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# The Effect of Job Satisfaction and Work Stress on Employee Performance at the Parbuluan Subdistrict Office

**Landong Napitu[1*], Bahdin Nur Tanjung[2], Ahmad Jet Alamin[3], Mhd. Ramadhan[4]**
[1-4]Master of Management Study Program, Universitas Efarina, Indonesia
**Corresponding Author: sagalahtlogin@gmail.com*

***Abstract.*** *This study aims to analyze the effect of job satisfaction and work stress on employee performance at the Parbuluan Subdistrict Office, Dairi Regency, both partially and simultaneously. This research employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to employees, while data analysis was conducted using simple linear regression, multiple linear regression, correlation and coefficient of determination analysis, as well as t-test and F-test. The results showed that job satisfaction had a positive and significant effect on employee performance. This was indicated by a regression coefficient of 0.668 and a t-value of 7.018 with a significance level of 0.000 < 0.05. Work stress had a negative and significant effect on employee performance, with a regression coefficient of -0.402 and a t-value of -3.972 with a significance level of 0.000 < 0.05. Simultaneously, job satisfaction and work stress had a significant effect on employee performance, as indicated by an F-value of 28.414 and a significance level of 0.000 < 0.05. The correlation coefficient of 0.729 indicates a strong relationship between job satisfaction, work stress, and employee performance, while the coefficient of determination of 0.532 indicates that 53.2% of the variation in employee performance can be explained by these two variables. Therefore, improving job satisfaction and managing work stress appropriately are important factors in improving employee performance at the Parbuluan Subdistrict Office, Dairi Regency.*

***Keywords****: Employee Performance; Job Satisfaction; Parbuluan Subdistrict Office; Quantitative Research; Work Stress.*

## 1. INTRODUCTION

All organizations require human resources who are capable of working better and more efficiently. The success or failure of an organization in achieving its objectives is fundamentally determined by its human resources (Fatah, 2021). Therefore, in order to realize job satisfaction, the Parbuluan Subdistrict Office of Dairi Regency must create conditions that foster employee satisfaction by identifying and fulfilling employees' needs and expectations. Satisfied employees will perform their duties optimally, thereby enabling the Parbuluan Subdistrict Office of Dairi Regency to achieve the expected level of performance. On the other hand, when stress levels are excessively high, employee performance may decline because stress can interfere with workers' productivity (Maryati & Nandary, 2026).

Employee performance refers to the results achieved by an employee based on the tasks and responsibilities performed within a certain period. The dimensions of employee performance include the quantity of work, quality of work, timeliness, attendance, and competency and synergy. Based on the results of interviews with employees of the Parbuluan Subdistrict Office of Dairi Regency conducted on March 11, 2026, employee performance was found to be not yet optimal, particularly in terms of timeliness. Four employees were unable to

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properly organize their work plans and schedules, which affected their ability to complete tasks promptly and efficiently.

The attendance dimension was also found to be less than optimal. The Parbuluan Subdistrict Office of Dairi Regency uses an employee attendance system through a specialized application that can only be accessed while employees are physically present at the office. Of the 53 employees, three were identified as lacking discipline and frequently arriving late, in some cases by as much as 15 minutes. Another aspect that affects employee performance at the Parbuluan Subdistrict Office of Dairi Regency is job satisfaction. Job satisfaction at the Parbuluan Subdistrict Office of Dairi Regency is essentially an individual matter because each employee has a different level of satisfaction. Job satisfaction can be assessed through several dimensions, including salary, the nature of the work, promotion opportunities, teamwork, and working conditions (Sumardi & Lanuru, 2022).

Based on the results of interviews with employees of the Parbuluan Subdistrict Office of Dairi Regency conducted on March 11, 2026, job satisfaction was found to be less than optimal, particularly in the promotion dimension. Among the 53 employees, some had demonstrated high levels of work performance. However, in practice, promotion opportunities at this office were perceived to be influenced by personal connections or third-party recommendations rather than being based on performance or objective assessments. Another phenomenon related to suboptimal job satisfaction was identified in the supervision dimension. At the Parbuluan Subdistrict Office of Dairi Regency, internal supervision, particularly monitoring within the organizational environment, was considered less than optimal. Among the 53 employees, two employees were found to have committed financial irregularities, despite the existing supervision mechanisms.

Another aspect related to employee performance is job stress. Job stress among employees can be detrimental to an organization because it may create an imbalance between productivity and organizational expenditures related to salaries, facilities, and other forms of compensation. Job stress can be influenced by various factors, including the work environment and employees' personal or internal conditions (Halawa & Nugraheni, 2026). Based on the results of interviews with employees of the Parbuluan Subdistrict Office of Dairi Regency conducted on March 11, 2026, it was found that relatively high levels of job stress were primarily caused by environmental factors. This was reflected in an unconducive and poorly maintained work environment, such as toilets that were not cleaned regularly and work equipment that was not properly organized. These conditions disrupted the completion of employees' tasks. Another factor that was suspected to contribute to high levels of job stress

was personal circumstances. Among the 53 employees, five were experiencing personal problems, such as a lack of support from family members, friends, or partners. Such conditions may increase psychological stress, interfere with productivity, and ultimately reduce employee performance within the office (Murni et al., 2025).

