

The Impact of Strategic Planning Implementation on Job Satisfaction, Job Stress, and Employee Performance

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Abstract

Purpose: This research aims to examine the impact of implementing strategic planning on job satisfaction, job stress and employee performance in the Distance Learning Unit at the Open University.

Method: This research used quantitative method with 100 respondents as a sample who were representatives of the Distance Learning Unit employees at the Open University.

Findings: The results showed that there was a non-linear relationship between job implementation variables, job satisfaction and job stress on employee performance variables in Region I. Then there is a linear relationship between variables in Region II to Region IX. Meanwhile, the strongest correlation is in Region III, while the lowest correlation is in Region VII.

Keywords: *Strategic Planning Implementation, Job Satisfaction, Job Stress, Employee Performance.*

INTRODUCTION

The human resource aspect plays a very important and most dominant role in an organization, and is a part that cannot be separated because it is the key to achieving organizational goals and encouraging the progress of the organization to meet the needs of various organizational stakeholders (Vickers, 2005; Boudreau & Ramstad, 2005; Colakoglu et al., 2006).

Organizational goals are achieved through a series of plans that have been prepared by each organization which is commonly referred to as a strategic planning. Strategic plans are played by the success of strategy implementation in determining organizational achievement (Bryson, 2010; Poister, 2010). Without competent resources, it is impossible for strategic goals to be achieved properly and maximally. The creation of competent human resources is a form of employee job satisfaction. Employees will give the maximum ability they have at work when they get feedback in the form of job satisfaction (Dalkrani & Dimitriadis, 2018; Terzidis & Tziwrtzakis, 2004; Bontis et al, 2011).

In addition, managing employee job stress also has an influence

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on the creation of competent human resources. Good job stress management allows employees to achieve optimal performance. However, stress may be a universal element in an individual that must be dealt with (Pandey, 2020; Varca, 2009).

There have been many previous research on the implementation of strategic planning (Kabeyi, 2019; Mutie & Irungu, 2014; Elbanna et al., 2016; Sadeghifar, 2015). Strategy forms the basis for survival in a competitive environment.

Therefore, it must be well developed by the right people at the organizational level, and then strategic planning has a strong relationship with implementation (Kabeyi, 2019; Elbanna et al., 2016). Other research suggest that global competition has led organizations to re-engineer business processes as a means of ensuring effectiveness and efficiency, one of the most effective strategies for organizational success in carrying out strategic planning (Jafari et al., 2012; Kaissi et al., 2008).

Previous research on job satisfaction has been done a lot, that the factors that affect job satisfaction are categorized into internal and external factors. Internal factors focus on personality, beliefs and values, besides demographic aspects affect the level of job satisfaction and include gender, age and education level (Buitendach & Witte, 2005; Gonzalez et al., 2008).

Meanwhile, research on job stress has also been done a lot, research that states that job stress is associated with physical and mental health risks. This job stress is caused by lost productivity due to illness, disability benefits and health care costs (Ganster & Rosen, 2013; Steptoe & Kivimaki, 2013; Handerson et al., 2005; Hassard et al., 2014).

Research on performance has been done a lot, this performance is a critical aspect of organizational efficiency. In addition, there is performance management which is seen as a participatory, sustainable and future-oriented system which is seen as a cycle of criteria setting, monitoring, evaluation, diagnosis and continuous improvement as well as action plans and development resources (Amstrong, 2006; Gruman & Saks, 2011).

Based on the explanation above, that research on the implementation of strategic planning, job satisfaction, job stress and performance has been widely used. However, research that examines the relationship between the implementation of strategic planning and its impact on job satisfaction, job stress and performance has not been widely carried out. Therefore, researchers are interested to examine "The Impact of Strategic Planning Implementation on Job Satisfaction, Job Stress and Performance".

