

Research Article

Sources of Job Stress Dimension Effect on Employee Performance (Case in Health Social Security Organizer Agency Medan, Indonesia)

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Abstract: This article aims to analyze the influence of the Sources of Job Stress Dimension (Environmental Stressors, Organizational Stressors, Individual Stressors) on Employee Performance in Health Social Security Organizer Agency Medan. The sample was 78 respondents and they are all employees. Data were analyzed using multiple linear regression analysis. Each dimension influences employee performance with significance below 0.05 that is Environmental Stressor (0.000), Organizational Stressor (0.009) and Individual Stressor (0.002). A simultaneous test result (F test) was 14.979. F table is 2.73. Fvalue > Ftable with level of significant < 0.005 which means that Environmental Stressor, Organizational Stressor and Individual Stressor simultaneously influence Employee Performance. The result of the Determination Coefficient (R²) was 0.378. This means that employee performance is explained by Environmental Stressor, Organizational Stressor and Individual Stressor by 37.8% and the remaining 62.2% is influenced by other variables outside of this study.

Keywords: Environmental Stressors, Organizational Stressors, Individual Stressors, Employee Performance.

INTRODUCTION

Every government organization is required to be able to improve performance by optimizing the use of human resources. Human resource management is inseparable from the factors of employees who are expected to perform as well as possible in order to achieve goals. Work performance produced by each employee will have a positive impact on the company, therefore by giving awards provide the most work motivation / dominant used by every company (Harahap & Amanah, 2018). Employees are the main assets of the organization and have a strategic role as thinkers, planners and controllers of organizational activities. The problems of human resources of course faced by every organization, because it is related to employee behavior, one of which is about employee work stress. Employees are very susceptible to work stress and this can be caused by many factors both from the environment, the organization and from the employees themselves. Stress will result in decreased work performance, increased work absenteeism and the tendency to have an accident. If many of the employees

in the organization experience work stress, then the performance and health of the organization will be disrupted.

There are three causes or sources of the emergence of work stress commonly called stressors, that is environmental stressors, organizational stressors and personal factors. (Robbins & Judge, 2012) states that three sources of stress in work are environmental stress factors, organizational stress factors and individual stress factors. Environmental stress factors include economic uncertainty, political uncertainty and technological change. Organizational stress factors include the demands of the task, the demands of roles and interpersonal demands. Individual stress factors include family problems, personal economic problems and personality. While (Gibson, McGrath, & Reid, 1989) define stressors as potential external events, but do not always endanger individuals. There are four stressors namely physical environment stressors including light, air, sound and placement of work spaces. Second, group stressors include poor

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relationships between subordinates and superiors and among coworkers. Third, individual stressors, the causes are role conflict, excessive workload, responsibility and working conditions. Fourth, organizational stressors, the causes are the lack of specific policies from the company, bad design and bureaucracy (procedures), and a lack of employee participation in decision making.

The Health Social Security Organizer Agency (here in after referred as BPJS Health) is one form of basic needs services provided by the government in the form of public services in the health sector. This agency is a state-owned enterprise specifically assigned by the government to provide health insurance for all Indonesian people, especially for civil servants, retired civil servants, military/police, veterans, independence pioneers and their families, and other business entities and commoner. This agency was inaugurated on December 31, 2013 and began operating since January 1, 2014. Preliminary observations made by the researchers concluded that there are various types of conditions that can cause work stress (stressor) in this agency. There are complaints in the form of feeling unwell, headaches, irritability, excess work hours, lack of communication between units making it difficult for employees to finish reports on time and there are still communication errors between participants of this body and employees. This allows employees to be attacked by work stress. Job stress experienced by employees is feared to have a negative impact on performance. The work environment is also found to be less conducive so that it disrupts employee comfort. Many files are placed anywhere. This makes the minimum space for employees to move. The layout of employee desks is also considered to be inappropriate so that they tend to often chat with coworkers or play cellphones to get rid of boredom. In order for employees to move freely, the work space must be adequate. A narrow workspace will hinder the work process of employees, conversely if it is too large it is also a waste (Assauri, 2016).

