The Effect of Work Stress And Work Environment osn Employee Performance at PT PLN (Persero) Up3 Palopo

Afsah[1], Muhammad Kasran[2], Sari Ratna Dewi[3]
Faculty of Economics and Business, Muhammadiyah University of Palopo
Email:*afsah.sabil@gmail.com,muhammadkasran@umpalopo.ac.id,sariratnadewi@umpalopo.ac.id*

Keywords:
Influence of work stress, Work environment, Employee performance

Abstract

This study aims to examine the influence of work stress and work environment on employee performance at PT PLN (Persero) UP3 Palopo. In an increasingly competitive era of globalization, companies need to increase competitiveness that cannot be separated from employee contributions, the balance between personal life and work is the most important aspect in improving employee performance. This study uses a quantitative method that focuses on data collection and statistical analysis that aims to answer the researcher's questions and test the hypothesis. The population in this study were 30 employees of PT PLN (Persero) UP3 Palopo. The sample in this study was 30 employees of PT PLN (Persero) UP3 Palopo. Data collection was carried out using primary data. Data were obtained through distributing questionnaires to respondents, each item was scored on a Likert scale where each item was scored from (1) to (5).

INTRODUCTION

PT. PLN (Persero) UP3 Palopo is a service unit that has a crucial role in ensuring the smooth distribution of electricity. As part of PT. PLN (Perdero), UP3 Palopo is responsible for the maintenance and repair of the electricity network and the safe and efficient management of electrical installations. To achieve these tasks effectively, full support from all employees is essential. The performance of employees as implementers is crucial for the success of this unit, and employee performance serves as a clear benchmark in achieving company goals.

However, in facing these challenges, PT. PLN (Persero) UP3 Palopo is also faced with work environment issues that must be taken seriously. Factors such as work safety, comfort, and employee welfare are matters that cannot be ignored. Unconducive work stress can affect employee motivation and productivity, and has the potential to reduce the quality of work produced. Therefore, PT. PLN (Persero) UP3 Palopo needs to pay special attention to the conditions of its work environment in order to create an atmosphere that supports optimal performance and the company's operational success.

Job stress reduces performance, and the higher the job stress, the greater the decline in performance. According to(Wenur, Sepang and Dotulong, 2018)Job stress is caused by individual differences and psychological processes, namely the result of activities (environments), situations, or external events that place excessive psychological or physical demands on a person. This is a limited adaptive response. Positive stress is called eustress, and excessive and detrimental stress is called distress. Stress that is left unaddressed by the company in the short term can cause depression, lack of motivation, and irritability in employees, resulting in suboptimal employee performance and impacting employee performance.

The work environment is designed to foster a working relationship that integrates work and the environment. A comfortable work environment ensures employees can work comfortably and achieve optimal results. On the other hand, unsatisfactory working conditions negatively impact employee productivity and performance. This affects employee performance. A good and

comfortable work environment will enable employees to work well and increase productivity, and vice versa.(Wokas, Dotulong and Saerang, 2022).

Employee performance is crucial for a company to achieve its goals. Employee performance is the work performed by individuals or groups within an organization within their respective authorities and responsibilities, legally, without violating any laws, and in accordance with morals and ethics, to achieve organizational goals. Furthermore, performance can be defined as a measure of what employees do or do not do.(Cahya Widuri Wulan, 2019)

Research conducted by(Triatmaja, Nelwan and Lengkong, 2022), entitled "The Effect of Workload, Job Stress, and Motivation on the Performance of Fif Manado Group Employees," found that there was a partial negative and insignificant influence between the work stress variable and the performance of Fif Manado Group employees. This is inconsistent with the results of research conducted by(Lestari, Liana and Aquinia, 2020), entitled "The influence of work stress, work conflict and workload on employee performance" resulted in the finding that work stress had a positive and significant effect on employee performance.

Research conducted by(Farhan Saputra et al., 2023), entitled "Employee Performance Determination: Analysis of Work Environment, Workload, and Leadership at PT Graha Sarana Duta," found that the work environment had no effect on employee performance. This is inconsistent with the results of research conducted by(Sinambela and Lestari, 2021), entitled "The influence of leadership, work environment and job satisfaction on employee performance" the work environment has a significant influence on employee performance.

