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The Effect of Work Stress and Workload on Employee Performance at PT. Intimas Surya Jakarta (Case Study for the People of West Cengkareng Village, West Jakarta)

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Abstract

This study aims to analyze the effect of work stress and workload on employee performance at PT. Intimas Surya Jakarta, both partially and simultaneously. This research employs a quantitative method with an associative (causal) approach. The population consists of 50 employees, and all members of the population were used as the sample through a saturated sampling technique. Data were collected through questionnaires and analyzed using SPSS version 27, including data quality tests, classical assumption tests, partial tests (t-test), simultaneous tests (F-test), regression coefficient tests, and coefficient of determination (R^2). The results indicate that, partially, work stress does not have a significant effect on employee performance, with a significance value of 0.329 (>0.05). In contrast, workload has a positive and significant effect on employee performance, with a significance value of 0.011 (<0.05.) Simultaneously, work stress and workload have a significant effect on employee performance, with a significance value of 0.001 (<0.05). The coefficient of determination value of 40.70% indicates that variations in employee performance are influenced by work stress and workload, while the remaining 59.30% are influenced by other factors outside this study.

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1. Introduction

Human resources are strategic assets that determine the success of an organization in achieving goals. Employees not only play a role as implementers of operational activities, but also as drivers of productivity, service quality, and competitiveness of the company. Therefore, human resource management needs to be carried out effectively so that employees are able to carry out their duties and responsibilities optimally. The importance of human resources in an organization is closely related to their contribution to the achievement of organizational goals and sustainability (Yuwono et al., 2023).

One of the indicators of successful human resource management is employee performance. Performance shows the work results achieved by employees based on the tasks, responsibilities, and standards that the company has set. Optimal performance can support the achievement of organizational targets, while decreased performance can lead to work delays, increased errors, and decreased productivity. Employee performance is not only influenced by individual abilities, but also by the work environment, work pressure, work stress, and workload that employees receive (Kurniawan & Adiputra, 2024).

Increasingly fierce business competition demands employees to work quickly, precisely, and with quality. These demands can increase the workload, especially when the amount of work is not proportional to the time, skills, and resources available. Too high a workload can cause physical and mental fatigue, decrease concentration, increase absenteeism, and reduce employees' ability to complete work optimally (Yuridha, 2022) (Lesmana et al., 2025).

In addition to workload, work stress is an important problem in human resource management (Hasmariani et al., 2024). Work stress arises when the demands of the job are

not in accordance with the abilities or resources that the employee has. These conditions can be influenced by work targets, conflicts between employees, leadership styles, role unclarity, technological changes, and work environment conditions. Stress that lasts for a long time can reduce cognitive abilities, interfere with health, reduce motivation, and increase employees' desire to leave the company or turnover intention (Sari et al., 2022).

If work stress and workload are not managed properly, they can cause burnout, reduce job satisfaction, increase errors, and hinder the achievement of company targets. On the other hand, work pressure that is still at a controlled level can encourage employees to be more focused and responsible in completing work. Thus, the effect of work stress and workload on performance can differ depending on job characteristics, organizational conditions, and employees' ability to cope with work demands.

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The results of previous research also show inconsistent findings. Work stress and workload were found to have a significant effect on employee performance (Widianti & Herlina, 2023). Similar results showed that work stress and workload had a positive and significant effect on employee performance (Aulia & Rachmawati., 2025). However, another study found that work stress did not have a significant effect on employee performance (Meliani et al., 2024). These differences in findings show that there is a research gap regarding the influence of work stress and workload on employee performance, both partially and simultaneously.

In addition to the inconsistency of previous research results, there are still contextual gaps because each company has different job characteristics, targets, division of tasks, and work environment. The results of research in one organization cannot necessarily be applied directly to other organizations. Therefore, further testing is needed at PT Intimas Surya Jakarta to find out whether work stress and workload affect employee

performance in the company's operational context.

PT Intimas Surya Jakarta is a company that requires its employees to work effectively and efficiently, meet targets, and maintain the quality of work results. These demands have the potential to cause work stress and increased workload if they are not accompanied by the division of tasks and adequate organizational support. Workload imbalance can cause some employees to accept work that exceeds their abilities and available time, potentially affecting employee performance.

