

The Impact of Work Stress and Digital Literacy on Employee Performance at PT Telkom Akses, Cirebon Area

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ABSTRACT :This research aims to analyze the correlation between employee work stress and digital literacy with employee performance at PT Telkom Akses Area Cirebon, both concurrently and partially. Employing a quantitative approach, the study's objectives are descriptive and causal, adopting a positivist paradigm with a deductive approach to theory development and a survey research strategy. Findings reveal that work stress negatively and significantly impacts employee performance, while digital literacy positively and significantly affects it. Simultaneously, work stress and digital literacy have a positive and significant influence on employee performance. It is anticipated that company management will devise workload management strategies to alleviate work stress and assess the implementation of more efficient digital technology to enhance employee performance.

KEYWORDS -digital literacy, employee performance, job stress, multiple regression analysis, workload management

I. INTRODUCTION

PT Telkom Akses Area Cirebon, a company with 179 dedicated employees, operates around the clock, 365 days a year, to provide consistent public services. To meet the demands of continuous service provision, the company has implemented a shift system on Saturdays, Sundays, and national holidays. However, this approach has led to significant employee complaints, particularly regarding dissatisfaction with the weekend shift rotation system, resulting in discomfort and extra workload. Employees are entitled to work on weekends, disrupting the work environment's stability. Additionally, complaints about the company's overtime policy have surfaced, with many employees feeling overwhelmed by the excessive workload and demanding work hours beyond the norm, leading to physical and mental fatigue and work-related stress. These issues highlight a dissatisfaction among employees due to the demands imposed by the company's policies, affecting their work-life balance negatively.

This aligns with previous research by Wartono (2017), indicating that when employees face heavy workloads that must be completed within a short time frame, they are likely to experience stress due to pressure to meet job targets. In line with this, Shukla, A., & Srivastava, R. (2016) associate the time dimension in measuring job stress alongside anxiety dimensions. Additionally, in interviews conducted in May 2023 with the Finance & HR Manager of PT. Telkom Akses Area Cirebon, overtime work emerged as a significant complaint. Employees feel pressured by work demands requiring them to work longer hours than those set in the daily work schedule. Moreover, employees also expressed concerns about extremely high performance targets, which can sometimes be challenging to achieve and may cause stress or discomfort (anxiety). According to Mangkunegara (2017), one form of behavior that can disrupt company performance is job stress. Aazami (2019) states that job stress has a positive relationship with employee performance and emphasizes the importance of reducing job stress to improve employee performance. According to Hesketh, I., and Cooper, C. (2014), employee complaints can be seen as indicators of job stress. Findings from Massie's research (2018) indicate that job stress has a negative and significant impact on employee performance. The higher the level of job stress, the more likely employee performance is to decline. Job stress also contributes significantly to high levels of stress in teachers, resulting in poor performance (Banerjee and Mehta, 2016).

On the other hand, digital literacy issues also pose challenges for PT. Telkom Akses Area Cirebon. In the rapidly evolving digital era, digital applications have become the core of many business operations and workflows. In an increasingly technology-dependent corporate environment, PT. Telkom Akses Area Cirebon is no exception, where digital applications play an increasingly critical role in supporting the company's daily operations. However, in efforts to understand and address various issues related to the use of digital applications in the workplace, this thesis will detail the underlying background of these problems. Digital literacy is the ability to acquire, comprehend, and utilize information from various sources in digital form (Naufal, 2021).

Digital literacy involves not only the ability to use software or operate digital devices but also encompasses various complex cognitive, motor, social, and emotional skills required by users to function effectively in the digital environment, which can enhance employee performance within organizations (Nikou et al., 2022). In a study by Mohd Abas et al. (2019), it was found that there is a strong relationship between digital literacy and influencing employee performance. Based on interviews with the Maintenance Manager of PT Telkom Akses Area Cirebon, one prominent issue is the excessive use of IT tools/online media applications. This results in employees having to perform multiple processes across different applications, creating a burden on them. Conversely, similar complaints emerged from interviews with the Provisioning Manager. Employees feel overwhelmed by the necessity to use numerous IT tools to carry out tasks at work. Similarly, in interviews conducted with the Assurance Manager in June 2023, similar complaints arose about the excessive number of IT tools. They highlighted the fact that the use of diverse and numerous digital applications in performing assigned tasks at work burdens employees and prolongs the work process. From the above phenomena, it is evident that employees of PT Telkom Akses Area Cirebon face challenges in completing tasks within specified timeframes when working with numerous digital applications, indicating a weakness in digital literacy.

