Uncovering Factors Affecting Employee Performance in the Manufacturing Industry: Work Stress, Workload, and Work Environment

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A R T I C L E   I N F O

A B S T R A C T

Employee performance in the manufacturing industry is the key to the company's success, influenced by individual abilities as well as factors such as work stress, workload, and the interrelated work environment. Given the significance of these factors, the study aims to identify how they affect employee performance in the manufacturing sector. A quantitative approach was used, with a simple random sampling method selecting 110 respondents from a population of 183 in the production section. Data was collected through a Likert scale-based questionnaire consisting of 42 statements, reflecting indicators for each variable. SPSS version 25 was used to analyze the data, including validity and reliability tests, hypothesis testing using the t-test, and classical assumption tests such as normality and multicollinearity. The normality test results indicate that the data is normally distributed (Kolmogorov-Smirnov test value = 0.093, $p > 0.05$), and the multicollinearity test confirms no excessive relationship between the independent variables (tolerance > 0.10, VIF < 10). Hypothesis testing reveals that work stress (X1) and workload (X2) have insignificant negative effects on employee performance (t = -1.697 and t = -1.865, $p > 0.05$), while the work environment (X3) has a small but positive effect (t = 1.664, $p > 0.05$), though not statistically significant. These results suggest that while stress and workload do not significantly hinder performance, a supportive work environment may contribute positively, albeit marginally, to employee productivity.

1. INTRODUCTION

In the industrial sector, especially in manufacturing companies, employee performance is an important component that impacts the operational success and competitiveness of the organization. Achieving maximum performance is not only determined by individual capabilities, but also by a number of internal and external factors. Among these elements are work stress, workload, and the work environment play an important role and are significantly interconnected. The Job Demands-Resources (JD-R) model and Herzberg's Two-Factor Theory explain how work stress, workload, and the work environment influence employee performance. The JD-R model highlights that excessive job demands, such as chronic stress and heavy workloads, drain psychological resources, leading to burnout and reduced productivity. Meanwhile, a supportive work environment enhances motivation and engagement. Herzberg's theory reinforces this by categorizing work conditions as hygiene factors poor support causes dissatisfaction, while recognition and motivation drive performance. Both theories establish stress and workload as performance barriers, while a positive work environment fosters productivity (Hossan et al., 2022). This theoretical foundation sets the stage for empirical studies that further explore the intricate relationships between work stress, workload, and the work environment on employee performance.

Empirical studies confirm these relationships. For example, research on rubber plantation workers found that high workloads reduced job satisfaction by 28%, leading to a 19% performance drop (Manalu et al., 2022). Conversely, studies show that a supportive work environment boosts performance. Research in work environment as key performance predictors. Studies indicate the work environment correlates to a significantly positive effect on employee performance. This evidence underscores stress, workload, and environment as critical factors shaping employee performance (Burbar, 2021). While empirical evidence highlights the impact of these factors, it is equally important to examine how mismanagement of workload and working hours exacerbates work stress, particularly in physically demanding industries like manufacturing.

Lack of understanding in managing employees, especially regarding workload, working hours, and overtime, can lead to high work stress (Pamungkas et al., 2023). In a manufacturing environment, particularly in the production of consumer goods where work is often physical and requires high concentration, Work stress has a direct impact on the quality of work output and the efficiency of the production process. Work stress is a condition that is constantly changing, where a person is in opportunities, limitations, or demands related to expectations and results that need to be met, in important situations that are full of uncertainty (Basri et al., 2024). Work-related stress is often caused by heavy workloads, where a person feels pressured due to work demands that are too much or difficult to achieve in a period of time. Understanding the dynamics of workload is essential, as it not only affects stress levels but also intersects with the broader influence of the work environment on employee performance.

