

THE INFLUENCE OF APPLICATION OF PERFORMANCE APPRAISAL SYSTEM ON JOB SATISFACTION AND WORK STRESS OF EMPLOYEES IN THE PROCEDURE AND INVESTIGATION OF THE MAIN SERVICE OFFICE OF CUSTOMS AND EXCISE TYPE C SOEKARNO HATTA

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ABSTRACT

The purpose of this study was to analyze the effect of the performance appraisal system on job satisfaction and the effect of the performance appraisal system on job stress and the effect of job satisfaction on job stress. The sample amounted to 60 people from a population of 143 employees in the field of Enforcement and Investigation of the Main Office of Customs and Excise Type C Soekarno Hatta. The data analysis technique used Structural Equation Modeling (SEM) based on covariance, namely partial least squares (PLS). There is a significant effect of the performance appraisal system on job satisfaction with a coefficient value of 0.944 and a significance of 0.000. There is a significant effect of the performance appraisal system on work stress with a coefficient value of -0.328 and a significance of 0.002.

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1. INTRODUCTION

Work stress in an organization is not a new phenomenon, but nowadays it has become a very important management problem in organizations such as government, private and other organizations. Job stress can cause various consequences for individual workers, both physiologically, psychologically and behaviorally. Stress is a negative reaction from people who experience excessive pressure imposed on them due to too many demands, obstacles or opportunities (Robbins and Coulter, 2010:16). One of the organizations struggling with work stress is the employee at the Soekarno-Hatta Type C Customs and Excise Main Service Office which is under and responsible to the Director General of Customs and Excise. In carrying out tasks in the field, The Soekarno-Hatta Type C Customs and Excise Main Service Office oversees six (6) areas to carry out its functions, one of which is the Enforcement and Investigation Division which has the task of carrying out intelligence, patrols, and prevention and prosecution of violations of laws and regulations in the field of customs and excise, investigation of customs and excise crimes, as well as management and maintenance of operating facilities, communication facilities, and firearms. Achieving this vision and mission is the responsibility of all employees at the Soekarno-Hatta Type C Customs and Excise Main Service Office, with this quite heavy task, many employees experience work stress with proven performance results that are not optimal in monthly performance reports. one of which is the Enforcement and Investigation Division which has the task of carrying out intelligence, patrols, and operations to prevent and prosecute violations of laws and regulations in the field of customs and excise, investigation of customs and excise crimes, as well as management and maintenance of operational facilities, communication facilities, and firearms. Achieving this vision and mission is the responsibility of all employees at the Soekarno-Hatta Type C Customs and Excise Main Service Office, with this quite heavy task, many employees experience work stress with proven performance results that are not optimal in monthly performance reports. one of which is the Enforcement and Investigation Division which has the task of carrying out intelligence, patrols, and operations to prevent and prosecute violations of laws and regulations in the field of customs and excise, investigation of customs and excise crimes, as well as management and maintenance of operational facilities, communication facilities, and firearms. Achieving this vision and mission is the responsibility of all employees at the Soekarno-Hatta

The Influence Of Application Of Performance Appraisal System On Job Satisfaction And Work Stress Of Employees In The Procedure And Investigation Of The Main Service Office Of Customs And Excise Type C Soekarno Hatta. I Putu Eka Wirawan, et.al

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The results of performance appraisals produced, especially in the field of prosecution and investigation, are felt to be unfair, not objective and have not been able to accommodate tasks in accordance with the duties and functions assigned by superiors. The phenomenon that occurs in the Enforcement and Investigation Field of the Main Service Office of Customs and Excise Type C Soekarno-Hatta regarding the level of job satisfaction and work stress of employees is that most employees get maximum performance ratings and are the same as one another even though many of these employees have poor performance good as there are still many employees who arrive late, and employees go home early, there are still employees who roam around during working hours, leaving the workplace just to play games, chat non-work related during working hours or leave the workplace only to smoke. Then, most of the employees get the maximum performance rating and are the same as each other even though the work risks experienced by each employee are not the same.

This is one of the problems with job satisfaction and work stress on employees. The employee performance appraisal system in the Enforcement and Investigation Sector of the Soekarno Hatta Customs and Excise Main Service Office Type C is carried out every semester using the Customs and Excise Human Resources Information System (CEHRIS) application, namely the e-logbook menu in which there are assessment indicators, namely service orientation, integrity, commitment, discipline, cooperation, work initiatives, and leadership, where the results will be related to the remuneration received and still following the Employee Performance Targets and Civil Servant Performance Assessments. The assessment is carried out by the direct superior and the superior of the direct superior.

