

The Impact Of Job Stress, Work Discipline, And Job Satisfaction On Employee Performance At PT. Az.Ko

(Dampak Stres Kerja, Disiplin Kerja, dan Kepuasan Kerja terhadap Kinerja Karyawan di PT. Az.Ko)

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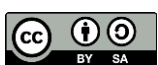
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Abstract:

Objective : This study aims to analyze the influence of Job Stress, Work Discipline, and Job Satisfaction on Employee Performance at the Inbound Department of PT. AZ.KO in Cikarang. The research is driven by a consistent decline in container receiving target achievement from 2021 to 2024, indicating human resource performance issues amidst an operational target increase from 6,000 to 8,000 units.

Methodology : Using a quantitative approach with descriptive and causal designs, the study surveyed all 60 employees of the Inbound Department using saturated sampling. Data were analyzed through multiple linear regression via SPSS.

Research results : The results show that Job Stress, Work Discipline, and Job Satisfaction simultaneously have a significant effect on Employee Performance ($R^2 = 68.2\%$). Partially, Job Stress has a significant negative effect, while Work Discipline and Job Satisfaction have significant positive effects. Management is advised to review workload distribution to mitigate stress while maintaining consistency in discipline and job satisfaction to achieve sustainable operational targets.

Keyword: Job Stress, Work Discipline, Job Satisfaction, Employee Performance

1. Introduction

Human resources (HR) serve as the central driver of a company's operational activities. PT. AZ.KO, a logistics firm in Cikarang, faces competitive pressures demanding high efficiency. The primary issue identified is an empirical gap where an increase in targets (from 6,000 to 8,000 units) was followed by a consistent decline in actual container receipts from 2021 to 2024. This indicates that extreme target pressure triggers job stress, negatively affecting employee focus and accuracy. This study aims to test how stress, discipline, and job satisfaction interact to influence operator performance in a high-risk environment.

1.1 Research Background

In the era of globalization and logistics digitalization, organizational effectiveness has become the primary determinant of a company's sustainability within the global supply chain. PT. AZ.KO, as a leading logistics service provider in Cikarang, faces constant pressure to enhance productivity to meet client expectations and fluctuating cargo volumes. However, preliminary observations at the Inbound Department reveal a contradictory phenomenon between management targets and the reality of field achievements. The core problem underlying this research is the consistent decline in container receiving target realization throughout the 2021–2024 period. Management has implemented a strategic increase in operational targets from 6,000 to 8,000 units; however, internal data indicates a significant trend of failing to meet these objectives. This gap between target and realization is strongly suspected to be rooted in human resource performance issues, particularly among field operators who serve as the frontline in the unloading and sorting processes. The surge in operational targets, without adequate workload mitigation, is suspected of triggering high levels of Job Stress.

Extreme time pressure and the demand for precision within digital systems often exceed the physical and mental capacities of employees, ultimately reducing work accuracy and focus. Furthermore, fluctuating Work Discipline and eroding Job Satisfaction caused by heavy workloads—add to the complexity of the problem.

Employees experiencing fatigue or burnout tend to show a decreased commitment to Standard Operating Procedures (SOPs), which directly impacts overall operational efficiency. Previous studies by (Junengsih, J., Setiowati, D., Darka, D., & Rustomo, 2024) and (Safitri, N., & Gilang, 2020) demonstrate that stress and job satisfaction are critical determinants of performance in the manufacturing and service industries. However, this research is vital as it is conducted within the specific context of the logistics industry, characterized by a highly dynamic and high-risk work rhythm. This study aims to analyze how PT. AZ.KO can align human factors with target enhancement strategies to achieve sustainable organizational effectiveness.

1.2 Research Gap

This study identifies two primary types of gaps: an empirical gap specific to the research location and a theoretical gap derived from previous literature:

1. Empirical Gap A unique phenomenon has been observed within the Inbound Department of PT. AZ.KO, where the management's policy to increase operational targets from 6,000 to 8,000 container units (a 33% increase) has paradoxically resulted in a consistent decline in performance realization from 2021 to 2024. From a managerial logic perspective, a target increase should be supported by augmented resources or motivation; however, the actual outcome has been a decrease in output. This gap indicates a "saturation point" where job stress, triggered by an excessive workload, begins to erode the effectiveness of work discipline and job satisfaction that had previously been established.

2. Theoretical Gap Although numerous studies have discussed the influence of stress, discipline, and satisfaction on performance, there are significant inconsistencies (research gaps) in the existing literature:

a. Research by (Safitri, N., & Gilang, 2020) demonstrates that job stress has a strong negative impact on productivity.

b. Conversely, other studies often find that at certain levels, job stress can actually act as a driver for discipline, known as eustress (positive stress).

