



Self-Management Training to Reduce Employee Stress Levels

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Abstract

Cleaning service workers, as outsourced employees, play a crucial role in maintaining workplace hygiene and comfort but often face psychological strain due to heavy workloads, monotonous routines, and inequitable reward systems. This study applied a psychological intervention approach based on the Job Demand-Resources (JD-R) theory, beginning with initial assessments to identify stress levels and contributing factors. A structured stress management training program was then conducted in group sessions, focusing on stress understanding, symptom recognition, and adaptive coping strategies. Assessments and interventions revealed that most workers experienced occupational stress consistent with the JD-R theory, which explains that stress arises when job demands exceed available resources. To address this issue, the training emphasized breathing relaxation, cognitive restructuring, and time management. Evaluation results demonstrated significant improvements in participants' emotional regulation and coping skills, enabling them to manage work pressure more effectively. The intervention proved beneficial in reducing stress levels and enhancing psychological well-being, suggesting that stress management training should be adopted as a sustainable initiative to strengthen human resource quality in outsourced work environments.

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INTRODUCTION

PT Prima Karya Sarana Sejahtera (PKSS) is a manpower service provider (outsourcing) company established in 1999 as a subsidiary of PT Bank Rakyat Indonesia (Persero) Tbk. The main focus of PKSS is to provide and manage workforce services for various sectors, including banking, administration, operations, and security services. To date, PKSS has more than 90 branch offices across Indonesia, including in Sorong City, Southwest Papua. The Sorong branch holds a strategic position, as the region is known as an economic growth hub in eastern Indonesia, with rapidly developing service, trade, and banking sectors.

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In practice, PKSS Sorong faces several challenges, particularly in human resource management. Prominent issues include recruitment processes, training, and employee retention to maintain productivity. These challenges have grown alongside technological advancements, which require companies to adapt their systems, including the digitalization of recruitment processes. According to [Mokobombang & Natsir, \(2024\)](#); [Ramadhani & Kuswinarno, \(2024\)](#); [Teguh, \(2024\)](#), high-quality human resources are key to improving company performance, as employee competence directly influences organizational success.

The urgency of this issue can be viewed from two perspectives. Externally, PKSS must provide manpower that meets client needs to maintain the company's credibility. Internally, the organization must adapt to technology-based systems and enhance staff skills to ensure effective workforce management ([Kadir & Nirmasari, 2024](#); [Laelawati & Yulianah, 2025](#)). In line with this, [Ainiyah, \(2025\)](#); [Asriati et al., \(2025\)](#) emphasized that manpower service providers should not only function as intermediaries but also have an obligation to develop workers' competencies and skills to match the dynamic demands of the labor market. [Lay et al., \(2024\)](#) further stated that effective HR management from recruitment and selection to career development is a crucial factor in determining organizational success.

Through internship activities at PKSS Sorong, students have the opportunity to directly observe recruitment processes, administrative procedures, and workforce management strategies. This experience enriches practical skills and bridges academic theories with real-world practices. Therefore, this topic is relevant both academically and practically, particularly in efforts to enhance HR quality at PKSS Sorong.

For over 20 years, PT PKSS has served as a partner and consultant for various companies in areas such as human capital, organizational systems, and management. PKSS offers comprehensive business solutions including agency services, recruitment and assessment, training, outsourcing, contract work, and security and building management training. In its outsourcing services, PKSS provides highly qualified workers for various roles such as office assistants, security personnel, cleaning service staff, drivers, administrative officers, secretaries, and telephone operators. PKSS also offers contract-based services for project work in various business sectors.

In building management, PKSS provides services including building operation, maintenance, and repair, as well as mechanical and electrical maintenance. These services cover: cleaning services (station contracts, general cleaning, and external wall cleaning), landscaping (new planting and plant maintenance), integrated pest systems (pest and rodent control, termite control), mechanical & electrical maintenance (preventive and corrective maintenance)

PKSS also offers Recruitment and Assessment Services tailored to business needs. Recruitment services include identifying and sourcing candidates based on client criteria, supported by psychological testing and interviews. Assessment services offered by PKSS include psychological testing, interviews, group exercises such as Leaderless Group Discussion (LGD).

