

CHAPTER 1

INTRODUCTION

1.1. Overview of Research Object

1.1.1. Company Profile



Fig 1. 1 The Logo's of PT Pertamina

Source: Pertamina.com

Pertamina has strong commitment to providing energy and developing new and renewable energy in order to sustain the national energy security and self-sufficiency. As a holding company in energy sector officially announced by Indonesia's Ministry of State Enterprises on June 12th, 2020, Pertamina now plays a strategic role to lead five sub-holdings in energy, i.e. Upstream Sub-holding whose operation is placed under PT Pertamina Hulu Energi, Gas Sub-holding which is operated under PT Perusahaan Gas Negara, Refinery & Petrochemical Sub-holding which is operated under PT Kilang Pertamina Internasional, Power & NRE Sub-holding managed under PT Pertamina Power Indonesia, and Commercial & Trading Sub-holding operated under PT Patra Niaga. Adding to that, Pertamina also operated Shipping Company through PT Pertamina International Shipping (*Company Overview | Pertamina, 2020*).

1.1.2. Corporate Group Structure

Pertamina is a fully integrated energy company with operations ranging from upstream to downstream. Pertamina's business focuses, as an energy holding company, are to manage the business portfolio and synergy within the Pertamina Group. While sub-holdings will manage a number of activities that were formerly controlled as the company's main businesses. Each Pertamina Group sub-responsibility holding's is mapped out below :

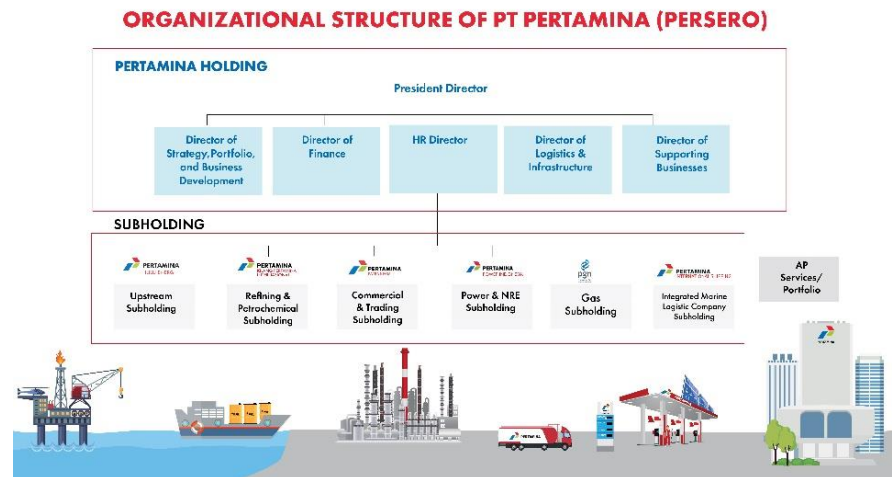


Fig 1. 2 Organizational Structure of PT Pertamina

Source: Pertamina.com

1.1.3. Vision, Mission, Goals & Value

Pertamina Aspiration

“Pertamina has aspiration to be a leading energy global company with US\$100 billion in value”

Vision

“To Be a World Class National Energy Company”

Mission

“To Carry Out Integrated Core Businesses in Oil, Gas, New and Renewable Energy Based on Strong Commercial Principles”

(Company Overview | Pertamina, 2020)

1.1.4. Fuel Terminal Tasikmalaya Profile

Fuel Terminal Tasikmalaya is one of the subholdings of PT Pertamina which is located on Jalan Garuda No. 1 Tasikmalaya City, West Java. It has been operating since 1975 and was built on a land area of 6,534 ha at an altitude or elevation of 350 meters above sea level (masl). The services currently provided are fuel distribution at gas stations in the East Priangan area, including Tasikmalaya, Garut, Ciamis, Banjar, Pangandaran. Other than that, part of Majalengka, Kuningan and also parts of the Cilacap area, Central Java (*Company Profile FT Tasikmalaya, n.d.*).