LITERATURE REVIEW

Strategic Planning

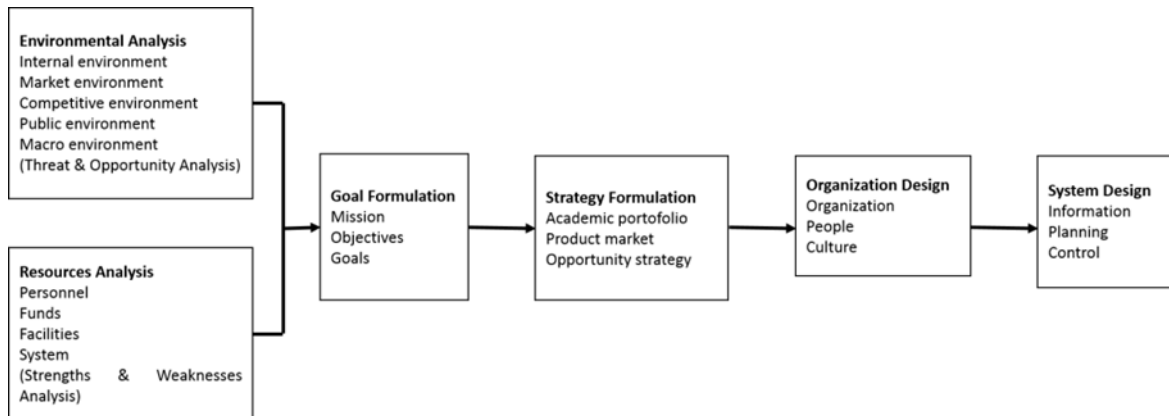


Figure 1. Strategic Planning Model

Source: Kotler & Murphy (1981)

This strategic planning model is recommended for a higher education. The components in Kotler and Murphy's model include (1) environmental analysis, (2) resource analysis; (3) purpose of formulation; (4) strategy formulation; (5) organizational design and (6) system design (Kotler & Murphy, 1981).

Meanwhile, previous research states that strategic planning must build the perspectives and needs of stakeholders with whom they must collaborate and collaborate to achieve organizational goals (Bryson, Crosby & Bryson, 2009; Boyne, 2010; Mintzberg, 2000).

Job Satisfaction

Job satisfaction is another vital work attitude (Heller & Watson, 2005; Ilies et al., 2009), this is usually defined as an evaluative assessment of the attitude of a person's work or work experience (Ilies et al., 2009). Job satisfaction is how satisfied employees are with their jobs. According to Lai Wan (2007) satisfaction is an important goal that every organization wants to achieve, when employee satisfaction increases, this will result in more reciprocity for the organization, employee dissatisfaction will have a negative impact on organizational efficiency and effectiveness. In addition, job satisfaction has a positive impact when running a business, being a major factor in the emergence of well-functioning working conditions. At the same time, it plays an important role in gaining and maintaining a competitive advantage under an appropriate leadership style (McGrath and MacMillan, 2000). Performance improvements provide quality services and products. A faster service will create a long-term sustainable partnership (Bontis et al., 2011).

Previous research states that the factors that affect the level of job satisfaction are demographic, gender, age and education level. Men's satisfaction varies with women (Gonzalez et al., 2008, Hodson, 1989) low in the early years of employment and steadily increasing, while the level of job satisfaction is higher for employees with higher levels of education (Greenberg & Baron, 2000; Anderson et al., 2001; Scott et al., 2005).

Job Stress

Stress is seen as the process by which environmental events initiate a series of cognitive and physiological reactions that ultimately affect a welfare. Environmental events for which these events are referred to as stressors, whereas individual responses are generally referred to as strains. Some literature shows many key factors as triggers for employee stress, including the work environment, management support, workload, etc. But usually, family conflicts are a precursor to employee stress (Griffin & Clarke, 2011; Anderson et al., 2002).

Previous research states that at every organization or management level it is found that the stress level of employees is high on average. Most of the effect on employee job satisfaction, employees who tend to have high stress levels related to time work longer hours, which reduces the desire for employees to do better. Management support helps reduce or increase stress on employees (Rose, 2003; Stamper & Johlke, 2003).