The PKSS Sorong branch office is located at KM 08, Malaingkedi Village, Malaimsimsa District, Sorong City. The company is led by Mr. Bayu Efka Leigraha Noor and employs 11 staff members across departments. The company's working hours are from 08:00 to 17:00 WIT.

The assessment and intervention at PT PKSS Sorong aimed to gain an in-depth understanding of how human resource management practices are

implemented, particularly in recruitment, administration, and workforce development. The assessment sought to identify both existing problems and potential opportunities, allowing interventions to be more targeted and effective. Consequently, this activity not only supports the improvement of HR management effectiveness but also enhances employee competence and strengthens the company's readiness to face the increasingly competitive labor market.

METHODS

An interview is a form of communication between two or more parties that can be conducted face-to-face, in which one party acts as the interviewer and the other as the interviewee, with a specific purpose such as obtaining information or collecting data. The interviewer asks a series of questions to the interviewee in order to elicit responses (Busral et al., 2025; Engkizar et al., 2023, 2024, 2025; Kassymova et al., 2025; Ramadhani & Ardias, 2020; Wardhani, 2024).

The interview method used in this assessment was a semi-structured interview. A semi-structured interview is a method in which the interviewer follows a pre-prepared framework of questions but maintains flexibility to explore topics in greater depth and engage in a more natural dialogue with the respondent. This method combines the consistency of structured interviews with the flexibility of unstructured interviews, allowing for richer and more comprehensive data collection.

The main components of a semi-structured interview include: Prepared guiding questions to ensure that key topics are covered, Flexibility for the interviewer to pose follow-up questions based on the respondent's answers, A conversational style that fosters a comfortable atmosphere, encouraging open and honest responses, Recording of responses through written notes or audio recordings (with prior consent), Time management to ensure that all essential topics are discussed within the available time frame.

Table 1. Topic questions

No	Question Points
1	What is your current job position, and how long have you been working at PKSS Sorong?
2	From which department or division do you come, and what are your main duties and responsibilities?
3	During your work, have you ever encountered any difficulties? If yes, what kinds of challenges have you experienced?
4	What actions are usually taken by the company when an employee is not performing productively?
5	Does the company provide rewards or recognition for employees with outstanding performance? If yes, in what form?
6	How is the communication relationship maintained among employees and between departments within the company?
7	Has the company ever conducted job training? If yes, what is the training system like?

"Informant B is a Branch Manager at PKSS Sorong. He is primarily responsible for managing, supervising, and ensuring the company's operations run smoothly. Informant B's perspective provides an overview of policies and work dynamics at the managerial level" (informan B); "Informant W works as a Pins Admin at PKSS Sorong. In his role, W is responsible for handling administration, managing internal coordination, and supporting the smooth

running of operational activities. W's information reflects both administrative and technical perspectives within the organization" (informant W); "Informant M is a cleaning service employee at PKSS Sorong. He is responsible for field operations related to cleanliness and maintenance of the work environment. Informant M's perspective represents the direct experience of an employee in dealing with daily work demands" (informant M)

Observation is a data collection method by directly or indirectly observing the object, phenomenon, or behavior being studied in a natural or regulated context. The primary purpose of observation is to obtain objective data on real-life behavior or phenomena. Observation helps researchers understand situations directly, capture social context, and see how behavior occurs spontaneously without pressure or manipulation. Furthermore, observation is also used to verify or supplement data from other sources, such as interviews or documentation. Observation is a data collection method in which researchers systematically, logically, objectively, and rationally observe and record data (Abishev et al., 2025; Dasrizal et al., 2025; Putri et al., 2025; Sari, 2010; Wiwit & Iqbal, 2021), and directly assess research phenomena through observations recorded in observation notes (Widyautami & Ratnasari, 2021; Yasa, 2017; Yasmine & Kurniawan, 2021).