Based on the results of an interview with one of the Control Room workers on February 23, 2022, the Fuel Terminal Tasikmalaya is the only fuel terminal that has a booster pump pipe that supplies oil from Cilacap to Bandung. The distribution and receipt of fuel oil (BBM) starts from the Fuel Terminal Lomanis which will continue to be distributed to the Fuel Terminal Tasikmalaya. After that will distributed to customers (SPBU, TNI/POLRI, Industry, and Pertashop). The distribution process for fuel oil (BBM) is supported by technology that has been applied at the Fuel Terminal Tasikmalaya, including: the application of the Terminal Automation System (TAS) system for queuing and filling tank cars. Application of the Automated Validation Platform (AVM) system in the process of delivering fuel to gas stations. Implementation of the MySAP system for ordering fuel oil (BBM) through the Perception BANK online. And the implementation of the Gas Station Stock Management (MS2) system for determining fuel delivery.

The Fuel Terminal Tasikmalaya has 3 worker statuses, namely Organic Workers, Supporting Service Workers (TKJP), and Long Term Service Agreement (LTSA). For the status of Organic Workers they are thr workers who have positions as Manager, Supervisor, and Junior Supervisor. The following is the organizational structure at the Fuel Terminal Tasikmalaya:

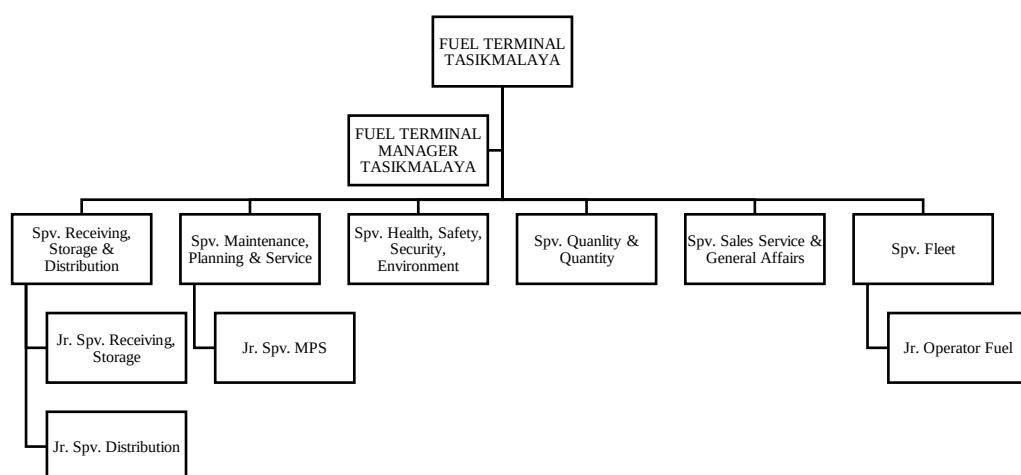


Fig 1. 3 Organizational Structur of Fuel Terminal Tasikmalaya

Source: Internal Data Organizational Structure 2021, 2022

Judging from the organizational structure above, the top chart is the Fuel Terminal Tasikmalaya which has the task of receiving, stockpiling and distributing fuel oil and gas. The Fuel Terminal Tasikmalaya is led by a Manager and assisted by 6 functions with different responsibilities. The 6 functions are:

- a. Receiving Storage & Distribution function which is responsible for ensuring the operation of receiving, stockpiling and distributing fuel oil (BBM). The Maintenance Planning & Service function is responsible for the procurement and maintenance of existing facilities and facilities at the Fuel Terminal Tasikmalaya.
- b. The Health, Safety, Security, Environment function is responsible for aspects of Occupational Health and Safety (K3) in the work environment to achieve zero accident and operational excellence.
- c. The Quality & Quantity function is responsible for checking Fuel Oil (BBM) products from the transit terminal, namely the Lomanis Fuel Terminal through a pipeline that will be channeled to the stockpile tank by ensuring that the Fuel Oil (BBM) product has excellent quality and quantity to be redistributed. to customers (gas stations, Industry, TNI/POLRI, Pertashop).
- d. The Sales Service & General Affairs function has two responsibilities, for the first responsibility, Sales Services are responsible for supervising and carrying out customer requests, namely orders so that they can be processed into sales orders and end with loading orders while also making fuel distribution schedules. Oil (BBM) is to be distributed to customers, then General Affairs is responsible for the administration of the needs of the workers, ensuring that basic needs are met as well as other needs in order to support increasing work motivation.
- e. The Fleet function is responsible for distribution, such as ensuring that the Tank Car (MT) and Tank Car Crew (AMT) are available and safe to use to distribute Fuel Oil (BBM) and LPG to customers.