The workload is a key element that influences employee performance. A lot of work can make you tired, both mentally and physically. This can lower your drive and confidence. On the other

hand, a workload that is balanced and in line with employee capabilities can increase productivity and job satisfaction. At work, workload doesn't just mean too much work; it can also mean the same amount of work or even too little work (work underload). By establishing an efficient division of labor, a company can understand the extent to which employees are able to optimally manage workload and how it impacts overall company performance (Hastuti et al., 2023). Workload is one of the most commonly reported stressors, as well as the main reason for many employees in an organization. As such, workload management effective is crucial in building a supportive and comfortable work environment. Given the profound impact of the work environment on employee motivation and productivity, it becomes clear that addressing these factors holistically is key to unlocking optimal performance in the manufacturing sector.

Employee performance is heavily impacted by the work environment, both physically and mentally. The work environment refers to the location where employees do their daily tasks. Investing in a work environment that supports workers' needs, recognizes their contributions, and priorities wellbeing can result in higher returns for the organization (Febriyanti & Mon, 2025). Workers are more likely to give their utmost when they are in a safe and encouraging workplace that encourages them to do their best. (Huda et al., 2021). A conducive work environment can encourage the implementation of employee tasks, encourage work enthusiasm, and contribute to improving their performance (Utomo, 2023). A secure, pleasant, and supportive working environment may boost employee motivation and creativity. An unsupportive environment, such as noise, inadequate lighting, or poor interpersonal interactions, can impede performance and increase stress. How responsible employees are reflects how much they care about their organization and their work (Solahudin et al., 2024). With these factors in mind, this study aims to systematically evaluate the interplay between work stress, workload, and the work environment to uncover actionable insights for improving employee performance in manufacturing.

The goal of this study is to evaluate the association between manufacturing employee performance and the following three variables: Stress, workload, and the work environment.

According to the background that has been explained, the researcher will carry out a study entitled **"Uncovering Factors Affecting Employee Performance in the Manufacturing Industry: Work Stress, Workload, and Work Environment".**

Hypothesis. The relationship between work stress, workload, and work environment on employee performance is grounded in both theoretical frameworks and empirical evidence. The Job Demands-Resources model suggests that excessive job demands, such as high stress and heavy workloads, deplete employees' psychological resources, leading to burnout and reduced performance. Conversely, supportive work environments act as resources that enhance motivation and engagement, thereby improving performance.

H1 : The effect of job stress on employee performance.

H2 : The effect of workload on employee performance.

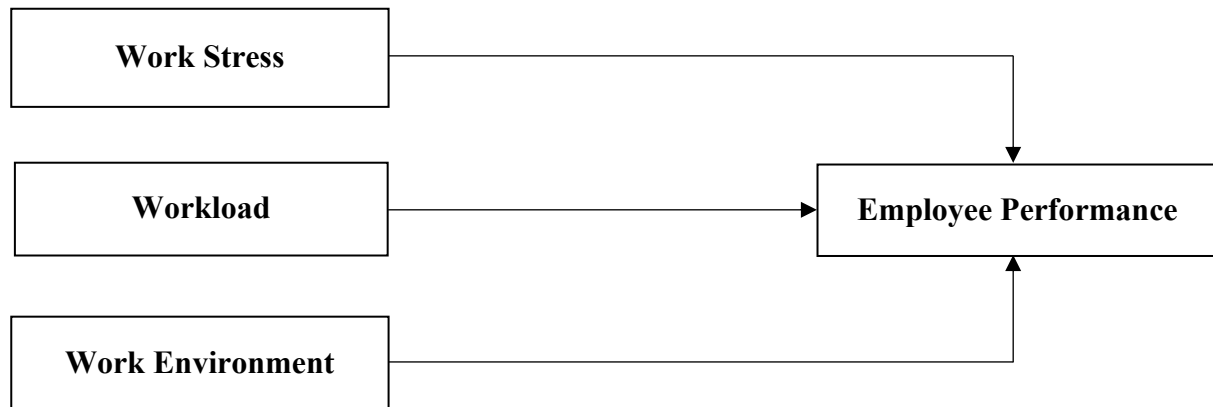H3 : The effect of work environment on employee performance.