Based on these observations, the identified workplace conditions suggest that job satisfaction and work stress are important factors associated with employee performance. The differences between actual workplace conditions and organizational expectations highlight the need for further investigation. Therefore, this study aims to analyze the effects of job satisfaction and work stress on employee performance at the Parbuluan Subdistrict Office of Dairi Regency.

## 2. RESEARCH METHOD

This study employed a quantitative approach using a survey method to examine the effects of job satisfaction and work stress on employee performance at the Parbuluan Subdistrict Office of Dairi Regency. Primary data were collected through questionnaires distributed to employees, while observations, interviews, and relevant literature were used to support the research context and theoretical framework.

### Research Design

In this research design, the researcher selected the research object by distributing questionnaires to employees of the Parbuluan Subdistrict Office of Dairi Regency.

### Research Location

This research was planned to be conducted over a period of six months, from March 2026 to July 2026. The planned research schedule, including the stages of proposal submission and thesis completion, is presented below:

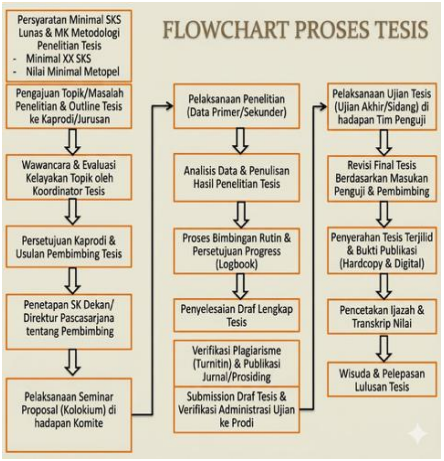



**Figure 1.** Thesis Submission and Completion Process.

**Research Period**

The research was conducted at the Parbuluan Subdistrict Office of Dairi Regency, located at Bangun I, Parbuluan Subdistrict, Dairi Regency, North Sumatra 22282. The office is situated in the Bangun I area and serves as the center of government administration for Parbuluan Subdistrict in Dairi Regency. To obtain the required data, the researcher collected data from the Parbuluan Subdistrict Office of Dairi Regency.

**Population**

The scope of this study focuses on job satisfaction and job stress among employees at the Parbuluan Subdistrict Office of Dairi Regency. The dimensions of job satisfaction (X1) include salary, the work itself, promotion, work groups, supervision, and working conditions. Meanwhile, the dimensions of job stress (X2) include aspects of the work environment, coworkers, leadership, and employees' internal conditions. The dimensions of employee performance (Y) include work quality, quantity of work, attendance, timeliness, and the capacity to work collaboratively.

**Sample**

In this study, the researcher determined the research population as all employees at the Parbuluan Subdistrict Office of Dairi Regency, consisting of 44 civil servants (ASN).

**Table 1.** Operationalization of Research Variables.

| No. | Variable | Dimensions | Indicators |
|---|---|---|---|
| 1 | Job Satisfaction (X1), refers to a pleasant or unpleasant emotional state experienced by employees in relation to the outcomes they expect. | 1. Salary | 1. Salary is appropriate to the workload.<br>2. Salary is appropriate to employees' needs.<br>3. Salary is consistent with applicable standards.<br>4. Salary is equitable compared with that of other employees. |
| | | 2. The Work Itself | 1. The work should be interesting.<br>2. The work provides opportunities for learning.<br>3. The work provides opportunities to assume responsibility.<br>4. The work easily causes boredom.5. Heavy workloads make employees feel pressured. |
| | | 3. Promotion | 1. Desire to develop a career.<br>2. Promotion is based on work performance.<br>3. Fairness in promotion. |
| | | 4. Work Group | 1. Friendly and cooperative coworkers.<br>2. Cohesiveness within the work |

| | | | |
|---|---|---|---|
| | | | group.<br>3. Good relationships among employees.<br>4. Willingness to help one another. |
| | | 5. Supervision | 1. The supervisor's style in carrying out supervision.<br>2. Supervisors provide attention to and involve employees.<br>3. Employees participate in decision-making. |
| | | 6. Working Conditions | 1. Creating a calm working atmosphere.<br>2. A conducive work environment.<br>3. Availability of office facilities. |
| | | 1. Work Environment Factors | 1. The work environment surrounding employees.<br>2. Facilities and infrastructure.<br>3. Work environment factors.<br>4. Workplace regulations. |
| | | 2. Coworker Factors | 1. Relationships with supervisors.<br>2. Relationships with coworkers.<br>3. Relationships with business partners. |
| 2 | Job Stress (X2), refers to a condition of tension and pressure that affects the thinking process, emotional stability, and anxiety resulting from an inability to complete organizational tasks. | 3. Leadership Factors | 1. The leader's role in anticipating and providing solutions to employees experiencing stress.<br>2. Providing rewards to employees.<br>3. Giving praise to employees.<br>4. Providing compensation to employees.<br>5. Helping employees improve their work performance. |
| | | 4. Personal Factors | 1. Underlying personal tendencies.<br>2. Personal problems.<br>3. An uncomfortable workplace.<br>4. Problems with coworkers.<br>5. Problems with supervisors. |
| | | 1. Quantity of Work | 1. Work achievement.<br>2. Achievement of targets.<br>3. Employees' ability to understand their tasks. |
| | | 2. Quality of Work | 1. Skills.<br>2. Accuracy.<br>3. Speed. |
| 3 | Employee Performance (Y), refers to the work results achieved by an employee in accordance with the tasks assigned within a certain period. Good performance is an important step toward achieving organizational goals. | 3. Timeliness | 1. Completing work on time.<br>2. Prioritizing tasks according to work priorities.<br>3. Avoiding unnecessary delays in completing work. |
| | | 4. Attendance | 1. Attendance.<br>2. Compliance with work rules. |

