

The Influence of Job Stress, Competence, and Employee Job Recognition on Achieving Competitive Advantage



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ABSTRACT: The high intensity of work can trigger stress among employees, which can directly impact their work performance. Therefore, every company should take action to mitigate stress among its employees. The objective of this study is to analyze the influence of job stress, competence, and Job Recognition on the achievement of competitive advantage. The sampling technique employed is purposive sampling, resulting in 54 respondents as the research sample. Data analysis in this study uses the Smart PLS.4 approach. The results of this study indicate that job stress has a negative and significant influence on competitive advantage, job competence has a positive and significant influence on competitive advantage, and Job Recognition has a positive and significant influence on competitive advantage.

KEYWORDS: Job Stress, Competence, Job Recognition, Competitive Advantage

I. INTRODUCTION

Human Resource Management is essential for a company as a system that determines the sustainability of an organized workforce. Therefore, companies need Human Resource Management to anticipate any issues related to the workforce. Various workforce-related issues are of particular concern and should not be overlooked due to their role in achieving a company's goals. Employees themselves can be considered as assets for the company and need to maintain their performance for a company to achieve a competitive advantage among its competitors. Thus, companies need to pay attention to their employees so that they can perform well in their jobs. In this increasingly competitive era, every employee with a job may not necessarily feel relaxed at work, and job competence towards their current position may vary. A large company or organization is undoubtedly supported by employees who perform well.

The high intensity of work can trigger stress among employees, directly impacting their work performance. Therefore, every company should take action to mitigate stress among its employees, such as considering providing holidays or adjusting targets for their employees. This way, employees will be in prime condition and motivated to achieve the company's goals. Relaxed and competent employees can achieve positive performance. Job stress, which is an individual's reaction to their environment affecting individual performance, is explained by Nugroho (2019).

Apart from job stress, another aspect that needs attention is the job competence of the employees. The importance of employee competence has been regulated by the National Civil Service Agency through Law Number 7 of 2013 concerning Guidelines for the Preparation of Employee Competency Standards. Therefore, it is crucial for every company to have employees with competence in their field who can provide good performance for the achievement of the company's goals. According to Riyanti and Rustiana (2017), one of the factors influencing productivity is education and skills, which are included in the competence aspect. An employee who is competent in their field will perform tasks in line with the organization's goals, resulting in productive work. Conversely, employees who are not competent, as stated by Nofriyanti and Kuswantoro (2019), emphasize that knowledge and skills fundamentally underlie the performance of an employee.

Recognition of employees is also an aspect that is equally important for a company. Recognition is also a form of appreciation or feedback provided by the company to its employees. Recognition can be given in many ways, such as through compensation and promotions. According to Elrehail et al. (2020), recognition and compensation are a form of wages given to workers as a result of their employment status. By providing recognition such as compensation to employees, it makes employees more enthusiastic about their work, which will have a positive impact on their performance. This is supported by a study conducted in the United States, indicating that the performance and stress of government employees working for the US government are influenced by compensation and rewards. Elrehail et al. (2020).

In running a business, every business organization or company has its own goals, which will compete with its competitors. Therefore, achieving a competitive advantage is crucial for a company to outperform its competitors through competent human

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resources. Competitive advantage can be achieved by every company, where employees as human capital can become a source of competitive advantage when they add value to the organization. Reyhan Mahsa Pratama and Lestari (2021).

II. LITERATURE REVIEW

Human Resource Management is a method or approach in managing human resources within an organization or company with the function of achieving the organization's or company's goals maximally through the management and development of human resources within its internal structure. Winarti (2018). Human resources are a crucial investment in a company; without good human resources, other factors of production cannot function optimally to achieve the company's goals. The achievement of an organization's goals is highly influenced by the role of human beings themselves. Dewi, Sudipta, and Setyowati (2016). The management of human resources begins with recruitment, which includes human resource planning, job analysis to determine suitable tasks and positions, selection, training and development, job performance evaluation, reward or compensation provision, as well as updates or matters related to retirement and termination of employment. In managing human resources to enhance the quality of a company, it is necessary to improve the performance of human resources. Therefore, it is crucial to have a deeper understanding of the steps to enhance human resources. Artini (2019).