In order to obtain an overview and sharpen research on the perceptions of employees in the field of prosecution and investigation regarding performance appraisal systems, job satisfaction and work stress, preliminary observations were made by distributing questionnaires and conducting interviews with respondents, with the following results:

Table 1. Respondents' Perceptions of the Performance Rating System

No.	Indicator	Answer Percentage		Interpretation
		Agree	Don't agree	
1.	The performance appraisal system is relevant to the working environment conditions	34.6%	65.4%	Don't agree
2.	There is a reciprocal process of the results of the evaluation of the assessment	30.8%	69.2%	Don't agree
3.	The performance appraisal system accommodates all duties and functions	42.3%	57.7%	Don't agree
4.	The performance appraisal system produces an objective, transparent and fair process	42.3%	57.6%	Don't agree
5.	The results of the assessment evaluation are used as material to improve employee performance	26.95%	73.1%	Don't agree
6.	In some cases there may be	80.8%	19.2%	Agree

The Influence Of Application Of Performance Appraisal System On Job Satisfaction And Work Stress Of Employees In The Procedure And Investigation Of The Main Service Office Of Customs And Excise Type C Soekarno Hatta. I Putu Eka Wirawan, et.al

No.	Indicator	Answer Percentage		Interpretation
		Agree	Don't agree	
7.	inappropriate judgments that affect performance Employees are satisfied with the performance appraisal system implemented	46.2%	53.8%	Don't agree
8	If satisfaction at work is achieved, the level of work stress will decrease	80.8%	19.2%	Agree
<i>Number of Respondents</i>			30 employees	

Source: Primary data for 2022, processed

From the results of the preliminary survey by administering questionnaires and interviewing 30 employee respondents in the Enforcement and Investigation Division of the Soekarno-Hatta Customs and Excise Main Service Office Type C regarding the question indicators above, it is suspected that the respondents assessed that the performance appraisal system that was in effect and that had been implemented did not accommodate a number of tupoksi which are part of the job, are associated with higher work risks, the goals achieved are less clear, causing dissatisfaction with employees when compared to other parts. The application of a performance appraisal system related to procedures, evaluation, transparency, a sense of fairness, objectivity, satisfaction with the evaluation results and reduction of work stress was assessed by all respondents with unfavorable results.

Based on this background, the purpose of this research is to analyze the effect of implementing a performance appraisal system on job satisfaction, the effect of implementing a performance appraisal system on work stress and the effect of job satisfaction on work stress of employees in the Enforcement and Investigation Sector of the Main Service Office of Customs and Excise Type C Soekarno Hatta.

2. METHODS

2.1 Type and Data Source

This study was designed with the aim of being able to understand, explain, and predict the degree of dependence of the independent variables on the dependent variable. This research is associative in nature, in which the relationship between the variables in the study will be analyzed using statistical measures that are relevant to the data to test the hypothesis.

2.2 Analysis Method

The variables used are the performance appraisal system (X), job satisfaction (Y1), and work stress (Y2), using the PLS (partial least squares) method. The data obtained from the questionnaire results were processed with the help of the SmartPLS Ver. software. 3.0 for windows, describes the results of this study through discussion, suggestions and conclusions about the variables studied. The data used in this study are quantitative data in the form of data on the number of employees in the field of Enforcement and Investigation of the Main Service Office of Customs and Excise Type C Soekarno Hatta as many as 141 people and data from research questionnaires and qualitative data in the form of employee stress levels and the level of job satisfaction of Enforcement staff And Investigation of the Main Service Office of Customs and Excise Type C Soekarno Hatta. The population and sample used is Simple Random Sampling with the slovin method, the minimum number of samples that must be taken is 60 (sixty) employees. The instrument used in this study was a questionnaire in the form of closed questions that had been provided. The respondents just choose, the scale used in this study. The data analysis technique used Structural Equation Modeling (SEM) based on covariance, namely partial least squares (PLS).

