

Workload And Work Environment Its Influence On Employee Performance Through Work Stress

Galih Purnama¹, Eko Prasajo², Leo Dadyo Pamungkas³

^{1,2,3} Cokroaminoto University Yogyakarta

Email: galihpurnama.0016@gmail.com

Abstract

Keywords:

Workload, Work environment,
Employee performance, Work
stress

Employee performance has become a key determinant of organizational success, particularly in the highly competitive food and beverage industry where service quality depends heavily on human resources. Workload, work environment, and work stress are among the major factors that influence employees' ability to perform effectively. The purpose of this research is to examine the relationship between workload, work environment, and employee performance at two Yogyakarta restaurants, Takom 1922 Cafe & Resto, and Nunggu Kowe Coffee & Resto, with the mediating variable being work stress. The research was quantitative in nature and relied on a survey design. Saturated sampling was used to estimate the sample size of 62 respondents from the population that includes all current employees in the two study items. A literature review, an observational component, and a Likert scale questionnaire were used to gather data. The statistical analysis was conducted using SPSS and included multiple linear regression, coefficient of determination, t-test, and Sobel test. Employee performance was unaffected by workload, according to the data. Workers' productivity was positively and significantly impacted by their workplace. Stress at work was positively and significantly impacted by workload. Work stress was significantly and negatively impacted by the work environment. Neither the workload nor the work environment had any bearing on employee performance, and neither did job stress.

INTRODUCTION

Human resources (HR) are recognized as one of the most valuable strategic assets in achieving organizational success. Rather than merely serving as a workforce, employees contribute knowledge, skills, experience, and competencies that enable organizations to build and sustain competitive advantages. Consequently, organizations must effectively manage their human resources to ensure that employees can maximize their potential and make meaningful contributions toward organizational objectives (Gede Riana et al., 2020). Human resource management (HRM) refers to a systematic process of managing employees through activities such as workforce planning, recruitment, selection, training and development, performance evaluation, compensation, and employee relations. The primary purpose of HRM is to optimize employees' capabilities while supporting the efficient and effective achievement of organizational goals. Effective HRM practices also enhance employee productivity, foster innovation, and strengthen organizational competitiveness in an increasingly dynamic business environment (Strohmeier, 2020). Therefore, implementing sound human resource management practices is essential for organizations seeking to develop high-performing employees and achieve sustainable organizational success.

Workload is a crucial aspect of human resource management because it relates to the number of tasks, responsibilities, and employee ability to complete work. (Hatidja et al., 2022: 87) places job analysis and workload as part of human resource management studies. This demonstrates the need for workload analysis to ensure task allocation aligns with the organization's capacity and needs. If workload is not managed properly, employees can experience fatigue, work stress, and decreased effectiveness in carrying out their duties.

The work environment is just as important as the workload when it comes to supporting employee activities. According to (Winata, 2022: 1) , a good work environment, such as adequate lighting, a comfortable and conducive work environment, adequate work equipment, and a clean workplace, can positively impact employee performance. Conversely, a less conducive work environment can disrupt focus, delay work completion, and create tension in work relationships.

Performance management is a component of human resource management that focuses on the fundamentals of performance management, the process of achieving performance, and feedback on work results (Armstrong, 2014: 2) . In the food and beverage sector, employee performance is crucial for customer satisfaction because employees interact directly with consumers. Fast, friendly, accurate, and consistent service will build a positive company image.

Job stress is a condition where a person experiences excessive physical, mental, or emotional stress due to work demands that are too high or do not match their abilities and resources. Factors that cause job stress include excessive workload, lack of control and support, conflict and uncertainty, an unhealthy work environment, an imbalance between work and personal life, lack of appreciation and recognition, unclear roles and responsibilities, an imbalance between demands and abilities, lack of social support, and organizational change and uncertainty (Zainal & Ashar, 2023: 1–8) . Job stress is also related to work conditions that require employees to remain capable of carrying out tasks according to organizational standards. If job stress is not managed, employees can experience decreased concentration, emotional instability, fatigue, boredom, and decreased work motivation.