Work-life balance is a state related to the equilibrium between an individual's roles in performing dual roles as a human being with responsibilities both in the workplace and in personal life. Wayan Sri Pradnyani and Ganesha Rahyuda (2022). Work-life balance is the capacity of an individual, regardless of age or gender, to successfully integrate work and family life. Wayan Sri Pradnyani and Ganesha Rahyuda (2022). Wayan Sri Pradnyani and Ganesha Rayhuda (2022) state that work-life balance can be defined as a concept encompassing the harmony between work, such as aspirations and career, and life, such as health, family, hobbies, and more. A good work-life balance can reduce employee stress levels and make employees feel happier both at the workplace and at home. Wayan Sri Pradnyani and Ganesha Rahyuda (2022). This is supported in Wayan Sri Pradnyani and Ganesha Rahyuda (2022) research, which indicates that employee performance can be maintained by effectively managing work-life balance. According to Wayan Sri Pradnyani and Ganesha Rahyuda (2022), factors that can influence an individual's work-life balance include social support, stress, organization, information technology, the nature of the job, family, social aspects, organizational support, workload, individual factors, and knowledge.

Stress

Nugroho (2019) defines stress as an individual's reaction to environmental pressures that can affect the individual's performance. These pressures are influenced by various stressors. However, Steven and Prasetyo (2020) have defined stress as a situation that forces someone to deviate from their normal function due to changes in psychological and/or physiological conditions, in such a way that the person is forced to deviate from normal functioning, resulting in a decrease in performance. Work-related stress is also defined as the dynamic condition of an individual facing opportunities, limitations, or demands related to desired outcomes, with unforeseen and significant consequences. Parasian (2021). Another definition of work-related stress is presented by Steven and Prasetyo (2020) as a syndrome that limits the individual and their soul beyond their abilities, thereby severely impacting the mental health of employees. Furthermore, Parasian (2021) defines stress as an individual's adaptive response to stimuli that place excessive psychological or physical demands on them. Meanwhile, according to Parasian (2021), stress is a condition of tension that can affect emotions, thinking patterns, and an individual's overall condition.

Safitri (2019) states that workplace stress is a growing issue for employees, employers, and society. Stress is caused by excessive workload, job discomfort, low job satisfaction, and lack of autonomy. Workplace stress has been proven to have a negative impact on productivity and profits in the workplace. Safitri (2019) suggest that work-related stress can result from a situation where an employee is burdened with tasks or responsibilities that exceed their capacity or capabilities. Work-related stress significantly affects an employee's performance, where employees feel a lack of motivation in their work, leading to low productivity and hindered employee performance, ultimately impacting the achievement of the company's competitive advantage. The stress experienced affects productivity and comfort in the workplace. Purnomo, Lustono, and Tatik (2021).

This means that there is an inverse relationship between work-related stress and employee performance, where any increase in work-related stress will result in a decrease in employee performance, and vice versa. The higher the work-related stress experienced by an employee, the lower their performance will likely be. Stress has a negative impact when employees are unable to control their stress levels effectively. Employees working under pressure and in an uncomfortable atmosphere will feel uneasy, ultimately leading to stressful conditions. Stress will cause a decline in performance that can hinder the company's performance in achieving its goals, particularly in terms of competitive advantage.