1.2. Research Background

Currently, Indonesia is still in a state of the Covid-19 pandemic, this Covid-19 outbreak was initially detected in Indonesia on March 2, 2020. At that time, not

only Indonesia was affected by the Covid-19 outbreak, but more than 60 Countries affected by the Covid-19 virus with the highest number of cases are in China and South Korea (*Indonesia.Go.Id - Kasus Covid-19 Pertama, Masyarakat Jangan Panik*, 2020). As in the graph below, Indonesia shows the addition of numbers every day starting from March 2, 2020, which was when Covid-19 was first detected in Indonesia until April 12, 2020 (Dewi, 2020).

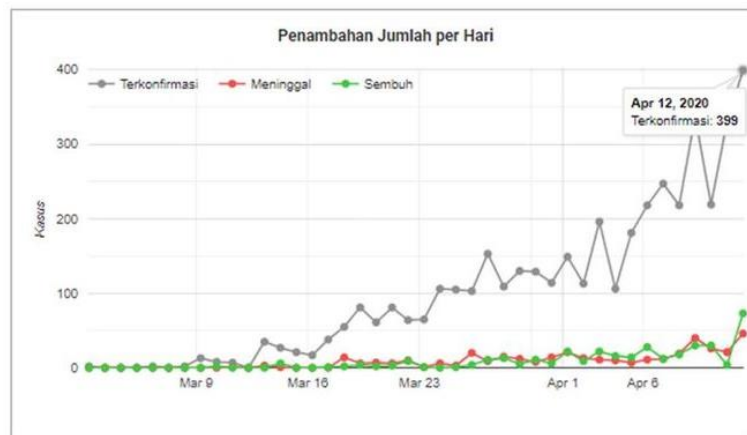


Fig 1. 4 Covid-19 Case Graph in Indonesia on March to April 2020

Source: kompas.com, 2021

When there were more and more cases of people affected by Covid-19, the government at that time imposed Large-Scale Social Restrictions (PSBB) which started on April 10, 2020 and lasted for 2 weeks. The impact of this PSBB affects various economic sectors so that all sectors are seriously affected by the Covid-19 pandemic (Rizal, 2020). The Large-Scale Social Restrictions (PSBB) will not only last for 2 weeks. And this has an impact on the decline in the Indonesian economy because of the limited space for activities. In addition, the impact has reached many companies that went bankrupt as a result of the pandemic and the lack of human resources due to a reduction in human resources in the company itself (Rizal, 2020).

According to Dessler (2018:3) The role of human resources in an organization or company is very important because an organization or company will not run if there are no human resources that support it to achieve company goals. But as a result of the COVID-19 pandemic, the company was forced to reduce the human resources in it by way of Termination of Employment (LAYSOFF). The

following is data from statista.com for the status of workers affected by COVID-19 in Indonesia in May 2020 (Statista.com, 2021).

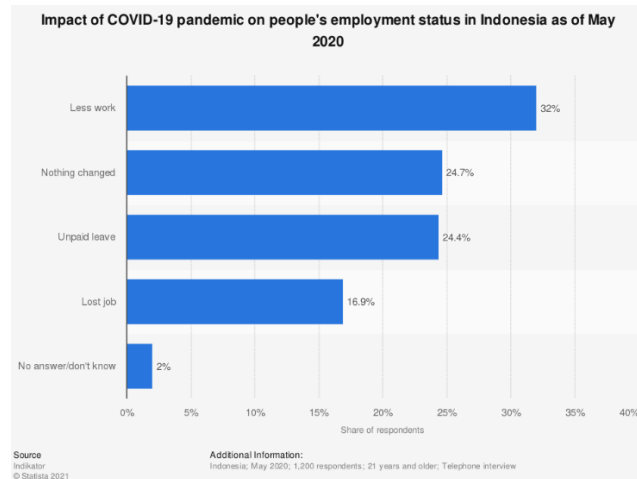


Fig 1. 5 Employment status due to pandemic COVID-19 in Indonesia

Source: Statista.com, 2022

Judging from the graph in May 2020, it shows the highest percentage, namely less work, getting a percentage of up to 32%. Less work is workers who are still working in the company but have to stop their work due to limited space for work. In the case of less work, this can affect the performance of the company so that the company cannot achieve its goals optimally. Meanwhile, workers with lost work status are workers who are affected by the reduction of employees from their company or Termination of Work (LAYSOFF) (Statista.com, 2021).

