

IMPACT OF THE COVID 19 PANDEMIC ON WORK STRESS AND THE PERFORMANCE OF PRIVATE EMPLOYEES

Asmadhini H. Rahmah^{1*}, Fitri Wardiani²

^{1,2}Universitas Muhammadiyah Kalimantan Timur, Indonesia

*Corresponding author: ahr811@umkt.ac.id

ABSTRACT

The presence of Covid-19 in Indonesia has a significant impact on various aspects, especially on work stress. The emergence of work stress due to changes in work patterns can result in decreased employee performance. Thus, it has an impact on the productivity of the company. In these circumstances, the company urgently needs the role of employees who work optimally to be able to maintain the company that is also in a state of threat. Therefore, the aims of this study is to determine the influence of internal and external factors of employees on work stress as an intervening variable, as well as its impact on performance directly and indirectly. The subject of the study was a private employee of Samarinda City. Research data collection method is a survey method with questionnaires, while the analysis tool used is path analysis. The results of the study were that partially, workload, job insecurity and job satisfaction had a significant influence on work stress, however, the work environment and individual characteristics had no significant effect on work stress, but were simultaneously significant. While external factors, internal and work stress have a significant influence partially and simultaneously on employee performance. Direct influence is the best model of influence for this study.

Keywords: Employee Performance; External Factors; Internal Factors; Private Employees; Work Stress

Received: Juny 14th2021

Revision: November 16th 2021

Accepted for Publication: December 6th 2021

INTRODUCTION

Coronavirus Disease (Covid-19) pandemic is a health crisis that is the focus of the whole world today. Starting in early 2020, the virus originated from health authorities in wuhan city, Hubei province, China who declared that three people died from the virus, then spread throughout the world, including Indonesia in March 2020. Based on data from the official government website for the handling of Covid-19, www.covid-19.go.id, until the last week in April 2021, confirmed as many as 1. 647,138 people have been confirmed infected with the Covid-19 virus in Indonesia. This led Indonesia to impose a large-scale social restriction policy (PSBB) to suppress the spread of this virus. This restriction also resulted in the government's call to work from home or Work From Home (WFH) throughout Indonesia, including Samarinda.

Samarinda as the capital of East Kalimantan Province, is the fifth largest province of confirmed cases of Covid-19 as many as 67,896 cases (www.covid19.go.id). According to the

Governor of East Kalimantan, Isran Noor written by Public Relationsprov Kaltim (2021) on the official website of the East Kalimantan government (www.kaltimprov.go.id), stated that the impact of Covid-19 is very extraordinary, on social and economic life, resulting in job cuts (layoffs) and workers being laid off, which increases in number. This will cause the number of new poor people to increase. Acting Head of The Office of Manpower and Transmigration (Disnakertrans) of Kaltim Province, Datuk Badaruddin also explained on the same website, that based on data received from the company as of April 7, 2020, the number of workers who were housed 4,109 people came from 70 companies in Kaltim. While the workforce that gets job cuts (layoffs) is 323 people from 33 companies. Therefore, the threat of exposure to the Covid-19 virus and layoffs is expected to greatly affect the mental people of Samarinda, especially those who work, so that work stress is formed.

According to (Smet, 1994), work stress that occurs in an employee, can be caused by two factors, namely external factors and internal factors. External factors are factors that include organizational factors and working environment conditions, such as work environment and workload. Internal factors include the physical and psychological condition of employees such as individual characteristics, job insecurity and job satisfaction.

The work environment that has changed since the implementation of WFH, resulting in an employee being forced to adapt to various things that cause discomfort. Only employees who can adapt well can overcome this discomfort. According to (Rizki, 2016), a comfortable and conducive work environment will affect employees when doing their work, which will reduce employee stress levels, conversely, if the work environment is not conducive and uncomfortable it will have an impact on the high stress of employees' work.

Not only that, due to the compulsion to adapt also causes an employee to feel his workload increases. In addition to having to carry out their usual obligations, employees must also learn to adapt to various things in the midst of many threats that arise. This is reinforced by the results of research (Kusuma & Soesatyo, 2014), which states that workload has a significant and positive effect on work stress, which means if the workload increases then work stress will increase.

Internal factors of an individual are no less putting pressure on work stress that results in decreased performance of an employee. Individual characteristics have an important role in dealing with the threats and pressures that come suddenly and full of this compulsion. Based on

research (Sulaimiah et al., 2018), individual characteristics have a negative influence on work stress, so the better the characteristics of an individual, the less stressed the work stress. It's different with job insecurity. An employee's fear of the threat that has been mentioned, resulting in his job insecurity is higher so that his work stress will increase (Ibrahim et al., 2020).

