

Psychosocial Work Environment on Employee Performance through Work Stress at Samarinda Probation Centres Employees

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Abstract

Employee performance can be affected by all kinds of mental disorders that manifest as work stress due to the psychosocial work environment in which the employee is located. Therefore, the purpose of this study is to analyse the effect of psychosocial work environment on employee performance through work stress on employees of Samarinda Probation centre. This research was conducted by the census of all employees of the Samarinda Probation centre, as many as 40 employees. It collected data using a questionnaire that was analysed using the structural equation model method with the Partial Least Square approach through Smarts 3. The results showed that the psychosocial work environment has a positive and significant effect on work stress, the psychosocial work environment has a positive and significant effect on employee performance, the work stress has a positive and significant effect on employee performance, and the psychosocial work environment has a positive and significant effect on employee performance through work stress.

Keywords

Psychosocial work environment; employee performance; work stress.



I. Introduction

For the Indonesian state, which has the ideology of Pancasila, the idea of a criminal function is no longer just a deterrent but is an effort to rehabilitate and reintegrate prisoners into the correctional system that has been established with a treatment system for lawbreakers in Indonesia, which is called the Correctional System (Waluyo, 2018). The Correctional System is a coaching system for violators of the law and a form of justice that aims to realize the social reintegration of prisoners in the community through the management of correctional institutions.

Correctional management is the initial foundation in planning, organizing, coordinating, and controlling various resources to achieve correctional goals by providing information and advice to high-level correctional officers to assist them in leading staff and managing prisons more effectively and efficiently (McGuckin et al., 2017). One of the technical implementing units under the auspices of the Directorate General of Corrections, Ministry of Law and Human Rights, even has a strategic role in returning every prison client, both child clients and adult clients, to return to being human beings who are aware of the law and do not repeat violations of the law, namely probation centre.

Samarinda Probation centre, which is located on Jl. MT. Haryono No. 22 Air Putih Village, Samarinda Ulu District, Samarinda City is one of the technical implementing units of the Regional Office of the Ministry of Law and Human Rights in East Kalimantan, which is engaged in services by carrying out its duties and functions, including correctional research, mentoring, supervision, accompaniment (Suwardani, 2019). Samarinda Probation Center has 40 employees and has a wide working area covering two cities and seven districts

in East Kalimantan. The number of correctional research requests from each technical implementing unit in 2021 is around 3,785 reports.

In addition to conducting correctional research, the Samarinda Probation Centre must also guide correctional clients undergoing social reintegration programs. The Samarinda Probation Centre in carrying out personality and independence development for correctional clients cannot be separated from the philosophy of the correctional system in the criminal justice process, even starting from the pre-adjudication, adjudication, and post-adjudication stages. So, in this case, the performance of every employee at the Samarinda Probation Centre plays a very important role in helping to restore the unity of the relationship of life, life, and the livelihood of correctional clients.

Based on the results of the Focus Group Discussion (FGD) conducted by researchers with several employees of the Samarinda Probation Centre on Thursday, November 4, 2021, it can be concluded several things related to the current state of employee performance, such as the existence of several types of work including mentoring, supervision, and assistance which sometimes does not work can be fulfilled to the fullest. This is because the demands of correctional research are so significant that it can often make employees experience stress in carrying out their work due to the social environment of employees at work, which impacts their psychological condition.

The social environment of employees at work that impacts psychological conditions can affect employee performance through the work stress they experience. This can be seen from the results of interactions between co-workers or even with clients, victims, guarantors, communities, local governments, and other law enforcement officers, where the interaction process is full of various kinds of problems that exist so that the dynamics of these interactions occur can affect psychological conditions engaged employees manifest into a psychosocial work environment for employees.

Based on the explanation above, employee performance can be affected by all kinds of mental disorders that manifest as work stress due to the psychosocial work environment in which the employee is located. So based on this explanation, there is an empirical study that underlies this research which can be seen as follows. Research conducted by (Banyi et al., 2021; Daniel, 2019; Ehsan, 2019; Murali et al., 2017) shows that work stress affects employee performance. Furthermore, research conducted by (Jalagat, 2017) shows that work stress is correlated with employee performance.

