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The Effects of Workload and Work Stress on the Performance of Employees in the Production Department at PT. Indoneptune Net Manufacturing in Bandung Regency

Nur Aisyah Mailani Qurdis[1], Eka Ludiya[2]
[1] Universitas Jenderal Achmad Yani, Jl. Terusan Jenderal Sudirman, Cimahi, Jawa Barat, Indonesia
[2] Universitas Jenderal Achmad Yani, Jl. Terusan Jenderal Sudirman, Cimahi, Jawa Barat, Indonesia
Email: nuraisyah_22p263@mn.unjani.ac.id, ekalud@mn.unjani.ac.id

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Abstract

Increasingly intense competition in the manufacturing industry, driven by technological advancements, globalization, and rising market demand, requires companies to improve the effectiveness of their human resource management. PT. Indoneptune Net Manufacturing, as a manufacturing company that implements a make-to-order system, faces challenges in meeting its ever-increasing production targets. During the 2021–2024 period, the company's actual production has not been able to meet the set targets, accompanied by a decline in the performance evaluations of employees in the Production Department. These conditions are believed to be influenced by high workloads resulting from increased production targets, as well as rising work stress due to job pressures, demands to complete tasks within tight deadlines, and strict work standards. This study aims to examine the effects of workload and work stress on the performance of employees in the Production Department at PT. Indoneptune Net Manufacturing in Bandung Regency. The study employs a quantitative approach, with data collected through questionnaires, interviews, and company documents. The research sample consisted of 99 respondents selected using nonprobability sampling with a saturation sampling method. The data were analyzed using multiple linear regression with the aid of SPSS version 26. Hypothesis testing was conducted using partial tests, simultaneous tests, and an analysis of the coefficient of determination (R^2) to evaluate the effects of independent variables on employee performance. The results of the study indicate that, when considered partially, workload has a positive effect on employee performance, while job stress has a negative effect on employee performance. When considered simultaneously, workload and working stress affect employee performance. The results of the study indicate that appropriate workload management and work stress control are important for supporting improvements in employee performance.

INTRODUCTION

Current developments in the business world reflect increasingly intense competition amid rapid technological advancements, globalization, and regulatory changes. These conditions are driving companies to continuously enhance their competitiveness through innovation, operational efficiency, and effective human resource management. According to Andini & Ali (2025), technological advancements and regulatory changes are driving companies to adopt adaptive and innovative strategies to ensure business sustainability. Furthermore, Saputri et al. (2025) explain that companies need to undergo transformation not only in operational aspects but also in human resource management, as the ability of human resources to adapt to changes in the business environment is a key factor in enhancing organizational competitiveness. Therefore, the quality of human resources is a critical factor in supporting the achievement of organizational goals.

The manufacturing sector is one of the sectors that makes a significant contribution to national economic growth. In the third quarter of 2025, the non-oil and gas manufacturing industry grew by 5.58% (year-on-year), contributing 17.39% to the national Gross Domestic Product (GDP), making it the largest contributor compared to other economic sectors. This situation indicates that manufacturing companies are required to continuously improve productivity in order to remain competitive amid rising market demand.

One manufacturing company facing these conditions is PT. Indoneptune Net Manufacturing in Bandung Regency, a company engaged in the production of fishing nets and nylon thread using a make-to-order system. This system requires the company to produce goods according to the quantity, specifications, and completion time specified by customers, so the company must maintain product quality while improving employee performance to ensure production targets are met.

According to Hasibuan (2020), performance refers to the results achieved by an individual in carrying out the tasks under their responsibility. Meanwhile, Mangkunegara (2017) explains that performance refers to the quality and quantity of work results achieved by an employee in accordance with the responsibilities assigned to them. Thus, employee performance is one of the key indicators of a company's success in achieving its production targets.

Based on interviews with the Production Supervisor and the HR Manager, it was found that during the 2021–2024 period, there was a decline in employee performance in the Production Department at PT. Indoneptune Net Manufacturing. This is evident from the decrease in the number of employees rated very good and good, while the number rated adequate and poor increased.

In addition to a decline in employee performance, the company has also failed to meet its production targets for four consecutive years. In 2021, the production target was 1,463.56 metric tons, while actual production reached only 1,456.56 metric tons. A similar situation occurred from 2022 through 2024, with actual production consistently falling short of the company's targets.