The emergence of various discomforts that have been spelled out, resulting also in decreased job satisfaction because the adaptation process will cause results that are not maximal in every activity. Job satisfaction as one of the internal factors that affect work stress. (Ripaldi et al., 2016) states that job satisfaction will show an employee's response to work in some aspects of his job, where daily activities will affect the level of job satisfaction.

When comparing internal and external factors that cause work stress in an employee, it is enough for us to draw the conclusion that the factors that have been mentioned are not too pronounced for civil servants (PNS). This is supported by the Government Regulation (PP) on Civil Servant Management (PNS) namely PP Number 11 of 2017 which states that "if there is a downsizing of government organizations or policies that result in excess civil servants, then the civil servants are first channeled to other government agencies. If there are civil servants concerned cannot be channeled and at the time of downsizing the organization has reached the age of 50 (fifty) years and a working period of 10 (ten) years, it can be respectfully dismissed with the right to staff in accordance with the provisions of the laws and regulations. If civil servants as intended: a. cannot be distributed to other agencies; b. not yet reach the age of 50 (fifty) years; and c. the working period is less than 10 (ten) years, according to this PP, given a maximum waiting money of 5 (five) years. If up to 5 (five) years of civil servants as intended cannot be distributed, then the civil servant is dismissed with respect and given staffing rights in accordance with the provisions of the laws and regulations". Based on the regulations, it was concluded that civil servants have a much safer position to feel the impact of WFH which results in work stress. Therefore, in this study, it will only observe private employees as research subjects.

The implementation of WFH, requires employees to change their work patterns suddenly, which causes their employees to be confused because they are not familiar with work patterns like this, so this also causes work stress. To improve this situation, work stress should not be expected to exist, because if work stress arises, it will have an impact on employee performance, which will ultimately have an impact on the productivity of the company. While in these

circumstances, the company urgently needs the role of employees who work optimally, to be able to maintain a company that is also in a state of threat. Therefore, analysis of factors that affect work stress is expected to help to restore employee performance. Based on the background that has been mentioned, it is considered important to observe how internal and external factors affect work stress so that it has an impact on performance.

LITERATURE REVIEW

According to (Smet, 1994), work stress that occurs in an employee can be caused by two factors, namely external factors and internal factors. External factors can be physical conditions, office management or social relations in the work environment. While internal or personal factors can be personality types, personal events / experiences or socio-economic conditions of the family where the person is located and develops themselves. In line with this, (Hasibuan, 2012) concluded that, the factors that cause employee stress are (1) Difficult and excessive workload, (2) Pressure and attitude of leaders who are less fair and reasonable, (3) inadequate work time and equipment, (4) Conflict between personal and leadership or work groups, (5) Over-service, and (6) Family problems such as children, wives, in-laws, and others.

The impact of work stress can benefit or harm employees. The beneficial impact is expected to spur employees to be able to finish the work with the best spirit, but if stress is not able to be overcome it will cause adverse impacts on employees. Therefore, in this study external factors will be analyzed using workload variables and work environment, while internal factors will be analyzed with variable personal characteristics, job insecurity and job satisfaction.

The compulsion to adapt as a consequence of the emergence of the Covid-19 virus, resulting in an employee feeling his workload increases. In addition to having to carry out the usual obligations, you also have to learn to adapt to various things amid the many threats that arise. Workload is work that is more than usual and beyond the ability of employees that must be done within a certain period of time. According to (Davis et al., 1985), there are 11 (eleven) dimensions that can cause workload, including: (1) Work overload, (2) Time urgency, (3) Poor quality of supervisor, (4) Inadequate authority to match responsibilities, (5) Insufficient performance feedback, (6) Role ambiguity, (7) Change of any type, (8) Interpersonal and intergroup conflict, (9) Insecure political climate, (10) Frustration, (8) Interpersonal and intergroup conflict, (9) Insecure political climate, (10) Frustration, and (11) Differences between

company's and employee's values.

