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Identification of Work Stress, and Training in Influencing Employee Performance at PT Semen Indonesia Based on Descriptive Statistical Review

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Abstract: This study aims to identify work stress, training and employee performance at PT Semen Indonesia (Persero) Tbk Gresik in descriptive analysis. This research uses quantitative methods with a descriptive approach. The instrument used in this study was a questionnaire filled out by 142 employees. The questionnaire measured employees' perceptions of work stress and the training they received, as well as an evaluation of their performance. The results showed that the level of employee work stress was in the "Moderately" category with a mean value of 2.93, while the level of training was in the "agree" category with a mean value of 3.75. The employee performance is in the "agree" category with a mean value of 3.67. Descriptive analysis shows that the lowest indicator of work stress is work targets that are considered to exceed employee abilities, while the highest indicator of training is training material delivered in an interesting way. From these results it can be concluded that although there is a significant level of job stress, the training provided can help improve employee performance.

Keyword: Work Stress, Training, Employee Performance, Descriptive Quantitative Method.

INTRODUCTION

PT Semen Indonesia (Persero) Tbk, as a leading company in the cement industry and its derivative products, is very focused on improving employee performance to achieve company goals. However, work stress is one of the factors that can affect employee productivity and performance. Work stress is defined as a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and conditions of an employee (Jebelli et al., 2018). Factors that can trigger work stress include heavy workloads, role vagueness, interpersonal problems, lack of management attention, stagnation in career development, and organizational structure dynamics (Sandrin et al., 2019).

In the last two years, employee performance at PT Semen Indonesia (Persero) Tbk Gresik has shown a significant increase. Employee performance assessment is carried out through a Key Performance Indicator (KPI) system that covers various aspects of work. In 2021, KPI values showed variations among employees of different levels or bands. However, in 2022, there was an increase in scores in almost all Bands, indicating an improvement in the quality of work and mastery of the field of work by employees. The KPI assessment standard stipulates that a score of at least 3 is considered good, and this increase in scores indicates that employees have worked according to the quantity and quality expected by the company (Sariwulan et al., 2019).

PT Semen Indonesia (Persero) Tbk also conducted routine health checks, including the completion of a Stress Diagnosis Survey (SDS) Form. The results of this survey show that most employees experience varying levels of stress, from mild to severe. Around 30% of employees experience mild-moderate stress, 22% experience moderate stress, and 15% experience severe stress. These results were reinforced by initial interviews with the staffing department, which revealed that employees often experience work stress due to heavy workloads, role vagueness, and lack of management attention to employee deliverables.

Employee work time performance also showed an increase from 2021 to 2022 across all levels or bands. This increase is not only measured by attendance in & out but also from employee contributions outside the job-desk written in contracts and work procedures. Research by Khan & Khan, (2019) shows that work stress has a dominant influence on employee performance. In addition, employee training is an important factor in improving performance. PT Semen Indonesia (Persero) Tbk conducts training every year based on employee requests. In 2022, there were 36 employees who submitted training requests, and of these, 20 trainings were successfully realized. This training realization shows that the company has successfully achieved the minimum target of 50% training realization. The training covers various aspects, from technical skills to career development, and is supported by certified instructors and adequate facilities.

Previous research shows that job stress has a significant relationship with employee performance. For example, research by Suardhita et al., (2020) states that improving employee performance can be achieved through effective stress management. Another study by Ingsih et al., (2021) showed that high work stress can reduce employee productivity. Research by Bayram et al., (2021) also emphasizes the importance of training in improving employee performance and reducing work stress. Although work stress is still high among employees, their performance still shows good results. The company has made various efforts to reduce work stress and improve performance, including through training that suits the needs of employees. Based on the variables above, it can be seen that employee work stress is still considered high, but employee performance still shows good results. The company has also conducted training above the applied target. From this description, researchers are interested in further examining the descriptive analysis of work stress and employee performance of PT Semen Indonesia (Persero) Tbk Gresik. This study aims to descriptively analyze work stress and employee performance at PT Semen Indonesia (Persero) Tbk Gresik, to understand more deeply the relationship between the two variables and find solutions that can be implemented to improve employee welfare and productivity.