METHOD

This research used a quantitative method and is a descriptive study. This research is located in the Distance Learning Program Unit at Open University which is spread throughout Indonesia, meanwhile the research sample was in 9 of the Distance Learning Program Unit at Open University. Data collection techniques in this research used a questionnaire. In this research, the questionnaire was given to 100 respondents who were representatives of the Distance Learning Program Unit at Open University employees. Data analysis techniques are divided into two, namely descriptive statistics and inferential statistics which are divided into two analyzes, namely 1) Multiple regression analysis (coefficient of determination); 2) Test Instruments (Validity Test, Reliability Test, Partial Test and Simultaneous Test).

The research model used is as follows:

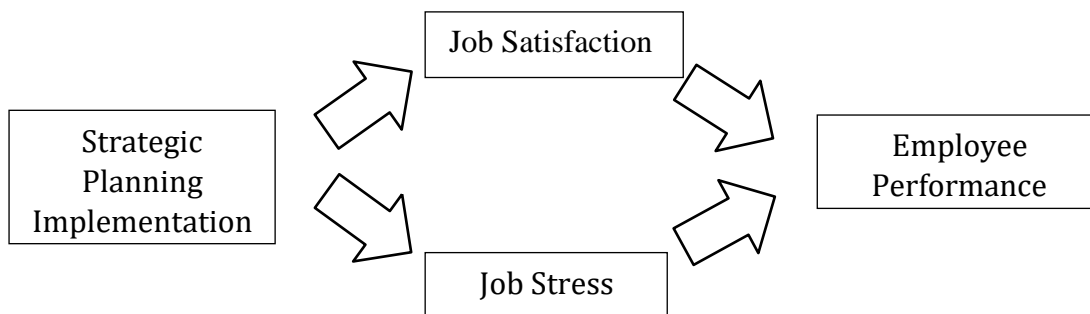


Figure 2. Research Model

RESULTS AND DISCUSSION

General Trend of Respondent Score Based on Average Calculation

The following is the average trend value for comparison of 9 regions:

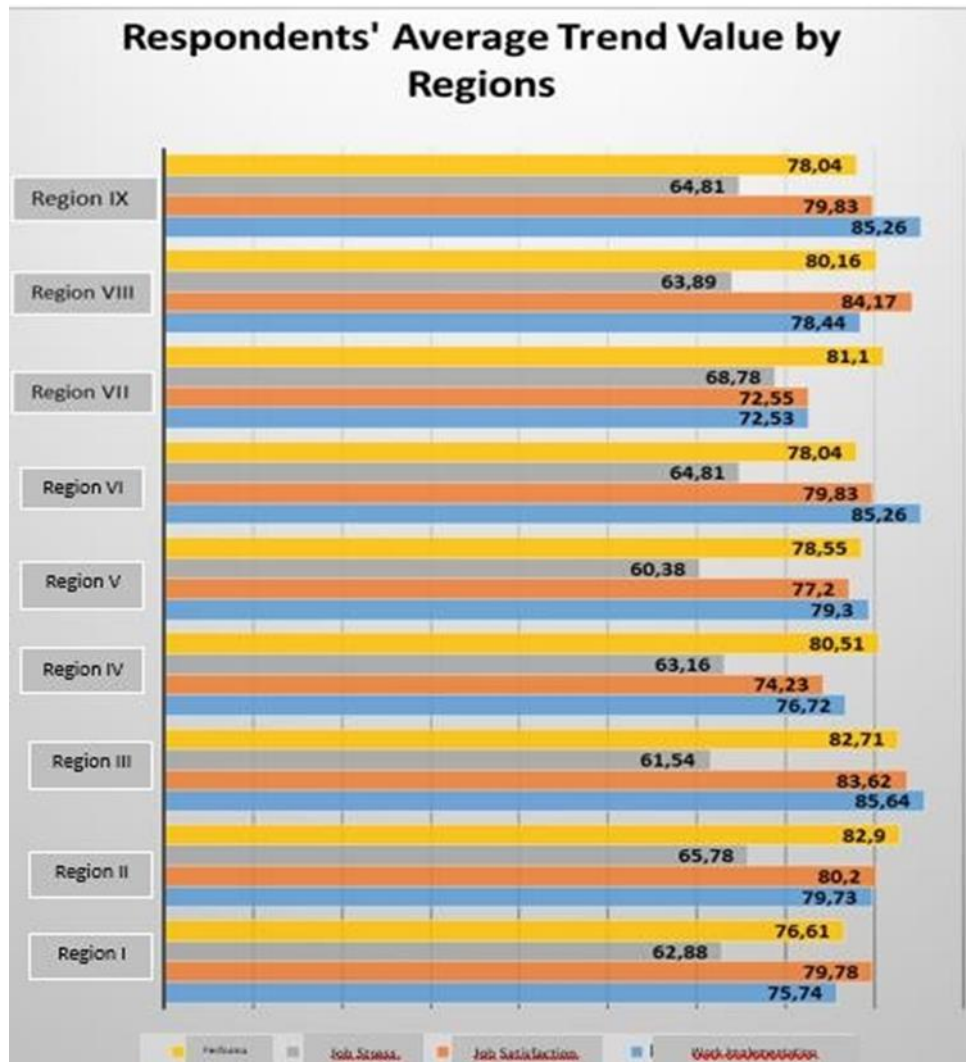


Figure 3. Respondents' Average Trend Value by Region

Based on the figure above, the highest value for the Work Implementation variable is achieved by Region III with a value of 85.64, the highest value of the job satisfaction variable was achieved by Region VIII with a value of 84.17, The highest value of the job stress variable was achieved by Region VII with a value of 68.78, The highest score of employee performance was achieved by Region II with a value of 82.9. Region VII is the region with the lowest work implementation and job satisfaction variable values with a value of 72.53 and 72.55, while the lowest value for the lowest job stress variable was achieved by Region V with a value of 60.38. The lowest score for the employee performance variable is Region I with a value of 76.61.

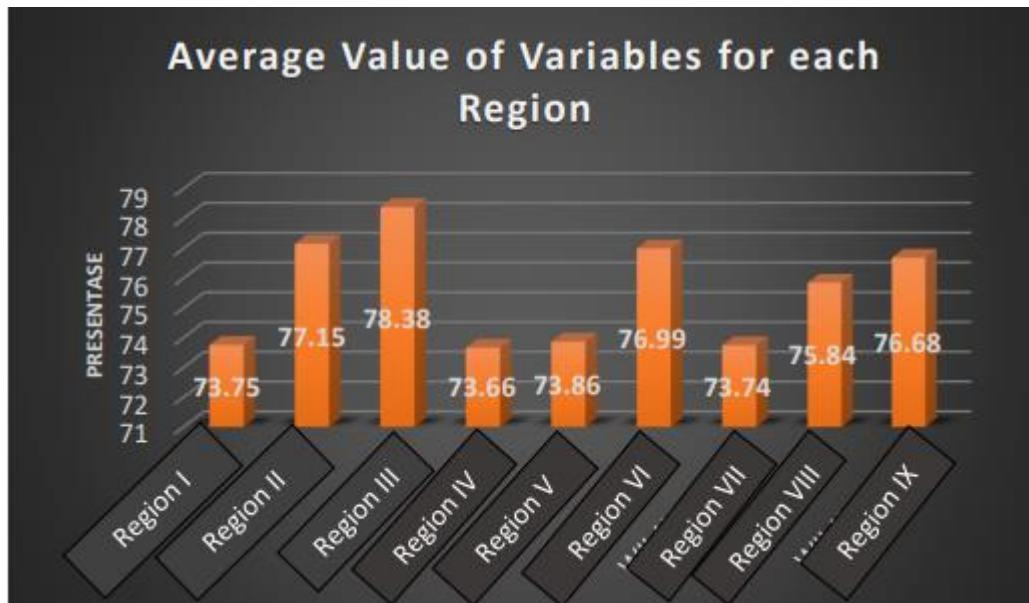


Figure 4. Average Value of Variables for each Region

Referring to the figure above, the highest average values of work implementation variables, job satisfaction, job stress and employee performance are achieved by Region III with a score of 78.38, while the region with the lowest average score was Region IV with a value of 73.66. The range of scores for all Regions was between 73 and 78, meaning that no Region scored more than 80.