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┌─────────────────────┐
│     Work Stress     │─────────────┐
└─────────────────────┘             │
                                    ▼
┌─────────────────────┐   ┌─────────────────────────┐
│      Workload       │──▶│  Employee Performance   │
└─────────────────────┘   └─────────────────────────┘
                                    ▲
┌─────────────────────┐             │
│  Work Environment   │─────────────┘
└─────────────────────┘
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Figure 1. Research Model

RESEARCH METHODS

This research is based on a quantitative approach because it allows objective measurement and in-depth statistical analysis to understand the relationship between variables. The simple random sampling method is used so that employees at manufacturing companies in Cirebon, referred to as Company X, Company Y, and Company Z, to ensure a diverse representation of the manufacturing sector. Regency has the same opportunity to be sampled, thus reducing bias. The total population in the production section amounted to 183 population, and which was used as a sample of 110.

The questionnaire was chosen as the primary data collecting technique because it efficiently reaches a large number of respondents and generates structured data that is straightforward to statistically analyze. The questionnaire's closed questions were based on indications of the research variables. To quantify qualitative data and do more in-depth statistical analysis, respondents' opinions and impressions were measured using a Likert scale.

The questionnaire in this study consists of 42 statements that represent indicators of each variable. To measure job stress, 12 statements were used based on indicators such as feelings of anxiety, mental pressure, and others, as stated by Hermawati & Syofian (2021). The workload variable is measured through 8 statements that include indicators such as the level of difficulty of the job, the suitability of the job with competence, the speed of doing the job, and others, in accordance with Santanu & Madhani (2022). Furthermore, 10 statements are used to measure work environment variables, with indicators such as intensity, lighting quality, air circulation, and others, referring to Putra et al., (2023). Finally, the employee performance variable is measured by 12 statements based on indicators such as punctuality, thoroughness, skill, and others, in accordance with Ramadhani & Sitohang (2024).

To guarantee that the questionnaire could properly and consistently assess the study variables, validity and reliability tests were performed prior to hypothesis testing with the T-test. The criteria of linear regression analysis were satisfied by performing a number of traditional assumption tests, including normality, multicollinearity, and heteroscedasticity tests. SPSS

version 25 software was utilized throughout the data analysis process to guarantee statistical computations were completed correctly and effectively.

2. RESULTS & DISCUSSION

The study involved 110 respondents from the production section of manufacturing companies in Cirebon Regency, with a total population of 183 employees. The sample was selected using a simple random sampling method to ensure equal representation and reduce bias.

Validity Test. Based on the calculation findings in table 1, this study's validity test was performed using SPSS for Windows version 25 software to guarantee that each question item in the questionnaire properly assessed the target variable. This testing method included responses from all 110 participants. To assess the validity of each question item, the correlation value between the statement item score and the overall score is computed and compared to the r table value.

Table 1. Average Validity Test Results

Variables	*rhitung*	*rtabel*	Description
Work Stress	0,705	0,187	**Valid**
Workload	0,798	0,187	**Valid**
Work Environment	0,892	0,187	**Valid**
Employee Performance	0,831	0,187	**Valid**

Source: Output Results SPSS 25 For windows, 2025

The r table value is obtained using the degrees of freedom (df), namely n-2, where n is the number of respondents. In this study, df = 110 minus 2 = 108. By using a significance threshold (α) of 5% (0.05), the r table value is 0.187. The question items are considered valid if the calculated r value (correlation coefficient between the question item score and the overall score) exceeds the r table value (0.187). Each statement has a value of rcount exceeding rtable, therefore all statements in the variables of Work Stress (X1), Workload (X2), Work Environment (X3) and Employee Performance (Y) are said to be valid. In other words, it can be ascertained that all statements in the instrument are suitable for use in data analysis.

