

The Influence of Job Stress and Work Environment on Employee Performance Mediated by Job Motivation at PT. Vasthu Gemilang Sejahtera Abadi

Yuliana Emilianda^{1*}, Karsim², Mazayatul Mufrifah³
Tanjungpura University, Pontianak

Coessponding Author: Yuliana Emilianda yulianaemilianda4@gmail.com

ARTICLE INFO

Keywords: Employee Performanc, Job Stress, Job Motivation, Work Environment

Received: 17 April

Revised : 22 May

Accepted: 17 June

©2025 Emilianda, Karsim, Mufrifah:
This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This research was conducted at PT. Vasthu Gemilang Sejahtera Abadi with the aim of analyzing and explaining the influence of job stress and work environment on employee performance, mediated by Job motivation. This study employed a quantitative descriptive method, with data collected through questionnaires and interviews. The population consisted of 71 employees /respondents, and a census technique was used for sampling. The data analysis results show that the work environment has a positive and significant effect on both motivation and employee performance, while job stress does not have a positive and significant effect on motivation and employee performance. Furthermore, based on the path analysis results, job motivation mediates the effect of job stress on employee performance but does not mediate the effect of the work environment on employee performance at PT. Vasthu Gemilang Sejahtera Abadi. Data collection was conducted through a survey using a Likert scale as the measurement instrument. Data analysis was carried out using Structural Equation Modeling (SEM) with the SMARTPLS 4.0 software

INTRODUCTION

In the current era of globalization and free markets, every company is confronted with an increasingly uncertain business environment and intense competition to become the best in their industry. To face this competition, companies are required to improve performance across all aspects of the organization, including marketing, finance, production, and human resources (Khalilulloh et al., 2023). Human Resources (HR) are a critical production factor that significantly contributes to the achievement of organizational goals (Riyanto, Endri, & Herlisha, 2021). It is essential for every company to cultivate exceptional employee performance in order to drive organizational growth. Consequently, companies must develop the capability to foster and enhance performance within their operational environment. Organizations should prioritize employee performance as a means of increasing profitability. Therefore, it is vital for companies to focus on their employees, ensuring their comfort and well-being, as these factors directly impact their performance (Nisar & Rasheed, 2020). The work environment plays a significant role in employee performance, in line with the argument by Supriyanto et al. (2020), who state that the work environment is one of the key aspects contributing to performance improvement. The work environment contributes to employee performance, as noted by Supriyanto et al. (2020), who argue that the work environment is one of the key factors influencing performance improvement. Employee performance refers to the outcome of task execution, whether it involves physical/mental or non-physical/non-mental activities (Sumitra et al., 2023). A conducive work environment and a high level of work discipline significantly contribute to enhanced performance. Human resources contribute to the organization primarily through their performance.

According to Chanderson & Suprastha et al. (2020), work motivation is a process of externally influencing or encouraging an individual or group of workers to carry out predetermined tasks. Similarly, Oley et al. (2021) define work motivation as a set of attitudes and values that influence individuals to achieve specific goals aligned with their personal objectives. Sugiarto & Nanda et al. (2020) state that work-related stress has an impact on employee performance, and that by improving conditions related to work stress, employee performance is expected to increase, thereby enabling the organization to achieve its goals.

Table 1. Employee Performance Evaluation at PT. Vasthu Gemilang Sejahtera
Data for Every Three Months in 2024

No.	Month	Achievement Percentage
1	June	69%
2	July	64%
3	August	61%
Average		64,67%

Source: PT. Vasthu Gemilang Sejahtera, 2024

Based on the table above, out of 100%, June reached 69%. In June, the achievement level stood at 69%, which is the highest value among the three observed months, this indicates that: (1) Most work targets or performance indicators were achieved. (2) Team or individual performance was likely still stable.

Supporting factors such as motivation, work environment, and workload may still be within reasonable limits. In July, the rate was 64%, indicating a decrease of 5 points compared to the previous month. This decline may be attributed to increased work pressure or stress, issues in team coordination, operational or technical disruptions, or declining employee motivation. Employee turnover data is one of the key indicators for assessing employees' perceptions of job stress through workforce stability.

LITERATURE REVIEW

Job Stress

Job stress is a level at which employees feel their job is threatened and they are powerless to do anything about their position. The global perspective, based on the assumption of job insecurity, refers to concerns about potential job loss as an indicator of a person's job stress in the future (Chandra et al., 2022). Indicators of job stress include behavior, marked by changes such as decreased productivity, increased absenteeism, and other deviant behaviors in the workplace. Organizational factors include working conditions such as excessive workload, tight work schedules, role ambiguity, and rigid and unfriendly organizational structures. Stress can arise due to excessive demands from supervisors, high workload, and limited time to complete tasks (Deswarta et al., 2021).

Job stress occurs when employees experience tension due to an imbalance between their ability to complete work and the demands of the job (Dewi et al., 2014). Stress is described by Satrio (2015) as a reaction in the adaptation process of individual differences and psychological processes resulting from environmental actions, situations, or events containing many physical and psychological demands. According to Satrio in (Paramita et al., 2016), indicators of job stress are physical symptoms, behavioral symptoms, psychological disorders, task demands, and organizational structure. Demerouti et al. (2001) identified indicators as: high demands: time pressure, workload, role conflict low resources : social support, autonomy, training decreased (work engagement).