Relationship between Variables

Region I

The correlation between work implementation variables and employee performance variables is 0.565 which is in the sufficient category, The strength of the correlation between job satisfaction variables and employee performance is 0.581 in the sufficient category, and the strength of the correlation between job stress variables and employee performance is 0.297 in the low category. The coefficient of determination (R^2) is 0.413, which means that the variable job implementation, job satisfaction, and job stress affect the employee performance variables in Region I by 41.3%. sig value. equal to 0.008 ($<\alpha$ 0.05) which means that there is a non-linear relationship between the variables of job implementation, job satisfaction, and job stress on the employee performance variables in Region I.

Region II

The result of calculating the correlation coefficient for Region II shows that the strength of the correlation between the work implementation variable and the employee performance variable is 0.353 which is in the low category, The strength of the correlation between job satisfaction variables and employee performance is 0.633 in the sufficient category, and the strength of the correlation between job stress and employee performance variables is 0.204 in the low category. Region II is the strongest contributor to employee performance, namely job satisfaction. The coefficient of determination (R^2) is 0.477, which means that the variable work implementation, job satisfaction, and job

stress affect the employee performance variable in Region II by 47.7%. Sig value. 0.014 ($\alpha < 0.05$) which means that there is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region II.

Region III

The result of calculating the correlation coefficient to determine the strength of the correlation between the work implementation variable and the employee performance variable is 0.825 which is in the very strong category, the strength of the correlation between job satisfaction and employee performance variables is 0.542 which is in the strong category, and the strength of the correlation between job stress and employee performance variables is 0.408 which is in the sufficient category. Region III is the strongest contributing correlation to employee performance, namely work implementation. The coefficient of determination (R^2) is 0.756, which means that the variable work implementation, job satisfaction, and job stress affect the employee performance variables in Region III by 75.6%. Sig value. equal to 0.004 ($\alpha < 0.05$) which means that there is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region III.

Region IV

The results of calculating the correlation coefficient for Region IV show that the strength of the correlation between the work implementation variable and the employee performance variable is 0.690 which is in the strong category, The strength of the correlation between job satisfaction variables and employee performance is 0.803 which is in the very strong category, and the strength of the correlation between job stress variables and employee performance is 0.129 which is in the low category. Region IV is the strongest contributor to employee performance, namely job satisfaction. The coefficient of determination (R^2) is 0.659 which means that the variables of work implementation, job satisfaction, and job stress affect the employee performance variables in Region IV by 65.9%. Sig value. 0.017 ($\alpha < 0.05$), which means that there is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region IV.

Region V

The results of the calculation of the correlation coefficient to determine the strength of the correlation between the work implementation variable and the employee performance variable are 0.317 which is in the low category, the strength of the correlation between job satisfaction variables and employee performance is 0.341 which is in the low category, and the strength of the correlation between job stress variables and employee performance is 0.326 which is in the low category. Region V has the strongest contributor to employee performance, namely job satisfaction. The coefficient of determination (R^2) is 0.310, which means that the variable work implementation, job satisfaction, and job stress affect the employee performance variables in

Region V by 31%. Sig value. of 0.002 ($< \alpha$ 0.05), which means that there is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region V.

Region VI

The results of the calculation of the correlation coefficient for Region VI show that the strength of the correlation between the work implementation variable and the employee performance variable is 0.407 which is in the sufficient category, the strength of the correlation between job satisfaction variables and employee performance is 0.269 which is in the category, and the strength of the correlation between job stress variables and employee performance is 0.468 which is in the sufficient category. Region VI is the strongest contributor to employee performance, namely job stress. The coefficient of determination (R^2) is 0.450 which means that the variables of work implementation, job satisfaction, and job stress affect the employee performance variables of Region VI by 45%. Sig value. 0.034 ($> \alpha$ 0.05), which means that there is no linear relationship between work implementation, job satisfaction, and work stress variables on the employee performance variables in Region VI.

