

EMPLOYEE PERFORMANCE IMPROVEMENT TO ADDRESSING ASEAN ECONOMIC COMMUNITY. – CASE STUDY PLN MANADO

Farlane S. Rumokoy

International Business Administration (IBA) Program
Management Department, Faculty of Economics and Business
UNSRAT Manado
farlentr@gmail.com

ABSTRACT

Asean Economics Community (ASC) is the challenge and opportunities to expand the company. The welfare benefits given to outsourced workers include, among other things, the payment of monthly wages in accordance with the prevailing Regional/Provincial Minimum Wage, which covers basic wages, transportation costs, overtime pay, holiday bonuses (THR), Jamsostek contributions, work uniforms, and other rights in accordance with the stipulations of the regulations pertaining to manpower, and as stipulated and regulated in the work contract between the Company and the third party which received jobs from PLN. Based on the data analysis using a multiple regression Reward System and Job Stress influence on Employee Performance at PT. PLN (Persero) Wilayah SULUTTENGGGO Office Simultaneously.

Keyword : ASC, employee performance, job stress, reward system.

INTRODUCTION

In the international competition such as Asean Economic Community (ASC), Employee performance will bring progress for the company to be able to survive in a competitive business environment that is not stable. Therefore, efforts to improve the performance of employees is the most serious management challenges because of the success to achieve the goal and the survival of the company depends on the quality of the performance of human resources in it. PLN (Perusahaan Listrik Negara, State Electricity Company) is an Indonesian government-owned corporation which has a monopoly on electricity distribution in Indonesia. Number of employees at the end of December 2014 PLN as much 48068 people. The productivity of employees by 2014 reach 4132 MWh/employee and 1196 customers/employees. PLN seeks to improve the optimization of human resources management by taking into account the interest of the employee. PLN has issued Board of Directors Decree No 570.K/DIR/2010, which was renewed through Board of Directors Decree No 017.K/DIR/2011 and established the electricity safety committee. As a part of the implementation of quality human resources management policies and taking into account the interest of both parties fairly, to the extend of the company's ability, PLN applies the basic HRM policy are :



As stated in the Collective Work Agreement that was signed by employees and representatives of the company with the knowledge of the Workers Union, as a form of appreciation, PLN pays a salary to employees every month as compensation in accordance with their work and position. Salary is understood to consist of wages, fixed and non-fixed benefits and other benefits. Fixed benefits are understood to consist of position benefits, functional benefits or responsibility benefits. Non-fixed benefits comprise performance bonuses, food allowances, risk pay and shift-deferential pay.

Employee Performance

Employee performance is the productivity or result of the employee while doing the job. Employee performance means employee productivity and output as a result of employee development (Sultana et al, 2012). Performance is a comparison of the work achieved by employees with a predetermined standard (Waridin, 2004). Employee performance means a performance comprises an event in which normally one group of people the performer or performers act in a particular way for another group of people (Chaudary and Sharma, 2012).

Employee Performance

Performance is an organizational behavior that is directly related with the production of goods or delivery of services. Information about the organization's performance is a very important thing used to evaluate whether the performance by the organization so far has been in line with the objectives expected or not. But in reality many organizations it is less or even not rarely anyone has information about the performance in its organization. Performance as the results of job functions / activities of a person or groups within an organization that is influenced by various factors for achieve organizational goals within a specified time period (Tika, 2006).

Reward System

Luthans (2000) stated that there are two types of reward system which are financial (extrinsic) and nonfinancial (intrinsic) reward and both can be utilized positively to enhance employee performance. Lotta (2006) agree that financial incentive are indeed effective in motivating employee and have significant effect on employee performance. Financial reward means pay for performance such as performance bonus, job promotion, commission, tips, and gifts. Non-financial reward is non-monetary or non-cash and it is a social recognition, praise and appreciation. Reward is a broad construct that has been said to represent anything that an



employee may value that an employer is willing to offer in exchange for his or her contributions (Chiang and Birtch, 2007).

Job Stress

Job Stress is when an individual skill failed to coordinate with the job or the environment, French in Sanali et al (2013). In Job Rotation, instead of keeping one person in one position permanently, the positions will be granted to the people in rotation mode and after some while the people in different position will be changed with some other people. This rotation could be done according a time table and also could be done periodically or occasionally and in any specific case. Pouresmaeil and Baluchi (2013)

RESEARCH METHOD

Type of Research

The type of this research is causal type. This research uses the Quantitative method. Quantitative research seeks to quantify the data. This research conducted in PT PLN (Persero) Wilayah Suluttenggo Office. The time of research conduct from June to July.