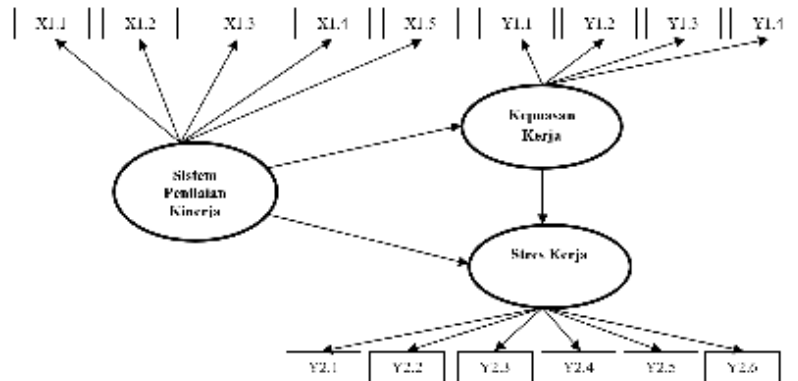


Figure 1. Flowchart (path diagram)

3. RESULT AND DISCUSSION

This research was conducted with the aim of testing whether there is an influence between the application of a performance appraisal system on job satisfaction, whether there is an influence between the application of a performance appraisal system on work stress and whether there is an influence between job satisfaction and work stress. The sample is an employee of the Enforcement and Investigation Division of the Main Service Office of Customs and Excise Type C Soekarno Hatta. Data collection was carried out by distributing questionnaires with Google Forms. Employees who filled out the questionnaire were 60 people according to the desired sample calculation. Based on the results of the questionnaire tabulation received, it can be seen that the characteristics of the respondents include gender, last education, years of service, and age.

3.1. Instrument Validity Test

Table 1. Instrument Validity Test Results (rtable value: 0.361)

Indicator	Item No	rcount	Information
Performance Assessment System Variables			
Performance Appraisal System Process	X111	0.745	Valid
	X112	0.695	Valid
	X113	0.767	Valid
	X114	0.732	Valid
	X121	0.639	Valid
Information Factor	X122	0.663	Valid
	X123	0.797	Valid
	X131	0.783	Valid
Appraiser Accuracy	X132	0.693	Valid
	X133	0.554	Valid
	X134	0.759	Valid
	X141	0.704	Valid
Interpersonal Factors	X142	0.654	Valid
	X143	0.473	Valid
	X151	0.744	Valid
Employee Attitude	X152	0.845	Valid
	X153	0.845	Valid
	X154	0.526	Valid
	Job Satisfaction Variables		
General satisfaction	Y111	0.728	Valid

The Influence Of Application Of Performance Appraisal System On Job Satisfaction And Work Stress Of Employees In The Procedure And Investigation Of The Main Service Office Of Customs And Excise Type C Soekarno Hatta. I Putu Eka Wirawan, et.al

Indicator	Item No	r count	Information	
Employee Relations	Y112	0.600	Valid	
	Y113	0.808	Valid	
	Y121	0.421	Valid	
	Y122	0.614	Valid	
Remuneration, benefits, and organizational culture	Y123	0.672	Valid	
	Y131	0.559	Valid	
	Y132	0.682	Valid	
	Y133	0.814	Valid	
	Y134	0.683	Valid	
	Y135	0.615	Valid	
Employee loyalty	Y136	0.774	Valid	
	Y141	0.726		
	Y142	0.666		
Job Stress Variable	Y143	0.587		
	The Job Itself	Y211	0.581	
		Y212	0.608	
Y213		0.500		
Role in Organization	Y221	0.675		
	Y222	0.557		
	Y223	0.765		
	Y224	0.751		
	Y225	0.736		
	Career development	Y231	0.783	
Y232		0.602		
Y233		0.587		
Relations Within Organizations	Y241	0.752		
	Y242	0.596		
	Y243	0.544		
	Y244	0.571		
Organizational existence	Y251	0.700		
	Y252	0.491		
	Y253	0.515		
Organizational Relations	Y261	0.415		
	Y262	0.625		
	Y263	0.459		

The results of the validity test of the research instrument for all statement items in each variable were declared valid because they had an r count above 0.361.

3.2. Instrument Reliability Test

Table 2 Instrument Reliability Test Results with Internal Consistency Reliability value (Cronbach's alpha) > from 0.7

Variable	Cronbach's alpha	Information
Performance Appraisal System	0.933	Reliable
Job satisfaction	0.901	Reliable
Work Stress	0.912	Reliable

The Influence Of Application Of Performance Appraisal System On Job Satisfaction And Work Stress Of Employees In The Procedure And Investigation Of The Main Service Office Of Customs And Excise Type C Soekarno Hatta. I Putu Eka Wirawan, et.al

Based on the results of the reliability test on the respondents, the results showed that all variables were reliable because the Internal Consistency Reliability (Cronbach's alpha) value was > 0.7, so that it could be stated that the research instrument was reliable and feasible to use as a data collection tool.