Several previous studies have shown that workload, work environment, job stress, and employee performance have an important relationship that deserves further study. (Febrianti & Rini, 2026) discovered that workload and work environment significantly impact employee job stress, partially and concurrently. (Muhareni et al., 2022) found that workload significantly impacts both performance and job stress, on the one hand, while job stress, on the other hand, has a negative impact on employee performance, both directly and indirectly. (Sartina et al., 2023) also proved that the work environment has a positive and significant effect on job stress. (Putry & Hamsal, 2024) discovered a correlation between employee performance and workplace stress and

workload, with job satisfaction moderating the link to a lesser extent. (Kumala & Maksum, 2023) discovered that workload showed a favorable but negligible impact on performance, but occupational stress had the opposite effect (Surya & Anggarini, 2023), shows that the work environment and workload have a positive and significant effect on employee performance. (Hakimah et al., 2025), discovered that job stress, work environment, and workload all impact employee performance in a major way; stress, on the other hand, has a negative influence and workload and work environment both have favorable effects. (Muthmainnah & Utami, 2026) they also demonstrated that employees' performance is positively and significantly impacted by their work environment and workload. (Indrayana et al., 2024), discovered that workload significantly lowers performance, job stress substantially lowers performance, and the work environment significantly increases performance. (Hermawan, 2022), demonstrates that variables such as job stress, workload, and working conditions significantly impact employee performance in both the short and long term. (Santoso & Setiani, 2022) the following relationships: workload negatively affects performance, job stress positively affects performance, and stress mediates the effect of workload on performance. (Octarina & Ardana, 2022), It has been shown that a conducive work environment is positively correlated with performance, workplace stress is negatively correlated with performance, and stress acts as a moderator in the relationship between the two factors. (Amiq et al., 2025), discovered that both performance and job stress are positively impacted by the work environment, and that stress can mediate the link between the working conditions and employees' productivity. Meanwhile, (Sari et al., 2022), discovered that stress at work does not moderate the relationship between workload, work environment, and employee performance, but that these factors significantly impact stress levels and performance when considered together. The differences in the research results indicate a research gap, so this research is important to be conducted in the food and beverage sector, especially on employees of Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto.

Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto are culinary businesses operating in the Yogyakarta area. Takom 1922 Cafe & Resto presents the concept of coffee, culinary, and connection through facilities such as indoor and outdoor areas, co-working space, wi-fi, and live music at certain times. Meanwhile, Nunggu Kowe Coffee & Resto carries the concept of a restaurant and cafe with a beautiful, warm, and comfortable atmosphere for various activities, such as group meals, community meetings, family events, and gatherings. Both of these businesses have service characteristics that require employees to work quickly, precisely, friendly, and professionally. These conditions make managing workload, work environment, work stress, and employee performance a crucial aspect for the sustainability of company operations.

The potential issue with this study is to determine if the workload and working conditions at Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto have an effect on the performance of their employees as a result of stress at work. The researchers at Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto hope to learn how stress at work affects productivity in the workplace. This study is unique since it uses two Yogyakarta food and beverage company objects with highly serviced operational features to test the mediation concept.

METHOD

Types of research

This body of work employs a quantitative strategy based on survey methodology, namely studies that gather information using questionnaires. The study's overarching goal is to examine the interplay between the factors under investigation and to put current ideas and hypotheses to the test.

Research Objects and Subjects

The objects of this study were workload, work environment, job stress, and employee performance. This research was conducted at Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto, located in Yogyakarta City. The subjects were all employees. Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto who were actively working at the time the research was conducted, both permanent employees and contract employees who were directly involved in the company's operational activities.

Population and Sample

All employees who were working at Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto at the time of the study were considered part of the population. Saturation sampling, which incorporates all members of the population, was the method used for sampling. An aggregate of sixty-two employees participated in this poll. This technique was chosen due to the relatively small population size, allowing for comprehensive representation of respondents.

Data collection technique

A survey was administered to the general public in order to gather information. Workload, working conditions, job stress, and performance on the job were the bases for the surveys. To gauge the extent to which each statement was agreed upon, respondents were given a five-point Likert scale.

Data source

Primary data was collected via questionnaires given out by research participants themselves. Employees' views on their workload, working conditions, stress levels, and overall

performance are reflected in this data. To bolster the analysis and discussion, this study makes use of secondary data, which consists of pertinent documents and literature, in addition to primary data.

Data Analysis Techniques

Traditional hypothesis testing, as well as validity and reliability analyses, were used to evaluate the instruments. Using SPSS, we ran several linear regression analyzes on the collected data. The initial model looked at how factors like workload and working conditions affected stress on the job. The second model looked at how factors including workload, working conditions, and stress at work affected productivity. To determine how well the model explained the dependent variable, the coefficient of determination test was utilized. To check for partial effects between variables, we used the t-test; To check for work stress's mediating influence, we utilized the Sobel test.

RESULTS AND DISCUSSION

Respondent Characteristics

The study involved 62 respondents. All were employees of Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto. The majority were aged 21-30. The majority are male, with a high school or vocational high school education. The majority have worked for 1-3 years, and 42 of them work at Takom 1922 Cafe & Resto, while the remaining 20 work at Nunggu Kowe Coffee & Resto.