Work Environment

According to Armansyah et al. (2020), the work environment is everything around employees that can affect their ability to carry out assigned tasks. Indicators of the work environment include: coworker relationships such as harmony and cooperation among colleagues, and relationships with supervisors, including effective communication and support from superiors. According to Santoso et al. (2024), the work environment can generally be divided into two types: the physical working environment and the non-physical working environment (work atmosphere). The work environment is everything surrounding workers that can influence them in performing their assigned duties. It is a critical component when employees carry out their work activities (Santoso et al., 2024).

(Putri et al.,2023) states that, in general, the work environment is divided into two categories: The physical work environment, which is the environment surrounding the worker that can directly or indirectly affect job satisfaction. The psychological or non-physical work environment, which relates to work relationships, including with company leaders, coworkers, and subordinates. NIOSH (1999) explains the indicators of the work environment as: occupational safety and health, reasonable workload, organizational and social support, career development opportunities, and participation in decision making. (Afandi et al.,2018) defines the work environment as everything around employees that can affect their performance in carrying out assigned tasks, such as the presence of air conditioning (AC), adequate lighting, and others.

Employee Performance

Employee performance is the outcome of carrying out tasks, whether physical/mental or non-physical/non-mental in nature. The purpose of employee performance appraisal is to enhance mutual understanding between employees and management regarding performance standards and expectations, to properly acknowledge employee achievements, and to provide employees with an opportunity to communicate their career aspirations and goals (Wibowo et al., 2021). According to Sumitra et al. (2023), employee performance is defined by the extent to which individuals contribute to the organization, including factors such as quantity, quality, and timeliness. Maharani et al. (2021) state that key metrics to consider in performance evaluation include work quality, work quantity, responsibility, and teamwork. Meanwhile, Harahap et al. (2020) identify performance indicators such as work quality, work quantity, independence, and work commitment.

According to Prawirosentono and Primasari et al. (2019), employee performance refers to the work carried out by a group or within an organization in accordance with their respective responsibilities and authority. Bernardin and Russell (1993) explain that quality reflects perfection or freedom from errors, while quantity refers to the amount of work produced within a specific period of time.

Job Motivation

Motivation is defined as a need that drives actions toward a specific goal. Motivation is described as “the process by which behavior is energized and directed” (Novita et al., 2022). The study found a positive and significant relationship between job motivation and employee performance. According to Kosali & Nabila et al. (2024), job motivation theories are divided into two groups: the satisfaction theory, which focuses on internal factors that reinforce, direct, support, and stop behavior; and the process theory, which describes, analyzes, directs, maintains, and terminates individual behavior. The indicators of job motivation proposed by Kosali & Nabila et al. (2024) include responsibility, achievement, self-development, and independence in action. Frederick Herzberg (1959) identified key indicators of job motivation as: achievement, recognition, the work itself, responsibility, and opportunities for advancement.

Research Hypothesis

According to Lutfiah et al. (2023), a research hypothesis is a provisional statement proposed by researchers as an initial answer to a research problem, the validity of which will be tested through data collection and analysis. In addressing a problem, it is essential to construct a conceptual framework to provide a structured approach to problem-solving. The indicators include: Clarity – the hypothesis must be formulated clearly, specifically, and in a testable manner; Theoretical Basis – the hypothesis should be grounded in relevant theories and previous research to ensure a solid scientific foundation; Provisional Nature – a hypothesis is a tentative assumption that must be verified through data; Based on Variables – as stated by Sugiyono et al. (2014), to develop a theoretical framework and formulate a hypothesis, research variables must first be clearly defined; Measurable – the hypothesis must be testable using valid research methods and data; and Relevance – the hypothesis must align with the research problem and objectives.

The Influence of Job Stress on Employee Performance

According to Putri and Damayanti et al. (2024), Job stress has a significant negative effect on employee performance, where an increase in Job stress leads to a decline in employee performance. This condition is often associated with the psychological state of employees who feel threatened within the organization or concerned about their job security in the future. Conversely, research by Sormin et al. (2017) indicates that Job stress has a significant positive effect on employee performance. At certain levels, Job stress is considered necessary to motivate employees to work harder.

H1: Job stress has a significant effect on employee performance at PT. Vasthu Gemilang Sejahtera Abadi.

The Influence of Work Environment on Employee Performance

According to Hasibuan, M. S. P. et al. (2017), a conducive work environment plays an important role in improving employee performance. When employees feel comfortable both physically and socially, they are more focused at work, feel appreciated and motivated, and demonstrate greater loyalty and productivity. Research conducted by Suryadi and Yusuf (2022) showed a positive and significant result between the work environment variable and employee performance.

H2: The work environment has a significant effect on employee performance at PT. Vasthu Gemilang Sejahtera Abadi.

