Determinants of Employee Performance

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Abstract—**The purpose of this study was to analyze the effect of job stress, physical environment, and personality type A on employee performance. The type of this research is associative research, while the sampling method using Slovin formula and purposive sampling with the number of samples as many as 57 respondents. The method of analysis used is multiple linear regression analysis. The results showed that: variable are job stress, physical environment, and personality type A either partially or simultaneously have a significant effect on employee performance at PT. PLN (Persero) P3BJB Region West Java and APP Jakarta. Furthermore, to maximize the performance of employees of PT. PLN (Persero) P3BJB Region West Java and APP Jakarta, the implications of this research is to provide stress management by individual and organizational approach to employees, as well as companies to always ensure the security and comfort of employees, and provide policies related to the nature of personality type A against employee in affecting its performance.**

Keywords—*job stress; physical environment; personality type A; employee performance*

I. INTRODUCTION

The overall success of the company in achieving its strategic objectives a highly dependent on the level of employee performance. Employee performance is basically the result achieved and the achievements made in the workplace. Performance refers to keeping the plan created while aiming for results. Although evaluation of performance is at the heart of performance management individual or organizational performance is highly dependent on all organizational policies, practices, and design features of an organization [1]. This integrative perspective is a configuration approach for strategic human resource management and argues that the pattern of HR activities as opposed to the single activities required to achieve organizational goals [2]. Employee engagement is one of the key determinants that drive high levels of employee performance, as shown in a number of studies [3].

A. Literature Review

Based on previous research there are several factors that affect employee performance, among which are: job stress is the first factor affecting employee performance. Stress has been defined in different ways over the years. According to Robin and Sanghi stress is a dynamic condition in which an individual is faced with opportunities, obstacles, or requests associated with what he wants and the results are considered uncertain and

important [4]. According to Gibson stress can be very helpful, and have a positive impact on performance, but can also play a bad role or are dysfunctional and negative impact on the organization as a whole [5]. It depends on how much stress the employee feels.

Physical work environment is the second factor affecting employee performance. Various elements have an impact on the physical work environment. These include indoor lighting, the color of walls and furnishing, the level of privacy, opportunities for outside viewing, furnishings, and plants. Those elements also directly affect the people who work in and visit those settings. Studies have shown that well-designed environments make people feel happy and energized, while those that are poorly designed have the opposite effect. An understanding of the relationship between environmental design and residents behavior and outcomes can help designers and architects improve interior designs for better performance in offices, schools, universities, and other environments where people gather and work, as well as highlight to managers the value of attention to such details [1,6,7].

According to Friedman and Rosenman that the characteristics of personality type A are as follows [8]: always moving, walking and eating fast, feeling impatient with the value that most events have occurred, struggling to think or do two things or more continuously, there is no time to relax, obsess with numbers, and success is measured by how many results have been achieved. Greenberg and Baron add the definition of personality type A as a personality involving traits such as haste and irritability [9]. A person with a Type A personality is likely to be able to complete his or her job tasks quickly when there is pressure or set time limit. Thus the personality type A is the type of employee who works hard, competitive, perfectionist, ambitious, workaholic, in order to get an award by the company for the achievements that have been achieved. Good achievement of course will give good impact also for company performance.

II. METHOD

A. Data and Sample

In this study, the population are permanent and outsourced employees of PT. PLN (Persero) P3BJB Region West Java and APP Jakarta technical section, number of 128 employees, consisting of 19 assistant managers and supervisors, 105 technicians and 4 outsourcing employees. Furthermore,

purposive sampling that is a sampling technique and the sampling technique based on certain considerations with employee criteria applied to permanent employees and outsourcing PT PLN (Persero) P3BJB Region West Java and APP Jakarta technical section. Determination of sample size using Slovin formula [8], from the Slovin formula is obtained the number of samples as many as 57 respondents divided by section consists of 8 assistant managers and supervisors, 47 technicians and 2 employees outsourcing.

The data of this study were obtained from questionnaires distributed to the respondents about the effect of work stress, physical environment, and personality type A on employee performance. And relating to how to see perceptions and attitudes of respondents regarding the influence of work stress, physical environment, and personality type A on employee performance in this study using Likert scale. Likert scale is designed to examine how strongly the subject agrees or disagrees with the question on a 5-point scale.

B. Data Analysis Techniques

Instruments in the social sciences already exist standard (standard), because it has been tested the validity and reliability, but many also not yet raw even not yet exist. To that end, the researcher should be able to arrange his own instrument on each study and test the validity and reliability [10].

Data analysis method used in this research use multiple regression analysis. In this study there are variables tested by multiple regression, job stress, physical environment, and personality type A on employee performance. Multiple linear regression equation is as follows:

$$EP = {} + {}_1 JS + {}_2 PE + {}_3 PT\_A + \qquad (1)$$

Where: independent variables: job stress (JS), physical environment (PE), personality type A (PT_A). Dependent variable: employee performance (EP) and error term ( ).

III. RESULTS AND DISCUSSION

A. Validity and Reliability Test

Validity test is used to measure the validity or validity of a questionnaire. Validity test in this research using Product Moment correlation formula by comparing the value of r-score with r-table at 95 percent confidence level. The results of validity testing on work stress variables, physical environment, and personality type A can be seen in table I.