Variable Measurement Results

The results of respondents' assessments of the research variables show that: the majority of respondents' perceptions of workload chose the answer "agree" at 49.5%. The majority of respondents' perceptions of the work environment chose the answer "agree" at 47.7%. The majority of respondents' perceptions of employee performance chose the answer "strongly agree" at 47.9%. The majority of respondents' perceptions of work stress chose the answer "agree" at 56.5%.

Instrument Test Results

Since r_{count} was higher than r_{table} (0.361), all items were deemed valid according to the validity test findings for the variables of workload, work environment, employee performance, and work stress. As a result, all of the claims made in this study were genuine, allowing for the subsequent processing of all indications.

Table 1. Reliability Test Results

Variables	<i>Cronbach Alpha (a)</i>	Information
Workload	0.836	Reliable
Work environment	0.764	Reliable
Employee performance	0.784	Reliable
Work Stress	0.957	Reliable

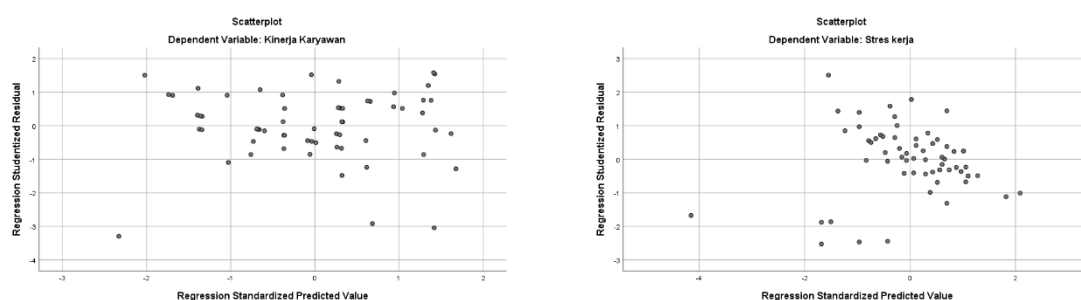
Source: processed data, 2026

On the other hand, the reliability test revealed that all of the Cronbach's Alpha values were higher than 0.7, including workload (0.836), work environment (0.764), employee performance (0.784), and work stress (0.957). This indicates that all statements on each variable in this study can be said to be reliable.

Classical Assumption Test Results

The results of the normality test indicate that the Y equation is normally distributed significantly and more than >0.05 , namely 0.200. While the M equation shows that the sig. value is 0.38. Because the probability value (Sig) of all variables is more than 0.05, it can be concluded that the data is normally distributed; The results of the multicollinearity test indicate that the Y equation has a VIF value of workload of $1,890 < 10.00$, work environment is 1,293, work stress is 2,258, so the conclusion in this study is that there are no symptoms of multicollinearity, while the M equation shows that the VIF value of workload and work environment with the dependent variable is $1,073 < 10.00$, so the conclusion in this study is that there are no symptoms of multicollinearity for both independent variables.

Figure 1. Results of Heteroscedasticity Test for Y Equation and M Equation



Source: Processed data, 2026

The scatterplot above shows the results of the heteroscedasticity test; the data points do not follow any particular pattern and are distributed randomly above and below the Y-axis value of 0 (Regression Studentized Residual). There is no evidence of heteroscedasticity in this regression model, as this value is larger than 0.05.

Data Analysis Test Results

Table 2. Results of Multiple Linear Analysis Calculations / Y Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,632	6,706		3,375	,001
	X1	-,007	,101	-,011	-,070	,944
	X2	,480	,120	,518	4,007	,000
	M	,018	,070	,044	,259	,797
a. Dependent Variable: Y						

Source: Processed data, 2026

After doing the calculations, the equation $Y = 22.632 - 0.007X_1 + 0.480X_2 + 0.018M$ was produced. It is possible to deduce that the constant value of 22.632 in this equation represents an employee performance estimate where workload, work environment, and work stress are all valued at 0. A negative value of -0.007 indicates a workload regression. This demonstrates that, everything else being equal, there will be a 0.007-unit drop in Employee Performance for every 1-unit increase in Workload. Regression on the Work Environment yields a positive value of 0.480. If all other factors stay the same, this demonstrates that a one-unit boost to the work environment will lead to a 0.480-unit rise in employee performance. A positive value of 0.018 is observed for the work stress regression coefficient. This demonstrates that, everything else being equal, there is a 0.018 unit improvement in employee performance for every 1 unit increase in work stress.