Based on the previous description, it is important to conduct further research on the "Effect of the Dimension of the Source of Work Stress (Stressor) on the Performance of BPJS Health Officers in Medan Branch Office".

LITERATURE REVIEW

The Understanding of Performance

Mangkunegara, (2015), Ivancevich, (2013), stated that work performance is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. Empowerment and work placement for employees in integrated quality management active participation is the key to success in efforts to continuously improve quality in a company (Agustini, Amanah, & Harahap, 2018). It can motivate workers to make employees willing and direct desires in

completing their responsibilities so that workers and company goals can be achieved (Harahap, Agustini, Amanah, & Riza, 2017). Performance can be divided into two, they are individual performance and organizational performance. Achievement of the work must be carried out within a certain period (Simanjuntak, 2011). Another opinion states that performance is the value of a set of employee behaviors that contribute positively or negatively to the fulfillment of organizational goals (Colquitt, Lepine, & Wesson, 2009). Performance is a function of ability, motivation and opportunity (Robbins & Judge, 2012). Placement of work in the right position will make it easier for employees to carry out tasks and minimize the occurrence of mistakes that are not desired by the company. The company will also get benefits where the employee's enthusiasm and knowledge in the work will lead to an increase in employee performance (Ermiati, Amanah, Harahap, & Tanjung, 2018).

Factors that Affect Performance

Simanjuntak, (2011), states that employee performance is influenced by the following factors: 1). The quality and ability of employees, that is matters relating to education / training, work ethics, work motivation, mental attitude and physical condition of employees, 2). Supporting facilities, that is matters relating to the work environment (work safety, occupational health, production facilities, technology) and matters relating to employee welfare (wages / salaries, social security, work security), and 3). Supra-facilities, that is matters relating to government policy and industrial relations management.

Performance Indicator

The Aspects That Measure Employee Job Appraisal Are As Follows (Mathis, Jackson, & Valentine, 2013):

- a. Quantity : Is the amount produced, expressed in terms such as the number of units, the number of activity cycles completed by employees, and the number of activities produced
- b. Quality : Work quality is measured by employee perceptions of the quality of work produced and the perfection of the task of the skills and abilities of employees.
- c. Punctuality : Timeliness is measured by the employee's perception of an activity that was completed early in time until it became output.
- d. Presence : The presence of employees in the company both in coming to work, coming home from work, permission, or without information that all affect the employee's performance.
- e. Cooperative Ability : The ability to work together is the ability of a workforce to work together with others in completing a task and work that has been determined so as to achieve maximum efficiency and effectiveness.

The Understanding of Job Stress

Job stress is a person's response either in the form of physical, cognitive (conceptual) emotions to

situations that require certain demands on individuals (Ardana, Mujiati, & Utama, 2012). Employees in a state of tension that causes physical and psychological imbalances that affect emotions and thinking (Rivai, 2014). Stress occurs due to work processes that can cause employees to become physically or mentally ill so that they are not optimal in doing work (Munandar, 2014).

Dimensions Of The Work Stress Source:

There Are Three Categories Of Potential Sources Of Stress In The Workplace (Robbins & Judge, 2012), Including:

- a. Environmental factor : Environmental factors that can create stress for most employees are economic uncertainty, political uncertainty and technological uncertainty.
- b. Organizational Factors : These organizational factors are differentiated based on three categories. These categories are: 1). Job demands are factors related to someone's work which include the design of individual work (autonomy, diversity of tasks and degree of automation), working conditions and physical work layout, 2). Role demands related to the pressure exerted on someone as a function of the role played in the organization. For example, role conflict creates expectations that may be difficult to refer to or satisfy, role overload occurs when employees are expected to do more than is possible with time and role ambiguity is created, when role expectations are uncertain about what needs to be done, and 3). Interpersonal demands, i.e. pressure created by other employees. For example, lack of social support from peers and poor interpersonal relationships can cause considerable stress, especially among employees who have high social needs.
- c. Individual Factor : Includes factors in the personal

life of employees such as family problems, personal economic problems and innate personality characteristics.

Work Stress Indicators

There are 3 (three) indicators of work stress according to (Robbins & Judge, 2012), they are: 1). Environmental stressor, the indicators are light, air, sound, work space placement, 2). Organizational stressor, the indicators are task demands, role demands, interpersonal demands, and 3). Individual stressor, the indicators are family problems, economic problems, personality.

