STRATEGY ANALYSIS TO IMPROVE EMPLOYEE PERFORMANCE

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Abstract. Employees are a major asset in an organization that must be managed properly. The existence of human resource management is very important for organizations in managing, regulating, managing and using human resources so that they can function productively, effectively and efficiently to achieve the goals of the organization. The objectives of this research are (1) to examine and analyze the influence of work stress on employee performance, (2) to study and to analyze the influence of the work environment on employee performance, and (3) to study and analyze the influence of leadership style on employee performance. The number of samples used in the study were 122 respondents. The analytical tool used is the PASW (Predictive Analytics SoftWare), where the data processing uses the SPSS program. The results showed that work stress, work environment, and leadership style had a positive and significant effect on employee performance. Job stress has the greatest influence on employee performance, followed by work environment and leadership style. Work stress, work environment, and leadership style together have an effect of 82.3% on teacher performance, and the remaining 17.71% are influenced by other factors that are not explained in the study.

Keywords: Employee Performance, Work Stress, Work Environment, and Leadership Style.

Abstrak. Karyawan merupakan aset utama dalam suatu organisasi yang harus dikelola dengan baik. Keberadaan manajemen sumber daya manusia sangat penting bagi organisasi dalam mengelola, mengatur, mengelola dan menggunakan sumber daya manusia agar dapat berfungsi secara produktif, efektif dan efisien untuk mencapai tujuan organisasi. Penelitian ini bertujuan untuk (1) mengkaji dan menganalisis pengaruh stres kerja terhadap kinerja karyawan, (2) mempelajari dan menganalisis pengaruh lingkungan kerja terhadap kinerja karyawan, dan (3) mempelajari dan menganalisis pengaruh lingkungan kerja terhadap kinerja karyawan. gaya kepemimpinan terhadap kinerja pegawai. Jumlah sampel yang digunakan dalam penelitian adalah 122 responden. Alat analisis yang digunakan adalah PASW (Predictive Analytics SoftWare), dimana pengolahan datanya menggunakan program SPSS. Hasil penelitian menunjukkan bahwa stres kerja, lingkungan kerja, dan gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan. Stres kerja memiliki pengaruh terbesar terhadap kinerja karyawan, diikuti oleh lingkungan kerja dan gaya kepemimpinan. Stres kerja, lingkungan kerja, dan gaya kepemimpinan secara bersama-sama berpengaruh sebesar 82,3% terhadap kinerja guru, dan sisanya sebesar 17,71% dipengaruhi oleh faktor lain yang tidak dijelaskan dalam penelitian.

Kata Kunci: Kinerja Karyawan, Stres Kerja, Lingkungan Kerja, dan Gaya Kepemimpinan.

INTRODUCTION

One of the factors that influence the success rate of an organization is employee productivity and performance. According to Handoko (2012), employee performance is an action taken by

employees in carrying out the work given. Every company always expects employees who have achievements, who can contribute optimally to the company. In addition, by having employees who excel the company can improve the company's performance. The better the level of company performance, the more sustainable the company will be. According to Gibson (2013), employee performance is influenced by several factors, including: individual factors (ability, skills, physical, mental, background, experience, demographics, age, gender, origin and so on), organizational factors (resources, leadership, rewards, work structure and design), as well as psychological factors (perceptions, attitudes, personality, learning, job satisfaction, and motivation).

Employee performance at PT. Hero Supermarket is determined based on the Key Performance Indicator (KPI) set by the company and set at the beginning of each year. This assessment process is called the Performance Appraisal (PA), where in addition to measuring employee performance, it is also used as an indicator of how much (what percentage) the level of salary increase that each employee will receive in the current year. The results of this PA will also be used as evaluation material in maximizing employee commitment.

Overall, the decline in employee performance in the PT. Hero Supermarket Tbk is influenced by various internal factors of the company, including work stress, work environment conditions as well as frequent leadership turnover and organizational restructuring which is of course related to the leadership style applied by management to its employees.