Another factor that affects work stress is the work environment. The work environment that has changed since the implementation of WFH, resulting in an employee being forced to adapt to various things that cause discomfort. Only employees who can adapt well can overcome this discomfort. The work environment is a place for employees to carry out activities at work. The work environment can produce a positive impact if the conditions are conducive and can produce a negative impact for employees in achieving their work goals. The main purpose in setting up the work environment is to generate productivity in the company. Facilities in creating a good work environment is enough not to make employees spoiled in work. When employees are spoiled at work, it could produce things that are not what the company expects. Indicators to assess the work environment according to (Sunyoto, 2021) described by (Sembiring, 2020) that can affect the occurrence of a workplace situation related to employee expertise, among others: (1) Light / lighting at work, (2) Temperature / temperature of the air at work, (3) Music at work, (4) Circulation at work, (5) Cleanliness at work, and (6) Security at work.

Internal factors of an individual are no less putting pressure on work stress that results in decreased performance of an employee. Individual characteristics have an important role in dealing with the threats and pressures that come suddenly and full of this compulsion. Individual performance is the basis of organizational performance so that management is required to understand individual behavior. Individual behavior is strongly influenced by how the characteristics of individuals characterizing one person to another are different because each has different potentials and needs. According to (Ardana et al., 2012) written by (Gaffar et al., 2017) indicators of individual characteristics are (1) Interests, (2) Attitudes to self, work, and work situations, (3) Individual needs, (4) Abilities and competencies, (5) Knowledge of work, and (6) Emotions, moods, feelings of confidence and values.

An employee's fear of threats from the company related to the impact of the Covid-19 pandemic, resulting in higher job insecurity, thus eventually causing the stress to increase. Job insecurity is defined as the psychological situation of an employee who experiences confusion or insecurity due to the dynamics of uncertainty of the surrounding situation (perceived impermanence) (Saputri et al., 2020). This gives rise to feelings of anxiety, worry, stress, and feeling uncertain in relation to the nature and subsequent existence of work felt in workers. Excessive fear creates the desire to always work harder to avoid the risk of insecurity at work.

Then, (Sverke & Näswall, 2006) said that there are several indicators for job insecurity including (1) Age, (2) Gender, (3) Personality, (4) Socioeconomic, (5) Contract Type, and (6) Social Support.

Job satisfaction is related to how employees feel about their work and to various aspects of the job, so job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their work (Spector, 2013). Thus, it can identify the job satisfaction indicators from 9 (nine) aspects, namely: (1) Salary, (2) Promotion, (3) Supervision (relationship with superiors), (4) Additional Benefits, (5) Awards, (6) Work Procedures and Regulations, (7) Co-workers, (8) Work Itself, and (9) Communication.

In today's competition, there are many problems about improving employee performance, because employees are an important asset of the company in achieving success. Performance is the result obtained from the work function and activities of employees within a certain period of time (Sudarmanto, 2011). Then (Mangkunegara, 2008) stated that, performance is a result of work in quality and quantity above that has been achieved by an employee in carrying out his duties in accordance with the responsibilities given.

All activities that are tried to improve the business of the industry or organization is a form of performance. The position of employees means a lot to the success or not of a company. Companies in this case need to monitor the performance of each employee, whether they have performed their duties and obligations in accordance with expectations. This performance evaluation is very meaningful to ascertain whether the industry wants to continue to cooperate with employees if the performance is good, or the opposite breaks the work bond if employee performance is not in line with expectations.

Employee performance is strongly influenced by some aspects. These indicators are very meaningful to be observed so that performance does not weaken for the smooth running of the company's business. According to (Robbins, 2006) there are 6 indicators to measure employee performance, namely: (1) Quality, (2) Quantity, (3) Punctuality, (4) Effectiveness, (5) Independence, and (6) Work commitment. Here are some of the hypotheses in this study:

H1: There is a partially significant influence between external factors (workload and work environment) and internal factors (individual characteristics, job insecurity and job satisfaction) on work stress during pandemic.

H2: There is a simultaneously significant influence between external factors (workload and work environment) and internal factors (individual characteristics, job insecurity and job satisfaction) on work stress during pandemic.

H3: There is a partially significant influence between external factors (workload and work environment), internal factors (individual characteristics, job insecurity and job satisfaction) and work stress on employee performance during pandemic.

H4: There is a simultaneous significant influence between external factors (workload and work environment), internal factors (individual characteristics, job insecurity and job satisfaction) and work stress on employee performance during pandemic.

METHODS

The population of this study is the entire community in Samarinda who have jobs as private employees. The sampling technique used is accidental sampling. The number of samples was determined using the Lemeshow formula, this is because in this study the number of private employees in Samarinda City is unknown. Based on the results of lemeshow formula calculations, the sample count of 385 was obtained, meaning that the minimum sample number in this study should be at least 385 respondents. The type of data used in this study is the primary data type. In this study, the data source obtained using the questionnaire method spread through the Google Form link is <https://tinyurl.com/mnj2021>.