The novelty of this research lies in testing work stress and workload partially or simultaneously on the performance of all active employees of PT Intimas Surya Jakarta. This study uses the entire population of 50 employees as a sample, so it is expected to provide a more comprehensive picture of the conditions of work stress, workload, and employee performance in the company. This study also provides empirical evidence in the context of the organization that has not been studied in previous studies.

Based on this description, this study aims to analyze the influence of work stress on employee performance, analyze the influence of workload on employee performance, and analyze the effect of work stress and workload simultaneously on employee performance of PT Intimas Surya Jakarta. The results of the research are expected to contribute to the development of human resource management studies and become evaluation material for companies in managing work pressure, dividing workload proportionally, and improving employee performance.

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2. Literature Review

2.1 Work Stress

Work stress is a condition of physical, psychological, and emotional tension that arises when the demands of the job are not balanced with the abilities, time, or resources that employees have. These conditions can affect emotions, thought processes, behavior, health, and the ability of employees to complete work. Work stress can also cause anxiety, mental

fatigue, and decreased productivity if it lasts for a long period of time (Nasrul et al., 2023; Nuraisyah & Fitria, 2024).

Work stress can come from individual, organizational, and work environment factors. Individual factors include age, physical condition, mental health, personality, work ability, and the ability to manage stress or coping stress. Organizational factors include excessive workload, role conflicts, unclear tasks, organizational structure, company policies, and lack of support from leaders (Juhernawati et al., 2026). Meanwhile, work environment factors are related to the physical condition of the workplace, relationships between employees, noise levels, room comfort, and social support in the workplace (Maghfirah, 2023; Nugroho et al., 2024; Siagian et al., 2024).

Based on its impact, work stress can be divided into eustress and distress. Eustress is a positive pressure because it can increase employee motivation, creativity, and enthusiasm in facing work challenges. On the other hand, distress is a negative pressure that can cause anxiety, fatigue, decreased concentration, and low performance. Stress can also be in the form of acute stress that occurs in the short term and chronic stress that lasts continuously and has the potential to interfere with employees' physical and psychological health (Ariani & Susilowati, 2023; Robbins & Judge, 2022).

Work stress in this study was measured using five dimensions, namely task demands, role demands, interpersonal demands, organizational structure, and organizational leadership. Task demands are related to the volume of work, time pressure, and complexity of the work. Role demands include role conflicts, role ambiguity, and excessive responsibility. Interpersonal demands are related to conflict and lack of support from colleagues. Organizational structure and leadership are related to rigid policies, low employee participation, authoritarian leadership styles, and lack of leadership attention to employee needs (Robbins & Judge, 2017).

2.2 Workload

Workload is a number of tasks and responsibilities that employees must complete within a certain period of time according to organizational standards and targets. Workload can be physical or mental and is influenced by the amount of work, the level of difficulty of the task, the time of completion, and individual abilities. Workloads that are in accordance with employee capacity can increase productivity, while workloads that exceed abilities can cause fatigue and reduce work quality (Meliani et al., 2024; Nurhidayat et al., 2026).

The workload is influenced by internal and external factors. Internal factors include the physical condition, age, skills, motivation, mental health, and emotional readiness of employees. Employees with adequate abilities and skills tend to get the job done more easily than employees who do not have the competencies to meet the demands of the task. Thus, the same job can result in a different level of load on each employee (Nasrul et al., 2023).

External factors include job demand, work time, completion targets or deadlines, work environment, technology, organizational support, and job division structure. High work volume, limited turnaround time, ineffective use of work systems, and uneven division of tasks can increase workload. Conversely, leadership support, facility availability, and proportionate division of tasks can help employees complete work more effectively (Juhernawati et al., 2026; Yanjani et al., 2025).

Workload can be divided into physical and mental workloads. Physical workload is related to the use of physical labor in completing work, while mental workload is related to concentration, decision-making, information processing, and problem-solving. In this study, workload was measured through four dimensions, namely physical workload, mental workload, work time, and job targets. These dimensions include physical fatigue, psychological stress, concentration, working hours, overtime, workload, workload, level of difficulty, and work standards that employees must achieve (Nasrul et al., 2023).

2.3 Employee Performance

Employee performance is the result of work achieved by a person in carrying out tasks and responsibilities in accordance with organizational standards. Performance describes the level of success of employees in producing work based on quality, quantity, timeliness, effectiveness, and responsibility. Good performance shows that employees are able to use the abilities, opportunities, and resources available to support the achievement of organizational goals (Rambulangi et al., 2024; Robbins & Judge, 2017).