Previous research conducted by Indriani (2019) indicated that work-related stress has a positive and significant effect on employee performance. This is supported by a study conducted by Indriani (2019), demonstrating a positive influence of work-related stress on competitive advantage at PT Riyanthi Investama. However, research by Wayan Sri Pradnyani and Ganesha Rahyuda (2022) found that work-related stress has a negative impact on employee performance. In line with this, studies by Wayan Sri Pradnyani and Ganesha Rahyuda (2022), discovered that work-related stress has a negative and significant effect on performance. This is further emphasized by earlier research by Ahmad et al. (2019), indicating that work-related stress has a negative and significant

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impact on employee performance, which also influences the competitive advantage of the company. This implies that there is an inverse relationship between work-related stress and the competitive advantage of a company, where any increase in work-related stress will result in a decrease in the company's performance, and vice versa.

Job Competence

Safitri (2019) literally states that competence comes from the word "competence," which means skill, ability, and authority. Thus, this can illustrate that a person who has competence in a particular field can perform tasks in that field well. Competence is the capacity of an employee that aligns with the criteria required by the company and the job-related criteria associated with attitudes, thus bringing positive results for the company. Therefore, competence is something that can assist an individual in performing their tasks effectively. Nurwin and Frianto (2021). Someone who excels in the workplace has characteristics that underlie behavior and depict personal characteristics, knowledge or skills, motives, and self-concept, and these are considered competencies within an individual. Nurwin and Frianto (2021).

Nofriyanti and Kuswanto (2019) state that competence becomes one of the foundations for human resources to carry out their tasks effectively. In line with this, Nofriyanti and Kuswanto's (2019) opinion suggests that employees' skills will influence their actions and control work behavior. Furthermore, according to Sandi (2019), the role of human resource competence significantly determines the organization's progress in creating a competitive advantage. The good performance generated by employees will indirectly lead the company to achieve a competitive advantage. An employee who is competent in their field will perform tasks in line with the organization's goals, resulting in productive work, while the opposite is true for employees who are not yet competent.

Competence is closely related to knowledge, insight, and attitudes that serve as a reference for an employee to carry out their assigned tasks. Thus, competence can be considered as support or preparation for an employee to perform their job well in line with the goals of the company. Mersilina, Tewal, and Lumintang (2019), in their research, found a significant influence between individual competence/skills and employee performance, which can drive the competitive advantage of a company. Furthermore, the results of research conducted by Nofriyanti and Kuswanto (2019) show that competence significantly affects employee productivity. However, different from the research conducted in Nofriyanti and Kuswanto (2019), which indicates that competence does not affect the competitive advantage of the company. Yet, research by Krisnawati and Bagia (2021) shows that work competence has a positive and significant effect on the progress of a company. An organization or company, as well as other types of business organizations, heavily rely on the quality and competence of their employees. Therefore, each company or organization is expected to pay more attention to its human resources because the implementation of human resource practices can support maximizing employee competence within the organization. Cherif (2020). Employees with good competence and skills will produce their best performance towards good cooperation, thereby leading to the goal of the company's competitive advantage. Cherif (2020).

Job Recognition

Furthermore, some organizations overlook the role of HRM in the innovation process, which is crucial for providing a competitive advantage to the organization. To address this, organizations must adopt innovative behavior in human resource planning linked to reward systems to enhance employee satisfaction levels. Elrehail et al. (2020). With attention from the company in the form of awards for employees, employees will be motivated to work because they feel satisfaction in their work. Thus, motivated employees are likely to deliver excellent performance for their company.

Recognition serves as motivation for employees in performing their tasks. A good reward system is one that ensures the satisfaction of the company's employees, allowing the company to attract, retain, and employ individuals with various positive attitudes and behaviors who work productively for the company's benefit. Employees should receive attention in the sense that the recognition they receive for the services provided to the company should enable them to maintain their dignity as respected individuals. Mangowal, A. B., Trang, I. (2020). Furthermore, Mangowal, A. B., Trang, I. (2020) defines recognition as all forms of returns, both financial and non-financial, received by employees for the services contributed to the company. The goals of providing compensation include ensuring the livelihood of employees, improving performance, boosting self-esteem, strengthening work relationships, preventing resignations, enhancing work discipline, facilitating the company in achieving its goals, and complying with applicable laws and regulations. Suherman (2021).