The Relationship between Work Stress and Performance

Stress have positive and negative impacts on employee performance. When the stress levels experienced by employees are low and there are no stressors at all, employees will tend to work at the level of achievement to be achieved. Stress is needed to increase one's motivation or drive to improve performance. When stress increases to a high level, performance decreases because the person will use his energy to deal with stress rather than doing his job.

The greater the stress or tension experienced by someone who is carrying out activities will function as a motivator to achieve and achieve targeted goals. But the time will come when stress becomes so great and we are no longer able to hold it will affect the performance. Thus, excessive stress will reduce one's ability to excel, and a person will experience a rapid decrease in productivity. The curve in Figure 1 is a direct relationship between stress and performance (Nolen-Hoeksema, Fredrickson, Loftus, & Wagenaar, 2009).

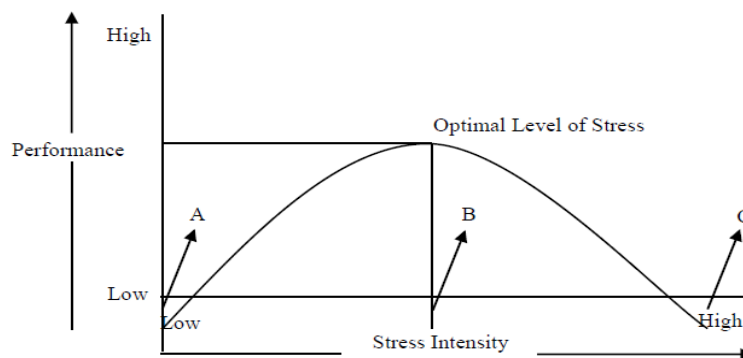


Figure 1. Stress and Performance

Optimal stress levels experienced by highly functional employees impact on individual performance to the maximum. When stress is too low, individual performance stagnates or is low. On the one hand, if the

stress level is too high, then the individual is uncooperative, the individual ego is high, the aggressive attitude is accompanied by an ambitious attitude.

Relevant Studies

Table 1. Relevant Studies

No.	Title	Author(s)	Year	Results
1.	Analysis of Factors Affecting Job Stress And Its Effect on Job Satisfaction and Salesman Performance (Case Study at PT. Adira Finance Bangkong Branch Semarang)	(Setyono, Rahardjo, Nugraheni, & Rahardja, 2012)	2013	Organizational stressors affect work stress, individual stressors have effects on work stress, work stress affects work satisfaction, and work stress affects performance. Managerial implications show that job satisfaction and performance can be improved by managing work stress carried out by companies through stress management and individuals through counseling.
2.	Effect of Job Stress on Employee Performance in the Editorial Section of the Lampung Post Daily Newspaper	(Rusdi & Septiani, 2008)	2008	There is a positive and significant effect between work stress consisting of conflict and workload on employee performance.
3.	Job Stress Influences Job Performance at Cafe Bambu Express Manado Employees	(Karim, 2013)	2013	Simultaneously work stress factors such as work conflict, workload, work time and leadership influence the work performance of Cafe Bambu Ekspres Manado employees. The most significant variable influencing is work conflict. Work conflict between employees in Manado Bambu Ekspres Manado is quite high so that cafe management needs efforts to reduce conflicts so as to increase work performance.
4.	Factors Related to Work Stress at PT. Chanindo Pratama Piyungan Yogyakarta	(Setiawan & Sofiana, 2013)	2013	<ol style="list-style-type: none"> 1. There is a relationship between social support and work stress at Chanindo Pratama 2. There is a relationship between workload and work stress at Chanindo Pratama 3. There is a relationship between physical hazards with work stress at Chanindo Pratama 4. There is a relationship between monotonous work routines and work stress at Chanindo Pratama 5. There is no relationship between working hours and work stress at Chanindo Pratama 6. There is a relationship between social support, workload, physical hazards, routine monotonous simultaneously with work stress at Chanindo Pratama.
5.	Factors Related to Work Stress in Police Members of the Blora Police Criminal Investigation Unit	(Bayuwega, Wahyuni, & Kurniawan, 2016)	2016	Most of the police members felt quite good about their perceptions about job demands (58.8%), the role of individuals in the organization (70.6%), career development (67.6%), relationships at work (70.6%), and organizational structure and climate (61.8%) in the Blora Police Criminal Investigation Unit. There is a relationship between age ($p = 0.003$), career development ($p = 0.028$) and relationship at work ($p = 0.004$) with work stress on members of the Blora District Police Criminal Investigation Unit.
6.	Implications of Employee Performance of XYZ Educational Institutions Based on Job Stressors and Work Conflicts	(Karomah, 2015)	2015	There is a significant negative effect of job stressor and work conflict on employee performance both partially and simultaneously.
7.	<i>A Meta-Analysis of Work Demand Stressors and Job Performance : Examining Main and Moderating Effects</i>	(S., A., Y., & C.L, 2013)	2008	There are 7 (seven) things related to work stress with work performance: role ambiguity, role conflict, excessive role, job insecurity, work-family conflict, environment, and situational constraints. Overall, a negative correlation was obtained between each job performance measure and each stressor in the analysis. Unclear roles and situational constraints are the most strongly associated negatively with performance.
8.	<i>Relationships Between Depression and Stress Factors in Housework and Paid Work Among Japanese Women</i>	(Hoshino, Amano, Suzuki, & Suwa, 2016)	2016	Three stress factors were found - two in domestic work and one in paid work. In domestic work, the variance in workload and lack of ability utilization are associated with the presence of depression. In paid work, interpersonal conflict is a related factor. Rehabilitation programs that involve variances in workload and under self-evaluation in domestic work, and interpersonal conflict in paid work must be addressed to support women working with depression.