Population and Sample

The population of this research is the 173 employees at PT PLN (Persero) Wilayah Suluttenggo Office. The sample of this research is restricted to 100 respondents to fill the questionnaire.

Operational Definition and Measurement of Research Variables

Table 1. Operational Definition and Measurement of Research Variables

No.	VARIABLE	DEFINITION	INDICATOR
1.	Reward System (X_1)	Reward is the giving by individual or organization to the worker at PLN Suluttenggo employee as the following job.	<ul style="list-style-type: none"> • Bonuses • Promotion • Pension • Pay • Insurance
2.	Job Stress (X_2)	Related stress is stress caused or made worse by work. It simply refers to when a person perceives the work environment in such a way that the reaction involves feelings of an inability to be solved	<ul style="list-style-type: none"> • Organization • Individual • Environment
3.	Employee Performance (Y)	Employee performance is a comparison of the real work of employees with labor standards	<ul style="list-style-type: none"> • Quality • Quantity • Timeliness



		set by the company. Some indicators to measure the extent to which employees achieve a performance individually according to Crimson ludwig (2005)	<ul style="list-style-type: none"> • Effectiveness • Independence • Commitment to the organization
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Table 1 measured using Likert scale as a widely used rating scale that requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements about the stimulus objects.

3.7 Data Analysis Method

- Validity and Reliability Test
- Testing of Classical Assumptions
 - Multicollinearity
 - Heteroscedasticity
 - Normality
- Multiple Linear Regression Analysis
- Testing the Goodness of Fit: Coefficient of Correlation (R) and Coefficient of Determination (R²)
- **Hypothesis Testing**
 - F_{test}
 - T_{test}

RESULT AND DISCUSSION

Respondents Based on Gender

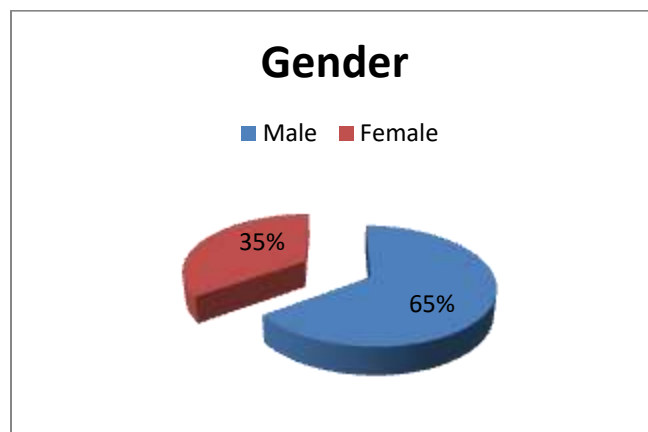


Figure 1. Respondent Based on Gender

In figure 1 show that most of respondents in this research are male respondents with 65% and the remaining is female with 35% respondent from the required sample.



Respondents Based On Age

Based on age, the characteristics of respondents is divided in five categories as follows :

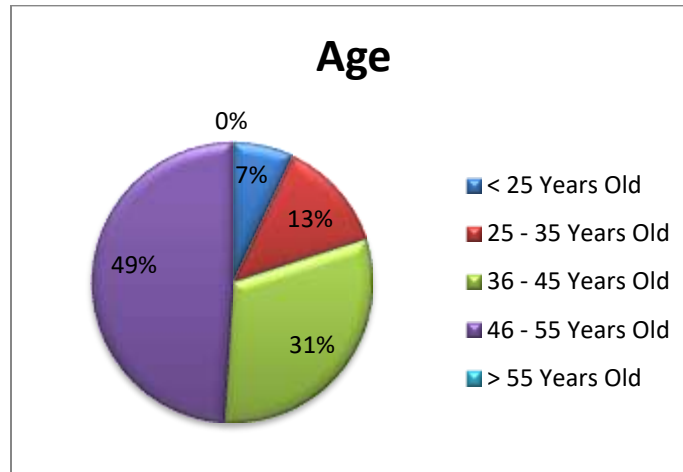


Figure 2 Respondents Based On Age

In figure 2 show that most of respondent in this research are aged 46 - 55 years old with 49% (49 respondents), and followed by 36 – 45 years old with 31% (31 respondents), followed by 25 – 35 years old with 13% (13 respondents), followed by < 25 years old with 7% (7 respondents) from required sample.