METHOD

To conduct a descriptive analysis of job stress, training and employee performance at PT Semen Indonesia (Persero) Tbk Gresik, this study adopted a descriptive quantitative approach. The research method involved the use of questionnaires as the main instrument to collect data from the company's employees. The questionnaire was designed to measure employees' perceptions of the level of job stress they experience, as well as an evaluation of

their performance based on the criteria of work quality, work quantity, timeliness, effectiveness, and commitment (Dewi et al., 2020; Saleem et al., 2021). The research sample was selected representatively from the population of employees of PT Semen Indonesia (Persero) Tbk Gresik. The data collected will then be analyzed descriptively.

The instrument used is Statistical Package for Social Sciences (SPSS) version 25. Researchers will use instruments to collect data. The measurement of this research variable is measured by scoring, by providing a scale of 1 - 5 or the scale for measuring in this study is a Likert scale. From the total score of the respondents' answers obtained, the assessment criteria for each question item are compiled, to describe the data from each research variable, a frequency distribution table is compiled to determine whether the level of acquisition of the value (score) of the research variable falls into the categories of Strongly Agree, Agree, Moderately, Disagree and Strongly Disagree (Sugiyono, 2018).

The research instruments can be seen in Table 1.

Table 1. Research Indicators and Statements

No	Indicator	Statement
Work Stress		
1.	Working conditions	The tasks assigned by the company make employees feel pressured Strict company regulations can make employees feel pressured The work target given exceeds the employee's ability
2.	Role	Double job desk may cause employees to feel pressured Leaders do not give enough direction to employees The work given is not in accordance with my abilities
3.	Interpersonal factors	Conflicts that occur in the company make employees feel depressed Employees find it difficult to resolve problems with coworkers Lack of support from coworkers and leaders can cause employees to feel pressured.
4.	Career development	The employee's current position may cause the employee to feel pressured Employees feel that their flexibility at work is very limited Employees do not get clarity about their career in the company 4.
5.	Organization Structure	Overlapping order flow is an inconvenience when working Frequent changes in organizational flow in each function Differences of opinion with the leader can cause discomfort
Training		
1.	Type of Training	Type of training according to work needs Type of training is appropriate to the position Type of training is goal-directed
2.	Instructor (Trainer)	Training instructors can interact well with other participants Training instructors can master the material taught Training instructors can encourage employees to be more active in training activities.
3.	Training Materials	Training materials match the skills Training materials are well delivered Training materials are delivered interestingly
4.	Training Methods	Metode pelatihan sesuai dengan topik yang dibahas Pelaksanaan pelatihan sesuai dengan jadwal yang telah ditetapkan Fasilitas pelatihan yang disediakan memadai
5.	Training Participants	All trainees are supportive Employees take the training seriously Employees gain job insight after training
Employee Performance		
1.	Quality of Work	Employees master their field of work The quality of employee work meets company standards. Employees are quick to respond to new tasks assigned
2.	Work Quantity	Employees work according to the specified working hours Employee work results always improve

	Employees are able to exceed the given target
3. Timeliness	Employees come to the workplace according to the set time. Employees do not delay work and complete it on time Employees use working hours properly
4. Effectiveness	Employees plan and select the right goals Employees optimize the use of existing resources Employees complete work with adequate equipment
5. Komitmen	Employees are responsible for their assigned tasks Employees are not negligent at work Employees do not leave the workplace

Furthermore, in data categorization, this study uses an assessment method that refers to the value of the Interval Level (NJI) to determine the respondent's assessment scale. NJI is calculated by taking into account the highest and lowest scores that can be given by respondents, as well as the number of answer criteria available. The NJI calculation results show a value of 0.8, which reflects the interval between scores in the assessment from 1 to 5. Furthermore, the respondent's answer criteria table is arranged based on the score range as follows: score 1 for the range 1.00 - 1.80 (Strongly Disagree), score 2 for 1.81 - 2.60 (Disagree), score 3 for 2.61 - 3.40 (Moderately), score 4 for 3.41 - 4.20 (Agree), and score 5 for 4.21 - 5.00 (Strongly Agree). The data used is taken from Primary Data Research in 2023, which has been processed to provide a comprehensive picture of respondents' perceptions and responses to the variables studied in this study.