Based on the gap research above, this research is entitled "The influence of work stress and work environment on employee performance at PT PLN (Persero) UP3 Palopo".

Work stress

Job stress is a dynamic state in which an individual is confronted with opportunities, constraints, or demands related to what they truly desire, and the outcome is perceived as uncertain and important. Job stress also refers to the pressure employees feel when facing work. This job stress manifests itself in symptoms such as emotional instability, fatigue, a desire for solitude, difficulty sleeping, excessive smoking, an inability to relax, anxiety, tension, irritability, and increased blood pressure.(Lestari, Liana and Aquinia, 2020)

Eustress has a Greek initial meaning "good." The positive aspects of stress (eustress) can be found in its usefulness and our willingness to utilize it. Eustress provides benefits to those experiencing it. The mental pressure of eustress provides positive encouragement, enabling individuals to have more energy in carrying out their tasks. This eustress is what makes employees creative when working towards targets or goals established from a plan. Austress (positive stress) refers to accepting new projects, facing work challenges, and career development training.(Ayudia R and Rochendi T, 2020)Conversely, stress can negatively impact employee performance and health, often referred to as distress, if the stress experienced is excessive or exceeds the maximum threshold. Distress (negative stress) includes tight work deadlines, conflicts with coworkers, and excessive workloads.(Puspita and Sudiro, 2023)

Work stress indicators according to(Hasibuan, 2003)that is:
1. Workload
   Workload is the amount of work an employee must carry and complete within a specific timeframe. Excessive workloads can lead to job stress.
2. Leadership Attitude
   A leader's attitude is a leader's behavior towards his subordinates, a leader's attitude greatly influences the performance of his employees.
3. Work equipment
   Work equipment is an object used to support work implementation.
4. Working environment conditions
   Work environment conditions are the conditions around where employees work.

5. A Job and Career

A job and career is the position of an employee in a company.

Work environment

A good work environment is one in which employees can perform optimally, healthily, safely, and comfortably. The work environment encompasses everything around employees that can influence their performance, such as cleanliness, music, and lighting. Therefore, a good work environment is crucial to an individual's performance.(Siagian and Khair, 2018)

The work environment is a work process where the environment has certain characteristics and values related to the organization. which cannot be separated. The work environment is an element that refers to organizations that interact with each other, either directly or indirectly, according to a certain pattern regarding the organization or company that cannot be separated from the environment in which the organization or company is located.(Prastiyo, 2019)

Work environment indicators according to(Nitisemito, 2012)that is:

1. Working atmosphere

   Work atmosphere refers to the environmental conditions surrounding employees when they carry out their tasks, which can influence the process and results of that implementation.

2. Relationships between coworkers

   Relationships between coworkers are harmonious and conflict-free interactions among fellow employees. These positive relationships are a key factor in influencing an employee's decision to remain with an organization.

3. Relationship between subordinates and leaders

   The relationship between subordinates and leaders involves positive and harmonious interactions between employees and their superiors in the workplace. This positive relationship is a crucial factor in improving employee performance, as it can create a conducive work environment and increase work motivation.

4. Availability of work facilities

   This refers to the availability of adequate equipment to support smooth work. Having complete facilities, even if they aren't brand new, remains a crucial factor in ensuring the smooth running of work processes.

Employee performance

Employee performance is the comparison of an employee's actual work results with the work standards set by the company. Employee performance is the quantity, quality, and time spent performing a task, and quantity is a measurable result of how well someone can achieve the set goals. Quality, on the other hand, is how someone completes a task, namely, the number of errors. In terms of work content, discipline, and accuracy, working hours are related to the number of absences, tardiness, and the length of working hours in a work year.(Effendy and Fitria, 2019)

Regarding employee performance, it refers to work results and achievements, but in essence, performance has a broader meaning, not just the results of work but also how the work process occurs. Employee performance is a method for improving organizational performance by improving individual and team performance. It is a way to achieve better results by understanding and managing performance within an agreed framework against the objectives of the standard Competency Needs Plan.(Siagian and Khair, 2018)

Employee performance indicators according to(Mangkunegara, 2018)that is:

1. Quality of work

   The quality of work can be seen from the accuracy, precision, skill and cleanliness of a person's work.