Reliability Test. A reliability test is performed to determine how reliable or consistent a questionnaire is. This test is designed to determine if respondents' replies to questionnaire questions are consistent. A Cronbach's Alpha coefficient of 0.6 or higher indicates that the questionnaire is credible (Ilman et al., 2025). This indicates that if the reliability number exceeds 0.6, the questionnaire's items are dependable.

Table 2. Reliability Test Results

Variables	Reliability Statistics Cronbach's Alpha	N of Items	Description
Work Stress	0,908	12	**Reliable**
Workload	0,919	8	**Reliable**
Work Environment	0,965	10	**Reliable**
Employee Performance	0,957	12	**Reliable**

Source: Output Results SPSS 25 For windows, 2025

The reliability test results in Table 2 reveal that all variables have Cronbach's Alpha values greater than 0.60. Cronbach's Alpha values for work stress (X1), workload (X2), work environment (X3), and employee performance (Y) are 0.908, 0.919, 0.965, and 0.957, respectively. Because all of these values are more than 0.60, it is possible to assume that all research variables, specifically job stress, workload, work environment, and employee performance, are dependable.

Normality Test. To determine whether the residuals in the regression model are normally distributed, a normality test is performed. This study uses the Kolmogorov-Smirnov test. If the significance value (Sig) of the test results is greater than 0.05, then the residual data is declared normally distributed (Ho is accepted). Conversely, if the significance value (Sig) is smaller than 0.05, then the residual data is declared not normally distributed (Ho is rejected).

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test	
Description	**Unstandardized Residual**
N	110
Test Statistic	.078
Asymp. Sig. (2-tailed)	.093^c

Source: Output Results SPSS 25 For windows, 2025

The Kolmogorov-Smirnov (Asymp.sig) value obtained from the test and listed in table 3 is 0.093^c. This number is larger than 0.05, implying that the residuals of the regression model employed in this investigation are normally distributed.

Multicollinearity Test. A multicollinearity test is used to measure the correlation between the regression model's independent variables. A VIF score more than 10 indicates multicollinearity, as does a tolerance value less than 0.1. If the VIF value is less than 10 and the tolerance value is more than 0.10, there is no multicollinearity. This indicates that the independent variables are either uncorrelated or have a weak correlation.

Table 4. Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	**VIF**
Work Stress	.390	2.565
Workload	.412	2.424
Work Environment	.892	1.121

Source: Output Results SPSS 25 For windows, 2025

The tolerance and VIF values from the multicollinearity test findings (Table 4) indicate that multicollinearity does not occur in this study model. The job stress, workload, and work environment variables had tolerance values of 0.390, 0.412, and 0.892 (all more than 0.10), respectively. The VIF values for these variables are 2.565, 2.424, and 1.121, respectively. This regression model is free of multicollinearity issues, since all independent variables have tolerance values more than 0.10 and VIF less than 10.

Partial Test (t Test). To test the effect of each variable partially, hypothesis testing is used with the T test. The decision-making criteria are: Ho is rejected and Ha is accepted if tcount> ttable at α = 0.05 with degrees of freedom (dk) = n-2; Ho is accepted and Ha is rejected if tcount < ttable at α = 0.05 with degrees of freedom (dk) = n-2. The ttable value is obtained from α = 0.05 and dk = n-2 = 110-2 = 108, which is 0.187.

Table 5. Partial Test Result

Model	t	Sig.
Work Stress	-1.697	.093
Workload	-1.865	.065
Work Environment	1.664	.099

Source: Output Results SPSS 25 For windows, 2025)

The analysis in table 5 shows that work stress (tcount = -1.697, significance = 0.093) and workload (tcount = -1.865, significance = 0.065) have no significant effect on employee productivity, because the value of tcount < ttable (0.187) and significance > 0.05. However, work environment (tcount= 1.664, significance = 0.099) has a significant effect on productivity, although tcount > ttable (0.187) and significance > 0.05, which has the potential to reduce morale and productivity.