Research Framework

Stress have positive and negative impacts on employee performance. When the stress levels experienced by employees are low and there are no stressors at all, employees will tend to work at the level of achievement to be achieved. Stress is needed to increase one's motivation or drive to improve performance. When stress increases to a high level, performance decreases because the person will use his energy to deal with stress rather than doing his job.

In this study there are several variables involved, the dependent variable is employee performance (Y), while the independent variables are environmental stressors (X_1), organizational stressors (X_2) and individual stressors (X_3). Based on the literature review, research objectives and problems that have been raised, then as a basis for formulating the following hypotheses the framework of thought is presented in Figure 2.

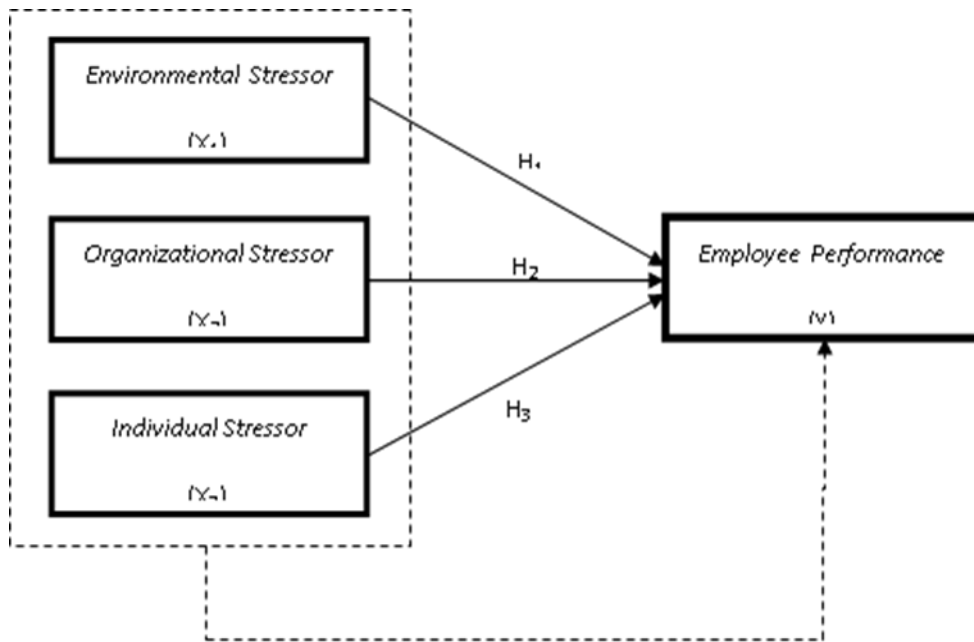


Figure 2 Research Framework

Research Hypothesis

The Aspects That Measure Employee Job Appraisal Are As Follows (Mathis Et Al., 2013) :