| | | |
|---|---|---|
| | | 3. Being on time for activities at the office.<br>4. Actively participating in meetings. |
| | 5. Ability to Work in a Team | 1. Ability to cooperate with supervisors.<br>2. Ability to cooperate with coworkers.<br>3. Ability to cooperate with the community. |

The types of data used in this research consist of qualitative and quantitative data. Qualitative data were obtained from the general description of the organization, including its organizational structure, as well as the duties and authorities of employees at the Parbuluan Subdistrict Office of Dairi Regency. Quantitative data were obtained from the total number of employees and from the responses collected through questionnaires distributed to employees of the Parbuluan Subdistrict Office of Dairi Regency.

The data collection methods used in this study consisted of questionnaires and a literature review. The questionnaire was distributed to employees of the Parbuluan Subdistrict Office of Dairi Regency to obtain primary data related to job satisfaction, job stress, and employee performance. In addition, the researcher reviewed relevant books, scientific journals, previous studies, and other literature obtained from reliable internet sources to support the theoretical framework and research analysis.

The data obtained from the questionnaires were analyzed descriptively based on the respondents' answers to each statement. The primary data in this study were obtained directly from employees of the Parbuluan Subdistrict Office of Dairi Regency, while supporting information was obtained from relevant literature and organizational data.

**Normality Test**

The normality test aims to determine whether the residuals in a regression model are normally distributed. In this study, normality is assessed using the Normal Probability Plot (P-P Plot). A regression model is considered to meet the normality assumption when the residual points are distributed around and follow the diagonal line of the P-P Plot.

**Multicollinearity Test**

The multicollinearity test aims to determine whether there is a correlation among the independent variables in the regression model. A good regression model should not have a high correlation among its independent variables. Multicollinearity is assessed using the tolerance value and the Variance Inflation Factor (VIF). A tolerance value of less than 0.10 or a VIF value greater than 10 indicates the presence of multicollinearity (Ghozali, 2021).

**Heteroscedasticity Test**

The heteroscedasticity test aims to determine whether there is unequal variance of the residuals across observations in a regression model. If the variance of the residuals remains constant across observations, it is referred to as homoscedasticity, whereas if the variance changes across observations, it is referred to as heteroscedasticity. A good regression model is one that satisfies the assumption of homoscedasticity, meaning that it does not exhibit heteroscedasticity (Ghozali, 2021).

**Data Analysis**

Data analysis refers to the process of examining, categorizing, organizing, interpreting, and validating data in order to obtain meaningful information and draw appropriate conclusions (Dewi, 2024).

**Multiple Linear Regression Analysis**

Multiple linear regression analysis was used to examine the effects of job satisfaction ($X_1$) and work stress ($X_2$) on employee performance (Y). This analysis enables the simultaneous examination of the two independent variables in relation to employee performance. The multiple linear regression equation used in this study is as follows:

$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$

Where:

Y = Dependent variable (employee performance)

$b_0$ = Constant

$b_1$, $b_2$, $b_3$ = Regression coefficients

$X_1$ = Work motivation

$X_2$ = Compensation

$X_3$ = Job satisfaction

e = Error term

**Simultaneous Test (F-Test)**

The F-test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. Statistical calculations are performed using SPSS with a significance level of $\alpha = 0.05$. The decision-making criteria are based on the significance probability value as follows:

a. If the significance probability is > 0.05, $H_0$ is accepted and $H_a$ is rejected.

b. If the significance probability is < 0.05, $H_0$ is rejected and $H_a$ is accepted.

**Partial Test (t-Test)**

The t-test is used to determine whether each independent variable individually has a significant effect on the dependent variable. In this study, the t-test was used to examine the

partial effects of job satisfaction and work stress on employee performance. The statistical test is conducted using SPSS with a significance level of $\alpha = 0.05$. The decision-making criteria are as follows:

a. If Sig. < 0.05, $H_0$ is rejected and $H_a$ is accepted.

b. If Sig. > 0.05, $H_0$ is accepted and $H_a$ is rejected.