Based on the purpose of the research, the analytical tools used in path analysis. Here is a path diagram model based on the paradigm of relationships between variables:

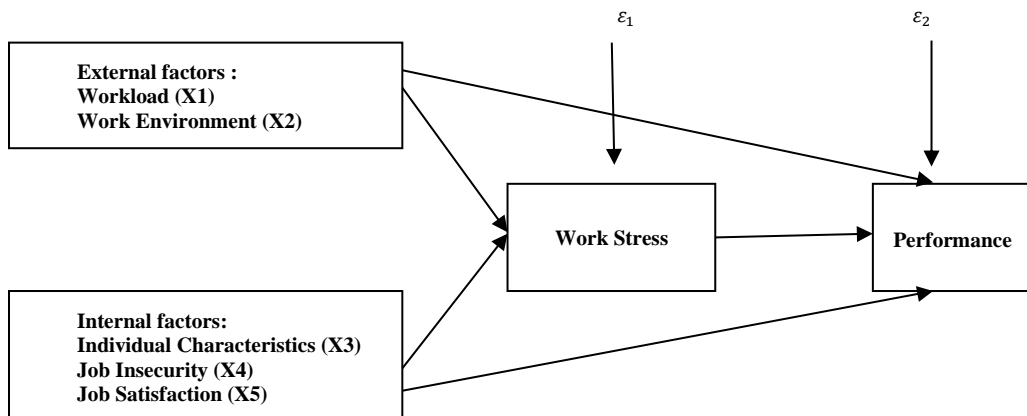


Figure 1. Path Diagram Model

Therefore, the variables in this study consist of dependent variable, independent variables and intervening variable. The dependent variable is employee performance. Independent variables contain 5 variables, namely external factors (workload and work environment), internal factors (individual characteristics, job insecurity and job satisfaction). While the intervening variable is work stress.

RESULTS

Before conducting testing using path analysis, the first step is to do an assumption test and all assumption tests in this study have been met. Then do a stage 1 path analysis.

Table 1. T Test Path Analysis Stage 1

Variable	Beta	P - Value	Level of Significance	Result
Workload	0,450	0,000	0.05	Significant
Work Environment	0,22	0,620	0.05	Not Significant
Individual Characteristics	-0,064	0,122	0.05	Not Significant
Job Insecurity	0,117	0,002	0.05	Significant
Job Satisfaction	-0,299	0,000	0.05	Significant
P-value (F Test)	0,000			
Coefficient of Determination	0,436			

Source: *Primary Data (Processed. 2021)*

Based on Table 1. R² value of 0.436 or 43.6%. This means that simultaneously independent variables (workload, work environment, individual characteristics, Job Insecurity and job satisfaction) have an effect of 43.6% on intervening variables (work stress). The remaining 56.4% is affected by other variables beyond independent variables (workload, work environment, individual characteristics, Job Insecurity and job satisfaction). Then in Table 1. The above is seen as a p-value smaller than the significance level (0.000 < 0.05). Thus, H₀ is rejected, which means there is a significant influence between independent variables (workload, work environment, individual characteristics, Job Insecurity and job satisfaction) on intervening variables (work stress) together.

Then, using the t test, it is known that workload, job insecurity and job satisfaction have an influence on work stress, because the p-value is < from 0.05, while the work environment and individual characteristics do not have a significant influence. Based on the Standardized Coefficient or Beta in Table 1, it is found that the beta value in the workload variable (0.450) is

greater than the beta value in other variables. This means that in this model the workload has the most effect on work stress compared to other variables.

Table 2. T Test Path Analysis Stage 2

Variabel	Beta	P - Value	Level Significance	of	Result
Workload	0.175	0.000	0.05		Significant
Work Environment	0.169	0.000	0.05		Significant
Individual Characteristics	0.344	0.000	0.05		Significant
Job Insecurity	0.128	0.001	0.05		Significant
Job Satisfaction	0.247	0.000	0.05		Significant
Work Stress	-0.112	0.012	0.05		Significant
P-value (F Test)	0,000				
Coefficient of Determination	0,446				

Source: Primary Data (Processed. 2021)

Based on table 2. R² value of 0.446 or 44.6% means that variableally independent (workload, work environment, individual characteristics, Job Insecurity, job satisfaction) and intervening variables (work stress) have an effect of 44.6% on dependent variables (employee performance). Meanwhile, the remaining 55.4% is influenced by other variables outside the independent variables (workload, work environment, individual characteristics, Job Insecurity, job satisfaction) and intervening variables (work stress).