TABLE I.   VALIDITY TEST RESULTS

Variables	Question	r-score	r-table	Result
Job Stress	1	0,716	0,374	Valid
	2	0,827	0,374	Valid
	3	0,686	0,374	Valid
	4	0,602	0,374	Valid
	5	0,555	0,374	Valid
	6	0,512	0,374	Valid

Table 1. Cont.

Physical Environment	1	0,601	0,374	Valid
	2	0,762	0,374	Valid
	3	0,656	0,374	Valid
	4	0,618	0,374	Valid
	5	0,697	0,374	Valid
	6	0,465	0,374	Valid
Personality Type A	1	0,789	0,374	Valid
	2	0,412	0,374	Valid
	3	0,531	0,374	Valid
	4	0,732	0,374	Valid
	5	0,710	0,374	Valid
	6	0,583	0,374	Valid
Employee Performance	1	0,748	0,374	Valid
	2	0,633	0,374	Valid
	3	0,562	0,374	Valid
	4	0,495	0,374	Valid
	5	0,670	0,374	Valid
	6	0,759	0,374	Valid

Source: Author's own calculation

Based on table 1, the validity test on job stress variable, physical environment, personality type A, and employee performance is greater than the r-table value of 0.374 so means that the question on the research variable is valid and can be used as research instrument.

Furthermore, the reliability test is basically the extent to which the results of a measurement can be trusted. If the results of repeated measurements produce relatively similar results, the measurement is considered to have a good degree of reliability.

TABLE II.   RELIABILITY TEST RESULTS

Variables	Cronbach Alpha	Result
Job Stress	0,733	Reliabel
Physical Environment	0,706	Reliabel
Personality Type A	0,704	Reliabel
Employee Performance	0,715	Reliabel

Source: Author's own calculation

Based on table 2, the results of reliability calculations obtained Cronbanch Alpha on job stress variables, physical environment, personality type A and employee performance is greater than 0.60 [11], so it means that the question on research variables reliable and can be used as a research instrument.

B. Multiple Regression Analysis

Based on the results of calculations that have been done to determine the effect of job stress, physical environment, and personality type A on employee performance using multiple linear regression analysis. The calculation results can be seen in table 3 below.

TABLE III.   RESULTS OF MULTIPLE REGRESSION ANALYSIS

Variables	Coefficient	t-stat.	Sig
Job Stress	-0,365	-4,615	0,000
Physical Environment	0,823	9,268	0,000
Personality Type A	0,369	3,747	0,001
Constanta	5,162		
Adjusted R^2	0,658		

Source: Author's own calculation

Based on table 3, can be explained the influence of each independent variable to the dependent variable as follows:

1) Job stress: The Job stress is -4,615 with significance level of 0.000. This means that the first hypothesis stating that job stress negative affect on employee performance is **accepted**.

2) Physical environment: The physical environment is 9,268 with significance level of 0.000. This means the second hypothesis that the physical environment has a positive effect on employee performance is **accepted**.

3) Personality type A: The personality type A is 3.477 with a significance level of 0.001. This means that the third hypothesis states that personality type A has a positive effect on employee performance is **accepted**.

Furthermore, F test that is intended to find out whether all independent variables simultaneously affect the dependent variable [11], it can be seen in table 4:

TABLE IV.   F TEST RESULTS

Model	df	F-stat.	Sig
Regression	3,53	36,952	0,000

Source: Author's own calculation

Based on table 4, obtained F-stat is 36.952 with significant 0. 000.This means that simultaneously job stress, physical environment and personality type A have positive effect on employee performance.

C. Discussion of Research Results

1) Job stress negative affects on employee performance: Job stress is defined as a response of employees in PT. PLN APP Jakarta to its working environment and can influence itself in carrying out the tasks assigned. High work stress will definitely give a bad impact in terms of employee performance.

The job stress rises according to the respondents problems experienced by the respondents such as family problems, the lack of clarity of the provision of work information, and the provision of workload that is too heavy will cause work stress in the respondent so as to disrupt and less maximum employee performance in carry out the work that will impact on the declining performance of employees.

2) Physical environment positive effect on employee performance: Physical environment is defined as everything that is around the employees in PT. PLN APP Jakarta and who can influence him in carrying out the tasks charged by the company. A good physical environment will have a good impact in terms of employee performance.

According to respondents a good physical environment and comfortable will give a positive contribution to employee performance so as to create a conducive atmosphere that will impact on increased employee performance.

3) Personality type A positive effects on employee performance: Personality type A is defined as a working properties owned by PT. PLN Jakarta and can influence himself in carrying out the tasks assigned by the company. Employees who possess personality type A will be higher performance.

According to the respondents of employees who have a personality type A will be very competitive in the work, loved his job, was able to achieve, trying to finish the job with an error rate to a minimum, discipline, and always gives the ability to the maximum for the company, so it can be said employees with personality type A will improve their performance towards a more positive and good impact for the company.

IV. CONCLUSION

The conclusion is job stress has a negative affect on employee performance. The higher employee experiencing job stress will decrease employee performance. On the other hand, the physical environment has a positive effect on employee performance. The more secure and comfortable workplace will improve employee performance, and also personality type A has a positive effect on employee performance. Employees who have the nature of personality type A then the performance will increase. This research can provide input to HR managers to be able to consider the determinants of employee performance, and support the achievement of corporate objectives.

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