RESULTS AND DISCUSSION

Overview of Research Objects

PT Semen Indonesia (Persero) Tbk (SMGR) is a state-owned company established in August 1957 and conducted its IPO in 1991. As a holding company, SMGR supports its subsidiaries in the cement and non-cement sectors as well as the provision of services throughout Indonesia. Its products are marketed in both domestic and ASEAN markets. The company continues to transform to cope with global developments by offering sustainable products and services, in line with current market demands. Through the spirit of "Go Beyond Next", SMGR demonstrates a commitment to continuous innovation, building environmentally friendly production and distribution systems, improving employee capabilities and welfare, and presenting digital solutions to get closer to consumers. SMGR's vision is to become the largest building material solution provider in the region, supported by a mission to focus on customer satisfaction, implement high quality standards, and pay attention to environmental protection and sustainable social responsibility. The company also emphasizes added value for all stakeholders and human resource development as the center of the company's development.

This corporate philosophy includes the implementation of Good Corporate Governance (GCG) as the main foundation in achieving the vision and mission. SMGR also emphasizes the importance of shared growth by utilizing human resources as valuable assets, which are managed professionally to increase competence. SMGR's main products include various types of cement such as Portland Type I, II, III, V, Special Blended Cement (SBC), and Portland Pozzolan Cement (PPC), each of which is designed to meet specific needs in construction, both on land and in water. With extensive production and distribution facilities and strong financial backing, SMGR positions itself as a leading provider of building material solutions in Indonesia and Southeast Asia, with a commitment to continuously innovate, provide quality products, and provide optimal professional services from the beginning to the end of the process.

Description of Respondent Characteristics

The description of the characteristics of respondents regarding the identity of respondents in this study was obtained from filling out a questionnaire form from 142 employees at PT Semen Indonesia (Persero) Tbk Gresik who were respondents. Data processing of the description of the characteristics of the respondents is carried out by identifying each of the characteristics of the respondents and continuing by making the percentage.

Characteristics of Respondents Based on Various Criteria

The characteristics of respondents based on several categories can be grouped as in table 2.

Table 2. Characteristics of Respondents

Categorization	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Gender				
Male	101	71.1	71.1	71.1
Female	41	28.9	28.9	100.0
Total	142	100.0	100.0	
Characteristics of Respondents Based on Age				
20-28 years	45	31.7	31.7	31.7
29-37 years	56	39.4	39.4	71.1
38-46 years	27	19.0	19.0	90.1
47-55 years	14	9.9	9.9	100.0
Total	142	100.0	100.0	
Characteristics of Respondents Based on Last Education				
Diploma (D3)	22	15.5	15.5	15.5
Bachelor (S1)	107	75.4	75.4	90.8
Magister (S2)	13	9.2	9.2	100.0
Total	142	100.0	100.0	

Based on Table 2, the characteristics of respondents based on gender show that the majority of PT Semen Indonesia (Persero) Tbk Gresik employees are dominated by male employees at 71.1%, while female employees are 28.9%. Because this company is an industrial company that requires a lot of male employees. Apart from that, male employees have strong and agile characters. The characteristics of respondents based on the age of PT Semen Indonesia (Persero) Tbk Gresik employees themselves have 4 categories of items with the calculation of the available frequency ranges. Based on the results of existing age distance calculations, results were obtained from a distance of 8 years.

Based on data from table 2, the characteristics of respondents based on age show that employees at PT Semen Indonesia (Persero) Tbk Gresik are dominated by those aged around 29 - 37 years at 39.4%. Next in second place is for ages around 20 – 28 at 31.7%, then in third place for ages around 38 – 46 years at 19%, and in last place for ages around 47 – 55 years at 9.9%. This shows that the employees at PT Semen Indonesia (Persero) Tbk Gresik are dominated by young employees aged 29 - 37 years with the category of employees at that age tending to be employees who are active in carrying out their work, able to adapt and work as a team. And it is believed that they work with perseverance, prudence, and have the ability and are able to take responsibility for their work.