The F test is viewed on a p-value smaller than the significance level (0.000 < 0.05). Thus, H₀ is rejected which means there is a significant influence between independent variables (workload, work environment, individual characteristics, Job Insecurity, job satisfaction) and intervening variables (work stress) on dependent variables (employee performance) together.

Then, using the t test, it is known that all independent variables and work stresses have a partial effect on variable dependents because the p-value is < from 0.05. Based on the Standardized Coefficient or Beta in Table 2, it is found that the beta value in the individual characteristics variable (0.344) is greater than the beta value in other variables. This means that in this model the individual characteristics has the most effect on employee performance compared to other variables. To calculate the direct influence of the formula is used as follows:

- Effect of workload variables on work stress
 $X_1 \rightarrow Z = 0.450$
- Effect of work environment variables on work stress
 $X_2 \rightarrow Z = 0.022$
- Effect of Individual characteristics variables on work stress

$$X_3 \rightarrow Z = -0.064$$

- Effect of job insecurity variables on work stress

$$X_4 \rightarrow Z = 0.117$$

- Effect of job satisfaction variables on work stress

$$X_5 \rightarrow Z = -0.299$$

- Effect of workload variables on employee performance

$$X_1 \rightarrow Y = 0.175$$

- Effect of work environment variables on employee performance

$$X_2 \rightarrow Y = 0.169$$

- Effect of individual characteristics variables on employee performance

$$X_3 \rightarrow Y = 0.344$$

- Effect of job insecurity variables on employee performance

$$X_4 \rightarrow Y = 0.128$$

- Effect of job satisfaction variables on employee performance

$$X_5 \rightarrow Y = 0.247$$

- Effect of work stress variables on employee performance

$$Z \rightarrow Y = -0.112$$

Based on the results of the direct influence above, it was found that the workload had the most influence on work stress compared to other direct influences with a value of 0.450. Then, it was followed by the influence of individual characteristics on performance by 0.344. These two things can be used as a big concern by private company owners during the Covid-19 pandemic, because workload has the most influence on work stress, and individual characteristics also have the most influence on performance. To calculate indirect influences the following formulas are used :

- Effect of workload variables on employee performance through work stress

$$X_1 \rightarrow Z \rightarrow Y = 0.450 \times -0.112 = -0.0504$$

- Effect of work environment variables on employee performance through work stress

$$X_2 \rightarrow Z \rightarrow Y = 0.022 \times -0.112 = -0.002464$$

- Effect of individual characteristics variables on employee performance through work stress

$$X_3 \rightarrow Z \rightarrow Y = -0.064 \times -0.112 = 0.007168$$

- Effect of job insecurity variables on employee performance through work stress

$$X_4 \rightarrow Z \rightarrow Y = 0.117 \times -0.112 = -0.013104$$

- Effect of job satisfaction variables on employee performance through work stress

$$X_5 \rightarrow Z \rightarrow Y = -0.299 \times -0.112 = 0.033488$$

In indirect influence, the variable workload on employee performance through work stress turned out to have the most influence as well, which is worth 0.0504. This is inferred through the magnitude of the value regardless of the negative and positive values, because negative and positive values are only the direction of the relationship.

Based on its value, it is concluded that direct influence is greater than indirect influence. So to improve a performance, there is no need to go through managing work stress first. This can be overcome directly, if you want to overcome performance, directly by addressing the cause of the decline in performance only.

DISCUSSION

Effect of External Factors (Workload and Work Environment) and Internal Factors (Individual Characteristics, Job Insecurity and Job Satisfaction) on Work Stress During Pandemic

The coefficient of determination in the first stage path analysis model obtained a value of 0.436 or 43.6%. The value can be interpreted that the influence of external factors and internal factors on work stress is only 43.6%, while the remaining 56.4% is influenced by other variables that are not included in the study. When viewed from the value of the coefficient of determination, it does have a small influence on work stress. This is due to the many things that affect work stress. Not only by the external and internal factors used in this study, but by many other factors.

Based on the F test in table 1. all of these factors affect work stress well together, but when viewed based on the t test, external factors in the form of work environment and internal factors in the form of individual characteristics do not significantly affect work stress. The work environment in the form of lighting in the workplace, temperature, music at work, circulation, cleanliness and safety do not have a significant influence on work stress during a pandemic. This is allegedly because private employees are not too focused on their work environment anymore, they are too focused on the adaptation process and worry in the form of job insecurity that they feel. Strengthened with most private employees experiencing WFH (Work From Home).