Respondents Based On Length Of Work

Based on length of work, the characteristics of respondents is divided in four categories as follows :

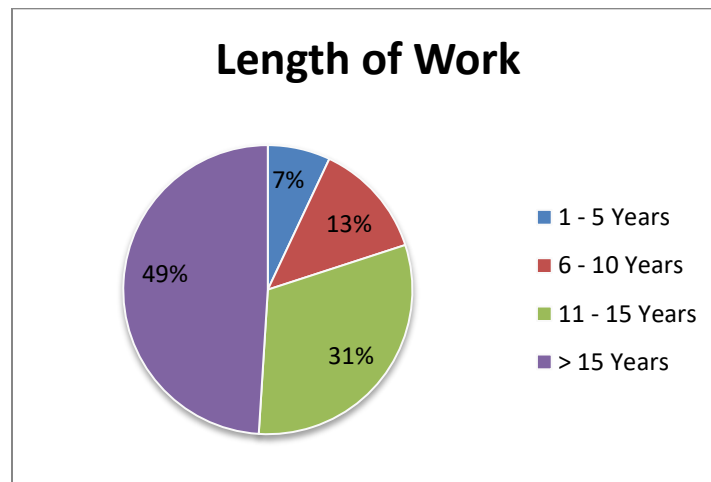


Figure 3. Respondents Based on Length of Work



Figure 3 show the most of respondents in this research are > 15 years with 49% from required sample and followed by respondents who are work there, 11-15 years with 31%, 6-10 years with 13%, and 1-5 years with 7%.

Reliability Test and Validity Test

Based on data analysis of Alpha Cronbachis > 0.6, and all indicates research instrument indicators of variable are reliable. The validity of each variable is good. Table 4.2 show all the total value for each indicator, for Reward System, Job Stress and Employee Performance. It means all the indicators are valid. It means H₁ H₂ H₃ in this section be accepted.

Multiple Linear Regression Analysis

Table 2. The Result Of Data Process

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	2.892	.387	
X1 - Reward System	.642	.072	.591
X2 - Job Stress	-.466	.074	-.415

Source : Data Processed, 2016

The result in table 2 can be expressed in regression equation as

$$Y = 2.892 + 0.642X_1 - 0.466X_2 + e$$

The Interpretation of the multiple linear regression equation above is as follows :

Constant value of 2.892 means that if independent variable in this research, reward system and job stress are equal to zero, then the employee performance is predicted to be 2.892 point. Coefficeient value of X1 (0.642) means that the variable reward system (X1) increases one scale or one unit, it will improve or increase employee performance (Y) by 0.642. Coefficeient value of X2 (-0.446) means that the variable job stress (X2) decrease one scale or one unit, it will decrease or reduce the employee performance (Y) by -0.446

Goodness of Fit: Coefficient of Correlation (R) and Coefficient of Determination (R²)

Tabel 3. R and R²

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.583	.574	.59467

Table 3 above shows the coefficient of correlation (R) is 0.763 means the level of relationship between independent and dependent variable is considered as a substantial positive relationship. Reward System, Job Stress and Employee Performance as dependent variable have



a substantial positive relationship. The coefficient of determination is identified by $R^2 = 0.583$ which is the figure of coefficient correlation $(0.763)^2 = 0.583$. R square is usually called the coefficient of determination which is 0.583 or 58,3% that means Employee Performance is able to be explained by Reward System and Job Stress. And the rest 41,7% are caused by the other factors.