Employee performance is influenced by various factors, such as motivation,

compensation, work environment, leadership, job satisfaction, abilities, and the employee's psychological condition (Lamama, 2023). High motivation can encourage employees to work more optimally, while fair compensation can increase morale and responsibility. A conducive work environment and supportive leadership can also help employees achieve their work targets effectively (Hulio & Widjaja, 2024).

Employee performance aims to increase productivity, effectiveness, efficiency, motivation, and achievement of organizational goals. Performance appraisal can also be used as a basis for evaluation, competency development, awarding, and improvement of the work system (Ama et al., 2024). In this study, employee performance is measured through five dimensions, namely work quality, work quantity, punctuality, effectiveness, and independence. The indicators include thoroughness, the number of work completed, the ability to meet completion time, resource utilization, target achievement, initiative, and the ability to work without continuous supervision (Efendy, 2025; Rambulangi et al., 2024).

2.4 The Effect of Work Stress on Employee Performance

Work stress can affect an employee's ability to complete work. Stress at a controlled level can increase alertness and motivation, but excessive stress can lower concentration, interfere with health, and increase work errors. Employees who experience constant stress tend to experience fatigue, loss of motivation, and difficulty maintaining the quality and quantity of their work (Nurhidayat et al., 2026).

Previous research has shown inconsistent results regarding the influence of work stress on employee performance. Work stress has been found to have a significant effect on employee performance in several previous studies (Aulia & Rachmawati, 2025; Nuraisyah & Fitria, 2024; Widianti & Herlina, 2023). Other studies show that work stress has a negative and significant effect on employee performance (Nasrul et al., 2023; Nurhidayat et al., 2026). However, there are also studies that have found that work stress does not have a significant effect on employee performance (Meliani et al., 2024; Khotimah & Rochayata, 2024).

These differences in results show that the influence of work stress can depend on the level of pressure, work characteristics, organizational conditions, and employees' ability to manage stress. Based on theoretical studies and previous research, the first hypothesis in this study is formulated as follows:

H1: Work stress does not have a significant effect on the performance of employees of PT Intimas Surya Jakarta.

The Effect of Workload on Employee Performance

Workload is related to the number and level of difficulty of work that must be completed in a given time. Workloads that match employees' capacity can increase productivity and skills. However, a workload that is too high can lead to physical fatigue, mental stress, decreased concentration, and increased work errors. Thus, the company's accuracy in dividing tasks is an important factor in maintaining employee performance (Nurhidayat et al., 2026; Meliani et al., 2024).

The results of previous research show that workload has a significant effect on employee performance (Aulia & Rachmawati, 2025; Nuraisyah & Fitria, 2024; Nurhidayat et al., 2026; Meliani et al., 2024; Widianti & Herlina, 2023). Workload is also found to have a negative and significant effect on performance because high job demands can reduce employees' ability to maintain the quality of work results (Nasrul et al., 2023). Meanwhile, other studies show that workload does not have a significant effect on employee performance, so there are differences in results that still need to be tested in different research objects (Khotimah & Rochayata, 2024).

Based on the theoretical study and findings of previous research, the second hypothesis is formulated as follows:

H2: Workload has a significant effect on the performance of PT Intimas Surya Jakarta employees.

2.5 The Effect of Work Stress and Workload on Employee Performance

Work stress and workload are two interrelated factors that affect the physical and psychological condition of employees. An unbalanced workload can be a source of stress that triggers work stress (Juhernawati et al., 2026). When employees receive a high volume of work, strict targets, and limited turnaround times, the ability to maintain the quality of work can decrease. These conditions can ultimately affect the achievement of employee performance (Nurhidayat et al., 2026; Meliani et al., 2024).

Several studies show that work stress and workload together have an influence on employee performance (Aulia & Rachmawati, 2025; Nuraisyah & Fitria, 2024; Nurhidayat et al., 2026; Widianti & Herlina, 2023). However, the partial difference in test results suggests that the relationship between the three variables needs to be re-analyzed in different organizational environments.

Based on the conceptual relationship and the results of previous research, the third hypothesis is formulated as follows: H3: Work stress and workload simultaneously have a significant effect on the performance of PT Intimas Surya Jakarta employees.

