

Analysis of the Influence of Work Environment and Job Stress on Employee Performance at PT. PNM Mekaar Surabaya

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Abstract

This study aims to examine the influence of the work environment and job stress on employee performance at PT. PNM Mekaar Surabaya. A quantitative approach was used with multiple linear regression analysis to determine the relationships between the independent variables (work environment and job stress) and the dependent variable (employee performance). Data were collected through questionnaires distributed to 92 employees selected using purposive sampling based on predefined criteria. The findings indicate that both variables significantly affect employee performance, with the work environment having a stronger influence compared to job stress. A conducive work environment was shown to enhance employee motivation, comfort, and efficiency, while manageable levels of job stress could act as a performance driver. However, excessive stress negatively impacts productivity. The study suggests that an integrated strategy focusing on environmental improvements and stress management is essential to optimize employee output and organizational effectiveness. These results provide meaningful insights for human resource practices and future research in the field of employee performance and workplace dynamics.

Keywords: Work Environment, Job Stress, Employee Performance, Human Resource Management, Organizational Effectiveness

1. Introduction

In the era of globalization and increasingly intense business competition, a company's productivity heavily depends on the quality of its human resources. Employees with high performance are able to make optimal contributions toward achieving organizational goals. One of the key elements influencing performance is the working environment and the level of job stress experienced by employees in carrying out their daily tasks. If not managed properly, these two factors can significantly reduce employee performance.

The work environment plays a crucial role in creating a supportive work atmosphere. A conducive working environment—both physical and non-physical—can enhance work motivation, comfort, and employee efficiency. Conversely, a poor working environment can be a source of discomfort and diminish morale, even leading to unwanted interpersonal conflicts. Research by Akbar et al. (2024) demonstrates that a good work environment significantly affects employee performance.

In addition to the work environment, job stress is a psychological factor that should not be overlooked. Job stress can arise due to excessive workload, role conflict, unsupportive leadership styles, or imbalance between personal life and work. According to Munandar (2019), high levels of job stress have negative effects on job satisfaction and productivity, and may trigger burnout and high turnover intention.

In the context of PT. PNM Mekaar Surabaya—a company focused on providing micro-financing to underprivileged women—the challenges faced by employees are not only related to targets and performance achievements but also social responsibilities, such as empowering communities and maintaining accountability to clients. In such conditions, the risk of job stress increases if it is not balanced with a supportive work environment and adaptive management systems.

PNM Mekaar Surabaya is a subsidiary of a state-owned enterprise (BUMN) with a vision to economically empower communities. However, in practice, PNM Mekaar has faced challenges such as low work efficiency, indications of financial mismanagement, and declining employee productivity. Preliminary assumptions suggest that suboptimal work environments and unmanaged job stress are the main contributing factors to this decline.

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Research by M. Edris and R. Suwaji (2023) indicates that balance between physical and non-physical work environments plays a vital role in determining employee performance in government institutions. Meanwhile, RI Sabella (2019) emphasizes that job stress negatively impacts motivation and performance, especially when there is a mismatch between employee personality traits and assigned job tasks. This is also relevant in describing the challenges faced by PNM Mekaar Surabaya.

A good work environment can foster harmonious interpersonal relationships, improve internal communication, and strengthen teamwork morale. Putra et al. (2023) found that a positive work environment greatly enhances employee discipline and productivity. Conversely, a poor work environment can create psychological pressure and hinder work performance.

Similarly, unmanaged job stress is a source of performance deterioration. Sunyoto (2018) identifies the causes of job stress as excessive workload, complex job characteristics, noise, and pressure from superiors. These factors may inhibit concentration and emotional stability. In the long run, they can reduce the quality of work and employee loyalty toward the organization.

The performance issues at PT. PNM Mekaar Surabaya call for a deeper analysis of these two key factors—work environment and job stress. A comprehensive evaluation is necessary to determine the extent to which these variables affect employee performance, and to formulate appropriate strategies to enhance work effectiveness. This study is expected to provide meaningful insights for the company's management improvements.