Furthermore, most existing research has been conducted in the banking or general manufacturing sectors. There is still limited research specifically examining the interaction of these three variables within the logistics industry in industrial zones (specifically Cikarang), which is characterized by extremely tight lead-time pressures and a high dependency on digital systems.

1.3 Research Novelty

This study addresses the existing research gaps by integrating Job Stress, Work Discipline, and Job Satisfaction into a single linear model to explain the phenomenon of declining performance amidst logistics target expansion. The novelty of this research lies in the application of the Multiple Linear Regression Analysis model to dissect how work discipline and job satisfaction can either mitigate or, conversely, exacerbate the impact of job stress on operators within a highly dynamic and high-risk environment (high-pressure environment).

Unlike previous studies that often examine these variables in isolation or in more stable industries, this research provides a unique perspective on the "tipping point" of human resource capacity when faced with aggressive operational scaling in the logistics sector.

1.4 Research Objectives and Contributions

Based on the background and phenomena previously described, this research specifically aims to:

- a. Analyze and test the partial influence of Job Stress on Employee Performance within the Inbound Department of PT. AZ.KO.
- b. Analyze and test the partial influence of Work Discipline on Employee Performance within the Inbound Department of PT. AZ.KO.
- c. Analyze and test the partial influence of Job Satisfaction on Employee Performance within the Inbound Department of PT. AZ.KO.

- d. Analyze and test the simultaneous influence of Job Stress, Work Discipline, and Job Satisfaction on Employee Performance to understand the dominant factors in achieving organizational effectiveness amidst increasing operational targets.

1.5 Research Contributions

This research is expected to provide extensive benefits, both theoretically and practically, as detailed below:

1. Theoretical Contributions (Academic)

This study contributes to the development of Human Resource Management studies, particularly by strengthening the frameworks of Strategic Management Theory and Dynamic Capabilities Theory. The findings enrich the literature on how psychosocial variables (stress and satisfaction) interact with normative variables (discipline) to shape performance within the logistics sector—a sector characterized by high-pressure environments and heavy reliance on digital systems.

2. Practical Contributions (Managerial)

- a. For PT. AZ.KO: This study serves as a strategic evaluation tool for management in designing more proportional workload balancing policies to mitigate operator job stress.
- b. For Decision Makers: It provides guidance on enhancing organizational effectiveness through an approach that balances disciplinary enforcement with the fulfillment of employee satisfaction to achieve the target of 8,000 container units sustainably.
- c. For HR Practitioners: This research serves as a reference for developing employee well-being programs that contribute directly to the operational stability of logistics companies within industrial zones.

2. Literature Review

2.1. Employee Performance (Y)

Employee performance is the qualitative and quantitative work result achieved by an employee in carrying out their duties in accordance with the responsibilities

assigned to them (Mangkunegara, 2021) Within the operational context of PT. AZ.KO, performance is measured through the punctuality of loading and unloading (lead time) and the achievement of container volume targets. Optimal performance serves as the primary indicator of organizational effectiveness in responding to the dynamics of the logistics industry.

2.2. Job Stress (X1)

Job stress is a state of tension that creates physical and psychological imbalances, affecting an employee's emotions, thought processes, and overall condition (Robbins, S. P., & Judge, 2024). In the Inbound Department of PT. AZ.KO, job stress arises from increased target demands (8,000 units) and extreme time pressure. Stress that exceeds an individual's adaptation threshold tends to decrease concentration and increase the risk of operational mistakes (human error).

2.3. Work Discipline (X2)

Work discipline is an individual's awareness and willingness to comply with all company regulations and prevailing social norms (Hasibuan, 2024). Discipline serves as a managerial tool to strengthen adherence to operational Standard Operating Procedures (SOPs). In a high-risk logistics environment, work discipline acts as an anchor that maintains a stable workflow despite being under high-target pressure.

2.4. Job Satisfaction (X3)

Job satisfaction is a pleasant emotional attitude and a love for one's work, reflected by work morale, discipline, and achievement (Siagian, 2023). This satisfaction is influenced by peer support, fair compensation, and relationships with superiors. Job satisfaction functions as a coping mechanism that helps employees mitigate the impact of job stress, thereby maintaining the motivation to achieve peak performance.

2.5. Relationship Between Variables and Organizational Effectiveness

Organizational effectiveness is achieved when there is alignment between management strategy (target enhancement) and human resource capacity (the ability to manage stress, discipline, and satisfaction). The integration of these three variables determines the extent to which an organization can reconfigure its resources to remain competitive.