The Influence of Job Stress on Job Motivation

According to Robbins, S. P., & Judge, T. A. et al. (2017), job stress is a condition of physical and mental tension that arises when job demands exceed the employee's capacity, time, or available resources. Sources of stress can come from deadline pressure, conflicts with colleagues or supervisors, heavy workloads, and role ambiguity. Job motivation is the internal or external drive that encourages a person to achieve goals in their job. High motivation is characterized by enthusiasm, initiative, and a strong desire to complete work optimally.

H3: Job stress has a significant effect on Job motivation at PT. Vasthu Gemilang Sejahtera Abadi.

The Influence of Work Environment on Job Motivation

According to Robbins & Judge et al. (2017), the work environment plays an important role in shaping employee behavior. A physically and psychologically positive environment increases motivation. A comfortable physical environment (such as a clean room, cool temperature, and adequate lighting) makes employees feel at ease and focused at work, thereby motivating them to complete their tasks effectively. Research results show that the work environment, both simultaneously and partially, has a positive and significant effect on employee Job motivation (Nurul Amalia et al., 2021).

H4: The work environment has a significant effect on Job motivation at PT. Vasthu Gemilang Sejahtera Abadi.

The Influence of Job Motivation on Employee Performance

According to Akbar, Nuryadi, and Zaman et al. (2024), their study demonstrates that job motivation has a significant effect on employee performance. Motivation in the form of rewards and development programs has been shown to improve performance. Furthermore, a supportive organizational culture and transformational leadership style also positively contribute to employee performance. Job motivation significantly influences employee performance both directly and indirectly through organizational culture (Juliansyah, Prayitno, & Muhtadin et al., 2024).

H5: Job motivation has a significant effect on employee performance at PT. Vasthu Gemilang Sejahtera Abadi.

The Influence of Job Stress on Employee Performance through Job Motivation

According to Robbins & Judge et al. (2017), there is a type of Job stress called eustress, which is healthy and challenging stress. This type of stress motivates employees to:

1. Be more focused and alert.
2. Respond more quickly to problems.
3. Feel challenged to demonstrate their best performance.

Thus, motivation increases when stress is perceived as a challenge rather than a threat. As concluded in the study by Amelia and Aden (2021), Job stress has an impact on employee performance.

H6: Job Stress Influences Employee Performance Through Job Motivation at PT. Vasthu Gemilang Sejahtera Abadi.

The Influence of Work Environment on Employee Performance through Job Motivation

According to Hasibuan et al. (2017), a good work environment will create comfort and high work enthusiasm, which ultimately increases performance. Work motivation increases the performance of motivated employees who will:

1. Work more productively.
2. Complete tasks with high quality.
3. Consistently achieve work targets.

Results: employee performance improves. Several studies show that motivation impacts employee performance (Lotu et al., 2022).

H7: Work Environment Influences Employee Performance Through Job Motivation at PT. Vasthu Gemilang Sejahtera Abadi.

Conceptual Framework

Based on the description of the hypothesis development above, the research model that can be adopted is as follows.

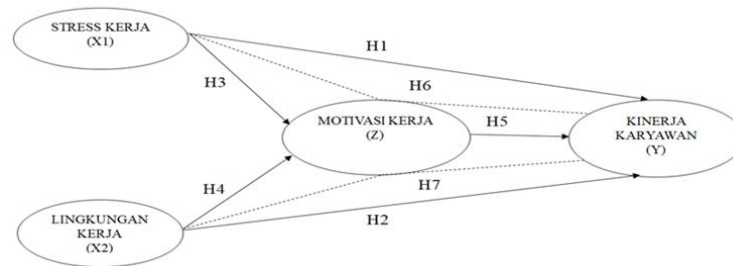


Figure 1. Research Conceptual Framework

Research Hypothesis

- H1: Job stress has a significant effect on employee performance.
- H2: Work environment has a significant effect on employee performance.
- H3: Job stress has a significant effect on Job motivation.
- H4: Work environment has a significant effect on Job motivation.
- H5: Job motivation has a significant effect on employee performance.
- H6: Job stress affects employee performance through Job motivation.
- H7: Work environment affects employee performance through Job motivation.

METHODOLOGY

Data analysis can be defined as the process of grouping data based on variables and types of responses, tabulating the data according to variables from all respondents, presenting the data for each variable being studied, and performing calculations to test the proposed hypotheses. The data for this study were collected using a Google Form questionnaire, which was distributed as primary data obtained through responses from employees of PT. Vasthu Gemilang Sejahtera Abadi. The questionnaire employed a Likert scale ranging from 1 to 5, with the following categories: Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, and Strongly Disagree = 1.

According to Nida et al. (2021), a measurement scale is a standardized agreement used as a reference to determine the length of intervals in a measuring instrument, so that when the instrument is applied, it produces quantitative results. The responses generated from this instrument yielded ordinal data. The primary data, obtained through a Likert scale, were then analyzed using data analysis methods appropriate for this study.

An appropriate sample size is typically five to ten times the number of indicators or items in the questionnaire. Therefore, the minimum required number of respondents (N) is 5 to 10 times the number of items used.

The characteristics of the respondents in this study are as follows:

1. Respondents are active employees.
2. Respondents are aged between 21 and 50 years.
3. Respondents reside in West Kalimantan.