The failure to meet production targets is believed to be influenced not only by technical factors but also by human resource factors, particularly workload and work stress. Hasibuan (2020) states that excessive workload (work overload) is one of the main causes of work stress, which ultimately leads to a decline in employee productivity and performance. Conversely, a proportionate workload can encourage employees to work with greater focus and effectiveness in completing their tasks. Based on interviews with the Production Supervisor and HRD, the increase in production targets, which has not been balanced by the readiness of the work system, adaptability, and employee competencies, has led to increased job demands in the Production Department. These conditions require employees to work at a higher intensity, which has the potential to increase their workload. In addition to workload, the work environment is also an aspects that needs to be considered in supporting employees' working conditions. Amilia & Mulyana (2025) demonstrate that workload and the work environment are factors related to employee job satisfaction; therefore, work management must be supported by adequate working conditions.

In addition to workload, job stress is also believed to affect employee performance. Ahmad et al. (2019) define job stress as a state of tension that affects a person's emotions, thought processes, and physical condition while performing their work. According to Issalillah et al. (2021), job stress arises when employees feel unable to meet job demands or targets set by the organization. At PT. Indoneptune Net Manufacturing, work stress is reflected in the increasing

pressure felt by employees due to high production targets, strict work standards, and the characteristics of a make-to-order system that requires dynamic changes in order quantities, product specifications, and completion times. This situation has the potential to reduce concentration and work effectiveness, ultimately affecting employee performance.

Previous research has shown that workload and job stress are factors that influence employee performance. Pratama & Srimulyani (2023) found that workload has a positive and significant effect on employee performance, while job stress has a negative and significant effect on employee performance. These findings are supported by Fitria (2025), Riwu & Ndaparoka (2022), who concluded that workload has a positive effect on performance, while job stress has a negative effect on employee performance. In addition to managing workload and work stress, improvements in employee performance can also be supported through competency development and work discipline. Lubis & Romi (2026) show that training and work discipline are factors that play a role in improving employee performance

Nevertheless, research on the effects of workload and work stress in manufacturing companies that implement a make-to-order system remains relatively limited. The characteristics of this production system result in dynamic production targets based on customer demand, which may lead to different levels of workload and work stress compared to manufacturing companies with other production systems. Furthermore, this study is based on actual phenomena in the form of declining employee performance and the consistent failure to meet production targets during the 2021–2024 period at PT. Indoneptune Net Manufacturing, thereby providing an empirical context that differs from previous research.

Based on this phenomenon, this study aims to analyze the effects of workload and work stress on the performance of employees in the Production Department at PT. Indoneptune Net Manufacturing in Bandung Regency, both partially and simultaneously. The results of this study are expected to contribute to the development of human resource management theory and serve as a basis for the company to formulate policies for workload management and work stress control to improve employee performance.

To gain a clearer understanding of the effects of workload and work stress on the performance of employees in the production department at PT. Indoneptune Net Manufacturing in Bandung Regency, please refer to the research paradigm diagram below:

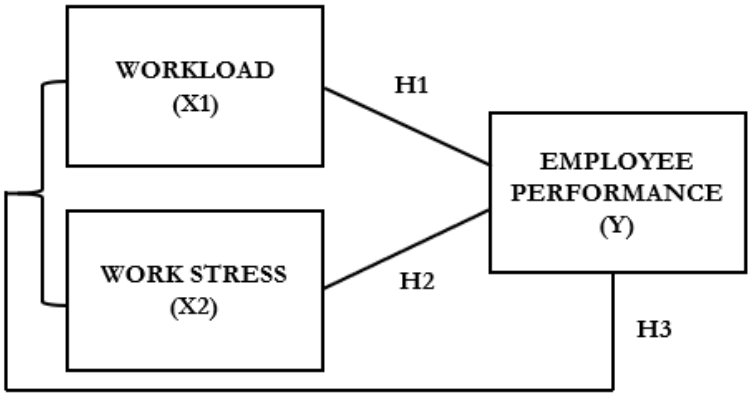


Figure 1 Reasearch Paradigm

METHODS

This study employs a quantitative approach using descriptive and descriptive and associative analyses. The descriptive method is used to describe the levels of workload, work stress, and employee performance in the production department at PT. Indoneptune Net Manufacturing in Bandung Regency, while the associative method is used to test the effects of workload and work stress on employee performance. The quantitative approach was chosen because it allows the researcher to objectively measure the relationships between variables through statistical analysis and hypothesis testing. This study was conducted at PT. Indoneptune Net Manufacturing in Bandung Regency. This location was selected because it is the first company in Indonesia engaged in the manufacture of fishing nets and nylon thread, and it implements a make-to-order production system in Bandung. The study population consisted of all employees in the production department at PT. Indoneptune Net Manufacturing in Bandung Regency. This study used a nonprobability sampling technique with a total sampling to select respondents, resulting in a target sample size of 99.