Mersilina, Tewal, and Lumintang (2019) found in their research that there is a significant influence between recognition and job performance. Essentially, every worker needs feedback on their performance, especially recognition and appreciation as a form of acknowledgment for their efforts. Consequently, confidence and a sense of value will grow within the employee, which is expected to boost their work performance. Employees who feel appreciated for their work tend to have good job performance, as seen in some companies that reward their employees by displaying the photos of exemplary employees monthly. A study conducted in the United States indicates that job satisfaction among government employees working for the U.S. Government is influenced by recognition. Elrehail et al. (2020).

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The practices of compensation and employee recognition in a company can enhance employee job satisfaction, subsequently boosting organizational performance. The greater the performance of an organization, the higher the likelihood that the organization will achieve competitive advantage. Companies provide recognition to employees as a form of feedback for the performance they contribute, aiming to motivate employees to improve their performance. Supporting and reinforcing these findings, research by Mangowal, A. B., Trang, I. (2020) concluded that recognition has a positive and significant impact on employee performance. Similarly, a study in Mangowal, A. B., Trang, I. (2020) found that recognition has a positive and significant influence on employee performance, consequently affecting the competitive advantage of a company.

Competitive Advantage

Competitive advantage refers to a company's superiority over its competitors. Elrehail et al. (2020). Therefore, increasingly competitive markets have led many companies to strive to outperform their competitors. To survive and succeed in this competitive landscape, companies need to determine the right strategies to face the challenges in their industry. An organization or company is expected to design and adjust its strategies to achieve its goals by considering its strengths, weaknesses, opportunities, and threats. Elrehail et al. (2020).

One form of competitive advantage is the quality of employees or human resources themselves. Elrehail et al. (2020) state that human resources are crucial for any organization, and effective HR management can help organizations achieve their goals and objectives. Similarly, employees or human resources can be a source of competitive advantage when they provide value to the organization. Reyhan Mahsa Pratama and Lestari (2021). Therefore, companies need to find ways to acquire and retain competent workforce to ensure good performance, stay competitive in the market, and generate profits. Competitive advantage is the edge in competition gained by providing greater value to consumers, where other companies or competitors cannot deliver the same value. In other words, competitive advantage is what sets one company apart from others, its competitors, in terms of performance and overall company success. Based on the resource-based theory, competitive advantage can be achieved when a company possesses a set of heterogeneous resources that are immobile or difficult to imitate by its competitors. Elrehail et al. (2020) add that sustainable competitive advantage exists when other companies cannot replicate the benefits derived from such an advantage.

According to Sandi (2019), there are four approaches to creating competitive advantage: 1) Strategic Partner: Acting as a strategic partner involves collaborating with senior managers and line managers to implement planned strategies. It translates business strategies into tangible actions by diagnosing the organization, using assessment systems, and aligning organizational practices with business goals at every level of the organization. 2) Administrative Expert: Being an expert in managing job execution and administrative efficiency to produce low-cost, high-quality outputs. This effort can be achieved through reengineering, including the restructuring of HR. Becoming an administrative expert requires mastery of two phases of reengineering: first, the improvement process focuses on identifying ineffective processes and planning alternative methods to enhance service quality. Second, reimagining the process, starting with the customer, can shift the focus from what can be done to what needs to be achieved. 3) Employee Champion: Serving as a mediator between employees and management to fulfill the interests of both parties. In the face of increasing business competition, management demands on employees are rising. Therefore, line managers must pay attention to employee conditions related to: First, reducing demands by easing the workload and balancing it with the resources available to employees. Second, upgrading resources by helping employees define new resources so they can adapt to organizational needs. Third, transforming demands into resources by assisting employees in learning how to transform demands into resources. 4) Change Agent: Serving as a change agent, sharpening processes and cultures that can enhance the organization's capacity to change. Based on the understanding of competitive advantage above, it can be concluded that competitive advantage is an added value that a company can offer to the market by outperforming its competitors, enabling the company to withstand market competition.