Likewise, individual characteristics, in this pandemic period, everyone has a high sense of worry, so, the characteristics of a person as an individual no longer affect them in managing work stress, maybe if the situation is normal instead of in a pandemic, individual characteristics can have significant impact. Interests, attitudes toward oneself, individual needs, knowledge of work and mood and beliefs, are no longer major factors in the emergence of stress in a person.

Workload certainly has a great influence on work stress, this can be seen through the value in the calculation of direct influence, from the calculation, the workload has the highest value among others. This is similar to research conducted by (Kusuma & Soesatyo, 2014), workload has a significant and positive influence on work stress. Different workloads when this pandemic adds to the increase in work stress on private employees in Samarinda, this is due to the increasing weight of work that change the work system adjusts to the situation. Therefore, employees are required to be able to follow the work with the new system, but also required to solve it as usual, adaptation is a problem here. So that workload has a big influence on the increase in work stress.

Not only workload, in line with thinking (Ibrahim et al., 2020), job insecurity has a positive and significant influence on work stress. Almost the same as workload, but job insecurity is a concern that arises from the employee, the insecurity felt during this pandemic, not only is it unsafe to threaten Covid-19 transmission, but there is an even more frightening thing, namely the threat of employee reduction, thus making them feel afraid. This sense of uncertainty is because they as private workers who could at any time reduce the number of employees according to their abilities at that time.

Job satisfaction also turns out to have a significant but negative impact on work stress, so if job satisfaction increases, then job stress will decrease. In line with the results of research (Ripaldi et al., 2016), satisfaction is the fulfillment of the needs and desires of private employees for what they want while working. If a person's wants and needs have been met and satisfied, then, even during a pandemic, their work stress will not increase, it will actually improve their performance.

Effect of External Factors (Workload and Work Environment) and Internal Factors (Individual Characteristics, Job Insecurity and Job Satisfaction) and Work Stress on Employee Performance During Pandemic.

The coefficient of determination in the second stage path analysis model, obtained a value of 0.446 or 44.6%. It can be interpreted that the influence of external factors, internal factors and work stress on employee performance is only 44.6% while the remaining 55.4% is influenced by other variables that are not included in this study. When viewed from the amount of determination coefficient, it does have a small influence on employee performance. This is due to the many things that affect the performance of private employees in Samarinda. Not only by external, internal and stress factors used in this study, but by many other factors.

Based on the F test in table 2., all of these factors affect employee performance well together. However, the t test at stage 2 is better, because all factors and work stresses have a significant influence on the performance of private employees in Samarinda. Workload, according to (Davis et al., 1985) is excessive work, limited time, inefficient surveillance system, and others.

Based on understanding what the workload is, then of course at the time of a pandemic like this, the workload will greatly affect the performance of an employee. Excessive work provides additional burden for employees because there has been a burden to adapt to the new work system and also the fear of contracting diseases in this pandemic period. According to (Rizka et al., 2020), excessive work will affect the physical and emotional condition of employees, thus changing their habits and performance such as slowness in work, difficulty working together.

The main purpose in setting up the work environment is to generate productivity in the company. When the work environment is conducive, it will produce a positive impact on the performance of its employees. The work environment as described by (Sembiring, 2020) is the

light at work, air temperature, music, air circulation, cleanliness and safety. Therefore, in this study, the work environment has a significant effect on employee performance.

Individual characteristics also have a significant influence on employee performance. This is allegedly because if a person does have interests, attitudes, individual needs, abilities, competencies, knowledge of good work and emotions that can be controlled in a pandemic like this, then they will be able to maintain their performance.

Private employees in Samarinda at the time of this pandemic, allegedly have most of the indicators that have been mentioned, so the results of this study state that individual characteristics have a significant influence on employee performance. This is supported by research written by (Adam & Nurdin, 2019).

Mentioned by (Robbins, 2006), there are 6 indicators to measure employee performance, namely quality, quantity, punctuality, effectiveness, independence and work commitment. Where the results obtained in this study prove that if job insecurity in employees increases and makes employees become stressed. This will affect the comfort of the employee because they do not feel supported by superiors or co-workers and employees feel insecure so they cannot do their work independently and this of course will reduce the assessment of their performance.