Based on the above background, this research aims to analyze the influence of work environment and job stress on employee performance at PT. PNM Mekaar Surabaya. The findings are expected to serve as a practical reference for the company and enrich academic discourse in the field of human resource management.

Furthermore, it is important to recognize that individual factors such as employees' perceptions of the work environment and their ability to manage stress also influence how they respond to job pressures. Two employees facing the same work conditions may experience different levels of stress and exhibit varying performance outcomes, depending on their personal resilience and the social support they receive. Therefore, effective human resource management strategies should incorporate personalized approaches, including stress management training and the development of an inclusive and supportive organizational culture that can address individual needs appropriately.

In addressing these challenges, PT. PNM Mekaar Surabaya needs to take strategic, data-driven steps to evaluate and improve its internal working conditions. This study is not only crucial for enhancing the overall performance of the company but also for maintaining the psychological well-being of employees as the organization's key asset. By understanding the relationship between the work environment, job stress, and employee performance, the company is expected to develop adaptive and sustainable work policies that promote optimal productivity and high levels of job satisfaction.

2. Literature Review

2.1. Work Environment and Its Dimensions

The work environment is a multidimensional construct encompassing both physical and non-physical elements that directly influence employee behavior and performance. According to Akbar et al. (2024), a well-structured work environment improves job satisfaction, increases motivation, and ultimately enhances performance. The physical aspects of the work environment include factors such as lighting, noise levels, workspace layout, air circulation, and cleanliness. On the other hand, the non-physical dimension involves interpersonal relationships, organizational culture, communication flow, and leadership style (Putra et al., 2023).

Rosari (2019) emphasizes that an efficient work environment not only reduces physical fatigue but also fosters a sense of psychological comfort among employees. Furthermore, M. Edris and R. Suwaji (2023) argue that both physical and social environments must be balanced to achieve optimal performance outcomes. When employees operate in supportive conditions, they are more likely to show higher engagement and loyalty, contributing to the success of the organization.

2.2. Job Stress and Its Impact on Employee Behavior

Job stress refers to the psychological and physiological responses that occur when job demands exceed an individual's ability to cope. Munandar (2019) defines job stress as a condition of tension that affects an employee's emotional, cognitive, and behavioral capacities. Stress can stem from various sources, including workload pressure, role ambiguity, lack of autonomy, and interpersonal conflict. While moderate levels of stress may act as a motivator (*eustress*), chronic stress often leads to reduced job satisfaction, absenteeism, and even turnover.

Robbins and Judge (2017) categorize stress factors into three groups: environmental (e.g., economic and political uncertainty), organizational (e.g., role conflict, leadership style), and individual (e.g., personality traits, coping mechanisms). Sunyoto (2018) adds that prolonged exposure to stress can diminish emotional well-being and disrupt task performance. In service-oriented organizations such as PT. PNM Mekaar, where employees frequently interact with communities, stress management is crucial to maintaining employee morale and customer service quality.

2.3. Employee Performance and Contributing Factors

Employee performance is commonly understood as the extent to which an individual fulfills job-related tasks effectively and efficiently. Siagian (2016) defines performance as the overall ability of an employee to meet job objectives with minimal resource expenditure. Mangkunegara (2021) further elaborates that performance includes measurable aspects such as quality, quantity, timeliness, effectiveness, and independence. These indicators are critical for evaluating individual contributions to organizational success.

According to Susanto (2020), several factors affect employee performance, including the work environment, job stress, motivation, and leadership. A supportive work environment facilitates task completion, while unmanaged stress can hinder decision-making and reduce concentration. Therefore, improving workplace conditions and offering psychological support can lead to measurable performance gains. M. Umar and R. Suwaji (2024) highlight that organizations must continuously assess and adapt their management strategies to align with employee needs and operational demands.

3. Research Method and Materials

This study adopts a quantitative research approach to examine the relationship between independent variables—namely work environment (X1) and job stress (X2)—and the dependent variable, employee performance (Y), at PT. PNM Mekaar Surabaya. The quantitative method is chosen to test hypotheses derived from theoretical foundations using statistical and numerical analysis, in line with the positivist paradigm. The research aims to determine whether the work environment and job stress significantly influence the performance of employees.