Based on the phenomena observed in PT. Telkom Akses Cirebon, the likely causes of declining employee performance are work stress and digital literacy. Work stress can have a negative impact on productivity, while poor digital literacy can hinder employees' ability to handle increasingly complex digital tasks. Work stress is often closely linked to performance and has serious implications for both individual and organizational performance. Employees experiencing stress are likely to be unhealthy, unmotivated, unproductive, and unsafe at work (Karim, 2022). Sources of work stress contribute to decreased job satisfaction, reduced work quality, high turnover, absenteeism, overall employee performance decline, and organizational performance decline. Excessive stress is clearly evidenced by a substantial decrease in organizational performance and effectiveness (Putra et al., 2020). Meanwhile, good digital literacy has a significant and positive impact on performance (Sariwulan, 2020 and Fauzi et al., 2020). Among the indicators of good digital literacy are the ability to access and use various online media and select information accurately (Sariwulan, 2020). Therefore, this study will attempt to analyze the relationship between work stress and digital literacy on employee performance at PT. Telkom Akses Cirebon. With a deeper understanding of these factors, the company can take appropriate steps to improve the performance of employees at PT Telkom Akses Cirebon.

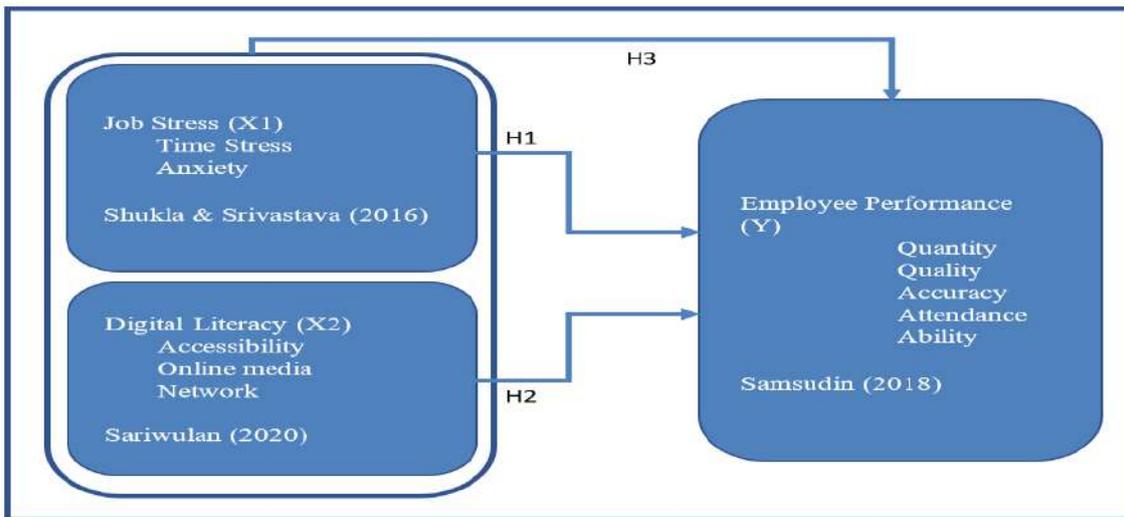
II. STATEMENT OF THE PROBLEM

Work stress among employees at PT Telkom Akses Area Cirebon is assessed first, followed by an examination of the digital literacy of these employees. Subsequently, the performance of employees at PT Telkom Akses Area Cirebon is evaluated. Finally, the extent of the influence of work stress and digital literacy on the performance of employees at PT Telkom Akses Area Cirebon, both partially and simultaneously, is explored.

III. OBJECTIVES

1. Analyzing work stress among employees of PT Telkom Akses Area Cirebon.
2. Analyzing digital literacy among employees of PT Telkom Akses Area Cirebon.
3. Analyzing the performance of employees of PT Telkom Akses Area Cirebon.
4. Analyzing the partial and simultaneous effects of work stress and digital literacy on the performance of employees of PT Telkom Akses Area Cirebon.

IV. CONCEPTUAL FRAMEWORK



V. RESEARCH METHOD

This research uses a quantitative approach as its methodological framework. The type of research used is descriptive and causal because this study aims to analyze the relationship between variables and describe the research findings. In this study, due to the relatively small population size of Telkom Akses Area Cirebon, the entire population consisting of 179 individuals will be used as the sample. Therefore, the sampling method used is saturated sampling, where all members of the population are included in the sample. According to Sugiyono (2020), saturated sampling refers to a sampling technique where all members of the population are taken as the sample, which is done when the population size is relatively small, or when the study aims to make generalizations with minimal error. The data used in this study consists of two types: Primary data were obtained through questionnaires, serving as a guide for respondents to provide data related to the research variables. The questionnaire used was developed by the researcher and contained statements organized based on the research variables. Secondary data are supporting data provided by Telkom Akses Cirebon to the researcher. These secondary data include the profile of Telkom Akses Cirebon, the performance of employees at Telkom Akses Cirebon, and other relevant documents related to the research issue. The research results will be analyzed to determine whether job stress affects employee performance partially, whether digital literacy affects employee performance partially, and whether job stress and digital literacy affect employee performance simultaneously. The data collected was quantitative in nature. SPSS computer program was used for the analysis. The conceptual framework reflected the interaction of variables as correlates of job stress and digital literacy to employee performance and data analysis used multiple regression to test hypotheses 1, 2 and 3.