Conceptual Framework and Hypotheses

Based on the framework above, it can be observed that competitive advantage (Y) is influenced by Work Stress (X1), Employee Competence (X2), and Job Recognition (X3). In this framework, it is stated that work stress can affect employee performance, which, in turn, determines the company's competitive advantage. Furthermore, good employee competence can drive individual employee performance, which also affects the overall performance of the company. Similarly, in Job Recognition, when an employee feels valued and appreciated, it enables the employee to work more diligently toward the company's goals to achieve a good reputation as an employee.

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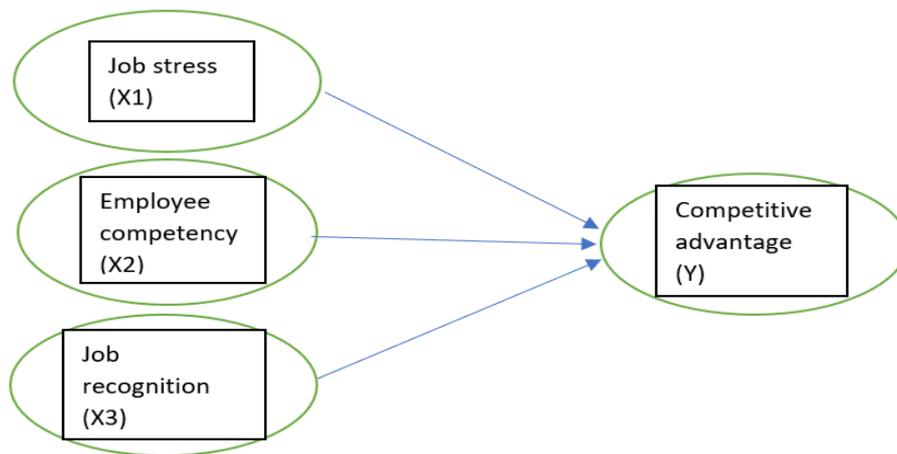


Figure 1: Research Model

Based on the above theoretical framework, the author formulates the hypotheses as follows:

- H1: Employee Job Stress Has A Negative Impact On Competitive Advantage.
- H2: Employee Competence Has A Positive Impact On Competitive Advantage.
- H3: Employee Job Recognition Has A Positive Impact On Competitive Advantage.

III. METHODS

The population in this study consists of all employees of PT Bank Central Asia Tbk KCU Ps. Baru, totaling 76 individuals. The sampling technique employed in this research is the purposive sampling method, considering employees of PT Bank Central Asia, Tbk., working at PT. Bank Central Asia, Tbk. KCU Ps. Baru, and only active employees, resulting in 54 respondents. Data collection for this study was carried out using a questionnaire distributed online through Google Forms as the questionnaire platform and transmitted through the social media platform WhatsApp.

The measurement of variables in the questionnaire is conducted using a Likert scale with a scoring range from 1 (strongly disagree) to 6 (strongly agree), which serves as the response rating in the questionnaire. The following represents the complete scoring scale in the Likert scale for independent and dependent variables.

Work stress is a common experience for everyone, including employees who face excessive pressure in their work, leading to a decline in their performance, which can directly hinder the achievement of a company's goals. The indicators used include the physical environment, roles and tasks, interpersonal relationships, and organizational factors. Safitri (2019). The dimensions taken for work stress in this study are as follows according to Nugroho (2019):

1. Work conflict consists of conflicts that arise between what employees expect from themselves, others, and the reality of what is expected.
2. Resource strength includes conditions of insufficient resources both in terms of quantity and quality.
3. Role ambiguity involves uncertainty about matters related to job tasks and responsibilities, implementation, and work assessment.