Observation is conducted to directly observe behavior, social interactions, and emotional responses that emerge in real-life activities. This method allows assessors to record nonverbal expressions, communication patterns, and naturally occurring group dynamics. Observation results provide more objective data because they are obtained from actual behaviors seen in individuals, rather than simply from their self-reports.

Assessment Implementation Schedule

Table 2. Assessment implementation schedule

Day/Date	Time	Activity	Type of Implementation	Location
Wednesday, August 13, 2025	08:12 – 17:00	Interview with the Head	Assessment	PT. PKSS Sorong
Friday, August 22, 2025	08:30 – 18:00	Interview with Employees	Assessment	PT. PKSS Sorong
Wednesday, August 27, 2025	08:30 – 17:00	Observation of Work Activities	Observation	PT. PKSS Sorong

Implementation Explanation

Day 1: Individual Interviews

Semi-structured interviews were conducted with selected employees/participants. Questions were structured according to assessment indicators, covering work experience, challenges, and relevant psychological aspects.

Day 2: Additional Interviews & Clarification

Follow-up interviews were conducted to supplement any unclear or missing information. Data from previous interviews was verified to ensure validity.

Day 3: Workplace Observations

Observations were conducted directly in the workplace, focusing on behavior, interactions between individuals, and participants' responses to situations. Field notes were compiled to support data accuracy.

Table 3. Assessment Implementation

Activity	Week								
	1	2	3	4	5	6	7	8	9
Assessment									
Module Preparation									
Module Feasibility Test									
Program Implementation									
Follow-up and Evaluation									
Final Report Preparation									
Final Report Submission									

RESULT AND DISCUSSION

Assessment Results

The results of the interview with the cleaning service staff at PKSS Sorong revealed several challenges that affect work effectiveness.

“I have been working as a cleaning service for three years. I often feel stressed with my job because we always prioritize cleanliness, and sometimes I work in areas with many visitors, which makes me exhausted and stressed in my daily routine”

The cleaning service workers at PKSS Sorong play an important role in maintaining the cleanliness of various facilities, including public areas such as BRI Bank ATMs in Aimas Regency. Based on the interview, one of the employees has worked in this position for three years. Length of service can be a form of experience, but it can also lead to boredom if not accompanied by proper stress management. The main tasks of cleaning service staff such as sweeping, mopping, cleaning glass surfaces, toilets, and other public areas require precision, punctuality, and consistency. These repetitive and physically demanding tasks may cause both physical and psychological fatigue. When not balanced with stress management, fatigue can trigger decreased motivation, concentration problems, and work-related stress.

The assessment results also showed that workers often face challenges such as difficulties in managing their working hours and anxiety about losing their jobs if deemed unproductive. These factors serve as significant sources of work stress. Job insecurity fosters anxiety, while communication barriers make it difficult for employees to express complaints or seek solutions.

The company's management system, which applies rewards and punishments, also has a dual impact. On one hand, bonuses and salary increases can enhance work motivation. On the other hand, reprimands and warning letters (SP1) increase psychological pressure among employees. This creates additional stressors, as workers feel constantly monitored and worried about potential sanctions.

In terms of communication, interactions among employees and between departments tend to focus on information flow and task coordination. Although this is important, the limited space for open communication about personal issues or emotional distress leaves employees without an outlet for psychological burdens. This condition increases the likelihood of accumulated work stress.

The company's training programs have so far focused mainly on technical skills, such as cleaning specific areas or handling medical waste. However, there has been no training to develop non-technical skills, particularly stress management. The absence of such training results in employees lacking adequate coping strategies to deal with daily work pressures.

Overall, the assessment indicates that PKSS Sorong's cleaning service workers experience work stress triggered by workload and insufficient non-technical support. Therefore, an intervention in the form of stress management

training is needed, emphasizing relaxation practices, stress symptom recognition, and adaptive coping strategies. Through this intervention, employees are expected to maintain mental balance, improve psychological well-being, and sustain work productivity despite various field challenges.