The population in this research comprises all employees of PT. PNM Mekaar Surabaya, totaling 970 individuals who have worked for more than one year. Due to the large population size, the researcher employed a purposive sampling technique and used the Slovin formula with a 10% margin of error to determine a representative sample. Based on this calculation, a sample size of 92 employees was selected. The sampling criteria included: (1) currently active employees at PNM Mekaar Surabaya, (2) working in the Surabaya area, (3) aged between 17 and 50 years, and (4) having at least one year of work experience.

In this study, the operational definitions of the variables are clearly outlined to ensure measurement accuracy and consistency. The work environment variable (X1) refers to physical and non-physical factors that influence employee productivity and comfort, including facilities, noise, air circulation, and interpersonal relationships (Fachrezi & Khair, 2020). The job stress variable (X2) is defined as the condition of pressure experienced by employees due to workload, role ambiguity, job complexity, lack of autonomy, or external difficulties (Munandar, 2019; Sunyoto, 2018). Meanwhile, employee performance (Y) is measured in terms of quality, quantity, punctuality, effectiveness, and independence in carrying out tasks (Mangkunegara, 2021; Robbins, 2016).

Data in this research are gathered using both primary and secondary data sources. Primary data are obtained through questionnaires distributed to the sampled employees, designed using a Likert scale with five answer choices ranging from “Strongly Disagree” to “Strongly Agree.” Secondary data were collected through literature review, including journals, articles, books, and other relevant documents that support the theoretical foundation and framework of the study (ND Rendragaha & R. Suwaji, 2024).

To ensure data quality, instrument validity and reliability tests were conducted. Validity was assessed using the Corrected Item-Total Correlation method, with a cut-off point of $r > 0.30$. Reliability was tested using Cronbach's Alpha, where a value above 0.60 indicates acceptable reliability (Ghozali, 2013; Sugiyono, 2018). The scales used for work environment, job stress, and employee performance all achieved reliability scores above 0.88, indicating strong internal consistency.

The collected data were analyzed using several statistical techniques. First, descriptive statistics were applied to understand the distribution of responses. Next, classical assumption tests were conducted, including normality, multicollinearity, and linearity tests to ensure the appropriateness of the regression model. The multiple linear regression analysis was then used to test the effect of the independent variables on the dependent variable, expressed in the equation: $Y = a + b_1X_1 + b_2X_2 + e$.

Additionally, hypothesis testing involved the use of t-tests (partial effect) and F-tests (simultaneous effect) to determine the significance of each independent variable and their joint influence on employee performance. The coefficient of determination (R^2) was also calculated to measure the model's ability to explain the variability of the dependent variable. Interpretation of correlation levels followed Runtunuwu's (2014) guidelines, with coefficients closer to 1.0 indicating stronger relationships.

Through this comprehensive methodological approach, the study aims to provide empirical insights into how the work environment and job stress affect employee performance at PT. PNM Mekaar Surabaya. The methods chosen are designed to produce accurate, valid, and applicable findings that can inform managerial strategies for enhancing workplace effectiveness.

4. Results and Discussion

The research was conducted on 92 employees of PT. PNM Mekaar Surabaya who met specific criteria. Based on the normality test using the One-Sample Kolmogorov-Smirnov test, all three variables—work environment, job stress, and employee performance—were found to be normally distributed, with significance levels greater than 0.05. This confirms the eligibility of the data for further parametric statistical analysis.

The linearity test indicated a linear relationship between the independent variables and the dependent variable. The F-linear value for the work environment variable was 61.624 with a significance value of 0.000, and for job stress, the F-linear value was 8.538 with a significance of 0.004. These results confirm that both predictors have a linear correlation with employee performance.

The multicollinearity test revealed no significant correlation between the independent variables. The tolerance value was 0.670 (greater than 0.1) and the VIF (Variance Inflation Factor) value was 1.434 (less than 10), suggesting no multicollinearity problem.