Based on data from table 2, the characteristics of respondents based on employees' latest education shows that the highest level of education for employees of PT Semen Indonesia (Persero) Tbk Gresik is at the Bachelor's Degree (S1) level at 75.4%, while for the D3 level it is 15.5%, and Bachelor Degree (S2) education was 9.2%. This means that carrying out activities and every operation within PT Semen Indonesia (Persero) Tbk Gresik has been

dominated by employees with bachelor's degrees. which means the current educational standard, and many companies need are employees with a Bachelor's degree. Apart from that, employees who have graduated or completed a bachelor's degree have good character and educational abilities, and are able to convey and learn information easily.

Description of Job Stress and Employee Performance

Descriptive statistical analysis was carried out to obtain an overview or description of the research variables used, namely leverage, operating cash flow, earnings persistence and earnings quality which were proxied using ERC by looking at the minimum, maximum, average (mean) values and standard deviation values. The results of the data recapitulation have been analyzed based on groups of variables using the Likert scale range calculation formula to find the average value. The following are the results of the questionnaire from 142 respondents which are explained according to the results of the recapitulation of the descriptions of the respondents' answers, data processing was carried out and a total score was obtained for each statement. The total score is then compared with the respondent's answer criteria. Descriptive analysis of work stress is described in the respondent results table in Table 3.

Table 3. Results of Job Stress

Table 3. Results of Job Stress									
No	Statement Items	Respondent's Answer					Total	Mean	Criteria
		1	2	3	4	5			
Working conditions									
X1.1	The tasks given by the company make employees feel pressured	8	20	57	42	13	459	3.23	Moderately
	Evaluation	8	40	171	168	65			
X1.2	Strict company regulations can make employees feel stressed	18	41	41	39	2	391	2.75	Moderately
	Assessment	18	82	123	156	10			
X1.3	The work targets given exceed the employee's abilities	16	54	51	18	2	362	2.55	Don't agree
	Assessment	16	108	153	72	10			
Total Mean of Working Condition							400	2.86	Moderately
Role									
X1.4	Double job desk can cause employees to feel stressed	16	27	60	32	5	410	2.89	Moderately
	Assessment	16	54	180	128	25			
X1.5	Leadership does not provide enough direction to employees	11	27	48	51	2	432	3.04	Moderately
	Assessment	11	54	144	204	10			
X1.6	The work given does not match your abilities	13	38	55	27	6	402	2.83	Moderately
	Assessment	13	76	165	108	30			
Total Mean Role							406	2.92	Moderately
Interpersonal factors									
X1.7	Conflicts that occur in companies make employees feel stressed	13	30	59	32	6	415	2.93	Moderately
	Assessment	13	60	177	128	30			
X1.8	Employees find it difficult to resolve problems with coworkers	12	27	47	50	3	431	3.03	Moderately
	Assessment	12	54	141	200	15			
X1.9	Lack of support from coworkers can cause employees to feel depressed	8	21	65	37	9	445	3.13	Moderately
	Assessment	8	42	195	148	45			
Total Mean of Interpersonal Factor							423	3.03	Simply

Agree									
Career development									
X1.10	The employee's current position can cause employees to feel depressed	12	41	44	43	1	405	2.85	Moderately
	Assessment	12	82	132	172	5			
X1.11	Employees feel that their freedom to work is very limited	14	55	51	19	2	366	2.58	Don't agree
	Evaluation	14	110	153	76	10			
X1.12	Employees do not receive clarity regarding their careers in the company	8	22	62	39	8	445	3.13	Moderately
	Assessment	8	44	186	156	40			
Total Mean Career Development							400	2.85	Simply Agree
Organizational structure									
X1.13	Overlapping command flows can be an inconvenience while working	11	32	34	58	4	440	3.10	Moderately
	Evaluation	11	64	102	232	20			
X1.14	Leaders can create good working conditions in the company	12	34	33	54	8	437	3.07	Moderately
	Evaluation	12	68	99	216	40			
X1.15	Disagreements with leaders can cause discomfort	13	40	48	33	5	405	2.85	Moderately
	Evaluation	13	80	144	132	25			
Total Mean of Organizational Structure							419	3.01	Moderately
Total Mean Job Stress							409	2.93	Moderately