**Coefficient of Determination ($R^2$)**

The coefficient of determination ($R^2$) aims to measure the ability of the regression model to explain the variation in the dependent variable (Ghozali, 2020). The coefficient of determination ranges from zero to one. A value of $R^2$ closer to one indicates that the independent variables provide a greater proportion of the information needed to explain the variation in the dependent variable. Conversely, a value of $R^2$ closer to zero indicates that the ability of the independent variables to explain the variation in the dependent variable is relatively limited.

## 3. RESULTS AND DISCUSSION

### Normality Test

The normality test is used to determine whether the dependent and independent variables used in the study have a normal distribution or not. A good and appropriate regression model is one in which the data are normally distributed. In this study, the normality test was conducted using the statistical Kolmogorov-Smirnov test. The results of the normality test using the Kolmogorov-Smirnov statistical test are as follows:

**Table 2.** Results of the Residual Normality Test.

| One-Sample Kolmogorov-Smirnov Test | | | | | |
|---|---|---|---|---|---|
| | | **Job Satisfaction** | **Job Stress** | **Employee Performance** | **Total** |
| N | | 53 | 53 | 53 | 53 |
| Normal Parameters[a,b] | Mean | 74.92 | 38.70 | 57.04 | 170.66 |
| | Std. Deviation | 3.316 | 3.821 | 3.162 | 5.248 |
| Most Extreme Differences | Absolute | .111 | .163 | .099 | .087 |
| | Positive | .063 | .141 | .098 | .078 |
| | Negative | -.111 | -.163 | -.099 | -.087 |
| Kolmogorov-Smirnov Z | | .808 | 1.189 | .721 | .635 |
| Asymp. Sig. (2-tailed) | | .531 | .118 | .676 | .815 |

a. Test distribution is Normal.
b. Calculated from data.

*Source: Processed Data (2026)*

Referring to Table 2 above, it can be seen that the Asymptotic Significance (Asymp. Sig.) (2-tailed) value for the job satisfaction variable is 0.531, the job stress variable is 0.118, and the employee performance variable is 0.676, while the total value is 0.815. Since all Asymp.

Sig. (2-tailed) values are greater than 0.05, it can be concluded that the data for each variable are normally distributed.

**Multiple Linear Regression Analysis**

The relationship between the independent and dependent variables was examined using multiple linear regression analysis. The purpose of the regression analysis was to examine the effects of job satisfaction ($X_1$) and work stress ($X_2$) on employee performance (Y) at the Parbuluan Subdistrict Office of Dairi Regency. The multiple linear regression equation used in this study is presented below.

**Table 3.** Multiple Linear Regression Test Results.

| Model | | Unstandardized Coefficients | | Standardized Coefficients |
|---|---|---|---|---|
| | | B | Std. Error | Beta |
| 1 | (Constant) | 21.070 | 9.684 | |
| | Job Satisfaction | .576 | .102 | .604 |
| | Employee Performance | -.185 | .089 | -.224 |

*Source: Processed Data (2026)*

Based on Table 3 above, it can be seen that the multiple linear regression equation is $\hat{Y} = 21.070 + 0.576X_1 - 0.185X_2$. This means that if job satisfaction increases by one unit, employee performance will increase by 0.576 units. Conversely, if job stress increases by one unit, employee performance will decrease by 0.185 units. Therefore, it can be concluded that job satisfaction has a positive effect, while job stress has a negative effect, on employee performance at the Parbuluan Subdistrict Office, Dairi Regency.

**Simple Linear Regression Analysis**

Simple linear regression analysis was conducted to determine whether there was an effect of job satisfaction on employee performance and an effect of job stress on employee performance. The regression equations were calculated using the Smart PLS (Smart Partial Least Squares) program as follows.

***The Effect of Job Satisfaction on Employee Performance***

In this section, a simple linear regression analysis was conducted to determine the magnitude of the effect of job satisfaction on employee performance. The results of the simple linear regression analysis are presented in the following table.

**Table 4.** Results of Simple Linear Regression Analysis of Job Satisfaction on Employee Performance.

| Model | | Unstandardized Coefficients | | Standardized Coefficients |
|---|---|---|---|---|
| | | B | Std. Error | Beta |
| 1 | (Constant) | 6.955 | 7.143 | |
| | Job Satisfaction | .668 | .095 | .701 |

Based on Table 4 above, the regression coefficient (b) is 0.668. Therefore, the resulting regression equation is $\hat{Y} = 6.955 + 0.668X$. This means that if job satisfaction increases by one unit, employee performance will increase by 0.668 units. Thus, it can be concluded that job satisfaction has a positive effect on employee performance at the Parbuluan Subdistrict Office, Dairi Regency

***The Effect of Job Stress on Employee Performance***

In this section, a simple linear regression analysis was conducted to determine the magnitude of the effect of job stress on employee performance. The results of the simple linear regression analysis are presented as follows.