Quoted from the Ministry of Manpower of the Republic of Indonesia (Kemnaker) that the Minister of Manpower (Menaker) requested that all companies make Termination of Employment (LAYSOFF) a last resort when there are no more alternative steps to avoid Termination of Employment (LAYSOFF) due to Covid-19. (Kemnaker, 2020) Of the many industrial sectors that have carried out Terminations (LAYSOFF) due to the impact of the Covid-19 pandemic, there are also industries that maintain existing human resources in their companies according to the recommendation of the Ministry of Manpower which uses alternatives to avoid Termination of Employment (LAYSOFF). One of the industrial sectors that retain employees is the Oil and Gas (Oil and Gas) industry. This research will be conducted in one of the Oil and Gas (Migas) industries, namely PT Pertamina.

Reporting from CNBC Indonesia, the oil and gas industry, namely PT Pertamina, was affected by the Large-Scale Social Restrictions (PSBB) which caused sales of fuel oil (BBM) to drop significantly. When the Large-Scale Social Restrictions (PSBB) were implemented, sales of fuel oil (BBM) in areas affected by the PSBB reached 50% and in DKI Jakarta it fell to 57%, then nationally the decline was 26%. In addition to declining sales, the impact of the Large-Scale Social Restrictions (PSBB) is the fluctuation in the exchange rate of the Rupiah against the US dollar or USD in which PT Pertamina sells products in rupiah while the books are recorded in US dollars or USD so that the impact felt by PT Pertamina is the loss incurred very large (Umah, 2020).

Meanwhile, in a press release held by PT Pertamina, Pertamina's Vice President of Corporate Communications said that although PT Pertamina was affected by COVID-19 which caused heavy losses to the company, PT Pertamina would still focus on pursuing oil and gas operations and production targets by make adjustments such as adjusting the COVID-19 prevention health protocol and also optimizing costs. In addition, PT Pertamina avoids making Termination of Employment (LAYSOFF) decisions for employees, the strategy in avoiding Termination of Employment (LAYSOFF) is that the company continues to operate upstream and downstream work and distribution also continues to run well. There are about 1.2 million workers who continue to carry out work activities in an effort to avoid termination of employment (LAYSOFF) (PT Pertamina, 2020).

One of the most important aspects of an organization is human resources. Human resources in this organization play a role in helping the organization to achieve its goals. According to Hasibuan (2019:10) Human Resource Management is the art of managing the role of the workforce to be effective and efficient in helping to achieve the goals of the company, employees, and society. This press release can be proven by PT Pertamina in subholding Supply & Distribution Region III during the pandemic Covid-19 period, it is still able to carry out its duties and responsibilities to meet customer needs.

This research takes the object of research from PT Pertamina in Subholding Supply & Distribution Region III located in Tasikmalaya, namely the Fuel Terminal

Tasikmalaya. The reason the researchers chose this location was for various reasons, including the following: the availability of data related to the research, the research location was close to where they lived so it was easy to reach and more economical.

Based on the results of an interview with a General Affairs employee on February 24, 2022, he said that at the beginning of the pandemic, the Fuel Terminal Tasikmalaya implemented Work From Home (WFH) with a schedule determined by each function. Then the results of an interview with the Health, Safety, Security, Environment (HSSE) Supervisor on March 3, 2022, said that in an effort to prevent COVID-19, the Fuel Terminal Tasikmalaya applies hybrid working. For employees who work in a Work From Office (WFO) manner, an Antigen Swab is applied every 2 (two) weeks and then a general check-up is carried out every morning before starting work to ensure the workers are in good health and not exposed to Covid-19, this is done by a special nurse from the Health , Safety, Security, Environment (HSSE) function.