The multiple linear regression analysis produced an R-value of 0.644, and the F-value was 31.457 with a significance of 0.000. This indicates that the work environment and job stress together have a statistically significant effect on employee performance. The regression equation obtained was: $Y = 46.283 + 0.999X_1 + 0.235X_2$

This equation shows that the work environment (X_1) has a stronger influence on employee performance (Y) compared to job stress (X_2).

4.1. The Influence of Work Environment on Employee Performance

The research findings reveal that the work environment significantly influences employee performance at PT. PNM Mekaar Surabaya. With a regression coefficient of 0.999, the work environment is the most dominant factor among the predictors studied. A positive and well-structured work environment enhances employee motivation, comfort, and focus, leading to improved productivity. This supports the theory that physical elements such as lighting, temperature, noise levels, and ergonomic facilities directly impact how employees carry out their responsibilities.

Moreover, the non-physical aspects of the work environment—such as interpersonal relationships, organizational culture, and communication systems—also play a pivotal role. Employees who feel respected, supported by their superiors, and included in decision-making processes are more likely to be engaged and committed to their tasks. These psychological conditions reinforce their sense of belonging and reduce emotional burnout, thus promoting consistent performance.

These results align with the findings of Akbar et al. (2024) and Putra et al. (2023), who emphasized that a conducive workplace significantly increases job satisfaction and productivity. The implication is clear: companies must invest in creating a comfortable and functional physical workspace, while also cultivating a positive social climate. In the context of PT. PNM Mekaar, whose employees work under service-based pressure, such environmental improvements are crucial in maintaining a high-performance workforce.

In addition to improving productivity, a supportive work environment also contributes to reducing employee turnover and absenteeism. When employees feel comfortable and valued in their workplace, they are less likely to seek employment elsewhere or disengage from their duties. This has long-term benefits for organizational stability, as retaining experienced employees can reduce recruitment costs and maintain the continuity of institutional knowledge. For PT. PNM Mekaar Surabaya, which relies on consistent field operations and close relationships with clients, maintaining a stable and experienced workforce is vital for sustaining service quality and fulfilling its social mission.

Furthermore, the study's findings highlight the importance of leadership in shaping the non-physical components of the work environment. Managers and supervisors at PT. PNM Mekaar play a key role in setting the tone for workplace culture, communication, and conflict resolution. Leadership that prioritizes transparency, empathy, and collaboration can foster trust and psychological safety among employees. These attributes not only boost morale but also encourage innovation and proactive behavior, which are essential for organizations that operate in dynamic and socially complex environments like microfinance.

4.2. The Influence of Job Stress on Employee Performance

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In light of this, it becomes evident that work environment improvements must be an ongoing strategic agenda, not merely reactive responses to problems. PT. PNM Mekaar Surabaya should implement regular assessments of both physical and social aspects of the workplace, allowing for early detection of emerging issues and ensuring a continuous feedback loop between employees and management. This proactive approach can serve as a foundation for sustainable organizational growth and employee development.

Ultimately, an optimal work environment is not only about infrastructure or policies, but about cultivating a culture of care and shared purpose. When employees perceive that the organization is genuinely invested in their well-being, it enhances psychological ownership and strengthens their intrinsic motivation to perform. In highly service-oriented institutions like PT. PNM Mekaar, this can translate into better client engagement, more ethical behavior, and a stronger alignment between individual and corporate goals.

4.3. *The Simultaneous Influence of Both Variables*

The F-test value of 31.457 with a significance level of 0.000 indicates that the combined effect of the work environment and job stress on performance is statistically significant. This finding shows that while each variable has its own contribution, their joint influence produces a greater cumulative impact on how well employees perform. A good work environment can act as a buffer against job stress, while high stress levels can diminish the benefits of an otherwise positive work setting.

This suggests that organizations must not treat the work environment and job stress in isolation. Managing one without addressing the other may result in only partial improvements. For instance, upgrading office facilities will have limited value if employees are still burdened with unrealistic expectations or poor leadership. Hence, a holistic approach that addresses both physical infrastructure and mental wellness will yield the most sustainable improvements in performance.