**Table 5.** Results of Simple Linear Regression Analysis of Job Stress on Employee Performance.

| Model | | Unstandardized Coefficients | | Standardized Coefficients |
|---|---|---|---|---|
| | | **B** | **Std. Error** | **Beta** |
| 1 | (Constant) | 72.605 | 3.938 | |
| | Job Stress | -.402 | .101 | -.486 |

Based on Table 5 above, the regression coefficient (b) is -0.402. Therefore, the resulting regression equation is $\hat{Y} = 72.605 - 0.402X$. This means that if job stress increases by one unit, employee performance will decrease by 0.402 units. Thus, it can be concluded that job stress has a negative effect on employee performance at the Parbuluan Subdistrict Office, Dairi Regency.

***The Relationship between Job Satisfaction and Job Stress with Employee Performance***

Correlation analysis was used to measure the strength of the relationship between job satisfaction and job stress and employee performance, expressed by the correlation coefficient (*r*), denoted by *r*. The value of *r* can be seen in the following table:

**Table 6.** Correlation Analysis and Coefficient of Determination (3).

| Model Summary[b] | | | | |
|---|---|---|---|---|
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | .729[a] | .532 | .513 | 2.206 |

a. Predictors: (Constant), Job Stress, Job Satisfaction
b. Dependent Variable: Employee Performance

Based on Table 6 above, the correlation coefficient is orrelation coefficient (*r*) = 0.729, indicating a strong relationship between job satisfaction and job stress and employee performance at the Parbuluan Subdistrict Office, Dairi Regency, based on the correlation coefficient criteria presented in Table 6.

The coefficient of determination ($R^2 = 0.532$) indicates that job satisfaction and work stress collectively explain 53.2% of the variation in employee performance at the Parbuluan

Subdistrict Office, Dairi Regency. The remaining 46.8% of the variation is not explained by the regression model and may be associated with other factors, such as supervision, organizational culture, and the work environment.

***The Relationship between Job Satisfaction and Employee Performance***

Correlation analysis was used to measure the strength of the relationship between job satisfaction and employee performance, expressed by the correlation coefficient, denoted by r. The value of r can be seen in the following table.

**Table 7.** Correlation Analysis and Coefficient of Determination (1).

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .701[a] | .491 | .481 | 2.277 |

Based on Table 7 above, the correlation coefficient is $r = 0.701$, indicating a strong and positive relationship between job satisfaction and employee performance at the Parbuluan Subdistrict Office, Dairi Regency, based on the correlation coefficient criteria presented in Table 7.

The coefficient of determination is 0.491, indicating that 49.1% of the variation in employee performance at the Parbuluan Subdistrict Office, Dairi Regency, can be explained by the contribution of the job satisfaction variable. The remaining 50.9% can be explained by other variables not examined in this study, such as compensation, working conditions, job characteristics, and other factors that may affect employee performance

***The Relationship between Job Stress and Employee Performance***

Correlation analysis was used to measure the strength of the relationship between job stress and employee performance, expressed by the correlation coefficient, denoted by *r*. The value of *r* can be seen in the following table.

**Table 8.** Correlation Analysis and Coefficient of Determination (2).

| Model Summary[b] | | | | |
|---|---|---|---|---|
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | .486[a] | .236 | .221 | 2.790 |

a. Predictors: (Constant), Job Stress

Based on Table 8 above, the correlation coefficient is $r = 0.486$, indicating a moderate relationship between job stress and employee performance at the Parbuluan Subdistrict Office, Dairi Regency, based on the correlation coefficient criteria presented in Table 3.4.

Furthermore, the coefficient of determination is 0.236, indicating that 23.6% of the variation in employee performance at the Parbuluan Subdistrict Office, Dairi Regency, can be explained by the contribution of the job stress variable. The remaining 76.4% can be explained

by other factors not examined in this study, such as work discipline, promotion opportunities, incentives, and other factors that may affect employee performance

**Partial Test (t-Test)**

***The Effect of Job Satisfaction on Employee Performance***

After conducting the simultaneous test, the researcher continued with a partial test, which was conducted individually to examine the effect of job satisfaction ($X_1$) on employee performance (Y). This test was conducted to determine whether the job satisfaction variable has an effect on employee performance and to determine whether the proposed hypothesis is accepted or rejected. The decision criterion is that if t<sub>count</sub> > t<sub>table</sub> or the significance value ≤ 0.05, then $H_0$ is rejected. The t<sub>table</sub> value was determined using the formula n − k − 1 at a 5% or 0.05 significance level, with a 95% confidence level. The t-test for the effect of job satisfaction on employee performance was assisted by the Smart PLS (Smart Partial Least Squares) program, and the results are presented in the following table.

**Table 9.** Results of the t-Test of Job Satisfaction on Employee Performance.

| | Model | t | Sig. |
|---|---|---|---|
| 1 | (Constant) | .974 | .335 |
| | Job Satisfaction | **7.018** | **.000** |

*Source: Processed Data (2026)*

Based on Table 9 above, the calculated t value (t<sub>count</sub>) for the job satisfaction variable is 7.018 > t<sub>table</sub>, with df = n − k − 1 (53 − 1 − 1 = 51), resulting in a t<sub>table</sub> value of 2.00758. In addition, the significance value is 0.000 < 0.05. Therefore, $H_0$ is rejected, indicating that job satisfaction has a positive and significant effect on employee performance at the Parbuluan Subdistrict Office, Dairi Regency. This finding is consistent with the research conducted by (Wala, 2017).