One of the efforts to improve employee performance is to pay attention to the level of work stress. Stress is a condition where a person experiences tension because of the conditions that affect him, this condition can be obtained from within a person or from an environment outside of a person. stress alone can have a negative impact on the psychological and biological state of employees. According to Daft (2010), stress is a process that assesses an event as something that is threatening or dangerous and individuals respond to the event at the physiological, emotional, cognitive and behavioral levels.

Apart from work stress, other factors that influence employee performance are work environment and leadership style. The work environment is the whole of the tools and materials faced, the environment around which a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2011). The physical work environment in a company is a working condition to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by a company. Poor working conditions have the potential to cause employees to fall sick easily, get stressed easily, have difficulty concentrating and decrease work productivity. Therefore, management must strive to create good working conditions, one of which is by providing and maintaining a work environment that is conducive and in accordance with what is required by both the company and its employees.

Another factor that affects employee performance is the leadership style applied by the company's superiors to their subordinates. The leadership style itself is a behavior norm that is used by a person when that person tries to influence the behavior of others. According to Handoko (2012), the ideal leadership style is one that actively involves subordinates in goal setting using participatory management techniques and focuses attention on both employees and tasks.

The three factors that have been stated above, including work stress, work environment and leadership style, are often used as independent variables for researchers in

conducting research related to employee performance. As stated in previous research by Anggit Astianto (2014), that work stress simultaneously has a significant effect on employee performance. Another study conducted by Ferry Moulana et al. argued that the working environment conditions significantly affect employee performance. Meanwhile, Bryan Johannes Tampi (2014) also revealed the results of his research that leadership style has a positive effect on employee performance.

Based on some of the conditions above, the authors are interested in conducting research on how significant the three factors, namely work stress, work environment and leadership style variables affect employee performance, especially in the commercial division of PT. Hero Supermarket. So specifically the objectives of the research are (1) to study and analyze the effect of work stress on employee performance, (2) to study and to analyze the influence of the work environment on employee performance, and (3) to study and analyze the influence of leadership style on employee performance.

LITERATURE REVIEW

Human Resource Management. Human resources are one of the most important factors in an organization or company in addition to other factors such as financial factors, modern technology, complete facilities and infrastructure. The success of a company is determined by the ability or failure of the company to manage existing human resources so as to produce optimal performance. According to Mathis (2012), human resource management (HR) is a science and art that regulates the relationships and roles of labor to be effective and efficient in using human capabilities in order to achieve the goals in each company. Meanwhile, according to Triwiyanto (2016), human resource management is an activity to achieve organizational success in achieving its goals and objectives and the ability to face challenges both internally and externally, through policies, practices and systems that affect behavior, attitudes and performance. employees.

The purpose of human resource management (HR) according to Hasibuan (2013) is to increase the productive contribution of people in the company through a number of strategic, ethical and socially responsible ways. According to Sadili (2009), the goal of human resource management is to improve the productive contribution of the workforce to organization in a way that is strategically, ethically and socially responsible. The objectives include:
1) Social Goals. So that the organization is socially and ethically responsible for the needs and challenges of society by minimizing its negative impact.
2) Organizational Goals. Formal goals designed to assist the organization in achieving its goals.
3) Functional Purpose. Maintain the contribution of the human resource management department at a level appropriate to the needs of the organization.
4) Individual Purpose. The personal goals of each member are achieved through his activities in the organization or company.

Employee performance. The definition of performance according to Mangkunegara in Carudin (2011) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Meanwhile, according to Wibowo (2010) performance is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals.

In assessing and evaluating employee performance, dimensions and indicators are needed to measure the employee's performance which includes various aspects as stated by Umar (Mangkunegara, 2010). The aspects of these aspects are as follows:
1) Quantitative Aspects, including indicators a) Work processes and working conditions. b) Time at work, c) Number of errors, d) Number and type of work.
2) Qualitative aspects, including indicators a) Accuracy of work and quality of work. b) The level of ability at work. c) Ability to analyze information data, ability or failure to use machines / equipment, and d) Ability to evaluate.