Then research conducted by (Javaid et al., 2018; Kath et al., 2013; Nieuwenhuijsen et al., 2010) shows that the psychosocial work environment affects work stress. Furthermore, research conducted by (Kakada & Deshpande, 2018; Meirun et al., 2020) shows that the psychosocial work environment is correlated with work stress. In addition to influencing work stress, the psychosocial work environment also affects employee performance, and this is evidenced through research conducted by (Agaba et al., 2020; Burbar, 2021; Pacheco et al., 2020; Samson et al., 2015), showing that mental workload affects employee performance. Even research conducted by (Saidi et al., 2019) shows that the psychosocial work environment is correlated with employee performance.

Based on the series of problems that have been described and several empirical studies above, as well as the existence of research gaps and existing phenomena, the authors are interested in researching with the title "The Effect of Psychosocial Work Environments on Employee Performance Through Work Stress at Samarinda Probation Centre Employees."

II. Review of Literature

2.1 Theoretical Basis

Resource-Based Theory (RBT) is the theoretical basis used in this research. Resource-Based Theory explains how meaningful relationships occur between phenomena in an organization, so it is necessary to consider innovating in further opportunities (Barney et al., 2011). The following is a complete description of each theory used in this study.

2.2 Psychosocial Work Environment

According to Ginting & Febriansyah (2020), the psychosocial work environment is a workplace condition that can cause mental changes in an individual's life based on his social relationships with other individuals around him. Several factors that can affect the psychosocial work environment include work demands, work organization factors and job content (Ginting & Febriansyah, 2020). Meanwhile, according to Clausen et al. (2019), the psychosocial work environment is an essential predictor of worker well-being, including conditions such as the day-to-day well-being of individuals at work and the sustainability of working life. Some indicators that can identify a psychosocial work environment include workplace demands, work organization and content, interpersonal relationships between cooperation and leadership, workplace conflicts, and reactions to work situations (Clausen et al., 2019).

2.3 Work Stress

According to Robbins & Judge (2017), work stress is a dynamic condition in which an individual is faced with opportunities, demands, or even resources related to what the individual wants, with outcomes seen as uncertain but essential. Several factors that can affect work stress include environmental factors (economic uncertainty, political uncertainty, technological uncertainty), organizational factors (task demands, role demands, interpersonal demands), and personal factors (family problems, economic problems, personality) (Robbins & Judge, 2017). Meanwhile, according to Frantz & Holmgren (2019), work stress is all kinds of mental disorders experienced by individuals related to the work they do. Some indicators that can identify work stress include the influence at work, organizational ambiguity and conflict, individual demands and commitments, and work disruptions to leisure time (Frantz & Holmgren, 2019).

2.4 Employee Performance

According to Robbins & Judge (2017), employee performance is everything about how the organization assesses how many individuals have carried out the tasks listed in the job description. Several factors that can affect employee performance include task performance factors, citizenship factors, and counter productivity factors (Robbins & Judge, 2017). Meanwhile, according to Koopmans et al. (2014), employee performance is all types of behaviour or individual actions relevant to organizational goals. Several indicators that can identify employee performance include task performance, contextual performance, and counterproductive work behaviour (Koopmans et al., 2014).

The higher the company's leverage, the company tends to generate less cash, this is likely to affect the occurrence of earning management. Companies with high debt or leverage ratios tend to hold their profits and prioritize the fulfillment of debt obligations first. According to Brigham and Ehrhardt (2013), the greater the leverage of the company, it tends to pay lower dividends in order to reduce dependence on external funding. So that the greater the proportion of debt used for the capital structure of a company, the greater the number of

liabilities that are likely to affect shareholder wealth because it affects the size of the dividends to be distributed. (Yanizzar, et al. 2020)

2.5 Hypothesis

Based on the various theoretical explanations that have been stated previously, the initial hypotheses in this study are:

- H₁ : Psychosocial Work Environment has a significant effect on Work Stress at Samarinda Probation Centre Employees.
- H₂ : Psychosocial Work Environment has a significant effect on Employee Performance at Samarinda Probation Centre Employees.
- H₃ : Work Stress has a significant effect on Employee Performance at Samarinda Probation Centre Employees.
- H₄ : Psychosocial Work Environment Affects Employee Performance through Work Stress on Samarinda Probation Center Employees.