Test Of Classical Assumption

Heteroscedasticity Test

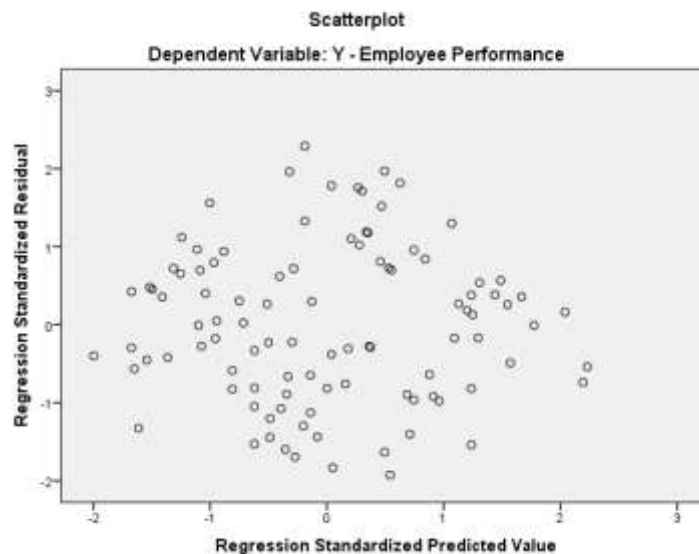


Figure 4. Result of Heteroscesdasticity

Based on figure 4, it can be seen that there is no established pattern. The graph describing the plot spread above and below the number 0 (zero) on the Y axis. This prove the the independent variable of Reward System and Job Stress are free of heteroscesdasticity. It means, $H_1 H_2 H_3$ in this section be accepted that the reward system and job stress influence on employee performance in PT PLN Wilayah SULUTTENGGO Office

Multicollinearity

The value of VIF and tolerance is < 10 . The result indicates that there is no symptom of multicollinearity because VIF value of reward system and job stress < 0.10 . The assumption that, there is no multicollinearity or no connection between the independent variable is met (free of multicollinearity).

Normality



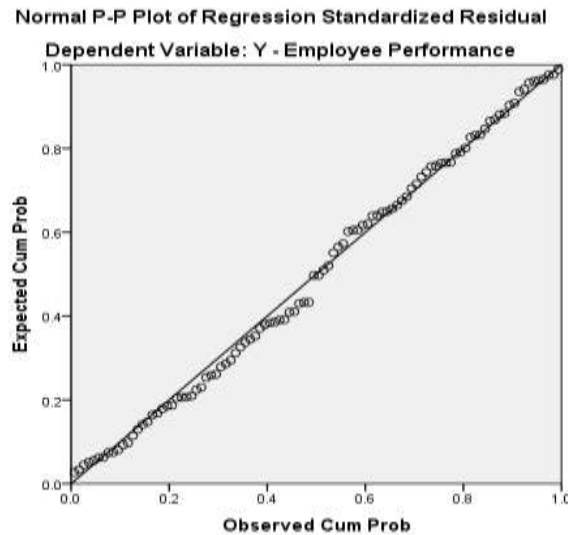


Figure 5. Normality Test

Figure 5 show the data represented by the dots are spreading near and follow the diagonal line. This proves that regression model of the effect of Employee Performance at PT PLN Wilayah SULUTTENGGO fulfills the condition of normality assumption.

Hyphotesis Testing

Table 4. F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.938	2	23.969	67.779	.000 ^b
	Residual	34.303	97	.354		
	Total	82.241	99			

Based on the table 4, the level of significant of 0.05 ($\alpha = 0.05$) and degree of freedom (df) = 2 found (F) $67.779 \geq 3.09$ (F_{table}). Since the F_{value} is greather than F_{table} , therefor H_0 and H_a is accepted. It means that Reward System (X1) and Job Stress (X2) influence Employee Performance (Y) simultaneously. It means H1 in this section be accepted that the reward system and job stress influence on employee performance at PT PLN Wilayah SULUTTENGGO.

Tttest

The t_{value} for each independent variable. For reward system variable (X₁), $t_{count} = 8.947$ and $t_{\alpha(0.05)} = 1.660$. Then $t_{count} > t_{\alpha}$, which means H_0 is rejected and H_a is accepted or X₁ has positive significant influence on employee performance.



For job stress variable (X_2), $t_{count} = -6.286$ and $t_{\alpha(0.05)} = -1.660$. Then $t_{count} < t_{\alpha}$, which means H_0 is accepted and H_a is rejected or X_2 has negative significant influence on employee performance.

Discussion

Employee is a valuable assets for company or organization. The performance any company or organization is depends on the performance of their employees. Company needs to manage and develop their employee to increase their job performance. Many factors that can effect the performance of the employee, such a giving reward for what they have done, motivate them to get their job done. This research found the relationship between reward system and job stress on employee performance at PT PLN (Persero) Wilayah Suluttenggo Office. The influence of reward system and job stress on employee performance at PT PLN (Persero) Wilayah Suluttenggo Office simultaneously and partially are proven by the interpreting data analysis. The simultaneous test is used to determine the influence of Reward System (X_1), Job Stress(X_2), on Employee Performance (Y). Hypothesis test is carried out simultaneously by using F numbers 67.779 in table 4.6. testing is done by comparing the number of significant level of calculation result with significant level of 0.05 (5%).