Job Stress. According to Hasibuan (2013), job stress is a condition of tension that affects one's emotions, thought processes, and conditions. People who are under stress become nervous and experience chronic anxiety. They often become grumpy, aggressive, unable to relax, or display an uncooperative attitude. Meanwhile, based on the understanding put forward by Mangkunegara (2013), job stress is a feeling of pressure or pressure experienced by employees in dealing with their work. Hariandja (2007) defines work stress as an emotional tension or pressure experienced by someone who is facing enormous demands, obstacles and very important opportunities that can affect a person's emotions, thoughts and physical condition. Job stress can be caused by various aspects in a job. Workers in their interactions at work are also influenced by the results of interactions in other places, at home, at school, in associations and so on (Munandar, 2001).

Dimensions and indicators of work stress are (1) physical symptoms, namely changes that occur in the metabolism of body organs such as increased heart rate, increased blood pressure, headaches and abdominal pain, (2) psychological symptoms, namely changes in attitude. things that occur such as tension, anxiety, restlessness, boredom and irritability, and (3) behavioral symptoms, namely changes or situations in which a person's productivity decreases, absences increase, changes in eating habits, increases smoking, drinks a lot, cannot sleep and talk quietly.

Work Environment. The work environment is one of the factors that can affect employee performance, however, many companies have not paid attention to the importance of these factors until now. According to Sedarmayanti (2011) the work environment is as a whole the tools and materials faced, the surrounding environment where people work, their work methods, and their work arrangements both as individuals and as groups. Meanwhile, according to Sunyoto (2012) the work environment can be interpreted as a very important component part of employees in carrying out work activities. The dimensions and indicators of the work environment generally consist of the physical work environment and the psychological work environment.
1) Physical environmental factors are the environment around the workers themselves. Conditions in the work environment can affect employee work productivity which includes workspace plans, job designs, work environment conditions, and levels of visual privacy and acoustical privacy.
2) Psychic environmental factors are matters relating to social and organizational relationships. Psychological conditions that affect employee job satisfaction include excessive work, poor supervisory systems, and frustration.

Leadership Style. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. According to Handoko (2012), the ideal leadership style is one that actively involves subordinates in goal setting using participatory management techniques and focuses attention both on employees and their duties. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals (Waridin and Bambang Guritno, 2005). According to Thoha (2010), leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individually and in groups.

Handoko (2012) suggests three important implications of the definition of leadership, namely 1) leadership regarding other people, subordinates or followers. Leaders regulate subordinates by providing work directions and motivation, 2) leadership concerning an unequal distribution of power between leaders and employees, and 3) leadership regarding influence on group members. Leaders can not only give orders to employees but also lead must be able to carry out their orders. The dimensions and indicators of leadership style are 1) performance improvement, 2) inspiring a common vision, 3) empowering subordinates, and 4) encouraging subordinates.

Based on the literature review above, to analyze the influence between variables, a hypothesis can be drawn, namely (1) H1: work stress has a negative and significant effect on employee performance, (2) H2: the work environment has a positive and significant effect on employee performance, and (3) H3: leadership style has a positive and significant effect on employee performance.

METHOD

This study uses a causal research design, which is to test the hypothesis about the effect of one or more independent variables on the dependent variable. The population in this study were 175 employees in the commercial division of the head office of PT Hero Supermarket Tbk. The method used in this sampling is using the Slovin formula, so that the number of samples used in this study is 122 respondents.

The data collection technique in this study used a survey method. Survey method is a method used to get data from a particular place that is natural (not artificial), but researchers conduct treatment in data collection, for example by distributing questionnaires, tests, structured interviews, and so on. The research instrument used was a questionnaire. The data analysis tool used in this study was the use of the Statistical Package for the Social Sciences (SPSS) program version 25.

