t period and the errors in the t-1 period (previous).

Table 1. Model Summary<sup>b</sup>.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.915 <sup>a</sup>	.837	.833	4.316	1.625

a. Predictors: (Constant), Work Stress Control, Employee Career Development

b. Dependent Variable: Employee Performance.

### 4.4. Multiple Correlation Coefficients

Based on the table above it was found that the relationship between *Work Stress Control* and *Employee Career Development* together with *Employee Performance* at PT Woori Bio Corpora South Jakarta Office is positive and indicated strong, which is 0.915.

### 4.5. Hypotheses Test

While the hypothesis test for the double correlation coefficient uses the following formula:

$$F = \frac{r^2(n - m - 1)}{m(1 - r^2)} = 184,919$$

Then with the error level, namely: 5% and  $DK = n - m - 1 =$

72, then obtained  $F_{table} = 3.1239$  means  $F_{count}$  falls on the rejection area  $H_0$ , then  $H_a$  is accepted. So, the conclusion is that the correlation coefficient between the Work Stress Control factor and Employee Career Development together with the Performance of PT Woori Bio Corpora Employees is significant.

### 4.6. Multiple Regression Analysis

The reliability test r Linearity T Multiple linear regression analysis is used to determine the effect of independent variables ( $X_1$ ) and ( $X_2$ ) on dependent variables (Y). The regression equation used in this study is:  $Y = a + b_1X_1 + b_2X_2$ .

The results of multiple linear regression calculations with the SPSS program are as follows:

Table 2. Coefficients<sup>a</sup>.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Itself.
		B	Std. Error	Beta		
1	(Constant)	23.921	3.997		5.985	.000
	Organizational Climate	1.459	.046	.660	10.038	.000
	Employee Work Discipline	.323	.066	.324	4.928	.000

a. Dependent Variable: Employee Productivity

Source: Data is processed using the SPSS program.

Based on the results of the regression analysis above, it can be compiled regression equation, namely:  $Y = 23,921 + 1,459$

$X_1 + 0.323 X_2$ . The interpretation of the equation is as follows:

- 1) Constant ( $a = 23,921$ ), meaning that this figure shows the quality of *Employee Performance*, which is when the Office Entrepreneur of PT Woori Bio Corpora South Jakarta does not have good quality employee career development and the Office of PT Woori Bio Corpora South Jakarta does not have good *Stress Work Control* quality at all.
- 2) Regression coefficient ( $b_1 = 1,459$ ), meaning that if the quality of *Employee Career Development* that occurs increases by one time, then the quality of *Employee Performance* of PT Woori Bio Corpora Office, South Jakarta will increase by 1,459.

Regression coefficient ( $b_2 = 0.323$ ), meaning that if the quality level of *Employee Career Development* that occurs increases by one time, then the quality of *Employee Performance* of PT Woori Bio Corpora, South Jakarta will increase by 0.323.

## 5. The Conclusion

Based on the results of the analysis of research data and discussions that have been done, as an answer to the problems in this study can be concluded as follows:

### 5.1. Conclusion

The results of the study it is known that there is a significant strong positive relationship between *Work Stress Control* and *Employee Career Development* to *Employee Performance* at the Office of PT Woori Bio Corpora, both effectively alone or together.

Based on the results of regression analysis, it was found that the *Work Stress Control* factor is the factor that will contribute the most to the improvement of *Employee Performance* at the Office of PT Woori Bio Corpora, South Jakarta.

### 5.2. Suggestion

1. The management of PT Woori Bio Corpora should pay more attention to the Work Stress Control factors of its employees. There are two factors that cause the emergence of stress or work stress, namely work environment factors and personal factors. Factors of the work environment can be physical conditions, office management or social relations in the work environment.
2. Career planning must be done from the lowest to the highest career level. Career Planning of an Employee will provide several advantages, among others: (a). Reduce the level of turn over employees, (b). Increase the potential of employees in work, (c). Employee development for easier promotion, and (d). Provide job

satisfaction to employees.

3. To improve the planned career development, management encourage employee on the followings: (a). Improving Work Performance, (b). Increase dedication and loyalty to PT Woori Bio Corpora, and (c). Having mentor and sponsor.

## Acknowledgements

You as the author are free to decide whether to include acknowledgments or not. Usually, the acknowledgments section includes the names of people who in some way contributed to the work, but do not fit the criteria to be listed as the authors. This section of your manuscript can also include information about funding sources.

## References

- [1] Bhagwan. (1994). *Public Administration*, Alexander Hamilton Institute.
- [2] Davis, Keith dan William B. Werther, (1986). *Human Resources and Personnel Management*, Third Edition, New York: McGraw Hill International Edition.
- [3] Flippo, Edwin B., (1998). *Personnel Management*, Erlangga: Jakarta.
- [4] Gibson, James, L. et al., (1996). *Organization, Behavior, Structure*, Process. Terj. Nunuk Adiami, PT. Grasindo: Jakarta.
- [5] Lazarus, Harold, (1968). *The Process of Management*, Prentice – Hall: USA.
- [6] Handoko, T. Hani. (2000). *Personnel and Human Resources Management*, BPFE: Yogyakarta.
- [7] Mangkunegara, Anwar Prabu, (2017). *Manajemen Sumber Daya Manusia Perusahaan*, PT. Remaja Rosdakarya: Bandung.
- [8] Rivai, Veitzhal and Sagala, Ella, M. (2011). *Human Resource Management*.
- [9] Schermerhorn, (1994). *A Career is a Set of Work Choices and Activities Representing What a Person does for a Living*, New York: McGraw Hill International Edition.
- [10] Silalahi, Bennett, (2014). *Corporate Culture and Performance Appraisal*, College of Management Sciences – LPMI, Jakarta.
- [11] Simamora, Henry (2004). *Sumber Daya Manusia Edisi III*, STIE YKPN: Yogyakarta.
- [12] Stone, Thomas H, (1982). *Understanding Personnel Management*, The Dryden Pres. New York, 1982.
- [13] Widodo, Eko Suparmo, (2015). *Manajemen Pengembangan: Sumber Daya Manusia*, Pustaka Pelajar: Malang.