Table 1: Operationalization of Work Stress Variables

Variable	Dimension	Indicator	Statement	Scale
Work Stress (Safitri 2019)	Work Conflict	Conflict and disagreement with colleagues or superiors	In my work, I always face disagreements and conflicts with colleagues or superiors.	Interval
	Resource Shortages	The shortage of resources, including materials, tools, and manpower	In my job, I always face a shortage of resources, including materials, tools, and manpower.	
	Role Ambiguity	Working not in accordance with	In my job, I always face tasks that do not match my skills and expertise.	

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		skills and expertise		
		Ambiguity of tasks and job responsibilities	In my job, I always face ambiguity in tasks and job responsibilities.	
		Ambiguity regarding career and performance assessment	In my job, I always face ambiguity regarding career and performance assessment.	

Employee competence is the ability and knowledge of an employee to perform their job skillfully and effectively so that a company's goals can be achieved. Mersilina, Tewel, and Lumintang (2019) states that competence is the fundamental basis of individual characteristics and indicates how one behaves or thinks, aligns situations, and supports for a considerable period. There are 5 (five) characteristics or components of competence, namely:

1. Motive is something consistently thought about or desired by an individual that causes motivational actions, directing and selecting behavior towards specific actions or goals.
2. Disposition is the consistent characteristics and responses to situations and information.
3. Self-concept is the attitude, values, or self-image of an individual, and self-confidence is a person's belief that they can be effective in almost any situation, which is part of each person's self-concept.
4. Knowledge is the information that an individual possesses in a specific field. Knowledge is a complex competency, and scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in a way that is actually used in the job.
5. Skills are the ability to perform specific physical or mental tasks. Mental competencies or cognitive skills include analytical and conceptual thinking.

Table 2: Operationalization of work competence variable

Variable	Dimension	Indicator	Statement	Scale
Employee Competence (Mersilina, Tewel, and Lumintang, 2019)	Motive	Willingness to achieve work targets	I have the ability to achieve work targets.	Interval
		Willingness to enhance work motivation	I have the ability to enhance work motivation.	
	Characteristic	Emotional control	I have the ability to control emotions.	
		Perseverance in completing tasks	I have perseverance in completing tasks.	
	Self concept	Belief in one's abilities	I have confidence in my abilities.	
		Maintaining a positive attitude towards challenges	I have the ability to maintain a positive attitude towards problems.	
	Knowledge	Understanding of issues	I have the ability to understand a problem.	
		Mastery of relevant field of knowledge	I have the ability in mastering knowledge related to my job.	

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	Skills	Innovative work	I have innovation in my work.	
		Able to use job-related facilities	I have the ability to use job-related facilities.	

Work recognition is part of the company's attitude that appreciates its employees who perform well, allowing the company to achieve a competitive advantage. Along with this, according to Prabu and Wijayanti (2016), recognition is seen as a system that contributes to performance by connecting the interests of employees to those coming from teams and organizations, thereby enhancing effort and performance. Prabu and Wijayanti (2016) state that there are 3 dimensions of recognition, namely:

1. Direct extrinsic rewards consist of salary.
2. Indirect extrinsic rewards consist of employee protection programs and facilities.
3. Intrinsic rewards consist of job security, status symbols, and self-esteem.

Table 3: Operationalization of the Job Recognition variable

Variable	Dimension	Indicator	Statement	Scale
Job Recognition (Prabu and Wijayanti, 2016)"	Direct extrinsic rewards	Receiving salary	I receive a salary as a reward for the work I do.	Interval
	Indirect extrinsic rewards	Protection programs	I receive protection and security programs from my workplace.	
		Employee facilities	I receive employee facilities from my workplace.	
	Intrinsic rewards	Feeling of security	I feel secure while working.	
		Status symbol	I receive a status symbol for the work I do.	
		Self-esteem	I feel valued for the work I do.	