Table 3. Results of Multiple Linear Analysis Calculations/M Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32,181	11,793		2,729	,008
	X1	,948	,141	,602	6,705	,000
	X2	-,709	,204	-,312	-3,481	,001
a. Dependent Variable: M						

Source: processed primary

data, 2026

$M = 32.181 + 0.948X_1 - 0.709X_2$ was the equation that was derived from the calculations. It is possible to deduce that the constant value of 32.181 in this equation represents an employee performance estimate of 32.181 with a workload and work environment value of 0. A positive value of 0.948 is found for the workload regression coefficient. If all other factors in the workplace stay the same, this means that job stress will rise by 0.948 units for every 1 unit increase in

workload. Negative, with a value of -0.709, is the work environment regression coefficient. This means that, holding the workload variable constant, there will be a 0.709 unit decrease in Job Stress for every 1 unit increase in the work environment.

Table 4. Results of the Determination Coefficient Test (R^2)/Y Equation

R	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Standard Error of Estimate</i>
.501	.251	.212	2.55978

a. Dependent Variable: Employee Performance

Independent variables: workload, work environment and work stress

Source: Processed data, 2026

The following table has an R-squared value of 0.251, which is equal to 25.1%. Workload, work environment, and job stress account for 25.1% of the variance in employee performance, with the other 74.9% being accounted for by factors beyond the scope of this investigation.

Table 5. Results of the Determination Coefficient Test (R^2)/M Equation

R	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Standard Error of Estimate</i>
.746	.557	.542	4.77757

a. Dependent Variable: Job Stress

Independent variables: workload, work environment

Source: processed data, 2026

Workload and work environment are variables that influence job stress, as shown by the R-Square value of 0.557, or 55.7%, as seen in the table above.

(M) of 55.7%, with 42.3% being affected by variables that were not included for this research.

Hypothesis Testing Results

Table 6. Results of Partial Significance Test (T-Test)/

Variable	T_{count}	T_{table}	Sig.
workload on employee performance	-0.070	2,002	0.944
work environment on employee performance	4,007	2,002	0,000
workload on work stress	6,705	2,001	0,000
work environment on work stress	-3,481	2,001	0.001
work stress on employee performance	0.259	2,002	0.797

Source: processed data, 2026

H_1 = Based on the t_{count} value $< t_{table}$, which is $0.070 < 2.002$ and the Sig. value $0.944 > 0.05$, then H_a is rejected and H_0 is accepted. In conclusion, Workload does not have a partial effect on Employee Performance.

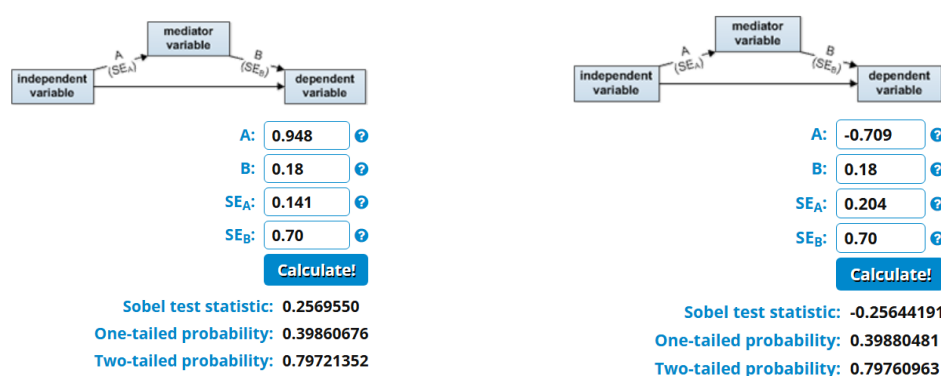
H₂ = Based on the t_{count} value $> t_{\text{table}}$, which is $4.007 > 2.002$ and the Sig. value is $0.000 < 0.05$, then H_a is accepted and H₀ is rejected. In conclusion, the Work Environment has a positive and significant effect on Employee Performance.

H₃ = Based on the t_{count} value $> t_{\text{table}}$, namely $6.705 > 2.001$ and the Sig. value of $0.000 < 0.05$, then H_a is accepted and H₀ is rejected. In conclusion, Workload has a positive and significant effect on Job Stress.

H₄ = Based on the t_{count} value $> t_{\text{table}}$, namely $3.481 > 2.001$ and the Sig. value of $0.001 < 0.05$, then H_a is accepted and H₀ is rejected. In conclusion, the Work Environment has a negative and significant effect on Job Stress.