Region VII

The result of calculating the correlation coefficient for Region VII shows the strength of the correlation between the work implementation variable and the employee performance variable of 0.237 which is in the low category, The strength of the correlation between job satisfaction variables and employee performance is 0.156 which is in the low category, and the strength of the correlation between job stress variables and employee performance is 0.112 which is in the very low category. Region VII is the strongest contributor to employee performance, namely work implementation. The coefficient of determination (R^2) is 0.159 which means that the variables of work implementation, job satisfaction, and job stress affect the performance variables of Region VII employees by 15.9%. Sig value. 0.415 ($< \alpha$ 0.05) which means that there is no linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region VII.

Region VIII

The results of the calculation of the correlation coefficient to determine the strength of the correlation between the work implementation variable and the employee performance variable are 0.387 which is in the low category, The strength of the correlation between job satisfaction variables and employee performance is 0.328 which is in the low category, and the strength of the correlation between job stress variables and employee performance is 0.071 which is in the very low category. Region VIII is the strongest contributor to employee performance, namely work implementation. The coefficient of determination (R^2) is 0.263, which means that the variable work implementation, job satisfaction, and job stress affect the employee performance variables in Region VIII by 26.3%. Sig value. 0.460 ($< \alpha$

0.05) which means that there is no linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region VIII.

Region IX

The results of the calculation of the correlation coefficient for Region IX show that the strength of the correlation between the work implementation variable and the employee performance variable is 0.529 which is in the sufficient category, The strength of the correlation between job satisfaction variables and employee performance is 0.086 which is in the very low category, and the strength of the correlation between job stress variables and employee is 0.155 which is in the very low category. Region IX is the strongest contributor to employee performance, namely work implementation. The coefficient of determination (R^2) is 0.299, which means that the variable work implementation, job satisfaction, and job stress affect the employee performance variable in Region IX by 29.9%. Sig value. 0.189 ($> \alpha$ 0.05), which means that there is no linear relationship between work implementation, job satisfaction, and job stress variables on the employee performance variables in Region IX.

Referring to the findings of the performance description based on 9 regions which are analyzed the average value of the highest tendency shows the work implementation and employee performance variable. This shows that the impact obtained is a positive result. Strategic planning is the process of deciding which programs the organization will implement and the estimated amount of resources that will be allocated to each program over the next several years. This is in line with research which states that organizational goals are achieved through a series of plans that have been prepared by each organization which is commonly referred to as a strategic plan played by the success of strategy implementation in determining organizational achievement (Bryson, 2010; Poister, 2010). Without competent resources, it is impossible for strategic goals to be achieved properly and maximally. Meanwhile, other research states that strategic planning must build the perspectives and needs of stakeholders with whom they must work together and collaborate to achieve organizational goals to implement a coherent and comprehensive organizational strategy, underlying the practice of strategic planning is to invest resources in formulating a plan as it will greatly enhance the prospects for success of the organization (Bryson, Crosby & Bryson, 2009; Boyne, 2010; Mintzberg, 2000).

Based on the overall description, the strength of correlation with the highest value is shown between the variables of work implementation on employee performance. Work implementation variable most dominantly affects employee performance. This means that the implementation of work/strategic planning has a good influence or impact on employee performance. This is in line with research on performance that shows that performance is a critical aspect of organizational efficiency. In addition, there is performance management which is seen as a participatory, sustainable and future-

oriented system which is seen as a cycle of criteria setting, monitoring, evaluation, diagnosis and continuous improvement as well as action plans and development resources (Amstrong, 2006; Gruman & Saks, 2011). Meanwhile regarding the implementation of strategic planning, there have been many previous research on the implementation of strategic planning (Kabeyi, 2019; Mutie & Irungu, 2014; Elbanna et al., 2016; Sadeghifar, 2015). Strategy forms the basis for survival in a competitive environment and therefore must be well developed by the right people at the organizational level, then strategic planning has a strong relationship with implementation (Kabeyi, 2019; Elbanna et al., 2016). Other research states that global competition has led organizations to re-engineer business processes as a means of ensuring effectiveness and efficiency, one of the most effective strategies for organizational success is carrying out strategic planning (Jafari et al., 2012; Kaissi et al., 2008).