2. Quantity of work

The quantity of work is also called output, it is also important to pay attention not only to routine output, but also to how quickly you can complete "extra" work.
3. Work reliability
   Work reliability consists of following instructions, initiative, caution, diligence.
4. Work attitude
   Work attitude consists of attitudes towards the company, other employees and work and cooperation.

Previous research
1. Research conducted by,(Rindorindo, Murni and Trang, 2019)entitled "The Effect of Workload, Job Stress, and Job Satisfaction on Employee Performance at the Gran Puri Hotel." This study shows that job stress has a negative and significant impact on employee performance.
2. Research conducted by,(Septianto, 2010)entitled "The Influence of Work Environment and Job Stress on Employee Performance at PT Pataya Raya Semarang." This study shows that the job stress variable has a significant negative effect on employee performance.
3. Research conducted by,(Effendy and Fitria, 2019)entitled "The Influence of Work Environment and Job Stress on Employee Performance at PT. Modernland Realty, TBK". This study shows that there is a positive and significant influence between Job Stress and Employee Performance.
4. Research conducted by,(Mugni Jayadi and Liana, 2022)entitled "The Influence of Motivation, Work Environment, and Job Stress on Employee Performance at PT. Cipta Niaga Semesta". This study shows that the Job Stress variable has a negative and significant effect on Employee Performance.
5. Research conducted by,(Lestari, Liana and Aquinia, 2020)entitled "The Effect of Work Stress, Work Conflict, and Workload on Employee Performance." Work stress has a positive and significant effect on employee performance.
6. Research conducted by,(Sinambela and Lestari, 2021)entitled "The Influence of Leadership, Work Environment, and Work Ability on Employee Performance." This study shows that the work environment also has a significant influence on employee performance.
7. Research conducted by,(Ahmad, Tewal and Taroreh, 2019)entitled "The Effect of Work Stress, Workload, and Work Environment on Employee Performance at PT. Fif Group Manado". This study shows that the work environment has a positive and significant effect on employee performance.
8. Research conducted by,(Agustriani, Ratnasari and Zamora, 2022)entitled "The Influence of Work Discipline, Communication, Work Motivation, and Work Environment on Employee Performance at PT. Bahtera Bahari Shipyard." This study shows that the work environment has a positive and significant effect on employee performance.
9. Research conducted by,(Gardjito, 2016)entitled "The Influence of Work Motivation and Work Environment on Employee Performance at PT. Karmand Mitra Andalan Surabaya". This study shows that the work environment has a significant effect on employee performance.
10. Research conducted by,(Siagian and Khair, 2018)entitled "The Influence of Leadership Style and Work Environment on Employee Performance with Job Satisfaction as an intervening variable of PT. PLN (Persero) North Sumatra Development Main Unit". This study shows that the work environment has a positive and significant effect on employee performance variables.
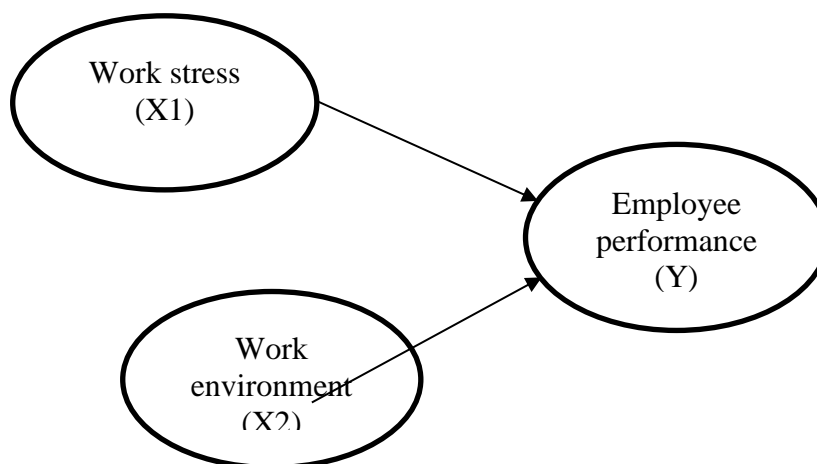
Hypothesis

H1: Work stress has a positive and significant influence on employee performance.