Competitive advantage refers to a company's edge over its competitors that helps improve its sales. Elrehail et al. (2020). Competitive advantage is the ability to generate profits according to the plan, to increase market share, to enhance customer satisfaction, and to sustain business survival. Saepulloh (2021). Thus, dimensions that can be used to measure a company's competitive advantage, as stated by Saepulloh (2021), include measuring competitive advantage in terms of price/cost, quality, delivery assurance, product innovation, and time to market.

Table 4: Operationalization of competitive advantage

Variable	Dimension	Indicator	Statement	Scale
Competitive Advantage (Y) (Saepulloh 2021)	Price / Cost	Competitive Pricing	The company where I work provides competitive prices.	Interval
	Quality	Product Alignment with Customer Desires and Needs	The company where I work provides products that align with the desires and needs of customers.	
		The product has high quality	The company where I work provides products of high quality.	
	Delivery Assurance	Delivery schedule accuracy	The company where I work always provides accuracy in delivery schedules.	
		Conformity of delivery quantity	The company where I work always provides compliance with	

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			the quantity of deliveries.
	Product Innovation	Continuously innovating according to customer needs	The company where I work always innovates according to customer needs.
		Consistently providing products with new features	The company where I work consistently provides products with new features.
Time to Market		Pioneer in introducing new products	The company where I work always pioneers in introducing new products.
		Speed in developing products	The company where I work is always fast in developing products.

Data Analysis Techniques

Data analysis in this research employs the Partial Least Squares (PLS) approach. PLS is a Structural Equation Modeling (SEM) model that is component-based or variance-based. Partial Least Squares (PLS) is a causal model that explains the influence between variables to construct variables. Hair et al. (2019). PLS-SEM analysis typically consists of two sub-models: the measurement model, often referred to as the outer model, and the structural model, often referred to as the inner model. The measurement model illustrates how manifest or observed variables represent latent variables to be measured. Meanwhile, the structural model shows the strength of estimates between latent variables and constructs. Furadantin (2018).

IV. RESULT

Hypothesis testing aims to determine whether the hypotheses in the research are accepted or not. Hypotheses H1, H2, and H3 can be accepted if the T-statistic value is greater than 1.96 and supported by obtaining p-value less than 0.05. The structural model indicates the strength of estimates between latent variables or constructs. Furadantin (2018). The inner model aims to test the relationships of the constituent indicators of variables. Hair et al. (2019). Testing the structural model is done by looking at the R-square value, which is a goodness-of-fit test for the model.

Table 5: Data Analysis

Variable	Score	Description
Work stress → Competitive advantage	β : -0.182 <i>p-value</i> : 0.014 <i>T-statistic</i> : 2.474	Negative Significant Significant
Competence → Competitive advantage	β : 0.442 <i>p-value</i> : 0.001 <i>T-statistic</i> : 3.233	Positive Significant Significant
Job Recognition → Competitive advantage	β : 0.432 <i>p-value</i> : 0.001 <i>T-statistic</i> : 3.421	Positive Significant Significant
<i>R-Square</i>	0,717	

Source: Smart PLS 4.0

Based on the results of the R-Square analysis outlined in the table below, there is an R-Square value for the variable of competitive advantage with a value of 0.717, which means that the independent variables of job stress, competence, and Job Recognition explain the dependent variable of competitive advantage by 71.7%. The remaining 28.3% is explained by variables that are not part of this study.

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Based on the results of the first hypothesis test, job stress has a negative and significant effect on competitive advantage. Table 6 shows that the t-statistic value for the first hypothesis is 2.474, and this can be further supported by the p-value of 0.014. It can be concluded that hypothesis H1 is accepted.

Regarding the results of the second hypothesis test, job competence has a positive and significant effect on competitive advantage. Table 6 shows that the t-statistic value for the second hypothesis is 3.233, and this can be further supported by the p-value of 0.001. It can be concluded that H2 is accepted.

