

Analysis of Employee Stress Management in Improving Public Service Performance (Study of UPT Pelayanan Pajak Daerah Tanjungpinang)

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Abstract

The purpose of this study is to determine the management of employee work stress in improving the performance of public service UPT Pelayanan Pajak Daerah Tanjungpinang. This study used qualitative research methods. The design of this study uses a descriptive design. The data collection method used is a field study which includes open observation, unstructured interviews, documentation studies, and triangulation. The results of this study indicate that the factors that cause work stress on service employees at UPT PPD Tanjungpinang include: 1) network problems; 2) different characteristics of Taxpayers; 3) personal problems of employees; and 4) pressure from agencies. The management of work stress carried out by service employees is by refreshing, or leaving the room for a moment, chatting with colleagues, and others. Management of work stress carried out by agencies through three categories, namely, organizational communication, employee performance appraisal, and employee welfare.

Keywords | Work stress management, work stress, service employees

INTRODUCTION

Every organization in carrying out activities to achieve its goals will never be separated from various problems, especially problems in human resources. One example of a problem in human resources is the emergence of work stress. Job stress is closely related to organizational behavior. Work stress is often experienced by many parties in the workplace. From various explanations from experts, stress in the work environment can have a good impact, but if the pressure experienced is very high it can have a negative impact on individuals and organizations. Because of that it is necessary to do work stress management to get to know the management of work stress and identify its source, considering the adverse effects that stress can cause on employees.

Likewise in public service organizations, where the goal of public service organizations is to provide maximum service to service recipients. This pressure certainly greatly affects human resources in public service organizations, even though technology has replaced many human jobs. Fundamental roles such as decision making and policy making cannot be replaced by machines. As with the Tanjungpinang Regional Tax Service Implementation Unit (UPT), which is located on Jalan Basuki Rahmat Tanjungpinang, it is a government institution that has the main task of carrying out tax affairs which is directly responsible to the Regional Tax and Retribution Management Agency (BP2RD) of the Riau Archipelago Province, as a government institution. serving all levels of society, are required to carry out a better role in achieving goals, improving performance and quality, the most important of which is good service.

The condition of society has experienced many changes in mindset towards an increasingly critical one. This situation requires government institutions in the field of public



services to be able to provide quality services to service recipients. Those in charge of the service sector are expected to be able to meet the needs of service recipients, because of that they often experience high stress. This is due to the large number of people who come with different attitudes, mindsets and personality traits that make service workers deal with them in different ways. performance improvement and the most important quality is good service. The condition of society has experienced many changes in mindset towards an increasingly critical one. This situation requires government institutions in the field of public services to be able to provide quality services to service recipients. Those in charge of the service sector are expected to be able to meet the needs of service recipients, because of that they often experience high stress. This is due to the large number of people who come with different attitudes, mindsets and personality traits that make service workers deal with them in different ways. This situation requires government institutions in the field of public services to be able to provide quality services to service recipients. Those in charge of the service sector are expected to be able to meet the needs of service recipients, because of that they often experience high stress. This is due to the large number of people who come with different attitudes, mindsets and personality traits that make service workers deal with them in different ways. This situation requires government institutions in the field of public services to be able to provide quality services to service recipients. Those in charge of the service sector are expected to be able to meet the needs of service recipients, because of that they often experience high stress. This is due to the large number of people who come with different attitudes, mindsets and personality traits that make service workers deal with them in different ways.

Public service performance is basically what is done by service employees so that it influences the level of success provided to the community, including the quality of service provided. However, currently the emphasis on performance improvement is not only based on intellectual abilities or based on training and experience but is supported by the ability to control stress in work related to other people. This ability is called stress management, which is a program of using human resources to control or regulate stress.

Table 1
Taxpayer Complaint Services

No.	Name	Date	Fill Complaint
1.	Herwandi	14/12/2019	Pay queue.
2.	Suhono	14/12/2019	Network damage.

3.	Zulhajidan	13/01/2020	How come you add more requirements, you have to Original ID.
4.	Maryana Yunarni	18/01/2020	Wait a long time there network damage.
5.	Masayu Heningsari	27/01/2020	Distraction network.
6.	Suyono	29/01/2020	Just register queue.
7.	Tri Elis Setiyowati	31/01/2020	Need ID original.
8.	Syarifah Ashura	05/02/2020	There is a problem with the STNK network pay so delayed.
9.	Sulasmi	10/02/2020	Cook to pay taxes using the original KTP.
10.	Yulismar	12/02/2020	Wait a long time there network damage.