The Effect of Work Stress on Employee Performance. According to the findings of the study using SPSS version 25 for windows, the obtained value of $t_{count} < t_{table}$ with degrees of freedom or degree of freedom (df) = 110 - 2 = 108 at a significance of 0.05 gets the amount of 0.187 thus namely -1.697 < 0.187 and has a significant figure that exceeds the significant level of 0.05 or 0.099 > 0.05 therefore, Since Ho is accepted as true and Ha is denied, we may say that stress

at work has a negligible negative effect on productivity, with a value of -1.697. This disproves the hypothesis that stress at work significantly lowers productivity. This finding suggests that while work stress is often perceived as a major performance barrier, its impact in the studied manufacturing companies is not statistically significant. This could be attributed to effective stress management strategies, such as employee support programs or workload balancing, implemented by the organizations. Additionally, employees in the manufacturing sector may have developed resilience to handle stress due to the inherently demanding nature of their work. However, organizations should not overlook the potential long-term consequences of chronic stress, such as burnout or decreased job satisfaction. Proactive measures, such as regular stress assessments, mental health support programs, and fostering a culture of open communication, could further enhance employee resilience and performance. These strategies are particularly relevant in the manufacturing sector, where high-pressure environments are common.

Hermawan (2022) found that job stress affects employee performance negatively, as seen by the value of tcount < ttable (-6.135 < -2.365), which is consistent with the results of this research. As a percentage, the impact is 27.7 percent. These results provide credence to the research by Santoso & Rijanti, (2022), It evaluated the hypothesis that job stress at PT Daiyaplas Semarang had a detrimental impact on employee performance. This study is also consistent with studies by Sudirman et al., (2022) with partial, stress (X4) Reveals a negative relationship that has no significance on employee performance at Company X.

The Effect of Workload on Employee Performance. According to the data analyzed using the SPSS version 25 for windows tool, the t_{count} value < t_{table} with degrees of freedom or degree of freedom (df) = 110 - 2 = 108 at a significance of 0.05 is 0.187, thus -1.865 < 0.187 and has a significant value exceeding the significant threshold of 0.05 or 0.065 > 0.05 As a result, Ho is accepted and Ha is rejected, and so it can be concluded that the impact of workload on employee performance is negative and insignificant, with a number -1.865. This means that the effect of workload is not significant to reduce employee performance.

The insignificant effect of workload on performance may indicate that employees in the studied companies have reached a level of efficiency where they can manage their tasks effectively, even under pressure. This could be attributed to factors such as skill development, experience, or the use of technology to streamline processes. However, organizations should remain vigilant, as prolonged exposure to high workloads without adequate support could eventually lead to fatigue and disengagement. Implementing workload management tools, such as task prioritization systems and regular feedback sessions, could help maintain this balance and ensure sustained employee performance.

Findings from partial testing show that the Workload variable (X1) has a tcount value of 0.635, which is low compared to the ttable of 1.301, or a significance value of 0.529 is greater than 0.10. This finding is in line with the study by Sitompul & Simamora (2021). Since this means that Ho is true and H1 is false, we may say that workload partly does not affect employee performance. Since this means that Ho is true and H1 is false, we may say that workload partly does not affect employee performance.

The study findings are consistent with those of Qoyyimah et al., (2019) in the analysis of the Workload variable (X1)'s hypothesis 1 test, the tcount value of -1.052 is more than the ttable value of -1.967, and the significant result value is 0.293 > 0.05. Given the foregoing, we may accept Ho while rejecting Ha, implying that Company Y. Workload variable (X1) has no meaningful effect on Employee Performance (Y).

With a tcount value of 0.712 (below the ttable of 2.007) and a significance value of 0.480 > 0.05, the workload variable in this study corresponds with the findings of Kaslinda et al., (2024). According to these data, workload has no effect on workers' productivity.