3.3. Hypothesis test Outer Model



Figure 2. PLS Algorithm Construct (Outer Model)

Figure 2 shows that all indicators have a coefficient value of more than 0.6 with a significance of <0.05. This means that all indicators have been able to describe constructs or latent variables well. In addition to testing the validity and significance of the indicators, a validity test was also carried out on the construct variable by looking at the Average Variance Extracted (AVE) value in the construct.

Table 3 Value of Cronbach's Alpha, AVE, and Composite Reliability of Construct Variables

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job satisfaction	0.844	0.897	0.687
Work Stress	0.889	0.916	0.648
Performance Appraisal System	0.886	0.918	0.693

Based on table 3.3, it shows that the AVE value of all constructs has a value of > 0.5, so it can be concluded that all construct variables are valid. The next step is to look at the composite reliability and Cronbach's alpha values, where the table shows all constructs with composite reliability and Cronbach's alpha values > 0.6, so it can be concluded that all construct variables are indeed validly explained by each indicator.

Inner Model

Evaluation of the structural model or inner model is a stage for evaluating the goodness of fit which includes the coefficient of determination (R²) and predictive relevance (Q²) as well as hypothesis testing. The complete structural model of the development of the customer satisfaction model for customer loyalty can be seen in Figure 3 below.

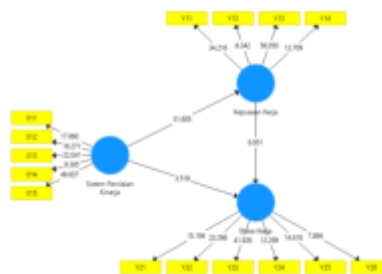


Figure 3. Structural Model Results (Inner Model)

Coefficient of Determination

Table 4 Result Coefficient of Determination (R²)

Variable	R Square(R ²)	R Square(R ²) Adjusted
Job satisfaction	0891	0.889
Work Stress	0912	0.909

The value of R Square on the latent variable shows the contribution of the independent variables in influencing the dependent variable. R Square value close to 1 indicates a high contribution. Based on table 3.4, it shows that the R square value of job satisfaction is 0.891 or 89.1%. This shows that the diversity of job satisfaction variables can be explained by the performance appraisal system variable of 89.1%. Meanwhile, the R square value of work stress is 0.912 or 91.2%. This can indicate that the diversity of job stress variables can be explained by the variables of job satisfaction and performance appraisal systems, amounting to 91.2%.

Predictive Relevance

Table 5 Predictive Relevance Test Results (Q²)

	SSO	SSE	Q ² (=1-SSE/SSO)
Job satisfaction	240,000	103016	0.571
work stress	360,000	164,255	0.544
Performance appraisal system	300,000	300,000	

Table 5 shows that each construct has a Q² value > 0. This shows that the model has predictive relevance or a structural model designed to explain work stress is proven to be good or relevant.

Hypothesis testing

Table 6 Results of the Direct Effect Test

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KK -> SK	-0.639	-0.644	0.103	6.175	0.000
SPK -> KK	0.944	0.944	0.019	50,912	0.000
SPK -> SK	-0.328	-0.322	0.104	3,150	0.002

Table 6 shows that the T-statistic value \geq T-table (1.96) or the p-value < significant alpha 5% or 0.05, it is stated that there is a significant influence of exogenous variables on endogenous variables. The results of the model significance test can be explained as follows:

1. There is a significant effect of the performance appraisal system on job satisfaction with a coefficient value of 0.944 and a significance of 0.000 which is less than 0.05.
2. There is a significant effect of the performance appraisal system on work stress with a coefficient value of -0.328 and a significance of 0.002 which is smaller than 0.05
3. There is a significant effect of job satisfaction on work stress with a coefficient of -0.639 and a significance of 0.000 which is less than 0.05.

Indirectly in evaluating the role of mediation, the following table is the result of an analysis of PLS in an indirect effect.