Based on the results of the third hypothesis test, Job Recognition has a positive and significant effect on competitive advantage. Table 6 shows that the t-statistic value for the second hypothesis is 3.421, and this can be further supported by the p-value of 0.001. It can be concluded that H3 is accepted.

V. DISCUSSION

Work stress significantly influences competitive advantage. Work stress perceived by employees will hinder their performance, so the higher the level of employee stress, the lower a company can achieve its competitive advantage. This is because high work stress can trigger employees to carry out tasks improperly or even deviate. Especially if the perceived work stress is too high, employees may become unproductive and lose their work enthusiasm. Thus, as an entity requiring human resources, companies must find ways to address employee stress. This study states that work stress has a negative and significant impact on competitive advantage. In line with this, research by Ahmad et al. (2019) also shows that work stress has a negative and significant impact on employee performance, which will also affect the company's competitive advantage. This means that the lower the work stress of employees, the more the goals of a company can be achieved. Consistent with this idea, the research by Setyawati, Aryani, and Ningrum (2018) further emphasizes that work stress has a negative and significant impact on company performance.

Competence Significantly Influences Competitive Advantage. Companies that aim to achieve competitive advantage must have competent and skilled human resources in their respective fields to ensure that a company can deliver good performance. Therefore, companies need to be able to recruit competent resources and develop their human resources to become more competent in their work. With high competence, employees can perform their tasks well, and the good performance generated by employees can lead the company to achieve a competitive advantage. Having competent employees allows a company to become advanced because employees with high competence typically bring various innovations and ideas to work, making it challenging for other companies to imitate. This means that the company has a competitive advantage.

This research proves that competence has a significant positive influence on competitive advantage. Furthermore, Mersilina, Tewal, and Lumintang (2019) found a significant influence of individual competence/skills on employee performance, which can drive the competitive advantage of a company. This aligns with Krisnawati and Bagia's research (2021), indicating that job competence has a positive and significant impact on a company's progress. Additionally, research conducted by Adiputra and Mandala (2017) concludes that competence has a significant positive influence on competitive advantage. Therefore, it can be said that the job competence possessed by employees will lead to the improvement of the company's competitive advantage because employees deliver excellent performance.

Job Recognition Significantly Influences Competitive Advantage. As an employee who has fulfilled duties and responsibilities, feeling appreciated and recognized for the achieved performance is crucial to foster job satisfaction. This belief instills the sense of being valued in the workplace. Employees who receive positive recognition and feedback from the company tend to work with enthusiasm. Consequently, employees will deliver their best performance, contributing to the progress of the company.

In this study, it is stated that Job Recognition has a positive and significant impact on competitive advantage. Furthermore, a study conducted by Mangowal, A. B., Trang, I. (2020) found that appreciation has a positive and significant effect on employee performance, influencing the competitive advantage of a company. Therefore, companies should provide feedback for the good performance exhibited by employees towards the company. This is further emphasized by the research of Sitti Rizki Mulyani, Mona Agus Saputri (2019), which indicates that employee competence has a positive and significant impact on company performance. The results of this study are also consistent with the research of Mangowal, A. B., Trang, I. (2020), which found that appreciation has a positive and significant impact on employee performance. This implies that companies that provide effective appreciation can stimulate their employees' performance, ultimately influencing the competitive advantage of the company.

CONCLUSION

Based on the results of the research conducted and outlined in the previous chapters, the following are some points that constitute the conclusions of this study: Job stress has a negative and significant impact on the competitive advantage of PT. Bank Central Asia, Tbk. KCU Ps. Baru, Job competence has a positive and significant impact on the competitive advantage of PT. Bank Central

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Asia, Tbk. KCU Ps. Baru, Job Recognition has a positive and significant impact on the competitive advantage of PT. Bank Central Asia, Tbk. KCU Ps. Baru.

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