



STRESS MANAGEMENT TO IMPROVE PRODUCTIVITY AT BAPPEDALITBANG IN CILEGON

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Abstract

In the modern era, particularly within governmental environments facing high work dynamics and ambitious development targets, this study examines the role of stress management as a strategy to enhance employee productivity at Bappeda Litbang, Cilegon City. The qualitative research method uses data collection techniques, including in-depth interviews, participatory observation, and documentation studies. The results show that unbalanced workloads, role ambiguity, lack of social support, and a dynamic work environment trigger work stress at Bappeda Litbang. However, stress management strategies such as effective communication, precise task distribution, recognition, training, and managerial support can create a healthy, harmonious, and productive work environment. Employees who feel psychologically supported demonstrate motivation, loyalty, and optimal performance in achieving organisational targets. Furthermore, this study finds that active employee participation and an innovative work culture strengthen stress management and productivity effectiveness. This research recommends strengthening integrated stress management policies within the organizational culture to support sustainable and inclusive regional development.

Keywords: stress management, productivity, human resources, Bappeda Litbang, Cilegon

INTRODUCTION

Management involves planning, organising, directing, and controlling organisational resources to achieve objectives efficiently and effectively. Among these resources, human capital is pivotal in determining organisational success. Therefore, managing human resources requires technical expertise and understanding of psychological factors, such as handling work-related stress. In today's rapidly evolving landscape, shaped by globalization, technological advancements, and increasing market demands, HR professionals face mounting challenges that intensify job pressure and stress levels. If left unaddressed, this stress can diminish employee productivity, harm physical and mental health, and lead to burnout.

Productivity is a vital measure of an organisation's success. When not properly managed, elevated stress levels can impair motivation, focus, and overall health, ultimately reducing output. On the other hand, effective stress management strategies—such as open communication, promoting work-life balance, providing training, offering incentives, and ensuring managerial support—can enhance employee well-being and boost performance. According to a 2024 study, organisations prioritising stress-responsible practices are likelier to foster a healthier, more productive work environment.

Bappeda Litbang Cilegon City, as a regional development planning agency, faces significant challenges in formulating long-term policies and planning documents. This process involves many stakeholders, ambitious development targets, and changing socio-economic dynamics. High work pressure, administrative burden, and public expectations of Bappeda Litbang Cilegon City's

performance make stress management very important so that employees remain productive and public services remain optimal.

Another phenomenon is the implementation of Musrenbang (Development Planning Deliberation), which has been running formally, but community participation is still not optimal. The uneven socialization has caused many people to be unaware of the existence of Musrenbang, so the aspirations of lower-level communities are often not accommodated. From an institutional perspective, the Cilegon City Bappeda Litbang also faces obstacles such as a shortage of administrative staff, structural positions that have not been filled, and weak coordination between fields. In addition, the research results have not been fully utilized in planning documents, and the Advisory Council or Quality Control Team has not been formed to strengthen institutional capacity.

Research on stress management in the Bappeda Litbang environment of Cilegon City is fundamental to answering these challenges and filling the research gap, which has so far focused more on aspects of community participation or stress management in general rather than on the integration of both in the context of the productivity and effectiveness of local government organizations.

Table 1 Research Gap

Aspect	Gap Explanation
Research Focus	The research focuses more on public perception and general stress management and has not integrated the two specifically in the Bappeda Litbang of Cilegon City.
Organizational Context	There is minimal study on the internal dynamics of the Cilegon City Bappeda Litbang, including the impact of changes in officials and organizational consolidation.
Relationship between Participation & Organisational Performance	Lack of studies linking internal stress management with the quality of community participation in Musrenbang.
Holistic Approach	Research is still separate between the psychological aspects of human resources and community participation; there is no comprehensive picture yet.

LITERATURE REVIEW

Management Theory (Fayol's Management Functions)

Henri Fayol (1841-1925) stated that management consists of several core functions: planning, organizing, directing/actuating, and controlling. In modern organisations, these functions are the basis for managing all resources, including human resources (HR), to achieve organisational goals effectively and efficiently. Good management functions will help organisations anticipate environmental changes, manage conflicts, and adjust workloads according to employee capacity to minimise work stress (Robbins & Coulter, 2021).

Job Stress

Job stress explains that workplace stress occurs when there is an imbalance between job demands and an individual's ability or resources to cope with them. According to Lazarus & Folkman (1984), stress results from interactions between individuals and their environment, where individuals assess that the demands exceed their ability to cope. Factors that cause job stress include excessive workload, role ambiguity, lack of social support, and an uncondusive work environment. If stress is not managed correctly, it will hurt employees' physical and mental health and productivity (O'Driscoll & Cooper, 2020).

Productivity

Productivity emphasizes comparing output (work results) and input (resources used). In HR, productivity is influenced by various factors, including motivation, competence, work environment, and psychological conditions such as stress. According to Robbins and Judge (2022), high work stress can reduce motivation and concentration, thereby reducing productivity. Conversely, good stress management can balance work demands and individual capacity to increase productivity optimally.