In the context of PT. PNM Mekaar Surabaya, employees often work directly with underprivileged communities in high-pressure situations. Ensuring that both the physical workspace and emotional support systems are well-managed will not only enhance employee efficiency but also their ability to deliver empathetic and consistent service. This integrative management strategy will help in reducing burnout while simultaneously maximizing productivity.

The study further emphasizes the importance of building a resilient organizational culture that promotes stress awareness and healthy coping mechanisms. Regular training on time management, emotional intelligence, and stress reduction techniques can empower employees to maintain performance even under pressure. In addition, establishing clear communication channels and feedback mechanisms can reduce uncertainty and role ambiguity—two major sources of stress in high-demand work environments.

Moreover, the integration of wellness programs, such as counseling services and peer support groups, can foster a more compassionate and psychologically safe workplace. When employees know that their mental health is valued as much as their productivity, it creates a sense of loyalty and trust toward the organization. For PT. PNM Mekaar Surabaya, this balance between performance expectations and employee well-being will be crucial in sustaining long-term impact and service excellence.

4.4. *Practical Implications for HR Management*

The findings from this study provide actionable insights for human resource management at PT. PNM Mekaar. First, to enhance performance, the organization must prioritize investments in the work environment—this includes ergonomic furniture, adequate lighting, good air quality, and break areas. These tangible improvements contribute to physical comfort, which in turn supports employee energy and focus throughout the day.

Second, HR policies must address stress proactively. This can be done by implementing wellness programs, offering time management training, creating peer mentoring systems, and providing access to psychological counseling. Managers should also be trained to detect signs of stress early and apply empathetic leadership strategies. When employees feel their mental health is valued, they tend to reciprocate with loyalty and dedication to their work.

Finally, PT. PNM Mekaar should integrate stress assessment and environmental feedback mechanisms into their regular HR audits. This ongoing evaluation would allow the company to adapt its strategies according to dynamic working conditions. Drawing from Robbins & Judge (2017), organizations that align workplace design and stress management with employee needs are better equipped to retain talent and drive performance sustainably.

Furthermore, involving employees in discussions about workplace improvements and stress management initiatives can enhance their sense of ownership and engagement. By creating platforms for employees to voice concerns and suggest improvements, the organization not only fosters a participatory culture but also gains valuable insights into grassroots-level challenges. This two-way communication reinforces mutual trust and strengthens the alignment between management policies and employee expectations.

In the long term, these strategies can form part of a broader organizational development framework focused on resilience and continuous improvement. PT. PNM Mekaar should aim to institutionalize these practices by embedding them in HR standard operating procedures, leadership development modules, and performance evaluation systems. With such an integrated approach, the company can build a work culture that not only enhances performance but also nurtures well-being, innovation, and long-term commitment.

5. Conclusion

This study concludes that both the work environment and job stress significantly influence employee performance at PT. PNM Mekaar Surabaya. The work environment emerged as the dominant factor, with the highest regression coefficient, indicating that improvements in physical infrastructure, interpersonal relations, and organizational culture can substantially boost productivity and job satisfaction. A supportive and comfortable workplace not only enhances employee focus and efficiency but also fosters loyalty and motivation.

Job stress was also found to have a significant, though less pronounced, impact on performance. While a certain level of stress may serve as a motivator (eustress), excessive or poorly managed stress can harm employee well-being and reduce effectiveness. The dual nature of stress underscores the importance of organizational strategies that not only improve working conditions but also provide adequate psychological support, such as stress coping mechanisms, counseling services, and flexible workload arrangements.

Overall, the simultaneous influence of both variables highlights the need for an integrated human resource management approach. For institutions like PT. PNM Mekaar, where employees engage in emotionally demanding fieldwork, enhancing the quality of the work environment while managing job-related stress is essential. These findings offer valuable insights for future managerial decisions and contribute to the broader knowledge in the field of human resource development.

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