***The Effect of Job Stress on Employee Performance***

After conducting the simultaneous test, the researcher continued with a partial test, which was conducted individually to examine the effect of job stress ($X_2$) on employee performance (Y). This test was conducted to determine whether the job stress variable has an effect on employee performance and to determine whether the proposed hypothesis is accepted or rejected. The decision criterion is that if the absolute value of *t*<sub>count</sub> > *t*<sub>table</sub> or the significance value ≤ 0.05, then $H_0$ is rejected. The *t*<sub>table</sub> value was determined using the formula *n* − *k* − 1 at a 5% or 0.05 significance level, with a 95% confidence level. The *t*-test for the effect of job stress on employee performance was

assisted by the Smart PLS (Smart Partial Least Squares) program, and the results are presented in the following table.

**Table 10.** Results of the t-Test of Job Stress on Employee Performance.

| Model | | t | Significance (Sig.) |
|---|---|---|---|
| 1 | (Constant) | 18,439 | .000 |
| | Job Stress | -3.972 | .000 |

Based on Table 10 above, the calculated *t* value (*t*<sub>count</sub>) for the job stress variable is −3.972, which is lower than the negative *t*<sub>table</sub> value of −2.00758, with df = $n - k - 1$ (53 − 1 − 1 = 51). In addition, the significance value is 0.000 < 0.05. Therefore, $H_0$ is rejected, indicating that job stress has a negative and significant effect on employee performance at the Parbuluan Subdistrict Office, Dairi Regency. This finding is consistent with the research conducted by (Dewi et al., 2014).

**Simultaneous Test (F-Test)**

The F-test is used to evaluate the significance of the simultaneous relationship between the independent variables and the dependent variable. The decision-making criterion is based on a significance level of $\alpha = 0.05$, with the calculation performed using SPSS.

**Table 11.** Results of the F-Test of Job Satisfaction and Job Stress on Employee Performance.

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 276.580 | 2 | 138.290 | **28.414** | **.000[b]** |
| | Residual | 243.345 | 50 | 4.867 | | |
| | Total | 519.925 | 52 | | | |

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Stress, Employee Performance

*Source: Processed Data (2026)*

Based on Table 11 above, the calculated F value (F<sub>count</sub>) is 28.414 > F<sub>table</sub> = 3.18, with $df_1 = 2$ and $df_2 = (53 - 2 - 1) = 50$, at a significance level of 0.05. In addition, the significance value is 0.000 < 0.05. Therefore, $H_0$ is rejected, indicating that job satisfaction and job stress simultaneously have a significant effect on employee performance at the Parbuluan Subdistrict Office, Dairi Regency.

This finding is consistent with the research conducted by Wala (2017), which found a significant effect of job satisfaction on employee performance. Similarly, Dewi et al. (2014) found a significant effect of job stress on employee performance**.**

**Job Satisfaction at the Parbuluan Subdistrict Office, Dairi Regency**

Job satisfaction is a pleasant or unpleasant emotional state experienced by employees in relation to the outcomes they expect. Job satisfaction in this office is essentially an individual matter because each employee has a different level of satisfaction. The more aspects of the job

that correspond to employees' expectations and preferences, the higher the level of satisfaction they experience, which may contribute to improved employee performance.

Based on the questionnaires distributed to the respondents, it was found that, overall, job satisfaction at the Parbuluan Subdistrict Office, Dairi Regency, had a mean score of 3.74, which falls into the satisfied category. This can be observed through the dimensions of salary, the work itself, promotion, work groups, supervision, and working conditions.

However, several aspects were still below the overall mean score. In the work-itself dimension, the indicator of interest in the job had a mean score of 3.72, which falls into the satisfied category. To improve this aspect, the office or management should provide appreciation in the form of praise and expressions of gratitude for employees' work results, thereby maintaining their interest in their jobs and encouraging improved organizational performance.

In the promotion dimension, the indicator of the desire to develop a career had a mean score of 3.67, which falls into the satisfied category. To improve this aspect, employees should strive to improve their work performance, manage their time more effectively, provide feedback to colleagues, and expand their professional networks. The indicator of being promoted based on work performance had a mean score of 3.06, which falls into the fairly satisfied category. To address this issue, the office should recommend employees with high levels of work performance for promotion. In this way, employees may strengthen their commitment to their work and maintain higher levels of work motivation. The indicator of fairness in promotion had a mean score of 3.32, which falls into the fairly satisfied category. To address this issue, the office should provide promotions based on employees' length of service, experience, honesty, and skills in carrying out their duties.

In the supervision dimension, the indicator of communication in supervision had a mean score of 3.34, which falls into the fairly satisfied category. To improve this aspect, employees should ensure that they fully understand the information or instructions conveyed by their supervisors. If there is any lack of understanding, employees should ask their supervisors for clarification to prevent misunderstandings and ensure effective communication within the office. The indicator of employees' attention to supervisors' instructions had a mean score of 3.28, which falls into the fairly satisfied category. To address this issue, employees should be prepared to understand and master the tasks assigned by their supervisors during the supervision process.