H₅ = Based on the t_{count} value $< t_{\text{table}}$, which is $0.259 < 2.002$ and the Sig. value $0.797 > 0.05$, then H_a is rejected and H₀ is accepted. In conclusion, Job Stress does not have a partial effect on Employee Performance.

Figure 2. Results of the Sobel Test for the Equation of Y and M



H₆ = Based on the results of the calculation of the calculated Z value of $0.2569 < Z_{\text{critical}} \pm 1.96$ at a significance level of 5% ($\alpha = 0.05$), as a supporter of the mediation effect based on the *one-tailed probability value* of $0.3986 > 0.05$ and a *two-tailed probability value* of $0.7972 > 0.05$. As a result, we accept H₀ and reject H_a. Finally, work-related stress cannot mitigate the impact of burden on productivity.

H₇ = Based on the calculation results of the calculated Z value of $-0.25644 < Z_{\text{critical}} \pm 1.96$ at a significance level of 5% ($\alpha = 0.05$), as a supporter of the mediation effect based on the *one-tailed probability value* of $0.3988 > 0.05$ and the *two-tailed probability value* of $0.7976 > 0.05$. Therefore, we reject H_a and adopt H₀. Work stress cannot mitigate the effect of environmental factors on productivity in the workplace, according to the findings.

DISCUSSION

First Hypothesis (The Effect of Workload on Employee Performance at Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto)

Workload does not significantly affect employee performance characteristics, according to the first hypothesis. This study's findings are consistent with previous studies (Adisti et al., 2024), which declared that employee performance was unaffected by workload. On the other hand, this study's findings conflict with those of (Muthmainnah & Utami, 2026), which found that staff productivity was positively and significantly affected by workload. These findings disprove the hypothesis that workload is a direct determinant of performance. According to (Hasibuan, 2017: 94), employee performance is influenced by various internal individual factors, such as skills, experience, sincerity, and adaptability. Therefore, employees who are accustomed to a certain work rhythm tend to be able to maintain their work output even when facing a high workload.

Second Hypothesis (The Influence of Work Environment on Employee Performance at Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto)

According to the second hypothesis, factors relating to the workplace do, in fact, impact employee performance in a favorable and statistically significant way. The results of this study align with research by Hakimah et al., 2025, according to which the workplace significantly and positively affects workers' productivity. On the other hand, previous research contradicts the findings of this study by Saputri et al., 2025, It asserts that there is a small but favorable effect of the workplace on productivity. The results of respondents' assessments of employee performance variables showed that the majority of respondents chose the answer strongly agree with an average value of 47.9%. This indicates that employee performance at Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto is in the good category. (Maryam & Ningrum, 2025: 28) stated that a good work environment, which includes adequate work facilities, harmonious relationships between employees, and comfortable and safe physical conditions, will directly encourage employees to work more productively and produce higher performance. Employees are assessed as being able to complete work, maintain service quality, work according to responsibilities, and carry out tasks optimally. According to the findings of the second hypothesis test corroborate the findings of the respondents' views, demonstrating that the work environment significantly and positively impacts employee performance.

Third Hypothesis (The Effect of Workload on Job Stress of Employees at Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto)

A positive and statistically significant relationship between workload and job stress is suggested by the third hypothesis. The results of this study are in line with research (Annisa et al., 2018), which showed that workload significantly and positively affected workers' stress levels on the job. Conversely, the results of this study are inconsistent with research (Tungka et al., 2023), research found no statistically significant relationship between workload and stress on the job.

According to the findings of the workload variable, most respondents (49.5% to be exact) selected the "agree" option. It seems that most employees are finding their everyday jobs to be somewhat demanding. According to (Zainal et al., 2015: 32) , work stress can arise from work pressure and professional demands that exceed an individual's ability to complete their work, resulting in mental and emotional stress. High workloads can arise from demands for work to be completed quickly, a large number of customers during peak hours, and demands for service that must remain friendly and accurate. These conditions can cause psychological stress for employees. Thus, workload is one of the important factors that can increase work stress among employees of Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto.

Fourth Hypothesis (The Influence of the Work Environment on the Work Stress of Employees at Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto)

According to the fourth theory, there is a negative and statistically significant relationship between job stress and factors related to the workplace. The results of this study are in line with research (Zuhrah et al., 2025) , It asserts that there is a negative and substantial relationship between the workplace and the stress levels of employees. This suggests that a pleasant workplace helps alleviate stress on the job. Conversely, the results of this study are not in line with research (Febrianti & Rini, 2026) , proving that one's immediate surroundings at work significantly impact one's level of stress while on the job. The majority of respondents, with an average value of 47.7 percent, chose the option "agree" when asked to rate various aspects of their workplace. This indicates that employees assess the work environment at Takom 1922 Cafe & Resto and Nunggu Kowe Coffee & Resto as quite good and supportive of work activities. (Wijono, 2010: 538) Workers are less likely to feel stressed out while doing their jobs if they work in an atmosphere that supports them, which includes having positive connections with coworkers, clear roles, and sufficient facilities.