H2: The work environment has a positive and significant influence on employee performance.

H3: Work stress and work environment have a positive and significant influence on employee performance.

Research framework

METHODS

The type of research used in this study is quantitative. This study explains the relationship between employee performance and the work environment and tests the previously formulated hypotheses. In this study, the variables examined are the dependent variable (employee performance) and the independent variables (job stress and work environment).

This research was conducted at PT. PLN (Persero) UP3 Palopo, located at Jalan Andi Kambo No. 70, Tompotika, Wara District, Palopo City, South Sulawesi Province.

1. **Population**

   According to(Buulolo, 2021)Population is a generalization area consisting of objects/subjects with specific qualities and functions, which are investigated by investigators and then resolved. The population in this study is all employees at PT. PLN (Persero) UP3 Palopo, which totals 51 employees.

2. **Sample**

   According to(Handayani, 2020)A sample is a subset of a population, serving as a data source for a study whose population is a subset of the total number of characteristics observed in the population. The sample size was determined using the full sampling method, but only 30 respondents completed the questionnaire on Google Chrome.

3. **Data collection technique**

   The data collection technique used in this study was a questionnaire. A questionnaire is a data collection technique that involves answering questions or statements. The questionnaire was measured using a Likert scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree) with a score of 1 to 5.

4. **Data analysis techniques**

   There are several data analysis techniques used in this study, including testing the validity and reliability test instruments, multiple linear regression tests and hypothesis tests (determination coefficient tests, t tests, F tests).

RESULTS AND DISCUSSION

Research Instrument Test Results
1. **Gender**

Table 1

Code	Gender	Total	Presentation
1	Man	19	63.3%
2	Woman	11	36.7%
Total		30	100%

Source: Ms. Excel 2025 data processing

Respondent data based on gender: Male totaled 19 respondents with a percentage of 63.3% while female totaled 11 respondents with a percentage of 36.7% of the total number of respondents was 30 respondents from a percentage of 100%.

2. **Age**

Table 2

Code	Age	Total	Presentation
1	20-25 Years	12	40%
2	26-30 Years	4	13.3%
3	31-35 Years	4	13.3%
4	>35 Years	10	33.3%
Total		30	100%

Source: Ms.Excel 2025 data processing

Respondent data based on age 20-25 years amounted to 12 respondents with a percentage of 40%, age 26-30 years amounted to 4 respondents with a percentage of 13.3%, age 31-35 years amounted to 4 respondents with a percentage of 13.3%, age > 35 years amounted to 10 with a percentage of 33.3%. So the total is 30 respondents from a percentage of 100%.

3. **Validity Test**

Validity testing is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if each statement in the questionnaire is able to reveal something that will be measured by the questionnaire. Validity testing is done by comparing the calculated r value with the r table value with N of 30 then df = n - 3 = 30 - 3 = 27 with a significance level of 5% or 0.05 so that the r table value is obtained = 0.361. If the calculated r value > r table then the statement item is declared valid (accepted) and meets the requirements as a measuring instrument.

Table 3. Results of Validity Test of Variables (X1, X2, Y)

Variables	Statement Items	r-count	r-table	Information

	SK1	0.789	0.361	Valid
	SK2	0.374	0.361	Valid
	SK3	0.885	0.361	Valid
	SK4	0.833	0.361	Valid
Work stress	SK5	0.869	0.361	Valid
	SK6	0.885	0.361	Valid
	SK7	0.889	0.361	Valid
	SK8	0.869	0.361	Valid
	SK9	0.803	0.361	Valid
	SK10	0.786	0.361	Valid
	LK1	0.506	0.361	Valid
	LK2	0.498	0.361	Valid
Work environment	LK3	0.739	0.361	Valid
	LK4	0.468	0.361	Valid
	LK5	0.677	0.361	Valid
	LK6	0.589	0.361	Valid
	LK7	0.526	0.361	Valid
	LK8	0.554	0.361-	Valid
	KK1	0.811	0.361	Valid
	KK2	0.743	0.361	Valid
	KK3	0.707	0.361	Valid
Employee performance	KK4	0.744	0.361	Valid
	KK5	0.571	0.361	Valid
	KK6	0.656	0.361	Valid
	KK7	0.749	0.361	Valid
	KK8	0.543	0.361	Valid