Furthermore, in the working conditions dimension, the office facilities indicator had a mean score of 3.58, which falls into the satisfied category. To improve this aspect, the office

should provide adequate facilities to support employees' work activities. Work equipment and supporting facilities should be improved, including facilities such as a television that employees can use during breaks. Additional cabinets should also be provided to prevent documents from accumulating on desks, thereby creating a more organized working environment, maintaining employee motivation, and facilitating the completion of work.

Based on the evaluation of job satisfaction above, it can be concluded that employees are generally satisfied with their jobs. However, job satisfaction should continue to be improved by providing support and being open to employees' suggestions and feedback so that they feel valued when contributing useful ideas to the office. The office should also ensure fairness in promotion by considering employees' length of service, experience, honesty, and skills, as these factors can optimize their performance. In addition, efforts to optimize job satisfaction should consider the factors that influence job satisfaction. According to Sutrisno (2012), these factors include psychological aspects, which are related to employees' emotional and psychological conditions, including interests, talents, attitudes, competencies, and a sense of security at work; social aspects, which relate to social interactions among employees and between employees and their supervisors; physical aspects, which relate to employees' physical condition, including health, time management, supporting facilities, age, and the type of work; and financial aspects, which relate to employee welfare and security, including salaries, allowances, promotions, and social security.

**Job Stress at the Parbuluan Subdistrict Office, Dairi Regency**

Job stress is a condition of tension and psychological pressure that can affect an individual's ability to think, emotional stability, and anxiety resulting from difficulties in completing organizational tasks. Job stress at the Parbuluan Subdistrict Office, Dairi Regency, can be categorized as relatively high. This is indicated by the questionnaire results, which produced an overall mean score of 3.22, falling into the fairly high category. This condition can be observed through the aspects of the work environment, coworkers, supervisors, and the individual employee.

However, several indicators were still below the overall mean score. In the work-environment aspect, the workload indicator had a mean score of 2.06 and was categorized as high. The recommended solution is for the office to assign workloads and work targets that are appropriate to the available time so that employees can achieve their targets and properly manage the tasks assigned to them.

The work-environment indicator had a mean score of 1.85 and was categorized as high. To address this issue, employees should pay greater attention to maintaining a clean and healthy

work environment. Employees should develop an awareness that cleanliness is a shared responsibility, particularly within their respective workspaces. This can be implemented by establishing a habit of cleaning the workspace for three minutes before starting work, ensuring that work equipment is arranged neatly so that it can be cleaned easily and does not become scattered, and disposing of unused items to maintain cleanliness. In addition, office restrooms should be cleaned regularly, particularly in the morning before work begins, during breaks, and after working hours.

In the individual dimension, the indicator concerning marital relationship breakdown had a mean score of 1.70 and was categorized as very high. The recommended solution is for employees to remain focused on their work and avoid bringing personal problems into the workplace so that they can complete their duties optimally. Employees can also communicate with supervisors and seek assistance when a personal problem is considered difficult to handle independently. The indicator of lack of family support had a mean score of 1.83 and was categorized as high. The recommended solution is for employees to avoid bringing personal problems into the workplace so that their work can be completed effectively. Alternatively, employees should request permission or leave when they need to address personal problems that require their immediate attention.

Based on the evaluation of job stress, it can be concluded that job stress at the Parbuluan Subdistrict Office, Dairi Regency, is relatively high. Nevertheless, employees are expected to maintain professionalism at work and avoid bringing personal problems into the workplace so that assigned tasks can be completed optimally. The office is also expected to establish workload demands and work targets that are appropriate to the time available, enabling employees to achieve the targets assigned to them.

In addition, efforts to reduce job stress should consider the factors that influence job stress. According to Fahmi (2016), stress arising from employees' internal conditions can be caused by family-related factors. Individuals may experience excessive pressure when their daily activities are carried out based on the demands or instructions of others, particularly when they feel unable to refuse those demands. Stress can also arise from external factors, particularly pressure from the organization. Supervisors' demands to complete work according to predetermined targets, without considering employees' capacity to achieve those targets, may cause employees to exert considerable effort while lacking the ability or resources necessary to meet the demands, thereby increasing job stress.

**Employee Performance at the Parbuluan Subdistrict Office, Dairi Regency**

Employee performance refers to the work output produced by an employee based on the responsibilities assigned within a specified period. Good employee performance is an important step toward achieving organizational objectives. Employee performance at the Parbuluan Subdistrict Office, Dairi Regency, was categorized as good, as indicated by the questionnaire results, which produced a mean score of 3.56. The dimensions of employee performance include the quality and quantity of work, attendance and punctuality, and the ability to collaborate.

However, several indicators were below the overall mean score. In the punctuality aspect, the indicator of completing work on time had a mean score of 3.06, which falls into the fairly good category. To address this issue, employees should establish work targets so that they can complete their duties more effectively and within the time frame. The work-priority indicator had a mean score of 3.26 and was categorized as fairly good. To improve this aspect, employees should establish a work-priority scale. By having a clear priority scale, employees can determine which tasks should be completed first and which tasks can be postponed. This enables employees to complete their work on time according to their capabilities.