METHOD

Research methods

Qualitative research methods are used to understand social phenomena in depth through the perspective of participants. This approach emphasizes exploring meaning, experience, and processes in real-life contexts, rather than simply measuring variables quantitatively. In the context of research on stress management and productivity at Bappeda Litbang Cilegon City, qualitative methods are very appropriate because they can explore in depth employee experiences, organizational dynamics, and factors that influence stress and productivity that cannot be expressed with numbers alone. Qualitative research also allows researchers to capture the nuances, motivations, and subjective meanings informants feel (Creswell & Poth, 2018).

Data collection technique

1. In-depth Interview

In-depth interviews are the primary data collection technique in qualitative research. Through semi-structured or open-ended interviews, researchers can explore employees' experiences, perceptions, and coping strategies for work stress. These interviews allow researchers to explore rich, contextual, and in-depth information and provide space for informants to express their views and experiences freely (Moleong, 2021).

2. Participatory Observation

Participatory observation is carried out by researchers directly involved in the work environment of Bappeda Litbang Cilegon City. Through observation, researchers can record Behaviour,

interactions, group dynamics, and real situations that trigger stress or affect productivity. Participatory observation also helps researchers understand the organisational context more completely and objectively (Sugiyono, 2022).

3. Documentation Study

Documentation techniques are used to collect secondary data such as performance reports, meeting minutes, organizational policies, and other relevant documents. Documentation studies are essential to complement and confirm findings from interviews and observations and provide a historical and administrative overview of stress management and productivity in the organization (Creswell, 2018).

Data Analysis Techniques

Qualitative data analysis involves several key stages: reducing the data, presenting it in a structured format, and drawing conclusions. A widely used approach in this context is thematic analysis, which focuses on identifying, analyzing, and reporting recurring themes found in data collected from interviews, observations, and documents. This method includes transcribing the data, coding, organizing information according to themes, and interpreting its significance. The iterative process allows researchers to revisit the field for deeper insights (Braun & Clarke, 2019).

Validity and Reliability of Research

In qualitative research, validity and reliability are maintained through several strategies, including:

1. Triangulation: Using various data sources (interviews, observations, documents) to confirm findings.
2. Member Check: Asking informants to verify interview results or researcher interpretations to ensure they match their experiences.
3. Audit Trail: Record the entire research process systematically so that it can be traced and replicated.
4. Peer Debriefing: Discuss research results with colleagues or experts to test data consistency and interpretation.

These strategies ensure that research results reflect existing reality, not just the researcher's subjective interpretation (Creswell & Poth, 2018; Moleong, 2021).

RESEARCH RESULTS AND DISCUSSION

Research result

This research was conducted at Bappeda Litbang Cilegon City to analyze stress management in increasing productivity. Data were collected through in-depth interviews with managers and employees and direct observation in the workplace. The following are the main findings of this study:

1. Awareness of the Importance of Stress Management

Most employees recognise that work stress is integral to a dynamic work environment, especially in government agencies with high targets and administrative burdens. However, they also acknowledge that leaders' attention to the psychological well-being of employees is invaluable in reducing work pressure.

2. Organizational Support and Positive Work Culture

An open and communicative work culture supports employees. Internal forums, such as regular meetings, informal consultations, and group discussions, effectively channel aspirations, discuss problems, and find solutions. They create a harmonious work atmosphere and increase a sense of togetherness.

3. Implementation of Stress Management Strategies

Some stress management strategies implemented in the Bappeda Litbang environment include clear task division, workload adjustment, and the opportunity to participate in training or self-development activities. In addition, appreciation for employee performance and achievements is a motivation that can reduce stress levels.

4. Positive Impact on Productivity

Employees who receive psychological support and access effective stress management strategies tend to experience higher motivation, loyalty, and productivity levels. They are more capable of maintaining focus, meeting deadlines, and contributing effectively to the regional development planning process. Findings from interviews and observations indicate that effective stress management within the Bappeda Litbang office of Cilegon City positively influences employee performance. Key elements contributing to this healthy and productive environment include strong organizational support, clear communication, well-defined task distribution, and a culture that promotes openness and innovation. Employees who feel mentally supported demonstrate greater motivation and commitment, enabling them to contribute significantly toward achieving organizational objectives and advancing regional development.

Discussion

1. Stress Management as the Key to Productivity

Interview and observation results reveal that stress management is crucial in sustaining and enhancing employee productivity at Bappeda Litbang Cilegon City. Employees acknowledge that job pressures, administrative demands, and high public expectations are inherent aspects of working in government institutions. However, strong organizational support from leadership and

peers combined with an open and communicative workplace culture has effectively alleviated perceived stress levels.

These findings align with the perspective of Robbins and Judge (2022), who assert that a supportive work environment and effective communication are key to reducing job stress while boosting employee motivation and loyalty. Furthermore, stress management measures such as clearly defined roles, opportunities for personal development, and performance-based incentives also contribute to cultivating a healthy, productive organizational climate.