Source: Primary data processed by SPSS 30.(2025)

Based on Table 3, it can be seen that all statements for the variables Work Stress (X1), Work Environment (X2), and Employee Performance (Y) have valid status because all calculated r values are greater than r table of 0.361 which can be used as a research measuring tool and can be used for further analysis.

4. **Reliability Test**

A reliability test is a measuring tool used to assess a questionnaire, which is an indicator of a variable. A questionnaire is considered reliable if a person's answers to the questions are consistent over time. To measure reliability, a Cronbach's Alpha statistic is used. A value of >0.60 is used. Otherwise, the data is considered unreliable. The following are the results of the reliability test conducted on the research instrument:

Table 4. Reliability Test Results

Variables	Cronbach Alpha	Reliability Limit	Information
Work stress	0.966	0.60	Reliable
Work environment	0.929	0.60	Reliable
Employee performance	0.911	0.60	Reliable

Source: Primary data processed in SPSS 30.(2025)

Based on Table 4. the reliability test was conducted by testing the instrument only once, then analyzed using the (Cronbach Alpha) method. The results of the reliability coefficient test for the

Work Stress instrument (X1) were 0.966 with a high level of reliability, the Work Environment instrument (X2) was 0.929 with a high level of reliability, and the Employee Performance instrument (Y) was 0.911 with a high level of reliability, which means that the three instruments were declared reliable or fulfilled the statement.

Multiple Linear Regression Analysis

In this study, multiple linear regression analysis was used to show the relationship between the variables of Work Stress (X1) and Work Environment (X2) and Employee Performance Variable (Y).

Table 5. Multiple Linter Regression Analysis Test

		Unstandardized Coefficients	Standardization Coefficients		
	Model	B Std.Error	Beta T Sig		
1	Constant 3.966	4,209		.946	.352
	Job Stress .114	.044	.298 2.580		.016
	Work Environment .755 .130		.671 5.813		.001

a. Dependent Variable: Employee Performance
Source: Primary data processed in SPSS 30 (2025)

Based on Table 5. above, it can be seen that the constant value (value a) is 3.984 and for Work Stress X1 (value B) is 0.114 while the Work Environment (X2) is 0.755, so that the multiple linear regression equation can be obtained as follows.

Y= 3.984 + 0.114 X1 + 0.755 X2

The regression equation above shows the relationship between the independent variables and dependent variables partially, from this equation it can be concluded that:

1. The constant is 3.984, this result shows that if X1 and X2 have a value of 0, then the value of Y remains at 3.984.
2. The regression coefficient for the Work Stress variable (X1) is 0.114 or equal to 11.4%, meaning that the tendency between Work Stress (X1) and the Employee Performance variable (Y) shows that it has increased. The coefficient is positive, meaning that there is a positive relationship between Work Stress (X1) and Employee Performance (Y). The higher the value (X1), the higher the Employee Performance of PT. PLN (Persero) UP3 Palopo.
3. The regression coefficient for the Work Environment variable (X2) is 0.755 or equal to 75.5%, meaning that the tendency between the Work Environment (X2) and the Employee Performance variable (Y) shows that it has increased. A positive coefficient means that there is a positive relationship between the Work Environment (X2) and Employee Performance (Y). The higher the value (X2), the higher the Employee Performance of PT. PLN (Persero) UP3 Palopo.

Hypothesis Testing
1. T-Test (Partial)

This (partial) T-test is used to determine whether there is a significant level of influence between the independent variables on the dependent variable. An independent variable is known to influence the dependent variable if its significance level is <0.05 and the calculated t value is > t table. With degrees of freedom (df) = n – k, where n is the number of samples and k is the number of independent variables, then df = 30 – 3 = 27. With df = 27, the t table value is 1.703.