Based on the data from Table 3 regarding the results of respondents' work stress, it is found that the total mean of all indicators is 2.93, which indicates the criteria of "Moderately". Further analysis shows that the lowest indicator in this variable occurs in work conditions, specifically in statement item X1.1 regarding work targets that are considered to exceed employee abilities, with a mean of 2.55 which falls into the "disagree" criteria. On the other hand, the highest indicator occurs in working conditions as well, in statement item X1.3 which notes that the tasks given by the company make employees feel pressured, with a mean of 3.23 which falls into the "Moderately" criteria. These results provide a clear picture of respondents' perceptions of the various aspects of working conditions that can affect their stress levels at work.

The descriptive analysis of training can be described as in table 4.

Table 4. Training Respondent Results

Table 4. Training Respondent Results									
No	Statement Item	Respondent's Answer					Total	Mean	Criteria
		1	2	3	4	5			
Type of Training									
Z.1	Type of training according to work needs	4	21	36	37	42	519	3.65	Agree
	Assessment	4	42	108	148	210			
Z.2	Type of training according to position	5	15	28	60	32	527	3.71	Agree
	Assessment	5	30	84	240	160			
Z.3	Type of training in accordance with the directed objectives	5	14	34	38	48	538	3.79	Agree
	Assessment	5	28	102	152	240			
Total Mean Indicator Type of Training							519	3.72	Agree
Instructor (Trainer)									

Z.4	Training instructors can interact well with other participants	4	15	36	38	47	536	3.77	Agree
	Assessment	4	30	108	152	235			
Z.5	Training instructors can master the material taught	5	15	27	60	33	529	3.73	Agree
	Assessment	5	30	81	240	165			
Z.6	Training instructors can encourage employees to be more active in training activities	5	14	35	39	46	535	3.77	Agree
	Assessment	5	28	105	156	230			
Total Mean Indicators							524	3.76	Agree
Training Materials									
Z.7	Training materials in accordance with skills	4	15	37	39	45	535	3.76	Agree
	Assessment	4	30	111	156	225			
Z.8	Training materials are well delivered	5	15	28	59	33	527	3.71	Agree
	Assessment	5	30	84	236	165			
Z.9	Training materials are delivered in an interesting manner	5	14	33	37	50	543	3.82	Agree
	Assessment	5	28	99	148	250			
Total Mean Training Material							525	3.77	Agree
Training Methods									
Z.10	Training methods are appropriate to the topics covered	4	15	35	41	45	535	3.76	Agree
	Assessment	4	30	105	164	225			
Z.11	Implementation of training in accordance with the predetermined schedule	5	15	29	57	34	527	3.72	Agree
	Assessment	5	30	87	228	170			
Z.12	The training facilities provided are adequate	5	14	36	38	46	537	3.78	Agree
	Assessment	5	28	108	152	230			
Total Mean Training Method							524	3.75	Agree
Training Participants									
Z.13	All trainees support	4	15	40	37	44	529	3.72	Agree
	Assessment	4	30	120	148	220			
Z.14	Employees take the training seriously	5	15	28	60	32	526	3.70	Agree
	Assessment	5	30	84	240	160			
		1	2	3	4	5			
Z.15	Employees gain job insight after training	5	14	33	38	49	540	3.80	Agree
	Assessment	5	28	99	152	245			
Total Mean Indicator							523	3.74	Agree
Total Mean of Training							523	3.75	Agree

Based on data from Table 4. regarding the Results of Respondents of the Training, the total mean result of all indicators is 3.75, which indicates the criteria "agree". Further analysis shows that the lowest indicator in this variable occurs in the type of training, especially in statement item Z.1 regarding the type of training that is in accordance with work needs, with a mean of 3.65 which is included in the "agree" criteria. On the other hand, the highest indicator occurs in the training material, in statement item Z.9 which notes that the training material is delivered in an interesting way, with a mean of 3.82 which falls into the "agree" criteria. These results provide a clear picture of respondents' perceptions of the types and

materials of training they receive, showing that most respondents are satisfied and agree with the implementation of existing training programs.