In job satisfaction, where the results obtained in this study prove that if employee job satisfaction decreases and makes employees become stressed. This will affect the absence of work commitments held by the employee and of course this will reduce performance assessment. Job satisfaction according to (Spector, 2013), has 9 aspects, namely, salary, promotion, relationship with superiors, additional benefits, rewards, work procedures, coworkers, the job itself and communication. Of course, these 9 aspects will greatly affect the performance of an employee if reduced, especially in a pandemic like this for a private employee in Samarinda. When salaries are reduced slightly, it can cause protests from employees, which will certainly make employees reduce work, or even not want to work at all, and this is also related to job insecurity that eventually appears in employees.

Stress is caused by several things, namely difficult and excessive workload, unfair attitude, inadequate time and equipment, conflict between coworkers, oversized services and family problems (Hasibuan, 2012). Of course, these 6 things greatly affect employee performance if felt by one of them. If the workload becomes more difficult and excessive in this pandemic period, due to changes in the work system and forced to adapt, and because working at home,

then sometimes working hours become erratic, this can cause stress for employees that cause their performance will also decrease. In the study (Prasad et al., 2020), (Wahyunanti et al., 2018) and (Ahmed & Ramzan, 2013), stated the same thing, that work stress will greatly affect employee performance, if work stress increases, then employee performance will decrease.

Direct and Indirect Effect

Based on the results of the analysis it is known that direct influences (external factors, internal and work stress on employee performance) have a greater influence than indirect influences (external factors and internal factors on employee performance through work stress). It can also be proven through the total influence analysis that has been done that the direct influence of its beta value is greater than the direct influence.

This provides evidence, that to handle the declining employee performance, there is no need to improve work stress first. Management can directly address this by improving the factors that affect performance. This is because automatically, if these factors are corrected, then work stress decreases, characterized by good employee performance.

CONCLUSION

The conclusion of the study was that, in the analysis of stage 1 pathways, partially, workload, job insecurity and job satisfaction had a significant influence on work stress, however, the work environment and individual characteristics had no significant effect on work stress. Meanwhile, in the analysis of stage 2 pathways, external factors (workload and work environment), internal factors (individual characteristics, job insecurity and job satisfaction) and work stress have a partially significant effect on performance. In both stages, it has simultaneous influence. Thus, direct influence is the best model for this study. So, to improve performance, it does not have to go through work stress first, because it turns out that if external and internal work stress factors can be overcome by the company, then work stress will not appear significantly that causes negative impacts on the company. The study is limited to private employees only, comparative analysis between private employees and ASNs or observing a wider area, not just disamarinda, can be interesting for future research.

ACKNOWLEDGEMENTS

The authors would like to thank the Faculty of Business and Political Economics at Muhammadiyah University of East Kalimantan (UMKT) for financial support on this research.

REFERENCES

- Adam, I. M., & Nurdin, R. (2019). The Influence of Individual Characteristics, Organizational Characteristics and Work Environment on Employee Performance and Its Impact on the Performance of Bkkbn Representative Organization of Aceh Province. *International Journal of Business and Social Science*, 10(5), 95–107. <https://doi.org/10.30845/ijbss.v10n5p10>
- Ahmed, A., & Ramzan, M. (2013). Effects of Job Stress on Employees Job Performance A Study on Banking Sector of Pakistan. *IOSR Journal of Business and Management*, 11(6), 61–68. <https://doi.org/10.9790/487x-1166168>
- Database Peraturan BPK RI. (2017). *Peraturan Pemerintah (PP) No. 11 Tahun 2017 Manajemen Pegawai Negeri Sipil*. Diunduh tanggal 20 Mei 2021, <https://peraturan.bpk.go.id/>
- Davis, Keith dan Newstrom, J. W. (1985). *Perilaku Dalam Organisasi*. Erlangga.
- Gaffar, I. D., Abduh, T., & Yantahin, M. (2017). Pengaruh Karakteristik Individu Terhadap Kinerja Karyawan Pada PT. Sumber Alfaria Trijaya Di Makassar. *Journal Riset Edisi XVI*, 3(5), 13–25.
- Hasibuan, M. (2012). *Manajemen Sumber Daya Manusia Edisi Revisi*. Bumi Aksara.
- Ibrahim, I. D. K., Sidharta, R. B. F. I., & Rodhi, M. N. (2020). Hubungan Antara Job Insecurity Terhadap Stres Karyawan Pelaku Pariwisata Perhotelan Akibat Dampak Pandemi Covid-19 (Studi Pada Karyawan Golden Palace Hotel Lombok). *Jurnal Manajemen Dan Keuangan*, 9(2), 223–237. <https://doi.org/10.33059/jmk.v9i2.2627>
- Kusuma, A. A., & Soesatyo, Y. (2014). Pengaruh Beban Kerja terhadap Stres Kerja dan Dampaknya terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, 2(2), 375–386.
- Mangkunegara, A. . (2008). *Perilaku Dan Budaya Organisasi*. PT. Refika Aditama.
- Pemerintah Provinsi Kalimantan Timur. (2021). *Dampak Covid-19 Orang Miskin Baru Bertambah*. Diunduh tanggal 20 Mei 2021, <https://kaltimprov.go.id/>