Table 7 Indirect Influence Test Results

	Original Sample (O)	Sample Means (M)	Standard Deviations (STDEV)	T Statistics (O/STDEV)	P Values
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The Influence Of Application Of Performance Appraisal System On Job Satisfaction And Work Stress Of Employees In The Procedure And Investigation Of The Main Service Office Of Customs And Excise Type C Soekarno Hatta. I Putu Eka Wirawan, et.al

SPK -> KK -> SK	-0.603	-0.608	0.101	5,946	0.000
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Table 7 shows that the T-statistic value (5.946) \geq T-table (1.96) or the p-value < significant alpha 5% or 0.05, it is stated that there is a mediating effect between exogenous variables and endogenous variables. These results indicate that there is an influence of the performance appraisal system on work stress which is mediated by job satisfaction with a significance value of 0.000.

3.4. Effect of Performance Appraisal System on Job Satisfaction

Based on the results of hypothesis testing it is proven that there is a significant effect of the performance appraisal system on job satisfaction with a coefficient value of 0.944 and a significance of 0.000 which is less than 0.05. The performance appraisal system when implemented in accordance with procedures and indicators will be able to increase job satisfaction. Process of the Performance Appraisal System related to procedures, time of assessment, purpose of the assessment and performance targets assigned to employees, Informational Factors communicating between the appraiser and the assessed, feedback on the results of the assessment and performance results, Rater Accuracy related to the assessment carried out properly and measurable according to indicators, openness between appraisers and those being assessed, appraisers can remove bias aspects so that transparent and accountable assessments are obtained, Interpersonal Factors are more towards employee acceptance of the results of assessments in the form of fair results, trust in assessors and professional work relationships, Employee Attitude is an important thing to carry out, contains performance targets, there is feedback on the results of the performance appraisal, there is an appeal process and several assignments that are not accommodated by the performance appraisal system. All indicators and procedures in the performance appraisal system if carried out in accordance with the rules above will affect employee job satisfaction later. Employee Attitude is an important thing to carry out, contains performance targets, there is feedback on the results of performance appraisals, there is an appeal process and several assignments that are not accommodated by the performance appraisal system. All indicators and procedures in the performance appraisal system if carried out in accordance with the rules above will affect employee job satisfaction later. Employee Attitude is an important thing to carry out, contains performance targets, there is feedback on the results of performance appraisals, there is an appeal process and several assignments that are not accommodated by the performance appraisal system. All indicators and procedures in the performance appraisal system if carried out in accordance with the rules above will affect employee job satisfaction later.

3.5. Effect of Performance Appraisal System on Job Stress

Based on the results of hypothesis testing it is proven that there is a significant effect of the performance appraisal system on work stress with a coefficient value of -0.328 and a significance of 0.002 which is less than 0.05. The performance appraisal system that is implemented in accordance with indicators and procedures will reduce employee work stress. This shows that the relationship between the performance appraisal system and work stress has a significant effect. Job stress can be seen from the work itself, roles in the organization, career development, relationships within the organization, the existence of the organization and organizational relationships. If the indicators and procedures related to the performance appraisal system are not carried out, it will result in an increase in employee work stress.

3.6. The Effect of Job Satisfaction on Job Stress

Based on the results of hypothesis testing it is proven that there is a significant effect of job satisfaction on work stress with a coefficient value of -0.639 and a significance of 0.000 which is less than 0.05. High employee job satisfaction will reduce the level of stress experienced by employees, and vice versa, if job satisfaction decreases, the level of work stress will increase. Job satisfaction can be seen from general satisfaction, employee relations, remuneration, benefits and organizational culture, and employee loyalty.

4. CONCLUSION

Based on the research objectives, the formulation of the problem and the research results with the discussion that has been presented, it can be concluded from the research that 1) There is a significant influence of the performance appraisal system on job satisfaction, 2) There is a significant influence of the performance appraisal system on work stress, 3) There is a significant effect of job satisfaction on work stress. The suggestion from this study is to increase employee job satisfaction, the performance appraisal system used can really accommodate all the main tasks and functions of employees and be carried out by fulfilling all applicable indicators and procedures. It is necessary to carry out a review of the performance appraisal system that is used periodically.

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The Influence Of Application Of Performance Appraisal System On Job Satisfaction And Work Stress Of Employees In The Procedure And Investigation Of The Main Service Office Of Customs And Excise Type C Soekarno Hatta. I Putu Eka Wirawan, et.al

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The Influence Of Application Of Performance Appraisal System On Job Satisfaction And Work Stress Of Employees In The Procedure And Investigation Of The Main Service Office Of Customs And Excise Type C Soekarno Hatta. I Putu Eka Wirawan, et.al

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