The assessment results show that cleaning service employees at PKSS Sorong face several work-related challenges that can trigger stress. The most prominent factors stem from the heavy daily workload. These aspects are interconnected, creating psychological pressure that affects both performance and mental well-being.

In terms of workload, cleaning service tasks that require repetitive physical activity, consistency, and high attention to detail tend to cause fatigue. If this fatigue persists for an extended period without adequate coping skills, employees are at risk of decreased motivation, boredom, and even work-related stress. If left unaddressed, this situation can develop into burnout.

Chitsiana et al., (2025) emphasize that when job demands exceed an individual's capacity, negative reactions arise, which can lead to chronic fatigue. In the case of PKSS Sorong's cleaning service staff, this is reflected in complaints about monotonous yet physically demanding routines that lead to boredom. This monotony aligns with the "job demand" factor discussed in work stress literature.

The assessment also shows that the work stress experienced by employees is often characterized by physical exhaustion and feelings of boredom due to repetitive routines. Hidayati & Harsono, (2021) explain that stress occurs when an individual perceives a situation as a burden exceeding their available resources. In this context, the job's demands for consistency and precision become the main triggers of psychological pressure.

Conclusion of Assessment Results

Based on the results of interviews and observations, it was found that the cleaning service employees at PKSS Sorong experience a significant level of work-related stress. The main contributing factors include heavy workload, high physical demands, time pressure in completing tasks, and limited social support from colleagues and supervisors. This condition aligns with the framework of the Job Demand–Resources (JD-R) Theory, which states that when job demands exceed the available resources, workers are prone to fatigue, frustration, and decreased motivation, ultimately impacting their performance.

The psychological effects observed are consistent with the concept of occupational stress in industrial and organizational psychology, where an imbalance between job demands and social support can reduce workers' psychological well-being. The visible symptoms include physical and mental fatigue, decreased focus and concentration, and increased feelings of frustration, all of which can affect the effectiveness of daily task execution.

The proposed intervention design consisting of stress management training, relaxation techniques, and enhanced effective communication was chosen based on the needs identified from the assessment results.

CONCLUSION

Based on the results of the assessment, observation, and intervention conducted during the internship program at PT. Prima Karya Sarana Sejahtera (PKSS) Sorong Branch, it can be concluded that cleaning service employees, as outsourced workers, play a crucial role in maintaining the cleanliness and comfort of the company's partner environments. However, behind this essential role lie various challenges that directly impact employees' psychological conditions, particularly in relation to work stress.

The results of the interviews and observations revealed that most cleaning service employees experience a relatively high level of work pressure. This is mainly influenced by two key factors: a physically demanding and repetitive workload that causes persistent fatigue, and monotonous job routines that tend to trigger boredom.

In addition, the company's reward and punishment management system has a dual impact. On one hand, rewards can increase employee motivation, but on the other, the threat of sanctions and reprimands can heighten feelings of pressure. This condition aligns with the Job Demand–Resources (JD-R) Theory, which explains that work stress arises when job demands significantly exceed the resources or support available to workers. In this context, PKSS Sorong's cleaning service employees face high physical and psychological demands, yet possess limited emotional support and stress management skills.

The stress management training intervention implemented during the internship proved to have a positive impact. Employees gained knowledge about the concept of stress, its causes, and ways to recognize its symptoms early. Moreover, they were trained to apply adaptive coping strategies, such as breathing relaxation techniques, cognitive restructuring, and time management to handle work pressure. Evaluation results showed improved understanding and skills among participants in managing emotions and dealing with stressful work situations.

Overall, this internship program successfully achieved its intended objectives providing a meaningful contribution to improving the psychological well-being of PKSS Sorong employees while also enriching the writer's practical experience. This activity serves as evidence that the application of industrial and organizational psychology can provide tangible benefits for both companies and employees. Therefore, stress management training is not only relevant as a short-term intervention but should also be considered a sustainable program to enhance the quality of human resources in outsourced work environments.

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