Descriptive analysis of Employee Performance variables can be described as in table 5.

Table 5. Results of Respondents of Employee Performance

Table 5: Results of Respondents on Employee Performance									
No	Statement Item	Respondent's Answer					Total	Mean	Criteria
		1	2	3	4	5			
Quality of work									
Y.1	Employees master their field of work	7	19	55	58	3	457	3.21	Moderately
	Assessment	7	38	165	232	15			
Y.2	Employee work quality meets company standards	0	12	15	87	28	557	3.92	Agree
	Assessment	0	24	45	348	140			
Y.3	Employees are quick to respond to new tasks assigned	11	31	47	49	4	430	3.02	Moderately
	Assessment	11	62	141	196	20			
Total Mean Indicator Quality of work							481	3.39	Moderately
Work Quantity									
Y.4	Employees work according to the specified working hours	0	18	37	55	32	527	3.71	Agree
	Assessment	0	36	111	220	160			
Y.5	Employee work results are always improving	0	11	13	96	22	555	3.90	Agree
	Assessment	0	22	39	384	110			
Y.6	Employees are able to exceed given targets	0	19	29	51	43	544	3.83	Agree
	Assessment	0	38	87	204	215			
Total Mean Work Quantity Indicator							542	3.81	Agree
Timeliness									
Y.7	Employees come to the workplace in accordance with the set time	7	20	35	58	22	494	3.48	Agree
	Assessment	7	40	105	232	110			
Y.8	Employees complete work on time	0	15	20	82	25	543	3.82	Agree
	Assessment	0	30	60	328	125			
Y.9	Employees make good use of working hours	0	14	18	81	29	551	3.88	Agree
	Assessment	0	28	54	324	145			
Total Mean Indicator Punctuality							529	3.72	Agree
Effectiveness									
Y.10	Employees do proper goal planning	0	13	21	80	28	549	3.86	Agree
	Assessment	0	26	63	320	140			
Y.11	Employees optimise the use of existing resources	0	14	18	84	26	548	3.85	Agree
	Assessment	0	28	54	336	130			
Y.12	Employees complete work with adequate equipment	0	14	20	80	28	548	3.85	Agree
	Assessment	0	28	60	320	140			
Total Mean Effectiveness Indicator							548	3.86	Agree
Commitment									
Y.13	Employees are responsible for their assigned tasks	0	15	17	85	25	546	3.84	Agree
	Assessment	0	30	51	340	125			
Y.14	Employees are not negligent at work	0	18	32	57	35	535	3.76	Agree
	Assessment	0	36	96	228	175			
Y.15	Employees do not leave the workplace	0	14	16	87	25	549	3.86	Agree
	Assessment	0	28	48	348	125			
Total Mean Commitment Indicator							543	3.82	Agree

Total Mean Employee Performance	528	3.72	Agree
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Based on data from Table 5 regarding the results of employee performance respondents, the total mean result is 3.69, which shows the criteria "agree". Further analysis shows that the lowest indicator in this variable occurs in work quality, specifically in statement item Y.3 regarding employees' quick response to new tasks assigned, with a mean of 3.02 which falls into the "Moderately" criteria. On the other hand, the highest indicator occurs in work quantity, in statement item Y.3 which notes that the quality of employee work meets company standards, with a mean of 3.92 which falls into the "agree" criteria. This result illustrates that most respondents have a positive view of the quantity of work produced, although there is some room for improvement in quick response to new tasks assigned.