Table 6. Results of the T-Test (Partial)

Coefficientsa

Model	Unstandardized Coefficients		Standardization Coefficients		
	B	Std.Error	Beta	T	Sig
1 Constant	3,984	4,209		.946	.352
Work Stress	.114	.044	.298	2,580	.016
Work Environment .755		.130	.671	5,813	.001

a. Dependent Variable: Employee Performance
Source: Primary data processed in SPSS 30.(2025)

Based on Table 6, it is known that the t-count value for the Work Stress variable (X1) is 2.580 and the t-table value is 1.703 with a significance value of 0.016, meaning that the t-count value is > t-table with a significance value of <0.05, so it can be concluded that the Work Stress variable (X1) has a partial significant effect on Employee Performance (Y) at PT. PLN (Persero) UP3 Palopo.

Then the calculated t value for the Work Environment variable (X2) is 5.813 and the t table value is 1.703 with a significance value obtained of 0.001, meaning the calculated t value > t table with a significance value < 0.05 so it can be concluded that the Work Environment variable (X2) has a partial significant effect on Employee Performance (Y).

2. **F Test (Simultaneous)**

The F test (Simultaneous) is used to determine whether all independent variables simultaneously influence the dependent variable, the independent variables are known to influence the dependent variable, if the calculated F value > Ftable and the significance level < 0.05. With degree of freedom (df) = n – k -1, where n is the number of samples, and k is the number of independent variables, then df = 30 -2 -1 = 27. With df is 27 then the Ftable value is 3.35. The results of the F test can be seen in Table 7. Below.

Table 7. F-Test Results (Simultaneous)

ANOVA

Capital	Sum of Squares	Mean Squares Df	F	Sig
1 Regression	406,803	2	203,401 30,331	.001[b]
Residual	181,064	27	6,706	
Total	587,867	29		

a. Dependent Variable: Employee Performance
b. predictors: (constans), Work Environment, Work Stress
Source: Primary data processed in SPSS 30.

Based on Table 7. The results of the F test show that the calculated F value is 30.331 while the F table is 3.35 with a significance level of 0.001. This indicates that the calculated F value > F table with a significance level <0.05, so the hypothesis is accepted. So it can be concluded that the variables of Job Stress (X1) and Work Environment (X2) have a significant effect simultaneously on the Employee Performance variable (Y).

3. **Coefficient of Determination Test (R2)**

The coefficient of determination test aims to determine the percentage of independent variables capable of explaining changes that occur in the dependent variable. In this case, this test is conducted to determine the percentage of the Influence of Work Stress (X1) and Work Environment (X2) on Employee Performance (Y) at PT. PLN (Persero) UP3 Palopo.

Table 8. Results of Determination Test (R2)

<div align="center">Model Summary</div>

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.832a	.692	.669	2.58861

a. Predictors: (Constant), Work environment, Work stress
Source: Primary data processed in SPSS 30.(2025)

Based on the results in Table 8, it is known that the R Square (R2) value is 0.692. This indicates that Job Stress (X1) and Work Environment (X2) are able to explain or have an influence on Employee Performance (Y) of 0.692 or 69.2%. This means that the contribution of the independent variable to the dependent variable is 69.2% while the remaining 0.308% is influenced by other external factors that were not studied.

DISCUSSION

1. Work Stress Variable (X1) Has a Partial Significant Influence on Employee Performance (Y)

Based on the results of the SPSS T-test, it is known that Work Stress has a significant effect on employee performance because the results of the t-test analysis obtained a calculated T value (2,580) > T table (1,703) so that the first hypothesis which states that it is suspected that Work Stress has an effect on employee performance at PLN (Persero) UP3 Palopo is accepted. If work stress is managed well, it will improve employee performance. This proves that PLN (Persero) UP3 Palopo employees experience eustress (positive work stress) which can improve performance. This is in line with previous research conducted by.(Martoyo, 2007)The results of research conducted by(Septianto, 2010)This study shows that work stress has a negative and significant effect on employee performance.