Source: Data on problems examined at UPT PPD Tanjungpinang (2020)

Based on table 1 it states that one of the problems that is often faced by the Tanjungpinang Regional Tax Service UPT related to employee stress management in the service is that when dealing with the public or referred to as Taxpayers who have different characters sometimes trigger excessive pressure on service employees, especially when circumstances employees are not well and bring personal problems to work.

Another problem that is often faced by service employees is poor coordination between employees when the service is in progress, such as differences of opinion in handling taxpayers, causing confusion and misunderstandings between employees in carrying out tasks.

The next problem that causes stress for service employees is the lack of professional attitude of employees so that sometimes they still bring personal problems to the office, such as when an employee is late for work due to family problems at home or one of his family members is sick, the present employee must take over. work causes the duties and work of other employees to be disrupted.

Then the problems experienced by service employees who have a big responsibility in addition to their duties, apart from being often under pressure from agencies in terms of the accuracy of inputting, the occurrence of boredom at work is also often felt by employees, causing low satisfaction at work. Based on the background that has been presented above, the researcher is interested in conducting research entitled "Analysis of Employee Stress Management in Improving Public Service Performance (Study at UPT Tanjungpinang Regional Tax Service)".

RESEARCH METHODS

The type of research used in this study is qualitative research, called the postpositivistic method because it is based on the philosophy of postpositivism. Research is carried out on



natural objects, which means objects that develop as they are, are not manipulated by researchers and the presence of researchers does not affect the dynamics of these objects (Sugiyono, 2016).

Data Type

In this study the authors use the type of data, namely:

1. Primary data or primary sources according to Sugiyono (2016) are data sources that directly provide data to data collectors.
2. Secondary data or secondary sources are sources that do not directly provide data to data collectors, for example through other people or through documents (Sugiyono, 2016).

Data collection technique

The methods used in general data sources are observation, interviews, documentation. In this study the data collection techniques used were:

1. Observation as a data collection technique has specific characteristics when compared to other techniques, namely interviews and questionnaires. If interviews and questionnaires always communicate with people, then observations are not limited to people, but also other natural objects (Sugiyono, 2016). In this study using two types of observation, namely nonparticipant and structured observation. If in participant observation the researcher is directly involved with the activities of the people being observed, then in non-participant observation the researcher is not involved and is only an independent observer (Sugiyono, 2016).
2. Interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be studied, but also if the researcher wants to know things from in-depth respondents (Sugiyono, 2016).
3. Documents are records of past events. Documents can be in the form of writing, pictures, or monumental works of a person.
4. Documents in the form of writing, for example diaries, life histories, stories, biographies, regulations, policies. Document studies are a complement to the use of observation and interview methods in qualitative research (Sugiyono, 2016).

Population

As for the population in this study were the leaders and all employees at the Tanjungpinang Regional Tax Service UPT, totaling 56 people.

Sample

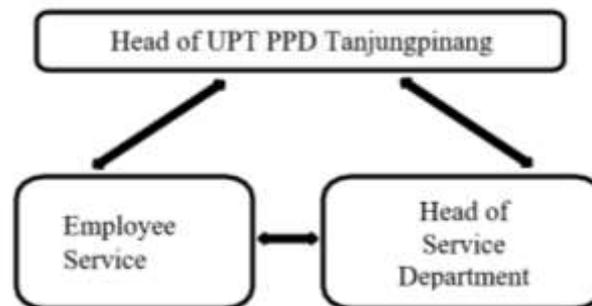
The sample of this study was 5 people who were informants, consisting of the head of the UPT PPD Tanjungpinang office, the head of the service department and the staff in the service department.