2. Positive Impact of Stress Management on Performance

Employees who experience psychological support tend to show higher motivation levels, improved focus, and greater efficiency in meeting deadlines. This supports the findings of Bengu & Rosiyanti (2024), which highlight that effective stress management significantly enhances employee well-being, loyalty, and overall productivity. Field observations further reveal that a positive work environment characterized by harmonious relationships, regular activities such as briefings and evaluations, and swift problem resolution helps foster a supportive and productive workplace.

Employee coping strategies, including sharing experiences with colleagues, participating in training sessions, and engaging in internal discussion forums, have successfully alleviated work-related stress. Additionally, self-development initiatives and recognition of individual achievements boost employees' self-confidence and job satisfaction.

3. The Influence of Organisational Culture and Innovation

An open, innovative, and collaborative work culture at Bappeda Litbang Kota Cilegon is a main supporting factor in stress management. Public consultation forums, cross-sector discussions, and the formation of monitoring teams improve coordination and strengthen employees' sense of belonging to the organisation. Innovation in task implementation and performance monitoring helps employees adapt to new changes and challenges to manage stress better. According to the Ulil Albab Institute's (2023) findings, organizational innovation and performance monitoring can increase work effectiveness and reduce unmanaged stress.

4. Challenges and Implications

Despite the many positive findings, the study also identifies several ongoing challenges, such as limited staffing, suboptimal use of research outcomes in planning processes, and weak interdepartmental coordination. Nevertheless, these obstacles can be addressed progressively with strong leadership commitment and active employee engagement.

The implications of these findings highlight the need for continuous enhancement of stress management practices, ongoing capacity building through targeted training, and the cultivation of a workplace culture that balances organizational demands with employee well-being. Moreover, the insights gained from this research can serve as a foundation for Bappeda Litbang Cilegon City

to develop internal policies that are more adaptive and responsive to both employee needs and the broader organizational challenges.

CONCLUSION

This study confirms that effective stress management is vital in enhancing employee productivity within the Bappeda Litbang office of Cilegon City. Employees are exposed to substantial work-related stress when facing modern organisational challenges, such as globalisation, rapid technological advancements, and the pressure to meet ambitious development goals. When left unmanaged, this stress can lead to reduced motivation, impaired concentration, health issues, and a higher risk of burnout, ultimately diminishing productivity. Conversely, adopting comprehensive stress management strategies such as open communication, well-defined task distribution, a workplace culture that promotes work-life balance, ongoing training, recognition of achievements, and strong managerial support has fostered a healthy, balanced, and productive work environment.

Employees who feel psychologically supported show loyalty, motivation, and optimal contribution to achieving organizational goals. This study also found that the factors causing stress in Bappeda Litbang Cilegon City include unbalanced workload, unclear roles, lack of social support, and a less conducive work environment. Organizational efforts to address this, such as clarifying role descriptions, adjusting workloads, providing stress management training, and building open communication and appreciation, greatly help reduce employee stress levels. In addition, the study's results confirm that stress management impacts individual productivity and the organization's overall effectiveness. A supportive and innovative work environment, such as public consultation forums, performance monitoring, and active employee participation, strengthens institutional capacity and improves the quality of regional development planning.

However, this study also identified institutional challenges such as limited staff, suboptimal utilization of research results in planning, and coordination between fields that still need to be improved. It is an important note for continuous improvement in the future. Overall, stress management integrated into organizational policies and culture is the primary key to supporting productivity, employee welfare, and the success of sustainable regional development. This study provides an important contribution to developing HR management strategies in the public sector, especially in the Bappeda Litbang environment of Cilegon City.

ACKNOWLEDGMENTS

On this occasion, the author would like to express his deepest gratitude to all parties who have provided support, assistance, and contributions in the research process and preparation of the assignment entitled "Stress Management is an Effort to Increase Productivity at the Bappeda Litbang in Cilegon". First, we would like to express our deepest gratitude to our supervisor, who has guided us,

given us direction, and provided us invaluable input during the research process. This research would not have been completed correctly without his guidance and motivation. Furthermore, we thank the parties who have provided financial support in implementing this research. The financial assistance and facilities provided greatly assisted in the smooth running of the data collection process and the preparation of the research report.

We sincerely thank all Bappeda Litbang Kota Cilegon employees and management. They generously participated as resource persons, shared valuable data, and offered insights throughout the interview and observation process. All the support, openness, and collaboration have enriched this study's findings.

We also thank colleagues who assisted with typing, editing, and proofreading the manuscript. The contributions in ensuring the final document's clarity and precision have greatly enhanced this work's overall quality. Special thanks are also due to the data providers and contributors of relevant materials and references, whose support facilitated the smooth progression of this research. Lastly, we acknowledge that this study has its limitations. Therefore, we warmly welcome any constructive feedback and suggestions for future improvement. We hope that the findings of this research contribute meaningfully to the advancement of knowledge and support productivity enhancement within Bappeda Litbang Cilegon City and other related institutions.

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