(Hair et al., 2021) This study uses Structural Equation Modeling (SEM) or factor analysis. The research utilizes the SmartPLS 4.0 software.

Types and Sources of Data

In research, data plays an important role as a tool for testing hypotheses and achieving research objectives. A study must identify what types of data are needed and how to collect them. The data used in this research are primary data and secondary data. In this study, the researcher uses the following data:

1. Primary data is data obtained directly, including company documents such as the company's history, organizational structure, and other materials related to the research. In this study, the researcher uses primary data collected from questionnaires filled out by respondents who are employees of PT. Vasthu Gemilang Sejahtera Abadi.
2. Secondary data is research data obtained indirectly through intermediaries (collected and recorded by other parties). In this study, the researcher uses secondary data obtained from PT. Vasthu Gemilang Sejahtera as the data source, such as employee performance evaluation data and division performance evaluation data.

Population and Sample

The population and sample in this study are as follows: Population refers to the objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then concluded. The population used in this study consists of employees at PT. Vasthu Gemilang Sejahtera Abadi, totaling 71 respondents. The sample used in this study consists of 71 employees/respondents. The sampling technique used is non-probability sampling, specifically a saturated sampling (census) method.

Data Collection Techniques

Data collection techniques are the most strategic steps in research because the main goal of research is to obtain data. The data collection techniques used by the researcher in preparing this thesis are as follows:

1. Questionnaire is an efficient data collection technique when the researcher knows who the variables will be measured on and what can be expected from the respondents. In this study, the questionnaire will be distributed to all employees at PT. Vasthu Gemilang Sejahtera.
2. Interview is a meeting between two people to exchange information and ideas through questions and answers, so that meanings on a particular topic can be constructed. In this study, interviews will be conducted with all employees at PT. Vasthu Gemilang Sejahtera.
3. Literature Review involves theoretical studies and other references related to values, culture, and norms that develop in the social situation being studied. Furthermore, the literature review is very important in conducting research because research cannot be separated from scientific literature. In the literature review, the researcher uses research journals.

Data Analysis Techniques

Data analysis is the activity carried out after data from all respondents has been collected. The activities in data analysis include grouping data based on variables and types of respondents, tabulating data according to variables from all respondents, presenting data for each variable studied, and performing calculations to test the proposed hypotheses. The analysis methods used in this

study include Structural Equation Modeling (SEM) or factor analysis, processed using the SMARTPLS 4.0 software.

RESULT AND DISCUSSION

The characteristics of respondents in this study involved 71 individuals for hypothesis testing. The respondent characteristics are as follows:

Table 2. Characteristics of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Laki-laki	36	49.3%
	Perempuan	35	50.7%
Age	21-30 Tahun	35	56.3%
	31-40 Tahun	21	32.4%
	40-50 Tahun	15	11.3%
Education	SMP/Sederajat	0	0%
	SMA/Sederajat	15	33.8%
	Diploma	27	21.1%
	Sarjana	28	38%
	S2	2	7%
Division	Administrasi	17	47.9%
	Operasional	32	32.4%
	Teknik	22	19.7%
Length of Work Experience	< 1 Tahun	19	26.8%
	1-5 Tahun	40	56.3%
	>10 Tahun	12	16.9%

Out of 71 respondents, 36 were male and 35 were female. The majority of respondents were aged 21-30 years, totaling 35 people with a percentage of 56.3%. Respondents aged 31-40 years totaled 21 people with a percentage of 32.4%, while those aged 40-50 years totaled 15 people with a percentage of 11.3%. Regarding the last education level, no respondents had a junior high school (SMP) or equivalent degree (0 people, 0%). High school (SMA) or equivalent totaled 15 people with a percentage of 33.8%. Diploma holders numbered 27 people with a percentage of 21.1%. Bachelor's degree holders totaled 28 people with a percentage of 38%, and master's degree holders numbered 2 people with a percentage of 7%. For employee division, the Administration division had 17 people with a percentage of 47.9%. The Operational division had 32 people with a percentage of 32.4%, and the Technical division had 22 people with a percentage of 19.7%. Regarding length of employment, employees working less than 1 year totaled 19 people with a percentage of 26.8%. Those working between 1-5 years totaled 40 people with a percentage of 56.3%, and those working more than 10 years totaled 12 people with a percentage of 16.9%.

Measurement Models

Data validity is assessed based on the loading factor results; if the loading factor is greater than 0.7, the research instrument can be considered valid (Hair et al., 2021). For reliability, the criteria are $AVE > 0.5$ and $CR > 0.7$. This study contains 23 statement items with the following loading factor results.