Currently the Fuel Terminal Tasikmalaya has 133 workers who are divided into 3 worker statuses. For the work status of Organic Workers, there are 12 workers. For the working status of the Supporting Service Workers (TKJP) there are 49 workers and the Long Term Service Agreement (LTSA) working status is 72 workers. The data for workers will vary each year because the working status of Supporting Service Workers (TKJP) and Long Term Service Agreements (LTSA) are outsourced workers whose work system is contract work. This contract work has a standard contract of 1 year of work. The following is the demographic data of workers at the Fuel Terminal Tasikmalaya:

Table 1. 1
Employee Demography Data

No	Position	Workers Status	Total Workers			Standard of Total Workers
			2019	2020	2021	
1	Fuel Terminal Manager	Organic Worker	1	1	1	1
2	Supervisor Receiving Storage & Distribution	Organic Worker	1	1	1	1

No	Position	Workers Status	Total Workers			Standard of Total Workers
			2019	2020	2021	
3	Junior Supervisor Receiving Storage	Organic Worker	4	4	3	4
4	Junior Supervisor Distribution	Organic Worker	2	2	2	2
5	Supervisor Maintenance Planning & Service	Organic Worker	1	1	1	1
6	Junior Supervisor Maintenance Planning & Service	Organic Worker	1	1	-	1
7	Supervisor Quality & Quantity	Organic Worker	1	-	1	1
8	Supervisor Sales Service & General Affairs	Organic Worker	1	-	1	1
9	Supervisor Health Safety Security Environment	Organic Worker	1	1	1	1
10	Supervisor Fleet	Organic Worker	-	-	1	1
11	Junior Supervisor Fleet	Organic Worker	-	-	-	1
12	Sales Branch Manager	Organic Worker	2	2	2	2
10	Tenaga Kerja Jasa Penunjang (TKJP)	Outsourcing Worker	50	50	47	50

Source: 2019, 2020, & 2021 internal data, 2022

The table 1.1 is the demographic data of workers at the Fuel Terminal Tasikmalaya, where each worker already has duties and responsibilities according to their respective positions. Based on the results of an interview with Supervisor General Affairs on February 22, 2022, it was explained that although there were differences in employee status, the relationship between workers was very good. This can happen because the existence of a work program with an output can increase job satisfaction, provide motivation to work enthusiastically and also strengthen relationships between co-workers. The work program held has produced good results, as evidenced by the fact that in 2020 it received the POSE GOLD (Pertamina Operation Service Excellence) predicate with a value of 95.2% and then in 2021 it received the ISDA (Indonesia Sustainable Development Goals Award) award by winning the Silver category.

According to Mangkunegara (2017:1) Human resources in the company need to be managed in order to achieve a balance between the needs of employees

and the demands and capabilities of the company. The balance is so that the company can develop productively. In measuring this balance, you can use performance appraisals on employees in the company in order to see the abilities and work results of employees. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties and responsibilities (Mangkunegara, 2017:67). In this case the importance of performance for the company to realize the goals of the company itself. Employee performance can be seen in the work results and behavioral targets set by the Fuel Terminal Tasikmalaya. The following are the assessment criteria used to assess employee performance, there are :

Table 1. 2
Assesment criteria

Criteria	Description
K	Kurang
C	Cukup
B	Baik
BS	Baik Sekali

Source: data internal company, 2022

The results of the assessment at the Fuel Terminal Tasikmalaya are used as the basis for considering recommendations that will be given by the company to employees. According to Mangkunegara (2017:87) Performance appraisal is to assess the ratio of real work results to the quality and quantity standards produced by each employee. Setting policy means whether employees will be promoted, demoted, and/or their remuneration increased. The following are the results of measuring the performance of the Fuel Terminal Tasikmalaya employees:

Table 1. 3
Employee Performance Appraisal

	K	C	B	BS
2019	0%	0%	21%	79%
2020	0%	9%	24%	67%
2021	0%	4%	22%	74%

Source: data internal company, 2022

Table 1.3 is the accumulated performance of the Fuel Terminal Tasikmalaya employees in the form of a percentage each year. From Table 1.3 there are 4

assessment criteria, namely Less, Enough, Good, and Very Good with the number of employees in 2019 and 2020, namely 50 employees, while in 2021 it is 47 employees. For the less criteria every year, it shows that there are no employees who are judged to be lacking in performance. For the Sufficient criteria in 2019 it shows that there are no employees who meet the sufficient criteria, but in 2020 it shows the percentage of 9% and then in 2021 it has decreased to 4%, this indicates that the employee's performance from 2019 to 2020 has undergone a good change so that the percentage in the criteria Quite reduced. For the Good criteria in 2019 the percentage is 21% and there is an increase in 2020 to 24% but in 2021 there is a decrease in the percentage to 22%. For the Very Good criteria in 2019 it shows a percentage of 79% then in 2020 there is a decrease in the percentage to 67% but in 2021 there is an increase in the percentage to 74%.