3. Research Methods

This study uses a quantitative approach with a causal associative design. The quantitative approach is used to measure research variables through numerical data and test the relationships between variables objectively using statistical analysis (Andaristo et al., 2025; Putra et al., 2025). The causal associative design was chosen because this study aims to analyze the influence of work stress and workload on employee performance, both partially and simultaneously (Susanto et al., 2024).

The research was carried out at PT Intimas Surya Jakarta which is located on Jalan Pluit Karang Manis Blok O6 Timur Number 2, Pluit Village, Penjaringan District, North Jakarta. The implementation of the research took place from April 1 to June 30, 2026. Data collection was carried out using a survey method through the distribution of online questionnaires using Google Forms. The use of questionnaires allows researchers to obtain data that is structured, efficient, and statistically easy to analyze (Adnyana, 2024; Susanto et al., 2024).

The research population consists of all active employees of PT Intimas Surya Jakarta totaling 50 people. The population is a whole subject that has certain characteristics and is set as a research target to be studied and conclusions drawn (Putra et al., 2025). The sample was determined using a saturated sample technique, where all members of the population are used as research samples. This technique is used because the population is less than 100 people, so that all members of the population can be involved as research respondents. Thus, the number of samples in this study is 50 respondents.

This study involves three variables, namely work stress as the first independent variable (X1), workload as the second independent variable (X2), and employee performance as a dependent variable (Y). The operational definition of variables is used to describe each variable into dimensions and indicators that can be measured through research instruments (Adnyana, 2024; Andaristo et al., 2025).

Work stress is a condition of physiological and psychological tension that arises due to work demands and can affect individual well-being and organizational effectiveness (Dahliana et al., 2023; Febriantina et al., 2025). Work stress variables are measured through five dimensions, namely task demands, role demands, interpersonal demands, organizational structure, and organizational leadership. The five dimensions are elaborated into 12 indicators, including excessive workload, time pressure, job complexity, role conflict, role ambiguity, excessive responsibility, conflict with colleagues, lack of social support, rigid organizational policies, low participation in decision-making, authoritarian leadership style, and lack of leadership's attention to employees (Robbins & Judge, 2017).

Workload is a number of physical and mental tasks and responsibilities that employees must complete within a certain period of time. The level of workload is influenced by the volume of work, the level of task difficulty, the intensity of work, and the limited time available (Nasrul et al., 2023). Workload variables are measured through four dimensions, namely physical workload, mental workload, work time, and work targets. The four dimensions are described into 12 indicators which include heavy physical activity, physical fatigue, work intensity, high concentration needs, psychological pressure, complexity of decision-making, long working hours, strict time targets, overtime, target difficulty level, work volume, and high work standards (Nasrul et al., 2023).

Employee performance is the result of work achieved by individuals in carrying out tasks and responsibilities in accordance with the standards set by the organization (Qustolani et al., 2025). Employee performance variables are measured through five dimensions, namely work quality, work quantity, punctuality, effectiveness, and independence. The five dimensions are described into 11 indicators, including rigor in work, neatness of work

results, error rate, number of work completed, productivity, completion of tasks according to deadlines, time efficiency, resource utilization, achievement of targets, ability to work without supervision, and initiative in working (Rambulangi et al., 2024).

The research instrument consisted of 35 statement items, namely 12 items for work stress variables, 12 items for workload variables, and 11 items for employee performance variables. Each statement item was measured using a five-level Likert scale to determine the respondents' perception of the research variables. The scale consisted of strongly agreeing, agreeing, neutral, disagreeing, and strongly disagreeing with the scoring adjusted to the direction of the statement on the instrument (Andaristo et al., 2025).

Research data was collected through observation and questionnaires. Observation was carried out through direct observation of employees' working conditions and activities to obtain a factual picture of the research object. Observation allows researchers to obtain information based on the conditions that occur without relying solely on respondents' answers (Romdona et al., 2025; Iba & Wardhana, 2024). Questionnaires are used as the main instrument to obtain data on employee work stress, workload, and performance through a set of written statements that are systematically compiled (Iba & Wardhana, 2024).

The collected data is processed through editing, coding, scoring, and tabulating stages. The editing stage is carried out to check the completeness of the respondents' answers, while coding is used to provide a numerical code for each answer. The scoring stage is carried out by assigning a score to the answer based on the measurement scale, while tabulating is carried out by arranging the data into a table so that it is ready for analysis using the SPSS program. Data analysis includes instrument quality test, classical assumption test, multiple linear regression analysis, partial test, simultaneous test, and determination coefficient.