Effect of Work Environment on Employee Performance. According to the findings of the study using SPSS version 25 for windows, the obtained $t_{count} > t_{table}$ value which has a degree of freedom or degree of freedom (df) = 110 - 2 = 108 at a significance of 0.05 is 0.187 thus 1.664 > 0.187 and has a significant value higher than the significance level of 0.05 or 0.099 > 0.05 So, With Ho rejected and Ha accepted, we can say that the workplace influences productivity by 1.664, which is positive but not statistically significant. What this implies is that there is substantial evidence that the work environment influences employee performance.

The work environment's role in employee performance extends beyond physical conditions to include psychological and social factors. A supportive work environment fosters collaboration, trust, and a sense of belonging, which are critical for employee engagement. For instance, creating spaces for team interactions, recognizing employee contributions, and promoting work-life balance can significantly enhance job satisfaction and performance. While the current study shows a small effect, these findings suggest that even incremental improvements in the work environment can yield meaningful benefits over time. Organizations should consider adopting a holistic approach to workplace design, integrating both physical and social elements to create an environment that supports employee well-being and productivity.

The study conducted is in line with the study conducted by Asri & Mawatdah (2024) based on the research findings, the Work Environment variable (X3), a variable representing the workplace, is positively correlated ($t_{count} = 1.004 > t_{table} = 1.984$) and statistically significant (p = 0.044 > 0.05). Therefore, employee performance is not significantly impacted by the Work Environment variable.

Sudirman et al., (2022) completed this study, which is consistent with earlier research. At Company Z, there is a weak but positive association between work environment (X2) and employee performance. The results of this study are congruent with those of Fajri (2023), who discovered that workplace characteristics had a positive but small influence on worker productivity.

A tcount value of 3.228 > 2.01174, with a significance level of less than 0.05, indicating a link between the work environment and employee performance; this conclusion is congruent with that of Nabilah & Ridwan (2022) research. If the work environment variable has a considerable impact on employee performance, we may conclude that H1 is accurate and H0 is rejected.

3. CONCLUSION & SUGGESTION

The results of this study on manufacturing companies in Cirebon Regency reveal that work stress and workload, while theoretically expected to reduce performance, do not have a statistically significant detrimental impact on employee performance. This suggests that the companies studied have likely implemented effective strategies to manage stress and workload, such as workload balancing, employee support programs, or stress management initiatives. However, the negative direction of the relationships between stress, workload, and performance indicates that these factors should not be overlooked, as they may still pose risks if not properly managed.

The work environment, on the other hand, shows a positive but statistically insignificant effect on employee performance. This highlights the potential benefits of creating a comfortable, friendly, and supportive work environment, even though its impact in this study was not substantial. These findings align with theoretical frameworks, which emphasize the importance of supportive work conditions in enhancing employee motivation and productivity.

This research provides valuable insights into the factors affecting employee performance in the manufacturing sector, particularly in Cirebon Regency. While the findings indicate that stress and workload are not significant barriers to performance in this context, they underscore the importance of proactive management strategies to prevent potential negative effects. Similarly, the positive influence of the work environment, though small, suggests that investing in workplace improvements can yield long-term benefits for employee well-being and organizational success.

Suggestion. Based on the findings, companies in the manufacturing sector are advised to maintain and evaluate their existing strategies for managing stress and workload. Specific recommendations include, stress management by identify specific sources of stress and implement targeted interventions, such as stress management training, mental health support programs, and regular stress assessments. Workload optimization, use workload management tools, such as task prioritization systems and regular feedback sessions, to ensure that employees are not overwhelmed and can maintain a healthy work-life balance. Work environment enhancements by invest in improving the physical and social aspects of the work environment, such as better lighting, air circulation, and spaces for collaboration. Additionally, foster a culture of open communication, recognition, and appreciation to enhance employee engagement and satisfaction. To build on the findings of this study, future research could explore the role of moderating factors, such as leadership styles, organizational culture, or employee resilience, in shaping the relationship between stress, workload, work environment, and performance. Conduct longitudinal studies to examine how changes in stress levels, workload, and work environment impact employee performance over time. Expand the sample size and include manufacturing companies from different regions or sectors to enhance the generalizability of the findings.

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