Based on the results of an interview with Supervisor General Affairs on Monday, June 6, 2022, he said that the instability of employee performance results was influenced by the Covid-19 pandemic, where this pandemic had quite an impact on every employee, whether it had an impact on individuals who became easily anxious or anxious. to work becomes less focused. The impact of this covid-19 pandemic can be seen from the performance assessment in 2020. At the time of 2020 the COVID-19 pandemic case was so high that it decided to work from home. From the start of Work from Home, morale decreased because the atmosphere at home was not like an office atmosphere, work motivation also decreased, performance decreased. And when doing a hybrid system, namely 50% Work from Home and 50% Work From Office, there is an increase in performance that is better than before. Then when 100% Work from Office was implemented, employee performance appraisal was even better than before. Therefore, the impact of the COVID-19 pandemic on work has a very bad effect, both physically and psychologically for employees.

In addition, it also conducts community empowerment programs, namely catfish cultivation and a waste bank program. From the achievements and awards of the Fuel Terminal Tasikmalaya, apart from the fruit of the work program that increases motivation at work, the workers at the Fuel Terminal Tasikmalaya also

even though the COVID-19 pandemic condition does not prevent workers from continuing to carry out their duties and responsibilities as workers at the Fuel Terminal Tasikmalaya. This can be seen through the recapitulation of absenteeism which is presented in percentage form in 2019, 2020 and 2021.

Table 1. 4
Percentage of Presented

Description	Percentage		
	2019	2020	2021
Present	98.7%	98.5%	98.3%
Absence	1.3%	1.5%	1.7%
Overtime	70.7%	98.6%	72.6%

Source: data internal company, 2022

Tabel 1.4 is a table of attendance lists for 2019, 2020 and 2021 with a description of present, absence and overtime. The total percentage of worker attendance at the Fuel Terminal Tasikmalaya is very good with a total one year working. For the percentage every year there is no significant difference in 2019 reaching 98.7%, in 2020 reaching 98.5%, and in 2021 reaching 98.3%. As for the percentage of overtime, there is the highest overtime, reaching 98.6% in 2020.

This was explained by the Supervisor General Affairs in an interview on 7 March 2022 that at the beginning of the pandemic it was not too much of a burden because the Fuel Terminal Tasikmalaya operated following the direction of PT Pertamina Holding Operations, for field operations it was still running 100% with less working time. solid as before because of the declining customer demand. For office operations, Work from Home (WFH) and Work From Office (WFO) are implemented to avoid exposure to COVID-19. Then in 2021 there were several people who were exposed to the DELTA variant of COVID-19, so there was an increase in the percentage of absenteeism. For overtime in 2020, it is quite high, reaching up to 97.8%. The following is the accumulation of overtime data from various job positions:

Table 1. 5
Overtime Percentage

Job Title	Percentage		
	2019	2020	2021
Administration Operation	23%	38%	24%
HSE Support	17%	29%	16%
CR	0%	0%	0%
R&D Support	0%	0%	0%
Lab Support	31%	32%	31%
Security	0%	0%	0%

Source: data internal company, 2022

From the results of the overtime percentage data for each Function at the Fuel Terminal Tasikmalaya, the highest overtime is in the Administration operation job position with a percentage of 38% in 2020. Based on the results of an interview with one of the Administration Operation employees on June 6, 2022, he said this overtime could be due to when work demands require overtime because the completion time for the work is small, work demands which were usually carried out for month-end reporting, other than that demands from superiors who interrupted overtime. For Lab Support with a percentage 32% in 2020 Lab Support employees on February 23, 2022, he said this overtime could be due to work demands that require always on standby to ensure the quality and quantity of fuel oil (BBM) is in accordance with applicable standards. For HSE Support, the result was 29% in 2020. Based on the results of an interview with the HSSE Supervisor on March 1, 2022, he said that overtime was due to work demands that must ensure work safety for all employees.