The instrument quality test consists of a validity and reliability test. The validity test is used to determine the ability of each statement item to measure the research variable. The instrument is declared valid if the value of (r) is calculated to be greater than (r) of the table, while the instrument is declared invalid if the value of (r) is calculated to be smaller than (r) of the table (Iba & Wardhana, 2024; Putra et al., 2025). The reliability test was carried out using *Cronbach's alpha* coefficient. The instrument is declared reliable if *Cronbach's alpha* value is greater than 0.60 and declared unreliable if the value is less than 0.60 (Sigudla & Maritz, 2023).

Classical assumption tests include normality, heteroscedasticity, and multicollinearity tests. Normality tests are performed on residual values using *the Kolmogorov–Smirnov* test. Residual is declared to be normally distributed when the significance value is greater than or equal to 0.05 and is declared abnormal if the significance value is less than 0.05. Normality is also observed through histograms and *normal probability plot* graphs, where residual points spread along a diagonal line indicate the fulfillment of normality assumptions (Faizi, 2024; Shatz, 2024).

The heteroscedasticity test was carried out using *a scatterplot* graph and the Glejser test. The regression model was declared not heteroscedasticity if the points on the graph were randomly spread above and below zero and did not form a specific pattern. In the Glejser test, the model was declared free of heteroscedasticity if the significance value of each independent variable was greater than 0.05 (Faizi, 2024; Romeo et al., 2024).

The multicollinearity test was carried out to determine whether or not there was a high correlation between independent variables. The test was carried out by looking at *the values of Tolerance* and *Variance Inflation Factor* (VIF). The regression model was declared not to experience multicollinearity if the *Tolerance value* was greater than 0.10 and the VIF value was less than 10 (Buzohera, 2024; Gökmen et al., 2022).

The effect of work stress and workload on employee performance was analyzed using multiple linear regression with the following equation:

Keterangan:
(Y) = employee performance
(α) = constant
(β_1) = work stress regression coefficient
(β_2) = workload regression coefficient
(X1) = work stress
(X2) = workload
(e) = error

The regression coefficient shows the direction and magnitude of the change in the dependent variable due to the change of one unit of independent variable with another

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variable considered constant or *ceteris paribus* (Roustaei, 2024).

Partial hypothesis testing was carried out using the (t) test at a significance level of 5%. Independent variables were declared to have a partial significant effect if the significance value was less than 0.05 or the calculated value (t) was greater than (t) the table. On the other hand, independent variables were declared to have no significant effect if the significance value was greater than 0.05 or the value (t) was calculated to be smaller than (t) of the table (Andaristo et al., 2025; Roustaei, 2024).

Simultaneous testing was carried out using the (F) test or *Analysis of Variance* to determine the effect of work stress and workload together on employee performance. The two independent variables were declared to have a significant effect simultaneously if the significance value was less than 0.05 or the value (F) was calculated to be greater than (F) in the table (Putra et al., 2025).

The determination coefficient (R^2) is used to determine the ability of work stress and workload to explain variations in employee performance. The value (R^2) is in the range of 0 to 1. A value close to 1 indicates that the ability of independent variables to explain variations in dependent variables is getting stronger, while a value close to 0 indicates that the model's ability to explain dependent variables is increasingly limited (Putra et al., 2025; Roustaei, 2024).

4. Results and Discussion

4.1 Respondent Characteristics

The study involved all 50 active employees of PT Intimas Surya Jakarta. The characteristics of the respondents were analyzed based on gender, age, length of work, and last education as presented in Table 1.

Table 1. Characteristics of Respondents

Features	Category	Frequency	Percentage
Gender	Male	16	32%
	Women	34	68%
Age	18–28 years old	34	68%
	29–39 years old	10	20%
	40–50 years	6	12%
	51–61 years old	0	0%
Long working time	<1 year	8	16%
	1–3 years	19	38%
	4–6 years	15	30%
	>6 years old	8	16%
Final education	High School/Vocational School	30	60%
	Diploma (D3)	5	10%
	Bachelor (S1)	15	30%
	Postgraduate (S2)	0	0%

Source: Primary data processed, 2026.