Fifth Hypothesis (The Effect of Work Stress on Employee Performance at Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto)

Employee performance is only marginally affected by job stress, according to the fifth hypothesis. This finding aligns with Wicaksono & Liana (2024)' s study , where it was determined that stress in the workplace does not impact productivity. Conversely, this finding is inconsistent with Rosmiati et al.'s study , which found that work stress has a significant negative effect on employee performance. The results of respondents' assessments of the work stress variable showed that the majority of respondents (56.5%) agreed. This indicates that employees perceive work stress. However, this work stress has not been shown to significantly impact performance. (Wicaksono, 2024: 21) explains that work stress at a certain level can actually function as a positive

stimulant that encourages employees to increase effort and concentration at work. Therefore, the stress experienced does not necessarily negatively impact performance if the individual is still able to manage it well.

Sixth Hypothesis (The Effect of Workload on Employee Performance Through Employee Work Stress at Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto)

According to the sixth hypothesis, stress in the workplace cannot mitigate the impact of burden on productivity. This study's results align with those of Meliani et al., 2024 , which found that stress at work, in the form of workload, did not influence productivity. Conversely, this study's results are inconsistent with those of Santoso & Setiani, 2022 , and it was shown that workplace stress might act as a mediator between workload and output. Workload and employee performance are not linked by workplace stress, according to these data. While workload has been shown to increase job stress, it has not been shown to affect performance. Therefore, an indirect relationship between workload and performance through job stress has not been established. (Munandar, 2014: 393) suggests that the impact of job stress on performance is situational and dependent on buffering factors such as social support, individual coping skills, and experience. work, and internal motivation, so that if these factors are strong enough, the stress caused by the workload will not result in decreased performance.

Seventh Hypothesis (The Influence of Work Environment on Employee Performance Through Work Stress of Employees at Takom 1922 Café & Resto and Nunggu Kowe Coffee & Resto)

As per the seventh hypothesis, job stress does not have the ability to moderate the impact of the work environment on employee performance. Consistent with other studies, this one found (Sari et al., 2022) , Workplace stress, it says, can't counteract the impact of external variables on output. Conversely, other studies' findings contradict this one (Octarina & Ardana, 2022) , It claims that pressure at work greatly mitigates the effect of environmental factors on productivity. These results indicate that although a good work environment has been proven to reduce job stress, the reduction in stress is not significant enough to directly improve employee performance. (Norawati & Maulana, 2025: 81) , describes how job stress acts as a mediator between the work environment and performance; this is because employees in a good work environment are typically highly motivated to perform at their best regardless of the level of stress they're under. This is because a conducive work atmosphere and sufficient support facilities are directly influenced by the work environment. The evidence that indicates a direct and substantial influence of the work environment on performance (H2 is accepted) and no such effect of job stress on performance

(H5 is denied) lends credence to this idea. Basically, job stress isn't necessary to explain how the work environment affects performance; the relationship is pretty clear.

CONCLUSION

Workload (X1) does not partially affect employee performance (Y), work environment (X2) significantly and positively affects employee performance (Y), work stress (M) does not partially affect employee performance (Y), work stress (M) cannot mediate the effect of workload (X1) on employee performance (Y), and work stress (M) cannot mediate the effect of work environment (X2) on employee performance (Y), according to the study's results. The managerial implications of this study are the need for more proportional workload arrangements, especially during peak hours, weekends, and holidays. Management also needs to improve the physical and non-physical work environment through work area arrangement, improved facilities, more open communication, clearer inter-divisional coordination, and consistent superior support. This step can help employees work more comfortably, reduce work stress, and maintain service quality.

This study has limitations because it was conducted on only two food and beverage businesses in Yogyakarta using a cross-sectional survey design. Future research could expand the sample, increase the number of respondents, and include other variables such as work motivation, job satisfaction, compensation, leadership style, organizational culture, or work-life balance. Future researchers could also use path analysis or structural equation modeling to more comprehensively examine the relationships between variables.