2. Work Environment Variable (X2) Has a Partial Significant Influence on Employee Performance (Y)

Based on the results of SPSS, it shows that: the results of the T-count analysis obtained a T-count value (5.813) > T-table (1.703). This means that the organizational culture variable has a significant influence on employee performance so that the second hypothesis which reads: it is suspected that the Work Environment has an influence on employee performance at PLN (Persero) UP3 Palopo is declared accepted. This shows that a comfortable work environment ensures that employees can work comfortably and achieve optimal results. This is in line with previous research produced by(Siagian and Khair, 2018)This study shows that the work environment has a positive and significant influence on employee performance. The research results produced by(Gardjito, 2016)This study shows that the work environment has a significant influence on employee performance.

3. Work Stress Variables (X1) and Work Environment (X2) Simultaneously Have a Significant Influence on Employee Performance (Y)

Job Stress and Work Environment have a significant effect on employee performance because the results of the F statistical analysis obtained a calculated F value (30.331) > F table (3.35). This means that Job Stress and Work Environment together (simultaneously) have a significant effect on employee performance at PLN (Persero) UP3 Palopo. So the third hypothesis which states that it is suspected that Job Stress and Work Environment have an effect on employee performance at PLN (Persero) UP3 Palopo is declared accepted.

This is in line with previous researchwhich is conducted by(Dinsar, 2021)which concluded that simultaneously, Work Stress and Work Environment have a significant influence on employee performance.

CONCLUSION

Based on the results of the study, the conclusion of this study is that partially work stress has a positive and significant effect on employee performance at PT PLN (Persero) UP3 Palopo because the t-count value is 2,580> t-table value of 1,703. Partially the work environment has a positive and significant effect on employee performance at PT PLN (Persero) UP3 Palopo because the t-count value is 5,813> t-table value of 1,703. Simultaneously, work stress and the work environment have a positive and significant effect on employee performance at PT PLN (Persero) UP3 Palopo because the F-count value is 30,331> T-table value of 3.35.

CONCLUSION

Based on the conclusions above, the recommendations in this article are that many factors influence work stress, and the work environment significantly impacts employee performance. For further research, it is recommended to gather more information related to the case study. Furthermore, a larger sample size is highly recommended for greater validity. These are the conclusions and recommendations presented by the author, hoping that the data obtained can serve as input and benefit future researchers

REFERENCE

Agustriani, R., Ratnasari, SL and Zamora, R. (2022) 'The Influence of Work Discipline, Communication, Work Motivation, and Work Environment on Employee Performance', Jurnal Trias Politika, 6(1), pp. 104–122. Available at: https://doi.org/10.33373/jtp.v6i1.3930.

Ahmad, Y.., Tewal, B.. and Taroreh, RN (2019) 'The Effect of Job Stress, Workload, and Work Environment on Employee Performance at PT. Fif Group Manado', EMBA Journal: Journal of Economics, Management, Business and Accounting Research, 7(3), pp. 2303–1174. Available at: https://ejournal.unsrat.ac.id/index.php/emba/article/view/23747.

Ayudia R and Rochendi T (2020) 'The Relationship between Organizational Climate, Eustress and Employee Performance', J Complexity, 9(1), pp. 58–72.

Buulolo, F. (2021) 'The Effect of Work Stress on Employee Performance at the Aramo Sub-district Office, South Nias Regency', South Nias Student Scientific Journal, 4. Available at: https://jurnal.uniraya.ac.id/index.php/jim/article/view/236.

Cahya widuri wulan (2019) 'The influence of work environment, work stress and work motivation on employee performance (empirical study at the regional office of PT. Bima Palma Nugraha)', (2017), pp. 1–23.

Dinsar, A. (2021) 'The effect of work stress and work environment on employee performance', 3, pp. 11–18.

Effendy, AA and Fitria, JR (2019) 'The Influence of Work Environment and Job Stress on Employee Performance (Case Study of PT. Modernland Realty, Tbk)', JIMF (Jurnal Ilmiah Manajemen Forkamma), 2(2), pp. 49–61. Available at: https://doi.org/10.32493/frkm.v2i2.3406.

Farhan Saputra et al. (2023) 'Employee Performance Determination: Analysis of Work Environment, Workload and Leadership at PT Graha Sarana Duta', Journal of Management Research, 1(3), pp. 329–341. Available at: https://doi.org/10.54066/jurma.v1i3.900.