RESULTS AND DISCUSSION

Normality test. To detect residual normality it can also be done by using the Kolmogorov-Smirnov test. The trick is to first determine the testing hypothesis, namely: Hypothesis Zero (Ho): data is normally distributed and Alternative Hypothesis (Ha): data is not normally distributed
Decision making: If sig> 0.05 then Ho is accepted. If sig <0.05 then Ho is rejected

Table 1. Normality Test Results

		Unstandardized Residual
N		**122**
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	2,93633782
Most Extreme Differences	Absolute	0,147
	Positive	0,147
	Negative	-0,999
Test Statistic		0,147
Asymp. Sig. (2-tailed)		.190[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Based on the test results with the K-S method from the calculation results obtained the value of Asymp sig Unstandardized Residual Regression is 0.190 more than 0.05. So it can be argued that all the data in this study have met the assumptions of normally distributed data.

Multicoloniarity Test. Multicoloniarity test aims to determine whether the regression model found a correlation between independent variables (independent). A good regression model should not have a correlation between the independent variables.

Table 2. Multicoloniarity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tole- rance	VIF
1	(Constant)	8,269	2,236		3,698	0,000		
	Stres Kerja	0,113	0,048	0,218	2,351	0,025	0,754	1,327
	Lingkungan Kerja	0,110	0,024	0,172	4,516	0,019	0,371	2,697
	Gaya Kepemimpinan	0,092	0,031	0,190	2,983	0,017	0,413	2,421

a. Dependent Variable: Kinerja

In this study, a VIF value of 1.327 was obtained for the VIF value of the work stress variable (X1), followed by a VIF value of 2.697 for the VIF value of work environment variables (X2), and followed by a VIF value of 2.421 for the VIF value of the leadership style variable (X3). on each independent variable. This value is less than 10, so it is concluded that based on VIF there are no multicollinearity cases, the regression model obtained in this study is free of multicollinearity disorders.

Heteroscedasticity Test. The heteroscedasticity test aims to determine whether there is an inequality of variants from one residual variable to another. A good regression model is one

that does not occur heteroscedasticity. Based on Table 3, it can be seen that the significance value of each independent variable is more than 0.05, so the regression model in this study is not affected by heteroscedasticity symptoms.

Table 3. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0,508	3,187		-0,159	0,874
Stres Kerja	0,037	0,036	0,107	1,018	0,311
Lingkungan Kerja	0,031	0,063	0,074	0,489	0,626
1 Gaya Kepemimpinan	-0,015	0,046	-0,047	-0,329	0,743

a. Dependent Variable: Kinerja

Multiple Linear Regression Analysis Test. The model used to analyze Job Stress (X1), Work Environment (X2) and Leadership Style (X3) on Employee Performance (Y) is multiple linear regression analysis. In the multiple linear regression analysis model used as the dependent or dependent variable (Y) is Employee Performance, and the independent or independent variables are Job Stress (X1), Work Environment (X2) and Leadership Style (X3). The basis for decision making in the regression test:
1) If the significance value <0.05, the hypothesis is accepted, which means that the independent variable has an effect on the dependent variable.
2) If the significance value> 0.05 then the hypothesis is rejected, which means that the independent variable has no effect on the dependent variable.

Table 4. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,269	2,236		3,698	0,000
Stres Kerja	0,113	0,048	0,218	2,351	0,025
Lingkungan Kerja	0,110	0,024	0,172	4,516	0,019
Gaya Kepemimpinan	0,092	0,031	0,190	2,983	0,017

a. Dependent Variable: Kinerja

In Table 4, we get multiple linear regression equations with 3 independent variables as follows:
$Y = a + b1X1 + b2X2 + b3X3 + e$
$Y = 8,269 + 0,113X1 + 0,110X2 + 0,092X3 + 2,236$

Hypothesis Testing. The coefficient of determination is used to determine how much the independent variables have an influence on the dependent variable. The coefficient of determination used adjusted R square. It can be seen in the following table:

Tabel 5. Hasil Uji Koefisien Determinasi (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883[a]	0,823	0,814	1,973

In Table 5, the results of the determinant coefficient or the value of the Adjusted R square (R2) are 0.814 or 81.4%, which means that the contribution of employee performance can be explained by work stress variables, work environment and leadership style, but the remaining 18.6% is explained by variables- other variables not examined in this study.