Bibliography

- Adisti, A. A., Sawitri, N. N., Navanti, D., Ali, H., & Khan, M. A. (2024). PENGARUH BEBAN KERJA DAN KOMPENSASI TERHADAP KINERJA KARYAWAN MELALUI STRES KERJA SEBAGAI VARIABEL INTERVENING PADA PT. ENERGI ENTELEMI INDONESIA. *Edu Research Indonesian Institute For Corporate Learning And Studies (IICLS)*, 5(1), 70–80.
- Amiq, I., Wardhani, P. S., & Manafe, L. A. (2025). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan dengan Stres Kerja sebagai Variabel Intervening. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 4(3), 6556–6564. <https://doi.org/10.31004/riggs.v4i3.2938>
- Annisa, R. N., Kuniawan, A. W., Haeruddin, M. I. M., & Dipatmodjo, T. S. P. (2018). *Pengaruh beban kerja terhadap stres kerja karyawan pada updk pltd gunung malang balikpapan*.
- Armstrong, M. (2014). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. Kogan Page. <https://books.google.co.id/books?id=oKkZBQAAQBAJ>
- Dra.Eros Rosmiati, MM, Maya Sova, SE, M.Ak, R. (2015). *Jurnal Administrasi Dan Manajemen Jurnal Administrasi Dan Manajemen E-ISSN 2623-1719 P-ISSN 1693-6876*. 11–16.
- eric hermawan. (2022). Pengaruh Lingkungan Kerja, Stres Kerja, dan Beban Kerja Terhadap Kinerja PT. Sakti Mobile Jakarta. *Jurnal Kajian Ilmiah*, 22(2), 173–180. <http://ejurnal.ubharajaya.ac.id/index.php/JKI>

- Febrianti, D., & Rini, R. S. (2026). *Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Stres Kerja Karyawan PT Plasindo Elok*. 2(2), 559–565.
- Gede Riana, I., Suparna, G., Gusti Made, I., Kot, S., & Rajiani, I. (2020). Human resource management in promoting innovation and organizational performance. *Problems and Perspectives in Management*, 18(1), 107–118. [https://doi.org/10.21511/ppm.18\(1\).2020.10](https://doi.org/10.21511/ppm.18(1).2020.10)
- Hakimah, Y., Suprani, Y., & Atin. (2025). *PENGARUH BEBAN KERJA, STRES KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA DIVISI MERCHANDISER DAN BEAUTY ADVISOR PT. CIPTA ARTHA NADYA NEW CONNECTED PALEMBANG Yusro*. 10(2), 144–153.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Bumi Aksara. <https://books.google.co.id/books?id=ZQk0tAEACAAJ>
- Hatidja, S., Jusuf, E., Tiong, P., Baharuddin, S. M., & Soemaryo, P. (2022). *Manajemen Sumber Daya Manusia*. Pradina Pustaka. <https://books.google.co.id/books?id=x7CiEAAAQBAJ>
- Indrayana, D. S., Ibnu, F., & Sukono, F. (2024). *Pengaruh Beban Kerja , Stres Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan*. 2(1), 9–18.
- Kumala, U., & Maksum, I. (2023). *Pengaruh Stres Kerja Dan Beban Kerja Terhadap Kinerja Dengan Motivasi Kerja Sebagai Variabel Mediasi (Studi Kasus Pada Kantor Akuntan Publik Di Provinsi Dki Jakarta)*. 6(2), 905–911.
- Maryam, N. S., & Ningrum, M. E. (2025). *Manajemen Sumber Daya Manusia*. CV Eureka Media Aksara. <https://books.google.co.id/books?id=Q-KzEQAAQBAJ>
- Meliani, A., Heriyadi, H., Rosnani, T., & Saputra, P. (2024). Workload on SOEs employee performance: Mediating effects of work stress and burnout. *Journal of Management and Digital Business*, 4(3), 697–712. <https://doi.org/10.53088/jmdb.v4i3.1322>
- Muhareni, I., Rusdi, M., & Shalihah, B. M. (2022). Pengaruh Work Family Conflict Dan Beban Kerja Terhadap Kinerja Karyawan Wanita Dengan Stres Kerja Sebagai Variabel Intervening. *Al Huwiyah: Journal of Woman and Children Studies*, 2(1). <https://doi.org/10.24042/jwcs.v2i1.11229>
- Munandar, A. S. (2014). *Psikologi Industri dan Organisasi*. Universitas Indonesia (UI-Press).
- Muthmainnah, U. L., & Utami, W. N. (2026). Pengaruh Lingkungan Kerja dan Beban Kerja terhadap Kinerja Karyawan pada PT. XYZ. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 5(1), 2558–2570. <https://doi.org/10.31004/riggs.v5i1.6611>
- Norawati, S., & Maulana, R. (2025). *Kinerja Optimal: Dominasi, Motivasi dan Lingkungan Kerja* (N. Ilmasari (ed.)). https://doi.org/https://www.google.co.id/books/edition/Kinerja_Optimal_Dominasi_Motivasi_Dan_Li/l7xPEQAAQBAJ?hl=id&gbpv=1&dq=pengaruh%20lingkungan%20kerja%20terhadap%20kinerja%20lebih%20bersifat%20langsung&pg=PR4&printsec=frontcover
- Octarina, K. A., & Ardana, I. K. (2022). *PERAN STRES KERJA MEMEDIASI PENGARUH LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA COMO SHAMBHALA ESTATE Komang*. 11(1), 102–126.
- Putry, D. A., & Hamsal. (2024). *PENGARUH STRESS KERJA DAN BEBAN KERJA TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING (STUDI KASUS PADA KARYAWAN PT . SHARP ELECTRONIC CABANG PEKANBARU) Dian Aulya Putry Universitas Islam Negeri Riau Hamsal Universitas Islam*. 18(1), 363–381.
- Santoso, A. D., & Setiani. (2022). *STRES KERJA SEBAGAI VARIABEL MEDIASI PADA BEBAN KERJA DAN KINERJA PERAWAT PUSKESMAS CEMORO DONOMULYO MALANG Ahmad Danial Santoso 1 , Setiani 2 1,2. 6(1)*, 185–196.
- Saputri, A. T., Putra, R. B., & Pratiwi, N. (2025). ... Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Stres Kerja Sebagai Variabel Intervening Pada Dinas Tenaga Kerja Dan Transmigrasi Provinsi *Journal of Business ...*, 01(03), 410–417. <https://jurnal.globalscients.com/index.php/jbem/article/view/279%0Ahttps://jurnal.glob>