- There is an influence of environmental stressor on the employee performance of BPJS Health at Medan Branch Office.
- There is an influence of organizational stressor on the employee performance of BPJS Health at Medan Branch Office.
- There is an individual stressor effect on the employee performance of BPJS Health at Medan Branch Office.
- Simultaneously environmental stressor, organizational stressor and individual stressor influence the employee performance of BPJS Health at Medan Branch Office.

RESEARCH METHOD

This study used multiple linear regression analysis to analyze all employees of BPJS Health at Medan Branch Office that is 78 respondents. Data was

collected by distributing questionnaires to respondents, where the questionnaire consisted of statements related to the studied variables and indicators with a Likert scale (5 scores). The variables were:

1. Environmental stressor (X_1), is a source of work stress that is physical in nature. The indicators are light, air, sound, workspace placement.
2. Organizational stressor (X_2), is a source of work stress that comes from the organization. The indicators are task demands, role demands, interpersonal demands.
3. Individual stressor (X_3), is a source of work stress that comes from the personal lives of employees. The indicators are family problems, economic problems, personality.
4. Performance (Y), is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. The indicators are quantity, quality, timeliness, presence, ability to work together.

FINDINGS AND DISCUSSION

Characteristics of Respondents

Table 2. Characteristics of Respondent

Identification of Respondents	No. of Employees	Percentage (%)
1. Gender		
Man	27	35
Women	51	65
Total	78	100%
2. Age		
20-29	58	74
30-39	20	26
Total	78	100%
3. Education		
Diploma	17	22
Bachelor degree	58	74
Master degree	3	4
Total	78	100%

- a. Gender : 27 of 78 respondents in this study were male (35%) and women were 51 (65%). Thus the majority of respondents are women.
- b. Age : There were 74% (58 respondents) aged 20-29 years old, 30-39 years were 20 respondents (26%). Thus the majority of respondents aged 20-29 years old.
- c. Education : A total of 17 respondents (22%) had diploma, bachelor were 58 respondents (74%) and masters were 3 respondents (4%). Thus the majority of respondents are undergraduate education.

The Test of Research Instruments

The Validity Test of Environmental Stressor (X₁)

Table 3. Validity Testing Results of Environmental Stressors (X₁)

No.	r	r table	Explanation
1.	0.797	0.361	Valid
2.	0.818	0.361	Valid
3.	0.801	0.361	Valid
4.	0.587	0.361	Valid
5.	0.818	0.361	Valid
6.	0.714	0.361	Valid
7.	0.486	0.361	Valid
8.	0.584	0.361	Valid

Source: Data Processing

Based on the above table, it can be seen that each item is declared valid, because it has fulfilled the requirements of $r_{count} > r_{table}$ so it can be stated that the statement of all items in the X₁ variable is feasible to be used in this study.

The Validity Test of Organizational Stressor (X₂)

Table 4. Validity Testing Results of Organizational Stressors (X₂)

No.	r	r table	Explanation
1.	0.844	0.361	Valid
2.	0.771	0.361	Valid
3.	0.801	0.361	Valid
4.	0.836	0.361	Valid
5.	0.466	0.361	Valid
6.	0.669	0.361	Valid

Source: Data Processing

Based on the above table, it can be seen that each item is declared valid, because it has fulfilled the requirements of $r_{count} > r_{table}$ so it can be stated that the statement of all items in the X₂ variable is feasible to be used in this study.

The Validity Test of Individual Stressor (X₃)

Table 5. Validity Testing Results of Individual Stressors (X₃)

No.	r	r table	Explanation
1.	0.687	0.361	Valid
2.	0.716	0.361	Valid
3.	0.787	0.361	Valid
4.	0.598	0.361	Valid
5.	0.673	0.361	Valid
6.	0.526	0.361	Valid

Source: Data Processing

Based on the above table, it can be seen that each item is declared valid, because it has fulfilled the requirements of $r_{count} > r_{table}$ so it can be stated that the statement of all items in the X₃ variable is feasible to be used in this study.