Discussion

Respondents in this study consisted of 142 employees of PT Semen Indonesia (Persero) Tbk Gresik. The majority of respondents were male (71.1%) compared to female (28.9%). In terms of age, the majority of employees are in the range of 29-37 years (39.4%), followed by ages 20-28 years (31.7%), 38-46 years (19%), and 47-55 years (9.9%). In terms of education, most employees have a Bachelor (S1) educational background with a percentage of 75.4%, followed by Diploma (D3) at 15.5% and Master (S2) at 9.2%. This reflects the demographic profile of relatively young employees with a high level of education, which is generally expected in an industry like this to support the company's needs in terms of quality and work ability. The results of the analysis of the work stress show that respondents at PT Semen Indonesia (Persero) Tbk Gresik have a total mean of 2.93, which is included in the "Moderately" criteria.

The lowest indicator is in statement item X1.1 "The work targets given exceed the employee's ability" with a mean of 2.55, indicating that respondents do not feel the work targets given are excessive. However, the highest indicator is in item X1.3 "The tasks given by the company make employees feel pressured" with a mean of 3.23, indicating that most respondents feel the tasks given are quite burdensome. Job stress at PT Semen Indonesia (Persero) Tbk Gresik is caused by an imbalance between job demands and the resources owned by employees. This gap can increase stress levels, which in turn can interfere with employees' physical and mental performance. Job stress has the potential to both encourage and impair performance, depending on the level of stress and job challenges faced. Although work targets are not given beyond the capabilities of employees, heavy tasks remain a source of stress for employees in this company. the results of this study indicate that the working conditions interpreted by employees affect their stress levels. Previous research by Aryanta et al., (2019) and Sari et al., (2021) supports this finding, that job stress has a significant influence on employee performance, although there is research by Vo-Thanh et al., (2020) which shows different results.

Meanwhile, the results of the analysis of the training show a total mean of 3.75, which is included in the "agree" criteria. The lowest indicator is in statement item Z.1 "The type of training is in accordance with work needs" with a mean of 3.65, indicating that respondents feel the training provided is in accordance with their job needs. The highest indicator is item Z.9 "Training materials are delivered interestingly" with a mean of 3.82, indicating that training at PT Semen Indonesia (Persero) Tbk Gresik is considered interesting and not boring. Training in this company aims to improve employees' competencies and abilities according to their current job needs. Previous research by Hadita & Wufron, (2022), Ibrahim et al., (2017) and Kesa, (2020) supports the finding that training has a positive and significant effect on employee performance.

SMGR's philosophy of implementing Good Corporate Governance (GCG) ensures that company management focuses not only on business sustainability, but also on social and environmental responsibility. This is in line with the research results which show that work stress (X1) at SMGR has a significant influence on employee performance. It was found that employees experience quite high pressure especially in undergoing tasks that require high concentration and complex problem solving. Nonetheless, SMGR management actively faces this challenge by providing training that is appropriate to the needs of the job, as reflected in the research results which show a high level of agreement with the quality and relevance of the training received by employees. With a holistic approach to human resource management and a focus on competency development, SMGR has not only positioned itself as a regional market leader in the building materials industry, but also as a role model in responsible and sustainable corporate practices.

CONCLUSION

In this study, the relationship between work stress, training, and employee performance at PT Semen Indonesia (Persero) Tbk Gresik was analyzed. The results showed that the level of work stress experienced by employees tends to be at a fairly agreeable level in general. Aspects such as tasks that exceed abilities, strict company regulations, and lack of support from colleagues are the main factors that cause stress in the workplace. Nonetheless, these conditions do not significantly hamper employee performance, with most respondents indicating an agree or Moderately level of performance. The existence of training programmes organized by the company was positively assessed by employees, with most respondents stating that the type, instructors, materials, methods, and effectiveness of training were in line with their expectations. This indicates that the company's investment in employee development through training has a positive impact on the quality and quantity of work produced. In this context, although work stress can affect the psychological state of employees, the existence of a good training programme can be a key factor in improving their performance.

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