Data collection was conducted using a questionnaire distributed to respondents. The variables in this study consist of independent variables, including workload and work stress. The dependent variable is employee performance.

The data analysis technique used in this study involved multiple regression analysis using the Statistical Package for the Social Sciences (SPSS) software. The analysis procedure included measurement instrument validation to assess validity and reliability, as well as testing classical assumptions, consisting of tests for normality, multicollinearity, and heteroscedasticity. Hypothesis testing was performed using multiple regression with a significance level of 5% (p-value < 0.05) to determine the effects of workload and work stress on employee performance.

RESULTS AND DISCUSSION

Research Findings

To gather information on workload, work stress, and employee performance, the researcher distributed a questionnaire to all employees in the rope production department. The researcher used SPSS 26 to test the validity and reliability of the data.

Table 1 Validity Test Results

Variable	Statement	R-test	Rtable	Description
Workload (X1)	X1.1	0.751	0.197	Valid
	X1.2	0.777	0.197	Valid
	X1.3	0.842	0.197	Valid
	X1.4	0.794	0.197	Valid
	X1.5	0.830	0.197	Valid
	X1.6	0.791	0.197	Valid
Work Stress (X2)	X2.1	0.803	0.197	Valid
	X2.2	0.831	0.197	Valid
	X2.3	0.837	0.197	Valid
	X2.4	0.781	0.197	Valid
	X2.5	0.813	0.197	Valid
	X2.6	0.802	0.197	Valid
Employee Performance (Y)	Y1.1	0.896	0.197	Valid
	Y1.2	0.851	0.197	Valid
	Y1.3	0.860	0.197	Valid
	Y1.4	0.815	0.197	Valid
	Y1.5	0.840	0.197	Valid
	Y1.6	0.820	0.197	Valid
	Y1.7	0.812	0.197	Valid
	Y1.8	0.873	0.197	Valid
	Y1.9	0.871	0.197	Valid
	Y1.10	0.849	0.197	Valid
	Y1.11	0.821	0.197	Valid
	Y1.12	0.800	0.197	Valid

Source: SPSS Output Results, 2026.

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	N of Item	Description
Workload (X1)	0.885	6	Reliable
Work Stress (X2)	0.896	6	Reliable
Employee Performance (Y)	0.963	12	Reliable

Source: SPSS Output Results, 2026.

Descriptive Analysis of Variables

Respondents' Perception of Workload (X1)

This section presents a descriptive analysis of respondents' responses regarding the variables of workload, work stress, and employee performance. The results of the descriptive analysis of workload, work stress, and employee performance in the production department at PT. Indoneptune Net Manufacturing in Bandung Regency provide a comprehensive overview of the conditions affecting the employee performance. The interpretation of these categories is based on the average values on an interval scale designed to measure the level of perception regarding factors that affect the employee performance.

Workload refers to the amount of work that must be completed by an individual or a group of workers within a specific time frame, in accordance with their capacity and responsibilities (Mahawati et al., 2021). Descriptive analysis shows that the implementation of workload at PT. Indoneptune Net Manufacturing is categorized based on an average total score of 2.16. This variable was measured using six statement indicators included in the questionnaire. These findings indicate that the workload assigned by the company is not aligned with employees' capabilities and responsibilities in performing their jobs. This situation suggests that the company's allocation of tasks, work targets, and responsibilities is not tailored to employees' work capacity, thereby preventing work from being carried out effectively.

Table 3 Total Average Score for Statements Regarding the Workload Variable

SUB VARIABLE	AVERAGE TOTAL SCORE	CRITERIA
Work Time Allocation	2.07	Inappropriate
Working Conditions	2.22	Inappropriate
Work Targets	2.19	Inappropriate
AVERAGE TOTAL SCORE (2.07+2.22+2.19)/3 = 2.16		
CRITERIA = INAPPROPRIATE		

Respondents' Perception of Work Stress (X2)

Work stress is a state of tension that affects a person's emotions, thought processes, and physical condition while performing their job (Ahmad et al., 2019). The research results indicate that the level of work stress was categorized as neutral, with a total score of 2.99. This variable was measured using six statement indicators included in the questionnaire. These findings indicate that the level of work stress experienced by employees is not yet considered high. However, there is still work pressure stemming from task demands, role demands, and interpersonal relationship demands as part of the company's work dynamics. These conditions suggest that employees are still able to manage the work pressure they face. Nevertheless, the company needs to continue its efforts to manage work stress so that these conditions remain under control and do not negatively impact employee performance.