III. Research Methods

This research is a descriptive study with a quantitative approach using the explanatory survey method. This study uses a deductive-inductive system starting from the theoretical framework, previous research findings, and the researcher's point of view. Next, develop the problems posed to obtain justification or rejection in the empirical data in the field. This study uses a survey to explain the relationship between two or more research variables. This study describes the effect of one exogenous variable (psychosocial work environment) on endogenous variables (employee performance) with one moderating variable (work stress). The survey method was carried out by distributing questionnaires containing questions to all employees of the Samarinda Probation Center, totaling 40 respondents for data collection. The survey aims to obtain information about several respondents who are considered representative of the population. This study also includes a cross-sectional study conducted over a certain period. The distribution of the questionnaires was done using hardcopy. These questions are easily distributed directly to each respondent. The questionnaire contains a closing statement asking respondents to choose one of the answer options provided.

IV. Results and Discussion

Data analysis was carried out using the Smartpls 3 software. Research analysis was carried out using the outer model (measurement model) and inner model (structural model).

4.1 Outer Model Test (Measurement Model)

The outer model test (measurement model) was used to assess the validity and reliability of the research instrument. The results of the outer model test are as follows:

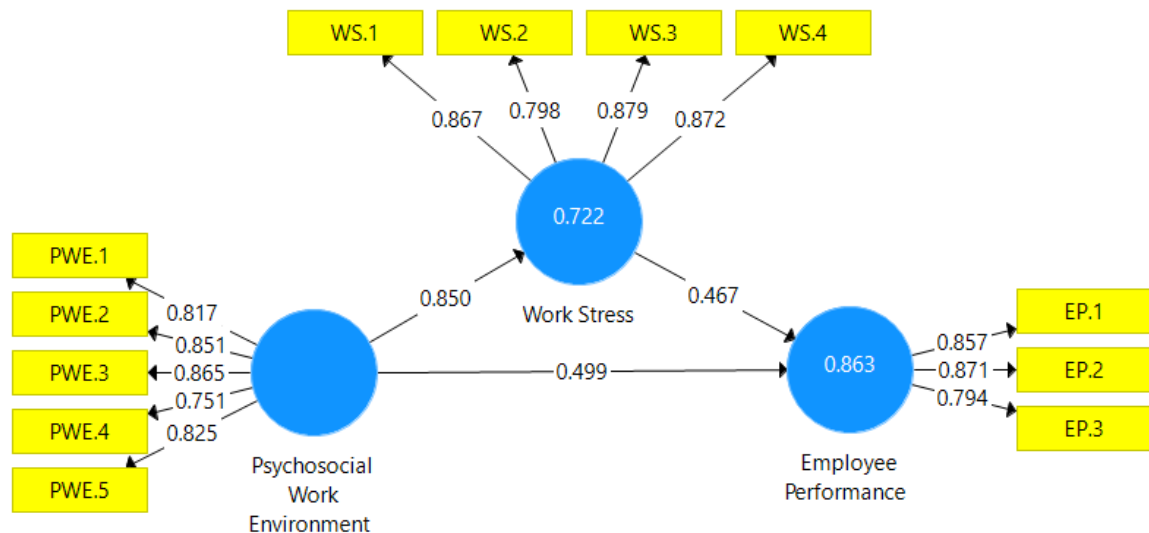


Figure 1. Outer Model

Based on Figure 1. All indicators contained in all variables have a high level of validity through a loading factor value greater than 0.700 so that it has met the requirements of convergent validity and can then be used to test the research hypothesis. Then an increase in one unit of psychosocial work environment (X) will increase work stress (Y_1) by 0.850. In addition, an increase in one unit of psychosocial work environment (X) and work stress (Y_1) will increase employee performance (Y_2) by 0.499 and 0.467, respectively.

The value of R^2 for the dependent variable of work stress is 0.722, which means that the psychosocial work environment affects 72.2 per cent of work stress. In comparison, the remaining 27.8 per cent is influenced by other variables not discussed in this study. Then the value of R^2 for the dependent variable of employee performance is 0.863, which means that 86.3 per cent of employee performance is influenced by the psychosocial work environment and work stress. In comparison, the remaining 13.7 per cent is influenced by other variables not discussed in this study.