- Pemerintah Provinsi Kalimantan Timur. (2021). *Dampak Covid-19 Di Kaltim. 4.109 Pekerja Dirumahkan*. Diunduh tanggal 20 Mei 2021, <https://kaltimprov.go.id/>
- Prasad, K., Vaidya, R. W., & Mangipudi, M. R. (2020). Effect of Occupational Stress and Remote Working on Psychological Well-being of Employees: An Empirical Analysis During Covid-19 Pandemic Concerning Information Technology Industry in Hyderabad. *Indian Journal of Commerce & Management Studies*, 6(2), 1–13. <https://doi.org/10.18843/ijcms/v11i2/01>
- Peta Sebaran Covid19. (2021). *Peta Sebaran Covid19*. Diunduh tanggal 5 Mei 2021, <https://covid19.go.id/>
- Ripaldi, A., Marnis, M., & Restu, R. (2016). Pengaruh Kepuasan Kerja Dan Organizational Citizenship Behavior Terhadap Stres Kerja Dan Retensi Karyawan Di Pt Multi Auto Intrawahana Pekanbaru. *Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau*, 4(1), 518–532.
- Rizka, F. M., Ardiana, I. D. K. R., & Andjarwati, T. (2020). The Effect of Workload , Pay Satisfaction , Work Satisfaction on Turnover Intention and Performance of Employees of Angkasa Pura Logistic Indonesia. *International Journal of Social Science and Economics Invention*, 06(02), 234–241.
- Rizki, M. dkk. (2016). Pengaruh Lingkungan Kerja Terhadap Stres Kerja Karyawan (Studi Pada Karyawan PT PLN (Persero) Distribusi Jawa Timur Area Pelayanan Malang). *Jurnal Administrasi Bisnis (JAB)*, 35(2), 54–59.
- Robbins, S. . (2006). *Perilaku Organisasi. Edisi Kesepuluh*. Gramedia.
- Saputri, P., Hidayati, T., & Lestari, D. (2020). Pengaruh Job Insecurity Terhadap Stres Kerja, Kinerja, DAN Turnover Intention Karyawan PT Bank Mandiri (Persero) Tbk. *Jurnal Bisnis Dan Manajemen*, 16(3), 235–259. <https://doi.org/10.23960/jbm.v16iIssue.3.143>
- Sembiring, H. (2020). Pengaruh Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan pada Bank Sinarmas Medan. *Jurnal Akuntansi Dan Manajemen*, 13(1), 10–23. <http://jurakunman.stiesuryanusantara.ac.id/index.php/jur1/article/view/37>
- Smet, B. (1994). *Psikologi Kesehatan*. PT. Grasindo.
- Spector, P. . (2013). *Industrial and Organizational Psychology*. John Wiley and Son Inc.
- Sudarmanto. (2011). *Kinerja dan Pengembangan Kompetensi SDM*. Pustaka Pelajar.
- Sulaimiah, S., Nururly, S., Suprayetno, J., & Nasir, M. (2018). Pengaruh Karakteristik Individu,

Karakteristik Pekerjaan, Lingkungan Kerja Terhadap Stres Kerja Karyawan Administarsi Umum Rumah Sakit Umum Daerah Provinsi Ntb. *Distribusi - Journal of Management and Business*, 6(1), 47–54. <https://doi.org/10.29303/jdm.v6i1.19>

Sverke, M., & Näswall, K. (2006). Job Insecurity : A Literature Review. *SAL TSA : National Institute for Working Life and Authors, Report No*(ISSN : 1404-790X).

Wahyunanti, T., Ardiana, D. K. R., & Ridwan, M. S. (2018). The Effect of Individual Characteristics , Employees Commitment , Job Stress on job satisfaction and employees performance in PT . Timbul Persada in Turban East Java. *TRTF International Symposium Proceeding 2018 The*, 103–107.