Table 4 Total Average Score for Statements Regarding the Work Stress Variable

SUB VARIABLE	AVERAGE TOTAL SCORE	CRITERIA
Task Demands	2.99	Neutral
Role Demands	2.95	Neutral
Interpersonal Demands	3.04	Neutral
AVERAGE TOTAL SCORE (2.99+2.95+3.04)/3 = 2.99		
CRITERIA = NEUTRAL		

Respondents' Perceptions of Employee Performance (Y)

Employee performance refers to the quality and quantity of work achieved by an employee in carrying out tasks in accordance with their assigned responsibilities (Mangkunegara, 2017). The research results indicate that the performance of employees in the production department at PT. Indoneptune Net Manufacturing is categorized as inadequate, with a total score of 2.02. This variable was measured using 12 statement indicators included in the questionnaire. These findings suggest that employee performance has not yet been optimal in carrying out work in accordance with the targets, operational standards, and responsibilities assigned by the company. This situation indicates that there are still aspects of performance that need to be improved so that work can be

carried out more effectively and efficiently. Therefore, the company needs to make efforts to improve performance through more optimal workload management, enhancing employee competencies through training, and controlling factors that can affect employees' psychological well-being. These efforts are expected to increase work productivity so that the company's production targets can be achieved more effectively.

Table 5 Total Average Score for Statements Regarding the Employee Performance Variable

SUB VARIABLE	AVERAGE TOTAL SCORE	CRITERIA
Work Quality	1.92	Less
Work Quantity	2.02	Less
Responsibility	1.82	Less
Teamwork	2.36	Less
Work Initiative	1.96	Less
AVERAGE TOTAL SCORE (1.92+2.02+1.82+2.36+1.96)/5 = 2.02		
CRITERIA = LESS		

Test of Classical Assumptions

Normality Test

The results of the normality test for the variables related to workload, work stress, and employee performance in the production department at PT. Indoneptune Net Manufacturing in Bandung Regency show that the significance value (sig.) is 0.200 > 0.05, indicating that the data in this study are normally distributed.

Multicollinearity Test

The results of the multicollinearity test show that all variables of workload and work stress have a tolerance value of 0.999 > 0.10 and a Variance Inflation Factor (VIF) value of 1.001 < 10. Therefore, there are no multicollinearity issues in the regression model. Consequently, workload and work stress can be included simultaneously in the regression model without causing estimation bias.

Heteroscedasticity Test

The results of the heteroscedasticity test show that the significance values for the workload variable are 0.553 > 0.05 and for work stress are 0.272 > 0.05, which means that the regression model does not suffer from heteroscedasticity. The results of the classical assumption tests confirm that the regression model meets the necessary requirements for multiple linear regression analysis.

Multiple Linear Regression Analysis

A multiple linear regression analysis was conducted to test the effects of workload and work stress on employee performance. The resulting regression equation is as follows:

Y: 25.234 + 0.829X1 – 0.665X2
Description:
Y: Employee Performance
X1: Workload
X2: Work Stress

The regression coefficients indicate that workload has a positive relationship with employee performance, while job stress has a negative relationship with it. Specifically, a one-unit increase in workload is associated with a 0.829-unit increase in employee performance, whereas a one-unit increase in job stress is associated with a 0.665-unit decrease in employee performance. These findings suggest that increases in these two variables have positive and negative effects, respectively, on employee performance.

Analysis of the Coefficient of Determination

The coefficient of determination indicates that workload and work stress make a significant contribution to explaining employee performance at PT. Indoneptune Net Manufacturing in Bandung Regency. This is indicated by the coefficient of determination (*R2*), which is 0.436. This means that the variables of workload and work stress can influence employee performance by 43.6%, which falls within the category of moderate influence. Meanwhile, 56.4% is influenced by other factors outside the scope of this study.

Table 6 Coefficient of Determination

Variable	R Square	**Percentage**
Workload and Work Stress → Employee Performance	0.436	43.6%

Partial Hypothesis Testing (t-test)

Partial hypothesis testing is conducted to determine the partial effect of each independent variable on employee performance.