The findings in this research show that Reward System partially has significant influence on Employee Performance. Most of respondents agreed that Reward System influence their performance. Many factors can affect the performance of employee, such as giving a reward. With giving a reward to the employee it will help the company to increase the performance of the employee. In management concept, rewards is the one key to motivate the employee to more active. This research support by Warsidi (2004) explained that rewards has positive influence significant effect on the employee performance. The rewards also contains a connection which is professional, where one of the main goals of employees working is get sufficient rewards to various needs, while their company is paying employees so that employees can do the job in accordance with the wishes and expectations of the company with the main purpose is being able to advance the course of company's business. Hasibuan (2002) said that the purpose of awarding compensation between others is for employee satisfaction of employees performance who will keep stability of employees itself, so it can press the number of the turnover. In addition, the employees will also be spared from the influence of labor unions and finally just concentrate on their job only. It can be seen that by giving rewards is more



feasible and acceptable to employees because it fits with the energy and ability, as well as appreciate the hard work of the employees, then the employees will further be professionals with work in a conscientious and do various efforts in order to achieve a better work so that performance can be increased.

According to the data in this research, performance of most respondent in this case the employee of PT PLN (Persero) Wilayah SULUTTENGGO Office are effected by Reward System. The company was appreciated their employees with gave their reward. With this reward system that given by PT PLN (Persero) Wilayah SULUTTENGGO Office believe it will help the employee to more effective to do their work and will increase their performance and get profitable for their company. With a giving reward, then the employee will feel satisfied over the reward obtained from the job. When employees feel satisfied with has been taken from company, then the employee will be exchanging with their time, capabilities, skills, to the company then they will work to the maximum, so it will work optimally in accordance with specified performance standards.

Job stress has negative significant influence on employee performance at PT PLN SULUTTENGGO. Stress give a bad impact for employees productivity. When the employee feel stress, they don't have a passion to achieve the company goals. The employees will become lazy and sometimes it can effect for their health, and it can make they cannot give their best performance for the company.

This reseach support a research by Imtiaz and Amad (2009), Hsieh (2004). which are stated that there is negative relationship between job strees on job performance. There are a lot of factors that cause the workplace stress like having so many things to do in a really short time or could be receiving in adequated feedback on performance and no recognition for a job well done. According to Ahmad (2009) the factors affecting stress were identified, personal issues, lack of administrator support, lack of acceptance for work done, low span over work environment, unprectictability in work environment and in adequate moneterly reward.

Work stress has negative significant influence on job performance at PT PLN (Persero) Wilayah SULUTTENGGO Office. Every work stress contains a variety of personalities that can sometimes creating a high potential stress. Stress expecienced by employee at PT PLN (Persero) Wilayah SULUTTENGGO Office sometimes from the office environment, like them give a lot of work and should be completed on time, required to work hard, the work is too much and



difficult to resolve, and always pursued deadline. The heavy work of PT PLN (Persero) Wilayah SULUTTENGGO Office indicated can improve the employee performance degradation also indicated by the large number of jobs that are not completed on time. Intimidation and pressure from leaders of fellow employees also indicated a decrease in the performance of the employee, the employee are stressed in work will not be able to achieve the target of the company. Pressure of work make employees not enjoy being in office. Bosses often give a reprimand to the employee who did not on time on completing the job. So that's why the employee feels stress. According to Wijaya (2012) on his research, that there is a negative influence of job stress on employee performance, that is the a major influence on the target and expectations.

However employees still have limit capabilities of albeit in their work must be professional. But the existence of such demand cause stress occurs for employee. Stress experienced by employee could result in decrease performance level of employees within the company itself. And if the employees performance decrease, it will be very influence for the company. And stress also come from individual, where the employees have a problem with their family and personal, that would be very negative impact, because the employees will not focus on their work and would be influence for the performance of the employee. And its all will impact to their company. When the employee stress increases, than their performance will be decrease and it will have a negative impact for the company.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Reward System influence Employee Performance at PT PLN (Persero) Wilayah SULUTTENGGO Office Partially. Reward System has positive significant influence on Employee Performance.
2. Job Stress influence Employee Performance at PT PLN (Persero) Wilayah SULUTTENGGO Office Partially. Job Stress has negative significant influence on Employee Performance.
3. Reward System and Job Stress influence on Employee Performance at PT. PLN (Persero) Wilayah SULUTTENGGO Office Simultaneously.

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