The Validity Test of Employee Performance (Y)

Table 6. Validity Testing Results of Employee Performance (Y)

No.	r	r table	Explanation
1.	0.682	0.361	Valid
2.	0.505	0.361	Valid
3.	0.698	0.361	Valid
4.	0.504	0.361	Valid
5.	0.751	0.361	Valid
6.	0.682	0.361	Valid
7.	0.594	0.361	Valid
8.	0.600	0.361	Valid
9.	0.560	0.361	Valid
10.	0.579	0.361	Valid

Source: Data Processing

Based on the above table, it can be seen that each item is declared valid, because it has fulfilled the requirements of $r_{count} > r_{table}$ so it can be stated that the statement of all items in the Y variable is feasible to be used in this study.

The Reliability Test of Environmental Stressor (X₁)

Table 7. Reliability Testing Results of Environmental Stressor (X₁)

Cronbach's Alpha	N of Items
.849	8

Source: Data Processing

Based on the above table, it can be concluded that the 8 items for the Environmental Stressor (X₁) are reliable because the Cronbach Alpha value $>$ r table, which is $0.849 > 0.361$.

Multiple Linear Regression Analysis

Table 11. Results of Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.941	2.220		20.239	.000
	Environmental_Stressor	.244	.063	.383	3.854	.000
	Organizational_Stressor	.558	.207	.248	2.691	.009
	Individual_Stressor	.284	.089	.316	3.191	.002

a. Dependent Variable: Employee Performance

Based on the above table, the multiple linear regression equation results of the study are stated as follows:

$$Y = 44.941 + 0.244X_1 + 0.558X_2 + 0.284X_3 + e$$

The Regression Equation Can Be Explained As Follows:

- a. The constant of 44.941 can be interpreted that Employee Performance (Y) will be worth 44.941 when Environmental Stressors (X₁), Organizational Stressors (X₂) and Individual Stressors (X₃) are zero (none).
- b. The coefficient of Environmental Stressor (X₁) is 0.244, means that if the Environmental Stress has increased or decreased, then Employee

The Reliability Test of Organizational Stressor (X₂)

Table 8. Reliability Testing Results of Organizational Stressor (X₂)

Cronbach's Alpha	N of Items
.819	6

Source: Data Processing

Based on the above table, it can be concluded that the 6 items for the Organizational Stressor (X₂) are reliable because the Cronbach Alpha value $>$ r table, which is $0.819 > 0.361$.

The Reliability Test of Individual Stressor (X₃)

Table 9. Reliability Testing Results of Individual Stressor (X₃)

Cronbach's Alpha	N of Items
.744	6

Source: Data Processing

Based on the above table, it can be concluded that the 6 items for the Individual Stressor (X₃) are reliable because the Cronbach Alpha value $>$ r table, which is $0.744 > 0.361$.

The Reliability Test of Employee Performance (Y)

Table 10. Reliability Testing Results of Employee Performance (Y)

Cronbach's Alpha	N of Items
.806	10

Source: Data Processing

Based on the above table, it can be concluded that the 10 items for the Employee Performance (Y) are reliable because the Cronbach Alpha value $>$ r table, which is $0.806 > 0.361$.

- c. Performance (Y) will experience a change of 0.244.
- c. The coefficient of Organizational Stressor (X₂) is 0.558, meaning that if the Organizational Stress has increased or decreased, then Employee Performance (Y) will experience a change of 0.558.
- d. The coefficient of Individual Stressor (X₃) is 0.284, meaning that if the Individual Stress has increased or decreased, then Employee Performance (Y) will experience a change of 0.284.