The results of the fit test, validity, and reliability are as follows:

Table 3. Results of Validity and Reliability Tests

Variabel	Kode Item	Item	Uji Validitas		Uji Reliabilitas			
			LF	Ket	CA	CR	AVE	Ket
<i>Job Stress</i>	JS1	The available time to complete the assigned tasks appears to be insufficient, primarily due to the excessive workload.	0.959	Valid	0.981	0.981	0.984	Reliabel
	JS2	There is a perceived pressure to complete numerous tasks concurrently.	0.944	Valid				
	JS3	I am concerned about losing my job in the future, as I feel that my position within the company is insecure.	0.962	Valid				
	JS4	I feel inadequately equipped with the necessary skills to perform my tasks.	0.960	Valid				
	JS5	I feel that I have little control over how I complete my work.	0.950	Valid				
	JS6	I am often confused about my roles and responsibilities.	0.956	Valid				
<i>Work Environment</i>	WE1	Employees do not feel mentally burdened by	0.953	Valid				

		excessive work pressure.							
	WE2	The lighting level in my workspace is appropriate for the type of work I do.	0.955	Valid					
	WE3	Distractions and reduced productivity caused by an excessively noisy work environment can diminish focus and work efficiency.	0.952	Valid					
	WE4	My supervisor provides guidance and support when I encounter difficulties at work.	0.953	Valid	0.981	0.981	0.911	Reliabel	
	WE5	A neat and clean work environment makes me feel more comfortable while working.	0.959	Valid					
	WE6	Communication among coworkers at my workplace runs smoothly.	0.956	Valid					
<i>Job Motivation</i>	JM1	I have opportunities for growth in my job.	0.953	Valid					
	JM2	I always strive to give my best in my work because it is my responsibility.	0.961	Valid					
	JM3	I always strive to improve the quality of my work.	0.957	Valid					
	JM4	I actively seek opportunities to improve my work skills.	0.959	Valid	0.978	0.978	0.920	Reliabel	

	JM5	I strive to find solutions until my work is completed successfully.	0.964	Valid				
<i>Employee Performance</i>	EP1	I complete tasks with accuracy and neatness.	0.954	Valid	0.980	0.980	0.907	Reliabel
	EP2	I am capable of completing tasks in accordance with the set quantitative targets.	0.943	Valid				
	EP3	I am able to complete tasks without relying heavily on assistance from others.	0.947	Valid				
	EP4	I always complete my work on time.	0.958	Valid				
	EP5	I demonstrate earnestness in completing my work.	0.955	Valid				
	EP6	I am responsible for the outcomes of my work.	0.958	Valid				

Source: Processed Data From SMARTPLS 4.0 (2025)

Based on Table 3, the results of the validity and reliability tests show that the model indicators meet the criteria for validity and reliability. The existing indicators have loading factor (LF) values above 0.50. This indicates that all instruments are valid and adequate to measure the overall composition of the constructed model. The composite reliability (CR) values are above 0.70, which demonstrates that all instruments are reliable and can consistently measure the overall structure of the developed model.

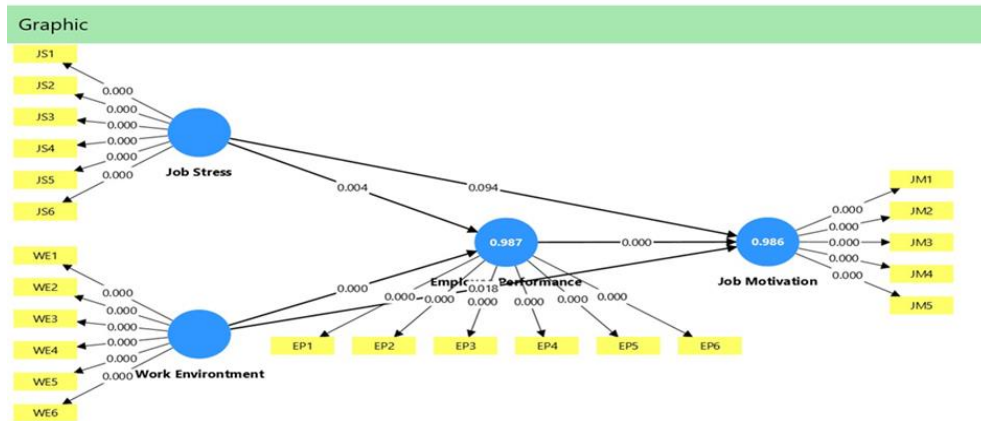


Figure 2. Full Model Testing

R-Square

The results of testing the influence of relationships between variables in the research model built in this study are as follows.

Table 4. R-Square Test Results

Variabel	R-square	R-square adjusted	Keterangan
Employee Performance	0.987	0.987	Subtansial
Job Motivation	0.986	0.986	Moderat

Source: Data Processed Using SMARTPLS 4.0 (2025)

The R-Square values range from 0 to 1, where the closer to 1, the better the model explains the variation in the data. The model is able to explain approximately 98.7% and 98.6% of the dependent variables (Employee Performance and Job Motivation) based on the independent variables used. Although the R-Square values are high, it is important to also check the significance of the coefficients and other statistical assumptions (such as normality and heteroscedasticity). If the independent variables are significant and meet these assumptions, the model can be considered very fit. This regression model can explain most of the variation in Employee Performance and Job Motivation, indicating that the factors included in the model have a strong influence.

Hypothesis Testing

The results of testing the influence of relationships between variables in the research model built in this study can be presented as follows.