4.2 Inner Model Test (Structural Model)

The inner model test (structural model) is used to test the hypothesis. The test results of the inner model are as follows:

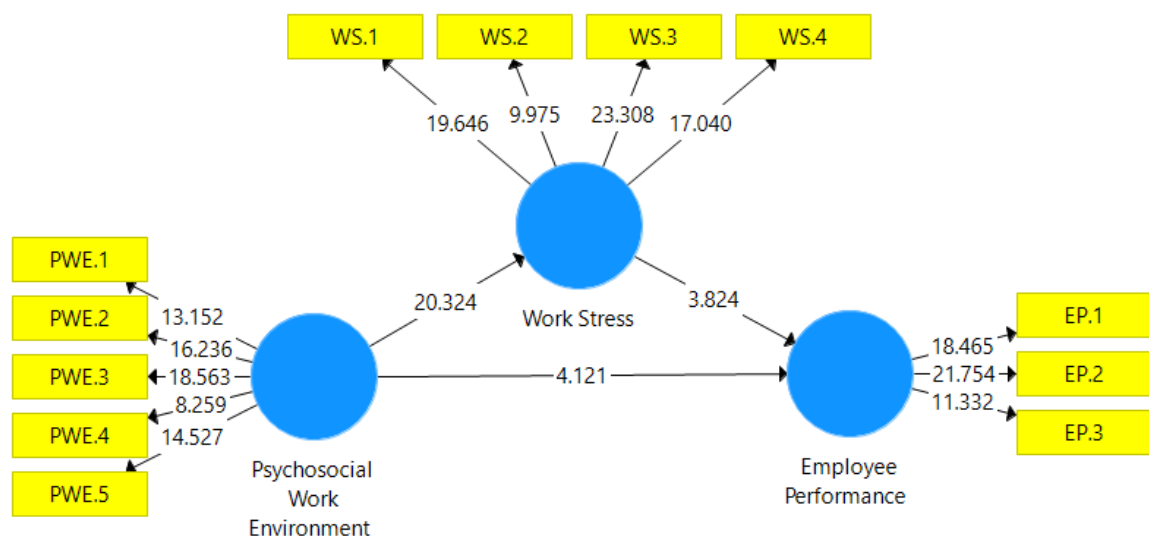


Figure 2. Inner Model

Based on Figure 2. The coefficient results from 3 (three) direct influence paths and 1 (one) indirect influence path are analyzed using Smartpls 3 software as follows:

- a. Testing the first hypothesis (H_1), namely the Psychosocial Work Environment (X_2) has a positive and significant effect on Work Stress (Y_1).

The coefficient value of the total effect of the psychosocial work environment on work stress is positive, indicated by a matter of 0.896, which means the relationship between the psychosocial work environment and work stress is positive. Then the t-count value is $24.645 > 1.691$ with a significance level of 5% and the value of $df = 36$, which means it is significant and has a positive relationship. In addition, the value of t-count is greater than t-table, so hypothesis H_1 is proven correct and accepted, which means that the psychosocial work environment can affect work stress.

- b. Testing the second hypothesis (H_2), namely the Psychosocial Work Environment (X_2) has a positive and significant effect on Employee Performance (Y_2).

The coefficient value of the total effect of the psychosocial work environment on employee performance is positive, indicated by a matter of 0.850, which means the relationship between the psychosocial work environment and employee performance is positive. Then the t-count value is $20.324 > 1.691$ with a significance level of 5% and the value of $df = 36$, which means that it is significant and has a positive relationship. In addition, the value of t-count is greater than t-table, so the hypothesis H_2 is proven correct and accepted, which means that the psychosocial work environment can affect employee performance.

- c. Testing the third hypothesis (H_3), namely the Work Stress (Y_1) has a positive and significant effect on Employee Performance (Y_2).

The coefficient value of the total effect of work stress on employee performance is positive, indicated by a matter of 0.467, which means the relationship between work stress and employee performance is positive. Then the t-count value is $3.824 > 1.691$ with a significance level of 5% and the value of $df = 36$, which means it is significant and has a positive relationship. In addition, the value of t-count is greater than t-table, so hypothesis H_3 is proven correct and accepted, which means that work stress can affect employee performance.

- d. Testing the fourth hypothesis (H_4), namely the Psychosocial Work Environment (X_2) has a positive and significant effect on Employee Performance (Y_2) through Work Stress (Y_1).