The t Test

Table 12. Results of the t Test

z	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	44.941	2.220		20.239	.000		
	Environmental_Stressor	.244	.063	.383	3.854	.000	.849	1,177
	Organizational_Stressor	.558	.207	.248	2.691	.009	.991	1,009
	Individual_Stressor	.284	.089	.316	3.191	.002	.856	1,168

a. Dependent Variable: Employee Performance

- a. The t value of the Environmental Stressor (X_1) was 3.854, which is greater than the t table that is 1.993 with a significance of $0.000 < 0.05$. This means that the hypothesis is accepted that environmental stress partially has a positive and significant effect on the employee performance of BPJS Health at Medan Branch Office.
- b. The t value of the Organizational Stressor (X_2) was 2.691, greater than 1.993 with a significance of $0.009 < 0.05$. This means that the hypothesis is accepted that partially organizational stress has a positive and significant effect on employee performance.

The t value of the Individual Stressor (X_3) was 3.191, greater than 1.993 with a significance of $0.002 < 0.05$. This means that the hypothesis is accepted that individual stressors partially has a positive and significant effect on employee performance.

DISCUSSIONS

The results of this study indicate that environmental stressors influence employee performance. This is supported by (Soriano, Kozusznik, & Peiró., 2018) who conducted research on 83 office employees in Spain. It was stated that the environment was positively related to health-related symptoms which would ultimately increase negative emotions so that the employee's performance was reduced. Work patterns are very instrumental in determining performance, where employees with high levels of interaction and complex tasks tend to be more stressed and disrupt their performance than employees with low interactions and fewer tasks. Environmental factors such as work tools, workload, heat temperature, safety, noise affect performance. Therefore organizations need to pay attention to these factors in order to create the desired work environment for employees that have an impact on performance (Bogdanova, Enfors, & Naumovska, 2008).

Organizational stressors also affect performance. This result is supported by (Botwe, Kenneth, & Masih, 2017) who examined 50 employees in India. It was found that workloads, large hours of work, stress cause stress to employees. Organizations need to understand the strengths, weaknesses and pressures of employees so that they can reduce stress and improve performance. The work itself can also be a

cause of stress, so stated (Mirela & Madalina-Adriana, 2011) after analyzing 75 managers and entrepreneurs in Romania. Several methods need to be applied by organizations to reduce employee stress because it can affect performance. Lack of administrative support, excessive workloads and work requests, problematic customer relations, colleague relationships, are a component of work stress for 150 Bank employees in Nigeria (Ajayi, 2018). It is recommended that employers and managers must proactively minimize stress by providing adequate administrative support to employees, optimizing workload, managing customer expectations effectively, minimizing relationships and role conflicts, implementing adequate reward systems and providing adequate training and counseling for employees to improve performance and job satisfaction.

Stress that comes from within employees also affects performance. In line with (Ahmed & Ramzan, 2013) which states that role doubt and role conflict is one of the causes of employee stress on banks in Pakistan. A total of 144 bank employees with postgraduate education were studied. It was found that work stress significantly reduces performance. Therefore need to manage stress individually as well so as to improve performance. Other supporting research was conducted on female employees in 4 Indonesian banks. 334 female employees with families were examined and it was found that family conflicts affected the performance of employees and resulted in the intention to leave work (Warokka & Febrilia, 2015).

CONCLUSION

Environmental Stressor has a positive effect on the employee performance of BPJS Health at Medan Branch Offices, Organizational Stressor has a positive effect on employee performance, Individual Stressor has a positive effect on employee performance, and Environmental Stressor, Organizational Stressor and Individual Stressor simultaneously affect the Employee Performance of BPJS Health at Medan Branch Office.

The management of BPJS Health at Medan Branch Office needs to manage work stress for employees. Stress management can be done through two approaches to work stress namely individual and company approaches. For individuals it is important to approach it because stress can affect life, health, performance and income. Individual approaches include

social support from friends and family, avoiding boring routine habits, etc. For companies, this is done because it affects the achievement of all aspects and the effectiveness of the company as a whole. The company's approach includes improving the physical environment, conducting analysis and clarity of tasks, and so on. If the management of work stress can be done well, it will have a good impact on employee performance and organizational performance.

This research is still general in nature, because there are other dimensions of work stressors outside this research that might affect performance, such as organizational stressors and extra organizational stressors. So it is advisable for further researchers to use dimensions of work stress sources (stressors) other than this research to be included in further research.

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