- alscients.com/index.php/jbem/article/download/279/280
- Sari, V. N., Safitri, R., & Sulistyowati, E. (2022). *Pengaruh Beban Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan dengan Stres Kerja sebagai Variabel Intervening pada PT Batanghari Barisan Padang*. 12(1), 135.
- Sartina, Agung Widhi Kurniawan, Musa, C. I., Tenri SP Dipoatmodjo, & Muhammad Ilham Wardhana Haeruddin. (2023). *Pengaruh Lingkungan Kerja Terhadap Stres Kerja dan Prestasi Kerja*. 1(4), 233–240.
- Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management*, 34(3), 345–365. <https://doi.org/10.1177/2397002220921131>
- Surya, S. M., & Anggarini, D. R. (2023). Pengaruh Lingkungan Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Pada Pt Antarestar Global Kreatifindo. *Jurnal Economina*, 2(11), 3351–3369. <https://doi.org/10.55681/economina.v2i11.977>
- Tungka, J. S., Taroreh, R. N., Lintong, D. C. A., Stres, T., Di, K., Lingkungan, D., Kota, H., Tungka, J. S., Taroreh, R. N., & Lintong, D. C. A. (2023). *Tungka et al., (2023)*. 11(4), 71–82.
- Wicaksono, I. (2024). *Jurnal E-Bis : Ekonomi Bisnis*. 8(1), 93–104.
- Wijono, S. (2010). *Psikologi Industri & Organisasi*. Kencana. <https://books.google.co.id/books?id=ApFBDwAAQBAJ>
- Winata, E. (2022). *Manajemen Sumberdaya Manusia Lingkungan Kerja : Tinjauan dari Dimensi Perilaku Organisasi dan Kinerja Karyawan*. Penerbit P4I. <https://books.google.co.id/books?id=FgVjEAAAQBAJ>
- Zainal, H., & Ashar, A. I. D. (2023). *Stres kerja* (Efitra (ed.); 1st ed.). PT. Sonpedia Publishing Indonesia. https://doi.org/https://www.google.co.id/books/edition/STRES_KERJA/tn_pEAAAQBAJ?hl=id&gbpv=1&dq=stres%20kerja%20merupakan&pg=PR1&printsec=frontcover
- Zainal, H., Ashar, A. I. D., & Efitra, E. (2015). *STRES KERJA*. PT. Sonpedia Publishing Indonesia. https://books.google.co.id/books?id=tn_pEAAAQBAJ
- Zuhrah, H. A., Raharja, S. J., & Purbasari, R. (2025). Pengaruh Lingkungan Kerja terhadap Stres Kerja Karyawan pada PT Insansandang Internusa Kabupaten Sumedang Jawa Barat. *JIIIP - Jurnal Ilmiah Ilmu Pendidikan*, 8(3), 3453–3460. <https://doi.org/10.54371/jiip.v8i3.7310>