Model Accuracy Test (F Test). The Model Accuracy Test is to show whether all the independent variables referred to in the model have a joint influence on the dependent variable and whether the model used is correct. The Model Accuracy Test is to show whether all the independent variables referred to in the model have a joint influence on the dependent variable and whether the model used is correct.

Table 6. Model Accuracy Test Results (Test F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1043,272	3	347,757	129,196	.000[b]
	Residual	317,622	118	2,692		
	Total	1360,893	121			

Based on Table 6, it can be assessed that the significance is 0.00 or less than alpha 0.05 or Ho is rejected and Ha is accepted, and also F counts 129.196> from F table 2.68 then Ho is rejected, so it can be stated that work stress, work environment and leadership style jointly affect employee performance, this means that the regression model used is correct.

Significant Test for Individual Parameters (t test). The t statistical test basically shows how far the influence of one explanatory or independent variable individually in explaining the variation in the dependent variable. Decision making can be done by looking at probability. If the probability / significance> 0.05 then Ho is accepted and Ha is rejected and if the probability / significance <0.05 then Ho is rejected and Ha is accepted.

Table 7. Significant Results for Individual Parameters (t test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std Error	Beta		
	(Constant)	8,269	2,236		3,698	0,000
1	Stres Kerja	0,113	0,048	0,218	2,351	0,025
	Lingkungan Kerja	0,110	0,024	0,172	4,516	0,019
	Gaya Kepemimpinan	0,092	0,031	0,190	2,983	0,017

a. Dependent Variable

From Table 7, it is known that the t-test value, which aims to determine the size of each independent variable partially against the dependent variable, the t-test value can be seen from the probability value (α) on each independent variable.
a) The results of the work stress variable test show that the value of t count = 2.351 is greater than the value of t table 1.980 has a probability of $0.025 \leq 0.05$, meaning that it is significant or in other words, Ha is accepted and Ho is rejected. The conclusion is that job stress partially affects employee performance.
b) The results of testing the work environment variable obtained the value of t count = 4.516 greater than the value of t table 1.980 has a probability of $0.019 \leq 0.05$, meaning that it is significant or in other words, Ha is accepted and Ho is rejected. The conclusion is that the work environment partially affects employee performance.
c) The results of testing the leadership style variable obtained the t value = 2.983, which is greater than the value of t table 1.980 has a probability of $0.017 \leq 0.05$, which means that it is significant or in other words, Ha is accepted and Ho is rejected. The conclusion is that leadership style partially affects employee performance.

Discussion
1). Effect of Job Stress on Employee Performance
Based on the results of the t-test calculation, it shows that the t-value is 2.351 and a significance value of 0.025 is less than 0.05. So it can be concluded that the variable work stress has a positive and significant effect on the performance of employees in the commercial division of Pt. Hero Supermarket Tbk. This shows that work stress experienced by employees can affect their performance. The increasing work stress they experience will have an effect on increasing their performance.

The results of this study can be related to the background and character of the respondents who answered, where as many as 39.3% were employees who had a position level in the Grade 5 group (Super Visor), and it could be concluded that at that level the work stress level was not as high as the stress level. work experienced by the level above which of course has more responsibility and workload.