Table 5. Direct Hypothesis Test Results

Hipotesis	Original Sample	Sample Mean	Standard Deviation	T Statistic	P value
Job Stress -> Employee Performance	-0.232	-0.234	0.082	2.848	0.004
Work Environment -> Employee Performance	0.764	0.762	0.081	9.400	0.000
Job Stress > Job Motivation	-0.175	-0.180	0.104	1.677	0.094
Work Environment > Job Motivation	0.347	0.345	0.147	2.361	0.018
Job Motivation > Employee Performance	0.347	0.345	0.147	2.361	0.018

According to Hair et al. (2017), a validity test refers to the degree of accuracy between the data observed in the research object and the data that can be reported by the research. In path analysis using PLS-SEM, a hypothesis is accepted if the T-statistic value is greater than 1.96 and the p-value is less than 0.05. There is a direct negative and significant effect of job stress on employee performance, meaning that higher levels of job stress are associated with lower employee performance. A p-value < 0.05 and t-statistic > 1.96 indicate a statistically significant relationship. The work environment has a positive and significant effect on employee performance. A conducive work environment enhances performance. A very high t-statistic value indicates a strong and significant relationship. There is a negative but not significant relationship between job stress and job motivation. This implies that increased stress tends to reduce motivation; however, the effect is not statistically strong enough to be considered significant ($p > 0.05$), and thus the hypothesis is rejected. The work environment has a positive and significant effect on Job motivation. A comfortable and supportive environment can enhance employee motivation.

Job motivation has a positive and significant effect on performance. Motivated employees are more likely to demonstrate better performance. An effect is considered significant, whether positive or negative, if it meets the criteria of p-value < 0.05 and t-statistic > 1.96.

Analysis of Indirect Effects

According to Abu-Bander & Jones et al. (2021), hypothesis testing for mediation can be conducted using the procedure developed by Sobel (1982), commonly known as the Sobel test. In addition to testing the direct effects between variables, structural model evaluation using the SEM approach also allows for the analysis of mediation effects.

Table 6. Mediation Test Results

	Original Sample (O)	Sample Mean (M)	Standart Devition (STDEV)	T statistics (JO/STDEV)	P Value
Job Stress > Job Motivation > Employee Performance	-0.110	-0.111	0.051	2.173	0.030
Work Environment -> Job Motivation -> Employee Performance	0.362	0.359	0.107	3.370	0.001

The indirect effect of Job Stress → Job Motivation → Employee Performance shows a statistically significant relationship with a p-value of 0.030 (< 0.05). The negative coefficient (0.110) indicates that higher Job stress decreases Job motivation, and lower motivation subsequently leads to reduced employee performance. Thus, Job motivation negatively mediates the relationship between work stress and employee performance. This means that as Job stress increases motivation decreases, ultimately lowering employee performance. Robbins & Judge et al. (2017) state that prolonged Job stress reduces enthusiasm and work commitment, which adversely affects individual performance within organizations on the other hand, the indirect effect of Work Environment → Job Motivation → Employee Performance is highly statistically significant with a p value of 0.001 (<0.01). The positive coefficient (0.362) suggests that a good work environment enhances work motivation, which in turn improves employee performance. Job motivation positively mediates the relationship between the work environment and employee performance. A supportive physical and psychological work environment boosts motivation, which positively impacts employee performance (Sedarmayanti et al., 2017).

RESULT AND DISCUSSION

Job Stress and Employee Performance

This study found that job stress has a negative and significant effect on employee performance ($\beta = -0.232$; $p = 0.004$). This confirms that high levels of stress—resulting from role ambiguity, excessive workload, and time pressure—can reduce employee effectiveness. These findings are consistent with the theory proposed by Robbins & Judge (2017) and the research of Putri & Damayanti (2024), which state that job stress decreases focus, enthusiasm, and productivity.

Work Environment and Employee Performance

The work environment has a positive and significant effect on performance ($\beta = 0.764$; $p = 0.000$). This indicates that supportive physical conditions (such as lighting, temperature, and cleanliness) and psychological factors (such as supervisory support and collegial relationships) can enhance performance. These findings align with the theory of Hasibuan (2017) and the research of Suryadi & Yusuf (2022).

Job Stress and Job Motivation

The influence of job stress on Job motivation was found to be not significant ($\beta = -0.175$; $p = 0.094$). Although the coefficient is negative, its statistical strength

is insufficient. This may be explained by psychological adaptation among some employees or differing perceptions of stress. This result contrasts with the findings of Amelia & Aden (2021), who reported that stress significantly decreases motivation.

Work Environment and Job Motivation

The work environment has a positive and significant effect on Job motivation ($\beta = 0.347$; $p = 0.018$). This means that the better the work atmosphere and facilities, the higher the employees' motivation. These results are consistent with Robbins & Judge (2017) and Amalia et al. (2021), who emphasized that physical comfort and social support contribute to intrinsic motivation.

Job Motivation and Employee Performance

Job motivation was found to have a positive and significant effect on performance ($\beta = 0.347$; $p = 0.018$). This demonstrates that internal drives—such as the desire to achieve, a sense of responsibility, and self-development—can improve job outcomes. These findings are in line with Herzberg's motivation theory (1959), as well as the studies by Novita et al. (2022) and Irianto et al. (2021).