The coefficient value of the total effect of the psychosocial work environment on employee performance through work stress is positive, indicated by a matter of 0.397, which means the relationship between the psychosocial work environment and employee performance through work stress is positive. Then the t-count value is $3.900 > 1.691$ with a significance level of 5% and the value of $df = 36$, which means it is significant and has a positive relationship. In addition, the value of t-count is greater than t-table, so the H_4 hypothesis is proven correct and accepted, which means that the psychosocial work environment can affect employee performance through work stress.

4.3 Discussion

Based on the results of the analysis and testing of research hypotheses which show the significant value of each variable, as well as the theoretical basis and existing empirical evidence, the discussion of the relationship between these variables, can be stated as follows:

- a. The Effect of Psychosocial Work Environment on Work Stress

Psychosocial work environment positively affects work stress at Samarinda Probation Centre employees. Even the psychosocial work environment, as measured by the 5 (five)

indicators proposed by (Clausen et al., 2019), can significantly affect the increase in work stress that occurs at the Samarinda Probation Centre. Thus, improving the psychosocial work environment can significantly increase work stress for Samarinda Probation Centre employees. So, the results of this study indicate that the psychosocial work environment has a positive and significant effect on work stress at Samarinda Probation Centre employees. Research results support this (Nieuwenhuijsen et al., 2010), suggesting that a psychosocial work environment can increase stress-related disorders. In addition, research conducted by (Javaid et al., 2018) also shows a partially significant positive relationship through quantitative demands, work conflict with family, and job insecurity on stress, and there is a partially significant negative relationship through role clarity. As a resource factor against stress. Even research conducted by (Meirun et al., 2020) shows that from partial to simultaneous mediation, stress and eustress have a significant influence on the psychosocial work environment of employees.

b. The Effect of Psychosocial Work Environment on Employee Performance.

Psychosocial work environment positively affects employee performance at the Samarinda Probation Centre employees. Even the psychosocial work environment, as measured by the 5 (five) indicators proposed by (Clausen et al., 2019), can significantly improve the performance of employees at the Samarinda Probation Centre. Thus, improving the psychosocial work environment can significantly improve employee performance at the Samarinda Probation Centre employees. So, the results of this study indicate that the psychosocial work environment has a positive and significant effect on employee performance at the Samarinda Probation Centre employees. This is supported by the research results conducted by (Samson et al., 2015), showing that there is a significant influence between psychosocial work environment on employee performance. In addition, research conducted by (Agaba et al., 2020) also shows a significant influence between the work environment and employee performance. Research conducted by (Pacheco et al., 2020) shows a significant relationship between psychosocial work environment and employee performance.

c. The Effect of Work Stress on Employee Performance.

Work stress positively affects employee performance at the Samarinda Probation Centre employees. Even work stress, as measured by 4 (four) indicators proposed by (Frantz & Holmgren, 2019), can significantly affect the performance of employees at the Samarinda Probation Centre. Thus, increasing work stress can significantly improve employee performance at the Samarinda Probation Centre employees. So, the results of this study indicate that work stress has a positive and significant effect on employee performance at the Samarinda Probation Center employees. This is supported by the research results conducted by (Murali et al., 2017), showing a significant negative effect of work stress partially through time pressure and role ambiguity on employee performance. In addition, research conducted by (Ehsan, 2019) also shows a significant relationship between work stress and employee performance. Research conducted by (Banyi et al., 2021) shows a significant positive relationship between work stress and employee performance.

d. Effect of Psychosocial Work Environment on Employee Performance through Work Stress.

Psychosocial work environment has a positive and significant effect on employee performance through work stress at Samarinda Probation Center employees. This situation shows that work stress has been able to mediate the influence of the psychosocial work environment on employee performance at the Samarinda Probation Center employees. Because work stress is a mediating variable, this variable will impact the influence that occurs between the psychosocial work environments on employee performance. Workplace conditions can cause mental changes in employees' lives based

on their social relationships with other people around them so that they can then affect all types of behavior or even employee actions that are relevant to organizational goals through all kinds of mental disorders experienced by employees related to the work they do.

V. Conclusion

Based on the research that has been done, it can be concluded that the psychosocial work environment has a positive and significant effect on work stress at Samarinda Probation Centre Employees, the psychosocial work environment has a positive and significant effect on employee performance at the Samarinda Probation Centre Employee, the work stress has a positive and significant effect on employee performance at the Samarinda Probation Centre Employees, and the psychosocial work environment has a positive and significant effect on employee performance through work stress at Samarinda Probation Centre Employees.

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