Data analysis technique

The data analysis techniques used in this study are:

1. Analysis before collecting data in the field is carried out on data from preliminary studies, or secondary data, which will be used to determine the research focus. However, this focus is still temporary and will develop after researchers enter and while in the field (Sugiyono, 2016).
2. Data analysis on the Miles and Huberman model field, in each stage of the research using data reduction, data display and verification steps. These three steps can be carried out at all stages in the qualitative research process, namely the description, focus and selection stages (Sugiyono, 2016).
3. Componential analysis, namely what is sought to be organized in domains is not similarities in domains, but precisely those that have differences or contrasts. This data is sought through observation, interviews and selected documentation (Sugiyono, 2016).
4. Credibility Test, while in this study the credibility test used is triangulation. Test the validity of the information and data obtained from the field using source triangulation to support measuring the level of validity of the data. Source triangulation to test the credibility of the data by checking the data that has been obtained through various sources (Sugiyono, 2016).

Figure: Triangulation of Data Sources



Source: Processed secondary data (2019)

RESULTS AND DISCUSSION

Employee Stress Management

Stress according to Robbins and Judge (2017) is an unpleasant psychological process that occurs in response to environmental pressures. More generally, stress is associated with demands and resources. Demands are the responsibilities, pressures, obligations and uncertainties faced by individuals in the workplace. Resources are things within an individual's control that he can use to settle demands.

Meanwhile, Bagia (2015), stress is a condition of tension that affects one's emotions, thoughts and physical condition. On the other hand, Kreitner and Kinicki in Bagia (2015) define work stress as a condition of tension caused by an imbalance between abilities possessed and work performed.

According to Badri (2012), stress management is a skill that allows a person to anticipate, prevent, manage and recover from stress that is felt due to threats and inability to find a way out of stress (coping) that is done.



According to Robbins quoted by Bagia (2015), work stress management is a program of using human resources to control or regulate stress which aims to identify the causes of stress and know techniques for managing stress through individual and organizational approaches. Therefore, it can be concluded that work stress management is the ability to control oneself against situations, people and events around that place excessive demands.

In dealing with stress, there are two approaches according to Robbins and Judge (2017), namely:

1. Individual Approach, namely an approach to overcome or reduce stress that is directly carried out on a personal employee can assume job responsibilities. This individual strategy has proven to be effective by implementing time management techniques, increasing physical exercise, relaxation techniques and expanding social support networks, for example finding someone who is able to hear problems and offer a more objective perspective on the situation at hand.
2. Organizational Approach, namely strategies that can be considered by management to reduce stress levels experienced by employees, including employee selection and job placement, training, realistic goals, redesigning work, increasing employee engagement, improving organizational communication and health programs.

Employee Stress Management in an Individual Approach

In dealing with stress, there are two approaches according to Robbins and Judge (2017), namely the individual approach and the organizational approach. In this sub, researchers focus more on individual work stress management at UPT PPD Tanjungpinang. Approaches to overcome or reduce stress that are directly carried out on the employee's personal can assume job responsibilities. These individual strategies have proven to be effective by implementing the techniques management time, increasing physical exercise, relaxation techniques and expanding social support networks, for example finding someone who can listen to problems and offer a more objective perspective on the situation at hand.

Approaches to overcome or reduce stress that are directly carried out on the employee's personal can assume job responsibilities. This individual strategy has proven to be effective by implementing time management techniques, increasing physical exercise, relaxation techniques and expanding social support networks, for example finding someone who is able to hear problems and offer a more objective perspective on the situation at hand.

As was done by the three informants, namely Ms. Devi, Mr. Alfisyahri and Mr. Supian as service employees at UPT PPD Tanjungpinang that, individual work stress management includes: switching entertainment, worshipping when entering worship time and refreshing for a moment by leaving the room to breathe fresh air.

As was done by the three informants, namely Ms. Devi, Mr. Alfisyahri and Mr. Supian as service employees at UPT PPD Tanjungpinang that, individual work stress management includes: switching entertainment (Karaoke, Listening to Music and Futsal), refreshing for a moment by going out the room breathes fresh air, sometimes chatting with colleagues. Even though the conditions of work stress which impact on the saturation of work can

disappear in a moment, this method is still felt to be able to relax the mind of the service employee a little.

According to Robbins and Judge (2017), journalist strategies that have proven effective in managing work stress include expanding social support networks. Social support can include family, professional relationships, or relationships that are at the point of their work area. This is in accordance with the management of work stress carried out by employees in the service sector at UPT PPD Tanjungpinang, namely chatting with other people such as family or colleagues in their work area.