3. Research Methodology

3.1. Research Approach and Design

This study employs a quantitative approach, which, according to (Saunders, M. N. K., Lewis, P., & Thornhill, 2023), is oriented toward collecting numerical data and utilizing statistical techniques to test relationships between variables. This approach was selected because the researcher aims to objectively verify theories through hypothesis testing regarding the influence of job stress, work discipline, and job satisfaction on employee performance.

Based on its objectives, the research design is categorized into:

1. Descriptive: Intended to systematically and factually describe the respondent profiles and the general overview of research variables within the Inbound Department of PT. AZ.KO.
2. Causal (Causal-Comparative): Used to explain cause-and-effect relationships between variables. The primary focus is to empirically prove whether the independent variables (Job Stress, Work Discipline, and Job Satisfaction) affect the dependent variable (Employee Performance) both partially and simultaneously.

This study is confirmatory in nature, where the researcher constructs a conceptual framework based on Strategic Management and Organizational Behavior theories, then tests it using primary data obtained from questionnaires. The use of numerical data in this design allows the researcher to measure the magnitude of each variable's contribution to organizational effectiveness at PT. AZ.KO through regression coefficients.

3.2. Research Location and Subject

3.2.1. Research Location

This research was conducted at PT. AZ.KO, a company operating in logistics and warehousing services located in the Cikarang Industrial Estate, Bekasi Regency, West Java. This location was selected purposively, considering that PT. AZ.KO is facing significant operational challenges specifically, the gap between the increased container receiving targets and actual performance realization during the 2021–2024 period.

3.2.2. Research Subjects

The subjects of this research are the employees of the Inbound Department at PT. AZ.KO. The focus is directed toward Field Operators, as they are the group most directly impacted by the policy change increasing operational targets from 6,000 to 8,000 units.

The characteristics of the research subjects include:

1. Employment Status: Permanent and contract employees actively working in the Inbound division.
2. Workload: Operators directly responsible for unloading processes, receiving (checking goods), and data input into the warehousing system.
3. Work Environment: Working within a shift system with strict lead-time requirements.

The selection of these subjects aims to obtain accurate primary data regarding perceptions of job stress, levels of discipline, and job satisfaction from individuals experiencing the operational dynamics at the company's frontline.

3.3. Data Collection Techniques

Data collection was carried out systematically to ensure the validity and reliability of the information obtained. The techniques used include:

1. Questionnaire: The primary instrument for collecting primary data. It contains closed-ended statements representing indicators of Job Stress (X₁), Work Discipline (X₂), Job Satisfaction (X₃), and Employee Performance (Y).
 - Likert Scale: Utilizes a 1 to 5 scale (Strongly Disagree to Strongly Agree).
 - Target: 60 respondents from the Inbound Department of PT. AZ.KO.
2. Field Observation: The researcher conducted direct observations at the Inbound Department's work area in Cikarang. This aimed to visually witness the work dynamics of operators facing the increased container targets and how discipline and stress manifest in daily activities.
3. Documentation Study: Used to obtain supporting secondary data, including:
 - Attendance data to measure discipline levels.
 - Operational target achievement reports for the 2021–2024 period.
 - General company profile and organizational structure of the Inbound Department.

4. Results and Discussion

4.1. Respondent Profile Description

This study involved 60 respondents, all of whom are operators in the Inbound Department of PT. AZ.KO. The majority of respondents are male (92%) within the productive age range of 20–35 years. This demographic is highly relevant to the physical workload in warehouse operations, which requires high stamina to handle container volume targets.

4.2. Instrument Test Results (Validity and Reliability)

Prior to further analysis, the research instrument was tested using SPSS:

- Validity Test: All statement items for variables X₁, X₂, X₃, and Y were declared valid as the r-calculated value > r-table (0.254).
- Reliability Test: All variables yielded a Cronbach's Alpha value > 0.60, indicating that the questionnaire is consistent and reliable as a measurement tool.

4.3. Multiple Linear Regression Analysis Results

Based on the data processing results using SPSS, the regression equation model is as follows:

The regression coefficients indicate the following:

- Job Stress (X₁): Has a negative direction toward performance. Uncontrolled increases in job stress significantly decrease operator performance.
- Work Discipline (X₂): Has a positive direction toward performance. Higher discipline (adherence to SOPs) leads to higher performance achievement.
- Job Satisfaction (X₃): Has a positive direction toward performance. A supportive work environment enhances operator motivation.

4.4. Coefficient of Determination (R²) Test

The test results show an R-Square value of 0.682.