Motivation as a Mediating Variable

Job Stress \rightarrow Motivation \rightarrow Performance: The mediation effect is negative and significant ($\beta = -0.110$; $p = 0.030$). This indicates that job stress reduces motivation, which in turn decreases performance. This supports Robbins & Judge (2017), who noted that prolonged stress undermines commitment and Job motivation. Work Environment \rightarrow Motivation \rightarrow Performance: The mediation effect is positive and significant ($\beta = 0.362$; $p = 0.001$). A positive work environment enhances motivation, which subsequently leads to improved performance. This is consistent with the findings of Lotu et al. (2022) and Sedarmayanti (2017).

CONCLUSION AND RECOMMENDATION

Conclusion

This study examined the effects of job stress and work environment on employee performance with job motivation as a mediating variable at PT. Vasthu Gemilang Sejahtera Abadi. Of the seven hypotheses tested, six were found to be significant and positive, while one hypothesis the effect of job stress on job motivation as negative and not significant. This indicates that job stress lowers Job motivation, whereas a good work environment and high motivation can improve employee performance. Job stress does not have a positive effect on job motivation, meaning that an increased level of work stress actually decreases employee motivation. This hypothesis was the only one rejected due to its negative and insignificant relationship. Meanwhile, the work environment was proven to have a positive effect on job motivation and employee performance. Furthermore, job motivation significantly mediates the relationship between work environment and employee performance, but does not mediate the relationship between job stress and employee performance. Overall, the results of this study confirm that creating a conducive work environment and enhancing employee motivation are crucial in improving employee performance, conversely high work stress can become an obstacle in boosting employee motivation and performance, therefore, the company needs to minimize work stress through workload management and create a positive work environment.

Recommendations

Proactively Manage Job Stress the company should implement stress management programs such as time management training, psychological counseling, or relaxation activities to help employees cope with work pressure, reducing stress will have a positive impact on motivation and performance, create a Supportive Work Environment improve physical and psychological comfort in the workplace, such as adequate lighting, cleanliness, safety, and harmonious working relationships, so that employees feel comfortable and more motivated to work optimally. Enhance employee job motivation the company is advised to provide fair incentives, career development opportunities recognition of achievements, and foster transparent communication between management and employees to nurture both intrinsic and extrinsic motivation. Leadership Training for Direct Supervisors Supervisors who can provide emotional support and clear work guidance can help reduce work pressure and encourage the enthusiasm of their subordinates, thus positively contributing to team performance, regular Evaluation and Monitoring conduct routine evaluations of stress levels, work environment conditions, and employee motivation to identify potential issues early and take appropriate corrective actions.

1. For Employees

Manage Stress Independently Employees are encouraged to recognize early signs of stress and develop positive coping strategies, such as relaxation techniques, light exercise, or sharing experiences with coworkers or family. **Build Self-Motivation** set clear personal goals at work, celebrate small achievements, and find meaning in each task. A positive attitude and initiative in work can boost motivation and productivity. **Maintain good communication** establish open communication with supervisors and coworkers. If experiencing pressure or difficulties, do not hesitate to discuss professionally to find solutions together. **Arrange a comfortable personal work environment** although the general work environment is determined by the company, employees can still create a comfortable atmosphere in their personal workspace by keeping their desks clean, organizing documents neatly, or adding elements that make them feel at ease (such as small plants). **Participate in training or Self-development** take the initiative to attend training, seminars, or read self-development materials offered by the company or other sources to broaden knowledge, improve skills, and boost work enthusiasm.

2. For Future Researchers

Examine Additional Factors Future researchers can explore factors such as leadership, motivation, and career development opportunities. Considering the continuously evolving digital era, it is also advisable to study how technology impacts these variables, expand the research scope Further studies can be conducted in companies from different industrial sectors or various geographical regions to determine whether the results are consistent or if there are differences based on organizational context, measure long Term effects It is recommended to conduct longitudinal research to observe changes in employee motivation and performance over time, as well as how job stress and work environment have sustainable impacts. **Involve Managerial Perspectives** Including data or insights from management or HR departments can provide a

more comprehensive understanding of the company's efforts to manage work stress and create a supportive work environment.