VI. RESULTS

6.1. Table 1: Multiple linear regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.093	2.283		8.802	<.001
	Stres Kerja	-.069	.034	-.133	-2.048	.042
	Literasi Digital	.531	.070	.489	7.543	<.001

a. Dependent Variable: Kinerja Karyawan

From the research results processed with SPSS, the findings are as presented in Table 1. Referring to Table 1, the multiple linear regression equation is obtained as follows:

$$Y = 20.093 - 0.069X1 + 0.531X2$$

This linear regression equation indicates that the independent variable Work Stress (X1) with a regression coefficient of -0.069 and Digital Literacy (X2) with a regression coefficient of 0.531 have an impact on Employee Performance (Y). If Work Stress (X1) increases, then Employee Performance will decrease. Conversely, if Digital Literacy (X2) increases, then Employee Performance will increase.

6.2. Partial Hypothesis Testing (t test)

Variable Work Stress has a t-value of -2.048, with a significance value of 0.042. In the t-table with a significance level of 0.05 and degrees of freedom $df = (N-k) = 179 - 2 = 195$, the critical t-value is obtained as 1.654. Since the absolute value of the calculated t-value is greater than the critical t-value ($2.048 > 1.654$) and the significance value of Work Stress is less than 0.05, it can be statistically interpreted that the Work Stress variable significantly affects Employee Performance partially. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted.

The Digital Literacy variable has a t-value of 7.543 with a significance value of < 0.001 . In the t-table with a significance level of 0.05 and degrees of freedom $df = (N-k) = 179 - 2 = 194$, the critical t-value is obtained as 1.654. Since the absolute value of the calculated t-value is greater than the critical t-value ($7.543 > 1.654$) and the significance value of Digital Literacy is less than 0.05, it can be statistically interpreted that the Digital Literacy variable significantly affects Employee Performance partially. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_2) is accepted.

6.3. Table 2: Simultaneous Hypothesis Testing (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	559.590	2	279.795	31.167	<.001 ^b
	Residual	1579.986	176	8.977		
	Total	2139.575	178			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Literasi Digital, Stres Kerja

Based on the SPSS analysis above, the obtained F value is 31.167 with a significance value of < 0.001 . Using the formula for the F table = (k; n-k), it yields the numbers (3; 179-3) = (3; 194). In the F table, the obtained F table value is 2.696. Since the calculated F value $>$ the F table value ($31.167 > 2.696$) and the significance is less than 0.05 ($0.001 < 0.05$), according to the decision-making basis in the F test, it can be concluded that hypothesis H_3 is accepted, or in other words, Work Stress (X_1) and Digital Literacy (X_2) simultaneously influence Employee Performance (Y).

VII. DISCUSSIONS

7.1. The Influence of Work Stress on Employee Performance Partially

From the statistical test results of work stress among employees at PT Telkom Akses Area Cirebon, a significance value of 0.042 and a negative t value of 2.048 were obtained. With a significance value less than 0.05, it can be interpreted that Work Stress partially has a significant negative effect on Employee Performance, which implies that an increase in Work Stress leads to a decrease in Employee Performance, and a decrease in Work Stress leads to an increase in Employee Performance. Thus, hypothesis H_1 is accepted, meaning that work stress (X_1) partially influences employee performance (Y). A. Prasetya et al. (2020) also found that work stress significantly negatively affects job satisfaction and employee performance. Research by Kadek Nonik Erawati et al. (2019) also found that stress has a negative and significant impact on employee performance in international restaurants in Badung, Bali. This is also consistent with the research conducted by M. Ehsan (2019), investigating the impact of work stress on employee performance in the banking sector in Faisalabad, Pakistan, where a significant relationship was found between work stress and employee performance. In line with this, research by Banerjee & Mehta (2016) concluded that work stress is a major contributor to high stress levels leading to poor performance among teachers in schools. Regarding the sources of work stress, Andesna Nanda et al. (2019) in their study on employees of PT EDI Indonesia found that the work environment has a significant negative impact on work stress. Additionally, Hermawati & Mas'ud (2020) found that high workload increases work stress, and a conducive work environment helps to control stress and improve performance in research on nurses. Vijayan's research (2017) identified the main factors influencing work stress among employees as workload, job security, and shift work. When associated with the results of the descriptive analysis of the work stress variable, it can be said that the work stress of employees at PT Telkom Akses Area Cirebon is categorized as "Low," with an average score of 457.7 (51%) falling within the 36% - 52% interval. This indicates that work stress is present in daily work activities but at a relatively low level. Low levels of work

stress contribute to good employee performance.