- Meaning: This implies that the variables of Job Stress, Work Discipline, and Job Satisfaction collectively contribute 68.2% to the variation in Employee Performance at PT. AZ.KO.
- The remaining 31.8% is influenced by other factors outside this research model (such as leadership style or incentive systems).

4.5. Significance Tests (t-test and F-test)

1. t-test (Partial): Shows that each independent variable has a significance value < 0.05. This means that individually, Stress, Discipline, and Satisfaction have a significant impact on performance.
2. F-test (Simultaneous): The F-calculated value > F-table with a significance of 0.000. This proves that simultaneously, the three variables significantly influence employee performance.

4.6. Discussion

4.6.1. The Impact of Job Stress on Employee Performance

Based on the t-test results, Job Stress has a negative and significant impact on employee performance. The negative regression coefficient indicates that as the level of stress perceived by operators in the Inbound Department increases, performance tends to decline. This phenomenon is clearly observed in the failure to achieve container receiving targets, which surged to 8,000 units. Extreme target pressure creates a heavy mental workload for operators, which, according to (Robbins, S. P., & Judge, 2024), can deplete cognitive energy and reduce precision. Operationally, this stress manifests as increased data input errors or unloading delays due to mental fatigue.

4.6.2. The Impact of Work Discipline on Employee Performance

The research results show that Work Discipline has a positive and significant effect on performance. This finding confirms that adherence to Standard Operating Procedures (SOPs) is a key factor at PT. AZ.KO. Despite the increased workload, employees who remain disciplined regarding time and work procedures are able to maintain output stability. This aligns with (Hasibuan, 2024) theory, which states that discipline is the primary driver in achieving organizational goals. In the field, discipline helps minimize idle time during shift changes, ensuring the container flow remains steady even under high-target pressure.

4.6.3. The Impact of Job Satisfaction on Employee Performance

Job Satisfaction is proven to have a strong positive contribution to employee performance. Operators who feel satisfied with peer support and compensation policies tend to exert more effort to reach company targets. Referring to (Siagian, 2023), job satisfaction acts as an internal motivational mechanism. At PT. AZ.KO, this satisfaction serves as a "buffer" against the negative impacts of job stress. If management can maintain high satisfaction levels (e.g., through a conducive work

environment in Cikarang), employees will be more resilient in facing operational target increases.

4.6.4. Simultaneous Analysis and Dynamic Capabilities

Simultaneously, stress, discipline, and satisfaction contribute 68.2% to performance. This result indicates that PT. AZ.KO is currently in the Reconfiguring stage of Dynamic Capabilities. The company must be able to rebalance target pressures (stress) with the reinforcement of disciplinary values and satisfaction. The 68.2% figure shows that management's strategy in managing the psychological and normative factors of HR is the primary pathway to restoring organizational effectiveness and achieving the 8,000-unit target that has been consistently missed.

5. Conclusion and Suggestions

5.1. Conclusion

Based on the data analysis and discussion regarding the influence of Job Stress, Work Discipline, and Job Satisfaction on Employee Performance at the Inbound Department of PT. AZ.KO, the following conclusions can be drawn:

1. Job Stress (X₁): Has a significant negative effect on employee performance. This indicates that the increased workload resulting from the operational target hike (from 6,000 to 8,000 units) has created psychological pressure that hinders the productivity of field operators.
2. Work Discipline (X₂): Has a significant positive effect on employee performance. Compliance with SOPs and punctuality are crucial factors in maintaining workflow stability within the inbound department, even under high-pressure conditions.
3. Job Satisfaction (X₃): Has a significant positive effect on employee performance. Feeling valued and having a supportive work environment are proven to enhance employee motivation to provide maximum contribution toward achieving company targets.

4. Simultaneous Influence: Job Stress, Work Discipline, and Job Satisfaction collectively (simultaneously) exert a very strong influence on employee performance, with a coefficient of determination (R^2) of 68.2%. This confirms that organizational effectiveness at PT. AZ.KO heavily depends on management's ability to balance psychosocial factors (stress and satisfaction) with normative factors (discipline).

5.2. Suggestions

Based on the conclusions above, the following strategic suggestions are proposed for PT. AZ.KO:

1. Workload Management: Management should implement "Workload Balancing" to mitigate high stress levels. This can be achieved by reviewing the manpower allocation or introducing automated tools to assist operators in the unloading process.
2. Maintaining Discipline and Satisfaction: Management should maintain high levels of discipline through consistent supervision while simultaneously improving job satisfaction through fair incentive programs or better employee recognition to ensure long-term resilience.
3. Future Research: Future researchers are encouraged to explore other variables not included in this study, such as leadership style or work environment technology, which account for the remaining 31.8% of the influence on performance.

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