Based on the results of interviews conducted by researchers on this high overtime rate, overtime can occur when high demand for high tasks and limited time requires employees to work outside their working hours. According to Davis dan Newton (1999) in Rivai & Mulyadi (2013:311) argues that the number of tasks can be a source of stress if it is not proportional to the ability of both expertise and physical as well as time. In addition, according to Davis and Newton in Rivai & Mulyadi (2013:312) Job stress can occur due to limited time in doing tasks so that employees are rushed to be chased for a short time to complete tasks.

Narayanamurthy & Tortorella (2021: 1) stated that a Deloitte survey of Chinese companies showed a decline in performance due to COVID-19 as well as an increase in stress, inadequate infrastructure, a lost work environment, unrealistic performance expectations, poor manager-employee relationships, and difficulty build trust with coworkers. This can have a negative impact on employee performance. Robbins & Judge (2019: 640), explained that the dimensions of work stress are divided into three parts, namely environmental factors, organizational factors, and personal factors.

From some of the information above, researchers are interested in seeing how big the role of the variable, namely Work Stress, can affect Employee Performance at the Fuel Terminal Tasikmalaya. For this reason, the researcher will conduct further research on this matter so that the researcher determines the title **“EFFECT OF WORK STRESS DURING PANDEMIC COVID-19 ON EMPLOYEE PERFORMANCE AT FUEL TERMINAL TASIKMALAYA”**

1.3. Problem Statement

PT Pertamina's subholding, namely the Fuel Terminal Tasikmalaya, has been affected by the COVID-19 pandemic, but the field operations are still running 100% because customer demand is still there even though demand from customers has decreased. During the pandemic, office operations apply a 50% Work from Home (WFH) and 50% Work from Office (WFO) work system. From the attendance data, there are high overtime results and based on interviews conducted, the high overtime results are due to work demands. This work demand is one indicator caused of work stress. Therefore, researchers want to examine the impact of work stress during the COVID-19 pandemic on employee performance at the Subholding PT Pertamina Fuel Terminal Tasikmalaya.

1.4. Research Question

Based on the problem statement above, the problem can be formulated as follows:

1. How is the work stress level at the Fuel Terminal Tasikmalaya during the COVID-19 pandemic?

2. How are employees performing at the Fuel Terminal Tasikmalaya during the COVID-19 pandemic?
3. How does the effect of work stress during the COVID-19 pandemic on employee performance at Fuel Terminal Tasikmalaya?

1.5. Research Purpose

Based on the research question above, the research purpose can be made as follows:

1. To find out how the work stress at the Fuel Terminal Tasikmalaya during the COVID-19 pandemic.
2. To find out how the performance of employees at the Fuel Terminal Tasikmalaya during the COVID-19 pandemic.
3. To find out the effect of work stress during the COVID-19 pandemic on employee performance at Fuel Terminal Tasikmalaya.

1.6. Benefit of Research

Based on the results of the study, it is hoped that this research can provide several benefits, including the following:

A. Theoretical benefits

This research is expected to provide benefits for the development of science, especially in the field of human resources. This research is also a tool to implement the theories that have been obtained. And this research can be used as a reference for further research

B. Practically benefits

The results of the study can see how the mental condition of the human resources at Fuel Terminal Tasikmalaya who worked during the COVID-19 pandemic so that they can help companies improve employee performance.

1.7. Systematic Writing of Final Project

The systematics of writing this final project refers to the Decree of the Dean of the University of Telkom Number KD.0034/AKD9/EB-DEK/2020 concerning Procedures for Implementing the Final Project for Undergraduate and Postgraduate Students in the Faculty of Economics and Business, Telkom University.

a. CHAPTER I: INTRODUCTION

This chapter is describing the review of the research object, research background, problem statement, research objective, scope of research, and systematic writing of final project.

b. CHAPTER II: LITERATURE REVIEW

This chapter contains a description of literature review, theories related to research and solution of the problem, theoretical framework, and scope of the study.

c. CHAPTER III: RESEARCH METHODOLOGY

This chapter contains the type of research used, the operationalization of variables and measurement scales, phases of the research, population and sample, data collection validity, and reliability test, and data analysis techniques.

d. CHAPTER IV: DISCUSSION

This chapter describes the characteristic respondent, result of research and discussion about the result of research itself.

e. CHAPTER V: CONCLUSION AND SUGGESTION

The final chapter comprises the conclusions of the whole research data and the analysis that will be used as a guideline practical for the company and recommendation for further research in this field.