Table 7 Result of Partial Hypothesis Testing

Variable	**t-test**	**ttable**	**Sig**	**Description**
Workload (X_1)	6.803	1.661	0.000	Effective
Work Stress (X_2)	-5.468	1.661	0.000	Effective

The results of the analysis show that for the workload variable, the calculated t-value is greater than the critical t-value (6.803 > 1.661). Therefore, H_a is accepted and H_o is rejected. This means that the workload variable has a positive partial effect on employee performance. Next, regarding work stress, the calculated t-value is greater than the critical t-value: -5.468 > 1.661. Therefore, Ha is accepted and Ho is rejected. This means that the work stress variable has a partial negative effect on employee performance.

Simultaneous Hypothesis Testing (F-Test)

The results of the simultaneous test indicate that workload and work stress together have a significant effect on employee performance. The statistical calculation of the F-test yields an F-value of 37.047 > 3.092, with a significance level of 0.00 < 0.05.

Tabel 8 Result of Simultaneous Hypothesis Testing

Variabel	**F-test**	**Ftable**	**Sig.**	**Prob.**	**Description**
X1, X2 Towards Y	37.047	3.092	0.00	0.05	Effective

Hypothesis Testing

H1: Workload has a partial, positive, and significant effect on the performance of employees in the production department at PT. Indoneptune Net Manufacturing in Bandung Regency. This is indicated by the calculated t-value of 6.803, which is greater than the critical t-value of 1.661, therefore, H1 is accepted and H0 is rejected. This means that the more appropriately a company implements workload management, the higher the resulting employee performance.

H2: Work stress has a partial, negative, and significant effect on the performance of production department employees at PT. Indoneptune Net Manufacturing in Bandung Regency. This is indicated by the calculated t-value of -5.468, which is greater than the critical t-value of 1.661, therefore, H2 is accepted and H0 is rejected. This means that the higher the work stress, the lower the employee performance produced by a company.

H3: The effects of workload and work stress on the performance of production department employees at PT. Indoneptune Net Manufacturing in Bandung Regency are simultaneously significant. The calculated F-value of 37.047 is greater than the critical F-value of 3.092, with a significance level of 0.00 < 0.05, therefore, the alternative hypothesis (H3) is accepted and the null hypothesis (H0) is rejected.

DISCUSSION

The Effect of Workload on Employee Performance

The research findings indicate that workload has a positive and significant effect on the performance of employees in the Production Department of PT. Indoneptune Net Manufacturing in Bandung Regency. Although the descriptive analysis indicates that workload has not been fully aligned with employees' capacities, the regression results demonstrate that a more appropriate workload contributes positively to employee performance. A proportionally assigned workload has the potential to motivate employees to work with greater discipline, focus, and responsibility in completing tasks according to predetermined targets. In the Production Department of PT. Indoneptune Net Manufacturing, the make-to-order production system requires each employee to complete tasks according to the order quantity, product specifications, and completion time set by the customer. These production demands encourage employees to work effectively so that production targets can be met without compromising product quality.

These findings are consistent with the view of Mahawati et al. (2021), who state that a workload commensurate with employees' capacity can increase productivity and work effectiveness. The results of this study are also supported by Utami & Abdurahman (2026) and Amilia & Mulyana (2025), who state that a proportionally managed workload influences an increase in employee productivity. This indicates that distributing workloads in accordance with employees' capacity can encourage more effective task completion and support improved performance.

These findings are also consistent with the research by Pratama & Srimulyani (2023), which concluded that workload has a positive and significant effect on employee performance. Fitria's (2025) study also shows that a properly managed workload can improve employee performance by increasing productivity and helping employees achieve their work targets.

For PT. Indoneptune Net Manufacturing, the results of this study indicate that workload management tailored to employees' capabilities must be consistently maintained through proportional task allocation, adjustments to production targets, and periodic workload evaluations to ensure that employee productivity and performance remain optimal.

The Effect of Work Stress on Employee Performance

The results of the study indicate that work stress has a significant negative effect on the performance of employees in the Production Department at PT. Indoneptune Net Manufacturing in Bandung Regency. These results show that the higher the level of work stress experienced by employees, the lower their performance.

The work stress experienced by employees can be caused by high production targets, time pressure to complete tasks, demands to maintain product quality, and fluctuations in order volume resulting from the implementation of a make-to-order system. These conditions have the potential to reduce concentration, decrease attention to detail, increase physical and mental fatigue, and hinder employees' ability to perform their jobs optimally.