In addition, the level of work stress can also be related to the character of the age respondents, where the highest percentage of presentations is in the age group between 26-30 years as much as 54.1%. It can be concluded that in that age range the productivity and morale of the respondents are still stable so that the level of work stress they are experiencing is still not high. According to Handoko (2012), work stress is a condition of tension that affects

emotions, thought processes and current conditions. In connection with this theory, it can be concluded that the tensions experienced by employees in the commercial division of Pt. Hero Supermarket Tbk does not affect the decline in performance, instead the increase in work stress, it will increase their performance.

The results of this study are in line with previous studies conducted by Nasyadi Nilamsar Noor et al. (2016), Ella Jauvani Sagala et al. (2017), they found that job stress has a positive and significant effect on employee performance.

2). Effect of Work Environment on Employee Performance

Based on the results of the t test calculation, it shows the results of the t value of 4.516 and a significance value of 0.019 which is smaller than 0.05. So it can be concluded that the work environment variables have a direct effect on employee performance, which means that any improvement in the work environment in the commercial division of Pt. Hero Supermarket Tbk will cause a positive and significant increase in employee performance. An ideal and conducive work environment, both physical and non-physical work environments, will affect employee performance. A good and pleasant work environment can increase passion and morale in the company and will also encourage employees to work optimally, so that the process and results of employee work will run well which in turn has an effect on improving employee performance.

According to Sedarmayanti (2011) the work environment is as a whole the tools and materials faced, the surrounding environment where people work, their work methods, and their work arrangements both as individuals and as groups. Based on this theory, it can be concluded that the work environment in the commercial division of Pt. Hero supermarket Tbk is available and according to what is needed by employees, although there are some things that are still considered lacking such as music and room decoration.

The results of this study are in line with previous studies conducted by Gitahi Njenga Samson et al. (2015), Ferry Moulana et al. (2017), they found that the work environment has a positive and significant effect on employee performance. The results of this study are in accordance with the phenomena that occurred at Pt. Hero Supermarket, Tbk.

3). The Effect of Leadership Style on Employee Performance

Based on the results of the t test calculation, it shows the results of the t value of 2.983 and the significance value of 0.017 is less than 0.05. So it can be concluded that the variable leadership style has a positive and significant effect on employee performance at Pt. Hero Supermarket Tbk. This shows that the leadership style that is applied is good, which can cause employees to be motivated to do their job well, so that the goals and expectations of the company can be achieved.

According to Handoko (2012), the ideal leadership style is one that actively involves subordinates in goal setting using participatory management techniques and focuses attention on both employees and their duties. Based on this theory, it can be concluded that the leadership in the commercial division of Pt. Hero supermarket Tbk is considered to have involved subordinates in making decisions and is quite open in communicating company goals.

The results of this study are also reinforced by previous studies conducted by Sunday Samson Babalola (2016), Mai Ngoc Khuong et al. (2016), Abdul Wahid Rosyidi (2016), they found that leadership style has a positive and significant effect on employee performance. The

results of this study are in accordance with the phenomena that occurred in the commercial division of Pt. Hero Supermarket, Tbk.

Conclusion. Based on the research that has been done, it can be concluded that, among others, the following:
1. Job stress has a positive and significant effect on employee performance, this shows that the increasing level of work stress will actually increase the level of employee performance.
2. The work environment has a positive and significant effect on employee performance, this shows that a good work environment will have a positive impact on employee performance.
3. Leadership style has a positive and significant effect on employee performance, this shows that a good leadership style will have a positive impact on employee performance.

Suggestion. Based on the research that has been done, it can be suggested, among others:
1. The company must provide a solution to ensure that the work stress level of employees can always be conducive and well controlled, especially in the case of controlled work stress.
2. Companies must complete a physical environment that still has shortcomings such as music as an entertainment for employees when they are resting, to get rid of fatigue.
3. The leadership of the company, as much as possible should pay attention to employees by giving awards for their contributions to the company.
4. For further research, it is recommended that in order to obtain broader and larger results, it is necessary to have variables and the number of respondents.

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