7.2. The Influence of Digital Literacy on Employee Performance Partially

Statistical testing of the Digital Literacy variable yielded a positive t value of 7.543 with a significance value < 0.001 . With a significance value of Digital Literacy less than 0.05, it can be statistically interpreted that the Digital Literacy variable significantly influences Employee Performance partially. Thus, hypothesis H2 is accepted, indicating that Digital Literacy (X2) influences Employee Performance (Y) partially. It can be concluded that digital literacy has a significant and positive impact on Employee Performance at PT Telkom Akses Area Cirebon. In line with this, in their study of small and medium-sized garment cluster entrepreneurs in West Java, Sariwulan, et al. (2020) found that digital literacy, economic literacy, and entrepreneurial skills significantly and positively affect the performance of small and medium-sized enterprises. Another related study is by Fauzi, F. et al. (2020), which found that digital literacy has a positive and significant impact on the growth of small and medium-sized enterprises managed by women in Indonesia. Meanwhile, in the field of education, Lei, H. et al. (2021) showed that students with greater ICT (information, communication, and technology) literacy often achieve much higher academic performance.

7.3. The Influence of Job Stress and Digital Literacy on Employee Performance Simultaneously at PT Telkom Akses Area Cirebon

Simultaneously Based on the results of the simultaneous test (F Test), it is known that the calculated F value is 31.167 with a significance value of < 0.001 . Since the calculated F value $> F$ table ($31.167 > 2.696$) and the significance is less than 0.05 ($0.001 < 0.05$), according to the decision-making basis in the F test, it can be concluded that hypothesis H3 is accepted, or in other words, Job Stress and Digital Literacy simultaneously and significantly influence the Employee Performance at PT Telkom Akses Area Cirebon. Therefore, if Job Stress is reduced and Digital Literacy is improved together, both variables will significantly affect the Employee Performance at PT Telkom Akses Area Cirebon.

Based on the results of the coefficient of determination test, the Adjusted R square value obtained is 0.253 or 25.3%, which means that the variables of Job Stress and Digital Literacy collectively affect Employee Performance at PT Telkom Akses Area Cirebon by 25.3%. Meanwhile, the remaining 74.7% is influenced by other variables not discussed in this study, which according to Samsudin (2018) include individual factors (creativity, innovation, initiative, willingness, self-confidence, motivation, and commitment), organizational factors (clarity of objectives, compensation, work facilities, organizational infrastructure, processes, and organizational culture), and social factors (quality of support for employees, trust among team members, participation, cohesion, and security).

VIII. CONCLUSION

The job stress of employees at PT Telkom Akses Area Cirebon is categorized as "Low," although employees feel burdened by indications of having too much to do and too little time available. The digital literacy of employees at PT Telkom Akses Area Cirebon is categorized as "Very High," although employees still show indications of lacking the ability to choose accurate information from online media. This phenomenon is likely related to the use of many IT tools/online media applications that make employees feel burdened and require a long time to complete tasks. The employee performance at PT Telkom Akses Area Cirebon is categorized as "Very High." However, there are indications of a lack of ability to manage time at work, which can be caused by several factors such as excessive workload, lack of time management skills, and lack of structured work plans. Job stress among employees at PT Telkom Akses Area Cirebon has a negative and significant effect on employee performance. This means that if job stress decreases, employee performance will increase, and vice versa. This finding is consistent with previous research that found an increase in job stress can decrease employee performance, in various industrial and service sector contexts. Digital literacy has a positive and significant effect on employee performance in the company. It was found that the ability to access, acquire new knowledge, and use various digital tools effectively improves employee performance. However, there are still challenges related to choosing accurate information from online media, which can affect employee performance if not handled properly. When viewed together, job stress and digital literacy simultaneously have a positive and significant effect on employee performance. Decreasing job stress and increasing digital literacy together can significantly improve employee performance. However, there are still many other factors outside of job stress and digital literacy that also affect employee performance, such as individual, organizational, and social factors.

To improve performance by reducing job stress, management can evaluate workload, provide efficiency training, and assistance in setting priorities and task delegation to employees. Management can also

adopt strategies to manage employee job stress. This may include providing comprehensive employee wellness programs, such as stress management training, mental health programs, and psychological support.

In enhancing digital literacy, the company can provide adequate training and education in digital literacy to employees, especially in the ability to choose accurate information from online media, and the development of technology skills relevant to their work. Additionally, it is important to reconsider evaluating existing work processes to reduce the number of IT tools/applications used in work to be more efficient and less time-consuming. Furthermore, management can attempt to consolidate multiple applications into one integrated platform to reduce confusion and complexity for employees. Lastly, management needs to obtain feedback from employees about the most useful applications for them.

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