Gardjito, AH (2016) 'On employee performance (Study on Production Employees of PT. Karmand Mitra Andalan Surabaya)', Business Administration, 13(1), p. 229.

Handayani (2020) 'Chapter III Research Methods', Suparyanto and Rosad (2015, 5(3), pp. 248–253.

Hasibuan, MSP (2003) 'Human resource management, Jakarta: PT', Bumi Aksara [Preprint].

Lestari, W.M., Liana, L. and Aquinia, A. (2020) 'The Effect of Job Stress, Job Conflict and Workload on Employee Performance', Journal of Business and Economics, 27(2), pp. 100–110. Available at: https://doi.org/10.35315/jbe.v27i2.8192.

Mangkunegara, A. (2018) "The Influence of Competence and Work Motivation on Employee Performance at PT. Inti Kebun Sejahtera', BISMA (Business and Management), 5(2), p. 120. Available at: https://doi.org/10.26740/bisma.v5n2.p120-129.

Martoyo, S. (2007) 'Human Resource Management, 5th Edition, First Edition', Yogyakarta: Bpfe [Preprint].

Mugni Jayadi, R. and Liana, L. (2022) "The effect of motivation, work environment, and work stress on employee performance', Fair Value: Scientific Journal of Accounting and Finance, 5(2), pp. 661–670. Available at: https://doi.org/10.32670/fairvalue.v5i2.2323.

Nitisemito, SA (2012) 'Personnel Management, Twelfth Edition', Jakarta: Ghalia Indonesia [Preprint].

Prastiyo, FD (2019) "The Influence of Work Stress, Work Environment and Work Motivation on Employee Performance at PT JNE Madiun Branch', SIMBA: Seminar on Management, Business and Accounting Innovation, 18(1), p. 23.

Puspita, AYR and Sudiro, A. (2023) "The Effect of Job Stress and Cyberloafing Behavior on Employee Performance', Journal of Entrepreneurship and Innovation, 2(3), pp. 776–786. Available at: https://doi.org/10.21776/jki.2023.02.3.13.

Rindorindo, RP, Murni, S. and Trang, I. (2019) "The Effect of Workload, Job Stress and Job Satisfaction on Employee Performance at Gran Puri Hotel', EMBA Journal, 7(4), pp. 5953–5962. Available at: https://ejournal.unsrat.ac.id/index.php/emba/article/view/26576/26198.

Septianto, D. (2010) "The Influence of Work Environment and Work Wages on Employee Performance (Study at PT. Pataya Raya Semarang)', Manager: Journal of Management Science, 2(4), p. 601.

Siagian, TS and Khair, H. (2018) "The Influence of Leadership Style and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable', Maneggio: Scientific Journal of Master of Management, 1(1), pp. 59–70. Available at: https://doi.org/10.30596/maneggio.v1i1.2241.

Sinambela, EA and Lestari, UP (2021) "The Influence of Leadership, Work Environment, and Work Ability on Employee Performance', Journal of Education and Entrepreneurship, 10(1), pp. 178–190. Available at: https://doi.org/10.47668/pkwu.v10i1.330.

Triatmaja, IDRI, Nelwan, OS and Lengkong, VP. (2022) "The Effect of Workload, Job Stress and Motivation on Employee Performance of Fif Group Manado', EMBA Journal: Journal of Economics, Management, Business and Accounting Research, 10(3), p. 377. Available at: https://doi.org/10.35794/emba.v10i3.41581.

Wenur, G., Sepang, J. and Dotulong, L. (2018) "The Influence of Work Conflict and Work Stress on Employee Performance at PT Bank Negara Indonesia (Persero) Tbk Manado Branch', EMBA Journal, 6(1), pp. 51–60.

Wokas, NGC, Dotulong, LO. and Saerang, RT (2022) "The Influence of Leadership Style, Work Involvement and Work Environment on Employee Performance at PT. PLN Kawangkoan', EMBA Journal: Journal of Economics, Management, Business and Accounting Research, 10(3), p. 56. Available at: https://doi.org/10.35794/emba.v10i3.40890.