In addition, the indicator of not postponing work had a mean score of 3.28 and was categorized as fairly good. To address this issue, employees should make a personal commitment to remain focused on completing the tasks that need to be performed rather than avoiding or delaying them. Furthermore, in the attendance aspect, the attendance indicator had a mean score of 3.23 and was classified as fairly good. To address this issue, the office should establish clear attendance policies. These policies should not only regulate attendance procedures but also specify follow-up measures for employees who are frequently absent from the office.

The compliance indicator had a mean score of 3.13 and was categorized as fairly good. The recommended solution is for the office to establish appropriate sanctions for employees who violate regulations, such as written warnings and other forms of disciplinary action, so that employees can improve their behavior and increase their compliance with office regulations.

In addition, the indicator of being on time for office activities had a mean score of 3.13 and was categorized as fairly good. The recommended solution is for the office to establish regulations and disciplinary measures that encourage employees to improve their punctuality and discipline. These measures may include first and second written warnings as well as other appropriate forms of disciplinary action.

Based on the evaluation of employee performance, it can be concluded that employee performance at the Parbuluan Subdistrict Office, Dairi Regency, is generally good. However, employee performance still needs to be improved to enable the office to achieve its organizational objectives more effectively. This can be done by implementing appropriate disciplinary measures, such as written warnings and, where legally and institutionally permitted, salary deductions for employees who fail to comply with established regulations. In addition, efforts to optimize employee performance should consider the factors that influence performance. According to Sedarmayati (2018), factors influencing employee performance include clearly defining the time frame, quantity, and duties that must be completed; establishing mutually agreed-upon consensus among relevant parties to minimize differences in interpretation when implementing policies; conducting performance evaluations; and establishing a basis for measuring, analyzing, and evaluating the performance of employees or work units

## 4. CONCLUSION

The job satisfaction variable had an Asymptotic Significance (Asymp. Sig.) (2-tailed) value of 0.531, the job stress variable had a value of 0.118, and the employee performance variable had a value of 0.676, while the overall total had a value of 0.815. All Asymp. Sig. (2-tailed) values were greater than 0.05. Therefore, it can be concluded that the data for each variable were normally distributed.

The multiple linear regression equation was $\hat{Y} = 21.070 + 0.576X_1 - 0.185X_2$. This means that if job satisfaction increases by one unit, employee performance will increase by 0.576 units, whereas if job stress increases by one unit, employee performance will decrease by 0.185 units. Thus, it can be concluded that job satisfaction has a positive effect, while job stress has a negative effect, on employee performance at the Parbuluan Subdistrict Office, Dairi Regency. The simple linear regression analysis produced the equation $\hat{Y} = 6.955 + 0.668X$. This means that if job satisfaction increases by one unit, employee performance will increase by 0.668 units, indicating a positive effect of job satisfaction on employee performance at the Parbuluan Subdistrict Office, Dairi Regency. Meanwhile, the regression equation for job stress was $\hat{Y} = 72.605 - 0.402X$, meaning that if job stress increases by one unit, employee performance will decrease by 0.402 units. Therefore, job stress has a negative effect on employee performance at the Parbuluan Subdistrict Office, Dairi Regency.

The correlation coefficient was $r = 0.729$, indicating a strong relationship between job satisfaction and job stress and employee performance at the Parbuluan Subdistrict Office, Dairi

Regency. The coefficient of determination was 0.532, indicating that 53.2% of the variation in employee performance can be explained by the contribution of job satisfaction and job stress, while the remaining 46.8% can be explained by other variables not examined in this study, such as supervision, organizational culture, and other factors that may affect employee performance.

The correlation coefficient was $r = 0.701$, indicating a strong and positive relationship between job satisfaction and employee performance at the Parbuluan Subdistrict Office, Dairi Regency. The coefficient of determination was 0.491, indicating that 49.1% of the variation in employee performance can be explained by the contribution of the job satisfaction variable, while the remaining 50.9% can be explained by other variables not examined in this study, such as compensation, working conditions, job characteristics, and other factors that may affect employee performance.

The correlation coefficient was $r = 0.486$, indicating a moderate relationship between job stress and employee performance at the Parbuluan Subdistrict Office, Dairi Regency. The coefficient of determination was 0.236, indicating that 23.6% of the variation in employee performance can be explained by the contribution of job stress, while the remaining 76.4% can be explained by other factors not examined in this study, such as work discipline, promotion opportunities, incentives, and other factors that may affect employee performance.

The calculated $F$ value ($F$<sub>count</sub>) was 28.414, which was greater than the $F$ table value ($F$<sub>table</sub>) of 3.18, with $df_1 = 2$ and $df_2 = (53 - 2 - 1) = 50$, at a significance level of 0.05. The significance value was $0.000 < 0.05$. Therefore, $H_0$ was rejected, indicating that job satisfaction and job stress simultaneously have a significant effect on employee performance at the Parbuluan Subdistrict Office, Dairi Regency.

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