REFERENCES

- Abu-Bander, S. H., & Jones, T. V. (2021). *Advanced and multivariate statistical methods for social science research: with a complete SPSS Guide* Chicago: Lyceum Books.
- Amelia, R., & Aden, M. (2021). Pengaruh Stres Kerja terhadap Kinerja Karyawan dengan Motivasi sebagai Mediasi. *Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 9(3), 221-230.
- Amalia, N. (2021). Pengaruh Lingkungan Kerja terhadap Motivasi Kerja Pegawai Badan Pendapatan Daerah Kabupaten Bulukumba. Skripsi, Universitas Negeri Makassar. Tautan: <https://eprints.unm.ac.id/21461/eprints.unm.ac.id+4>
- Armansyah et al. (2020) – Definisi lingkungan kerja Dikutip dalam teori lingkungan kerja.
- Chandra, F. (2022) – Ketidakamanan kerja & turnover intention Digunakan pada bagian literature review tentang job insecurity.
- Chanderson, L., & Suprastha, N. (2020). Pengaruh lingkungan kerja dan motivasi kerja terhadap kinerja karyawan pada PT Sunrise Polybag. *Jurnal manajerial dan kewirausahaan*, 2(1), 122. <https://doi.org/10.24912/jmk.v2i1.7452>
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.
- Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equations modeling (PLS-SEM)*. Sage Publications. *Journal of Tourism Research*, 6(2).
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021) *PLS-SEM Primer digunakan dalam metode SmartPLS dan validitas data*
- Harahap, M. F. (2020). Pengaruh komitmen karyawan dan konsep diri terhadap kinerja karyawan bagian sumber daya manusia pada PT. Perkebunan Nusantara lv Medan.
- Hasibuan, Malayu S. P. (2017) – *Manajemen SDM. Sumber utama untuk definisi kinerja dan motivasi*

- Juliansyah, Z., Prayitno, I., & Muhtadin, I. (2024). Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Budaya Organisasi Sebagai Variabel Intervening. *Jurnal Sosial dan Sains*, 4(1), 76-84. DOI: 10.59188/jurnalsosains.v4i1.1207 openurl.ebsco.com+6.
- Kosali, A. Y., & Nabila, K. Z. (2024). Pengaruh motivasi kerja terhadap kinerja pegawai dikantor camat kecamatan sako kota Palembang. *Jiads*, 19(2), 162-177
- Lutfiah et al. (2023) – Faktor stres kerja terhadap kinerja Dikutip di bagian pengembangan hipotesis
- Lotu, R. A., Hamzah, H., & Fadli, R. (2022). Motivasi Kerja Sebagai Mediasi Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Eko\$mi dan Bisnis*, 10(2), 145-152.
- Mangkunegara, Anwar, Prabu, A. A. (2017). *Manajemen Sumber Daya Manusia*. Bandung. PT. Remaja Ro\$dakarya.
- Mathis, Robert, L. (2006). *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- Mangkunegara, A. A. P. (2017) – *Manajemen SDM Sumber teori lingkungan kerja*.
- Maharani, G., Ali, S., & Rialmi, Z. (2022). Pengaruh pelatihan kerja dan penilaian kinerja terhadap kinerja karyawan Direktorat umum dan SDM BPJS ketenagakerjaan pusat. *Jurnal manajemen dan kewirausahaan*, 6(2), 59-72. <https://doi.org/10.32503/jmk.v6i2.1516>
- Nida, M. (2021), skala pengukuran dan instrumen penelitian. STAIN Sultan Abdurahman kepulauan riau.
- Nurrohmah, K. (2017). Penerapan motivasi menurut teori dua faktor Frederick Herzberg. *Journal Administrasi Kantor*, 5(1), 83-98.
- Novita et al. (2022), Irianto et al. (2021), Nasrullah et al. (2018) Dikutip dalam pembahasan motivasi kerja.
- Oley, M. F., Nelwan, O. S., & Dotulong, L. O. H. (2022). Peranan Disiplin Kerja Dan Motivasi Kerja Dalam Mendorong Kinerja Karyawan PT Empung Jaya Abadi. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(2), 983.
- Paramarta, W. A., & Darmayanti, N. P. K. (2020). Employee Engagement Dan Stress Kerja Pengaruhnya Terhadap Kepuasan Kerja Dan Turnover

Intention di Aman Villas Nusa Dua Bali. *Widya Manajemen*, 2(1), 60-79.
<https://doi.org/10.32795/widyamanajemen.v2i1.550>.

Putri, W. G., & Damayanti, K. (2019). Pengaruh Stres Kerja terhadap Kinerja

Karyawan (Studi Kasus pada CV Pakis Lo\$gam Perkasa Indonesia). *Jurnal Penelitian Manajemen Terapan (PENATARAN)*, 4(2), 111-121. Tautan:
<https://journal.stieken.ac.id/index.php/penataran/article/view/425>.

Robbins, S. P. & Judge, T. A. (2017) *Organizational Behavior Sumber teori utama tentang job stress dan motivasi*.

Santoso, N. K., Irawawan, M., & Armansyah, A. (2024). Pengaruh Lingkungan Kerja Terhadap Produktivitas Guru Pada Sekolah SMP Maitreyawira Tanjungpinang. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, 3(2), 705-710. DOI: 10.56799/ekoma.v3i2.2883.

Sumitra et al. (2023) – Kinerja Karyawan Dikutip dalam pembahasan kinerja

Sugiarto, A., & Nanda, A. W. (2020). Stres Kerja: Pengaruhnya terhadap Motivasi Kerja dan Kinerja Karyawan. *Jurnal Ilmu Sosial dan Humaniora*, 9(2), 276-288. DOI: 10.23887/jish-undiksha.v9i2.21302.

Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.

Wibowo, A. (2021). Evaluasi kinerja karyawan dalam organisasi: Teori, aplikasi, dan implikasi praktis. *Jurnal manajemen sumber daya manusia*, 12(3), 55-72.
<https://doi.org/10.1234/jmsd.2021.0012>