These findings support the view of Ahmad et al. (2019), who state that work stress is a state of tension that affects a person's emotions, thought processes, and physical condition, thereby reducing work effectiveness. This is also supported by Issalillah et al. (2021), Lestari & Manggiasih (2022), who explain that work stress that is not properly managed will lead to a decline in productivity and organizational performance.

The results of this study are consistent with the research by Pratama & Srimulyani (2023), which concluded that work stress has a significant negative impact on employee performance. Similar findings were also reported by Fitria (2025), who demonstrated that increased levels of work stress lead to a decline in both the quality and quantity of employees' work output.

For PT. Indoneptune Net Manufacturing, these findings highlight the importance of managing work stress through effective communication between supervisors and employees, evaluating work targets, providing adequate rest periods, and creating a conducive work environment to minimize stress levels and maintain employee performance.

The Effects of Workload and Job Stress on Employee Performance

The results of the simultaneous analysis show that workload and job stress together have a significant effect on the performance of employees in the Production Department of PT. Indoneptune Net Manufacturing in Bandung Regency. These findings indicate that employee performance is not influenced by a single factor but is the result of the interaction between the workload and the level of job stress experienced while performing their duties.

An appropriate workload can boost motivation, responsibility, and work productivity, whereas high job stress tends to reduce concentration, effectiveness, and the quality of work output. Therefore, the company needs to maintain a balance between the workload assigned and employees' capabilities, as well as manage factors that trigger job stress so that employee performance can continue to improve. In addition, companies also need to improve employee coaching, training, and work discipline. Lubis and Romi (2026) explain that training and work discipline are important factors that can improve employee performance so that companies can achieve organizational goals more effectively.

These findings are consistent with Fitria's (2025) study, which states that workload and work stress simultaneously have a significant impact on employee performance. Research by Pratama & Srimulyani (2023) also shows that these two variables are key factors determining the extent to which employees succeed in meeting their work targets.

For PT. Indoneptune Net Manufacturing, the results of this study indicate that improving employee performance requires not only setting appropriate work targets but also implementing effective workplace stress management. Consequently, the company can boost productivity, maintain the quality of its products, and support the sustainable achievement of production targets.

CONCLUSION

This study aims to examine the effects of workload and work stress on the performance of employees in the production department at PT. Indoneptune Net Manufacturing in Bandung Regency.

Based on the analysis results, the level of workload was categorized as inappropriate, job stress as neutral, and employee performance as poor. Appropriately managed workload has a positive effect and significant effect on employee performance. These findings indicate that workloads assigned proportionally and in line with employees' capabilities can drive increased productivity, accountability, and more optimal performance. Meanwhile, job stress has a negative and significant effect on employee performance. These results indicate that the higher the level of work stress experienced by employees, the more their ability to perform their jobs effectively declines, leading to a decrease in performance. Workload and work stress together have a significant impact on employee performance, suggesting that appropriate workload management and the simultaneous control of work stress levels contribute to improved performance among production department employees at PT. Indoneptune Net Manufacturing in Bandung Regency.

Research Limitations

This study has several limitations that should be noted. First, the study was conducted only among employees of the Production Department at PT. Indoneptune Net Manufacturing in Bandung Regency; therefore, the results cannot yet be generalized to other manufacturing companies or different departments. Second, this study used only two independent variables workload and work stress and based on the coefficient of determination of 43.6%, 56.4% of the variation in employee performance is still influenced by factors outside the scope of this study, such as work motivation, leadership, compensation, work environment, organizational culture, and job satisfaction. Third, data collection was conducted using a questionnaire, so respondents' answers depended on their individual perceptions and had the potential to introduce subjectivity.

Recommendations

Based on the research findings, PT. Indoneptune Net Manufacturing in Bandung Regency is advised to conduct periodic workload evaluations so that the distribution of tasks and production targets better align with each employee's capacity and capabilities. The company also needs to improve the management of work stress through more effective communication between supervisors and employees, the provision of adequate rest periods, and the creation of a work environment that supports employees' psychological well-being. In addition, the company is expected to conduct ongoing training and coaching to enhance employees' competencies, sense of responsibility, and initiative, thereby improving employee performance and ensuring that the company's production targets are optimally achieved.

For future researchers, it is recommended to include other variables suspected of influencing employee performance, such as work motivation, leadership, compensation, work environment, job satisfaction, or organizational culture. Future research is also expected to expand the scope of study to other companies or industrial sectors and employ a wider variety of research methods, such as qualitative or mixed-methods approaches, to gain a more comprehensive understanding of the factors influencing employee performance.

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