Employee Stress Management through Organizational Approach

Strategies that can be considered by management to reduce the level of stress experienced by employees include employee selection and job placement, training, realistic goals, redesigning work, increasing employee involvement, improving organizational communication and health programs.

UPT PPD Tanjungpinang in the selection of employees and job placement, namely not recruiting employees in the service sector, but by utilizing existing employees and seeing employees who are considered to have skills, good ethics and good abilities in fulfilling community satisfaction. In terms of training, the UPT PPD Tanjungpinang has a central agency, namely the Regional Tax and Retribution Management Agency for the Riau Islands Province, in this case there has never been any special training activities for employees in the service sector, so office leaders usually always provide verbal delivery of matters that must be pay attention to employees in the service sector during morning apples and during joint meetings.

UPT PPD Tanjungpinang focuses more on agency interests, but once every 1 month the agency will conduct an evaluation. This is in accordance with the excerpts from the interview results said by the two informants, namely Ms. Zakbah as the Head of the UPT PPD Tanjungpinang Office and Ms. Azika as the head of the service section, that UPT PPD Tanjungpinang does not have a clear and structured policy. All forms of policies related to Human Resources (HR) are held by the head of the office, such as being held once every 1 month, namely evaluation. Because agencies are more focused on agency interests such as achieving predetermined targets. So, the management of work stress is more intensively carried out individually.

Improving organizational communication with employees, both formal and informal, aims to reduce role uncertainty and role conflict. The use of organizational communication carried out by UPT PPD Tanjungpinang is through evaluations which are carried out once every 1 month through sharing problems related to Human Resources (HR) itself. Management can use effective communication such as holding regular and routine exchanges of opinion between employees and superiors regarding work problems through sharing in evaluations.

Management of work stress that can also be carried out by management is to formulate a policy to help employees deal with various obstacles related to work stress. However, this is inversely proportional to the research results obtained in the field, that the UPT PPD



Tanjungpinang does not have a clear written policy and the management of work stress experienced by its employees is carried out more intensively individually.

Supported by excerpts from the interview results said by the two informants, namely Ms. Zakbah as the Head of the UPT PPD Tanjungpinang Office, that work stress management for journalists is more effectively managed individually, because agencies always prioritize targets, even so, welfare programs for journalists still exist such as giving leave permits, provide BPJS Employment programs (Employment Social Security Organizing Agency) and BPJS Health (Health Social Security Administering Agency).

The focus of UPT PPD Tanjungpinang is on achieving the targets that have been set. There is no policy from the agency itself yet, but togetherness programs are still being carried out such as holding entertainment at the end of each year, gymnastics and recitation once a week. This program can be used as a 'refreshing' activity.

Based on the analysis of work stress management carried out by management, it can be identified that employee work stress management, according to management's point of view, is classified into four categories, namely employee selection and job placement, agency goal setting, job redesign and health programs.

CLOSING

Conclusion

1. Whereas the individual approach taken by UPT PPD Tanjungpinang service employees in order to overcome and reduce work stress on time management techniques, namely by having a list of daily activities, physical exercise techniques in the form of exercising outside working hours, relaxation techniques in the form of listening to music, changing body positions, refreshing for a moment walk outside the room and techniques for expanding the social support network, namely talking to co-workers and telling the problems experienced with their partner or with those who are considered to have expertise in the problem.
2. That the approach taken by agencies in overcoming and reducing stress experienced by UPT PPD Tanjungpinang service employees in employee selection and job placement is in the form of selecting the character and attitude of employees to be placed in the service sector, in setting agency goals in the form of clear targets and known by all employees, in redesigning work in the form of structured routine work designs, in health programs in the form of granting leave permits, the existence of BPJS for health and BPJS for Employment and the implementation of various activities aimed at increasing relaxation for employees, such as providing entertainment and recitation.

Suggestion

1. From the approach above, the implementation of service performance can be further improved, and service employees realize that serving the community, in this case, must know how to deal with stress optimally.
2. For agencies to provide more efforts to provide training to service employees and improve stress management efforts for employees of the service department.

3. For future researchers, it is hoped that they can find other efforts to deal with employee stress at a public service agency.

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