The next phenomenon which is obtained from the results of research findings in 9 regions shows the strength of the correlation with the lowest value indicated by the variable job stress on employee performance. It also means positive. As explained above, job stress does not always have a negative connotation, but also has a positive connotation. Previous research states that in every organization and at every level of management it is found that a high average level mostly affects employee job satisfaction, employees tend to have high stress levels related to time, work longer hours which reduces the employee's desire to do better. Management support helps in reducing or increasing stress on employees (Rose, 2003; Stamper & Johlke, 2003).

The result findings show that job stress as a negative connotation does not have a major effect on employee performance in administering the Distance Learning Program. According to the employee of Distance Learning Program Unit that work stress does not dominate employee performance. In this case, the employees of the Distance Learning Program Unit are likely to be able to control work stress well, or apply work stress management properly. Job stress greatly affects employee performance because it can hinder company performance. Employees with high levels of job stress will have a negative impact on their work and are very risky to the company because they are not balanced with responsibilities and values to implement all the existing regulations in the company. However, the result findings in this research do not indicate the opposite condition.

CONCLUSION

Based on the 4 variables studied, namely Work Implementation, Job Satisfaction, Job Stress and Employee Performance, related to the average trend value, the following conclusions can be drawn:

1. The value of the average trend in Region I, the highest value of the employee performance variable is in the very good category, the lowest is the job stress variable in the sufficient category.

2. The value of the average trend in Region II, the highest value of the employee performance variable is in the very good category, the lowest is the job stress variable in the sufficient category.
3. The value of the average trend in Region III, the highest value of the work implementation variable is in the very good category, the lowest is the job stress variable in the sufficient category.
4. The value of the average trend in Region IV, the highest value of the employee performance variable is in the very good category, the lowest is the job stress variable in the sufficient category.
5. The value of the average trend in Region V, the highest value of the work implementation variable is in the very good category, the lowest is the job stress variable in the sufficient category.
6. The value of the average trend in Region VI, the highest value of the work implementation variable is in the very good category, the lowest is the job variable in the sufficient category.
7. The value of the average trend in Region VII, the highest value of the employee performance variable in the very good category, the lowest is the job stress variable in the sufficient category.
8. The value of the average trend in Region VIII, the highest value of the job satisfaction variable in the very good category, the lowest is the job stress variable in the sufficient category.
9. The value of the average trend in Region IX, the highest value of the job satisfaction variable in the very good category, the lowest is the job stress variable in the sufficient category.
10. The highest average value of the variable job implementation, job satisfaction, job stress and employee performance is achieved by Region III, while the lowest is Region IV.

Furthermore, related to the strength of correlation or the relationship between each variable, the following conclusions can be drawn:

1. There is a non-linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region I. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region I by 25.2%.
2. There is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region II. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region II by 47.7%.
3. There is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region III. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region III by 75.6%.
4. There is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region IV. Work implementation, job satisfaction, and job stress variables affect the employee

- performance variables in Region IV by 65.9%.
5. There is a linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region V. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region V by 31%.
 6. There is a non-linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region VI. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region VI by 45%.
 7. There is a non-linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region VII. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region VII by 15.9%.
 8. There is a non-linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region VIII. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region VIII by 26.3%.
 9. There is a non-linear relationship between the variables of work implementation, job satisfaction, and job stress on the employee performance variables in Region IX. Work implementation, job satisfaction, and job stress variables affect the employee performance variables in Region IX by 29.9%.
 10. The strongest correlation between work implementation variables, job satisfaction, and job stress affects employee performance variables, namely Region III, while the lowest correlation is Region VII.

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