Table 1 shows that the respondents are dominated by women as many as 34 people or 68%. Most of the respondents are 18-28 years old, which is 34 people or 68%, with the most working period in the range of 1-3 years as many as 19 people or 38%. Based on the latest education, the majority of respondents are high school/vocational school graduates as many as 30 people or 60%.

The demographic profile indicates that the workforce at PT Intimas Surya Jakarta is predominantly composed of relatively young employees with short to moderate tenure and a secondary education background. This condition suggests that most respondents are still in a productive stage of employment and have sufficient exposure to the company's operational activities. The dominance of employees with 1–3 years of service also indicates that the organization is largely supported by workers who have gained initial work experience but may still be in the process of strengthening their competencies and adapting to organizational demands. These characteristics are relevant to the study because age, length of service, and educational background may influence how employees perceive and respond to work stress, workload, and performance expectations.

4.2 Description of Research Variables

Descriptive analysis was conducted to determine the tendency of respondents' responses to work stress, workload, and employee performance. A summary of statements with the highest percentage of agreeable answers in each variable is presented in Table 2.

Table 2. Summary of Respondents' Responses

Variabel	Statement with the Highest Agree Answer	Frequency	Percentage
Work stress (X1)	The responsibilities given are still within the limits of the employee's ability	32	64%
Workload (X2)	Employees must consider many things before making a decision in the job	30	60%
Employee performance (Y)	Employees pay attention to every detail in completing work	36	72%

Source: Primary data processed, 2026.

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Table 2 shows that most respondents consider job responsibilities to be within the limits of their capabilities. In the workload variable, the biggest demand is related to the complexity of considerations in making decisions. Meanwhile, the high percentage of answers agree on the aspect of rigor shows that employees tend to pay attention to detail in completing work.

4.3 Instrument Quality Test

The instrument quality test was carried out through validity and reliability tests. The validity test used a table r value of 0.2787, while reliability was assessed based on Cronbach's alpha value with a minimum limit of 0.60. The test results are summarized in Table 3.

Table 3. Validity and Reliability Test Results

Variabel	Number of Items	Range rrr Calculate	rrr Table	Cronbach's Alpha	Remarks
Work stress (X1)	12	0,505–0,714	0,2787	0,747	Valid and reliable
Workload (X2)	12	0,467–0,719	0,2787	0,754	Valid and reliable
Employee performance (Y)	11	0,636–0,852	0,2787	0,774	Valid and reliable

Source: Primary data is processed using SPSS version 27, 2026.

All statement items have a calculated r value greater than the table rrr of 0.2787, so all items are declared valid. Cronbach's alpha value of each variable is also greater than 0.60, which indicates that the instrument has adequate internal consistency and is suitable for use in subsequent analysis.

4.4 Classic Assumption Test

The classical assumption test includes normality, heteroscedasticity, and multicollinearity tests. A summary of the test results is presented in Table 4.

Table 4. Classical Assumption Test Results

Types of Testing	Variables/Indicators	Value	Criteria	Conclusion
Normalitas Kolmogorov–Smirnov	Asymp. Sig.	0,200	>0,05	Normally distributed residual
Delights	Work stress	0,431	>0,05	Heteroscedasticity does not occur
Delights	Workload	0,422	>0,05	Heteroscedasticity does not occur
Multikolinearitas	Work stress tolerance	0,374	>0,10	Multicollinearity does not occur
Multikolinearitas	Workload tolerance	0,374	>0,10	Multicollinearity does not occur
Multikolinearitas	VIF work stress	2,673	<10	Multicollinearity does not occur
Multikolinearitas	VIF workload	2,673	<10	Multicollinearity does not occur

Source: Primary data is processed using SPSS version 27, 2026.

The significance value of the Kolmogorov–Smirnov test of 0.200 indicates that the residual is normally distributed. The significance value of the Glejser test on both independent variables is greater than 0.05, so the model does not experience heteroscedasticity. The tolerance value of 0.374 and the variance inflation factor of 2.673 also indicate that there are no symptoms of multicollinearity.

Overall, the results of the classical assumption tests indicate that the regression model has satisfied the statistical requirements for multiple linear regression analysis. The normal distribution of residuals, the absence of heteroscedasticity, and the absence of multicollinearity indicate that the model is sufficiently stable and appropriate for further hypothesis testing. Therefore, the regression coefficients generated by the model can be interpreted to examine the partial and simultaneous effects of work stress and workload on employee performance.

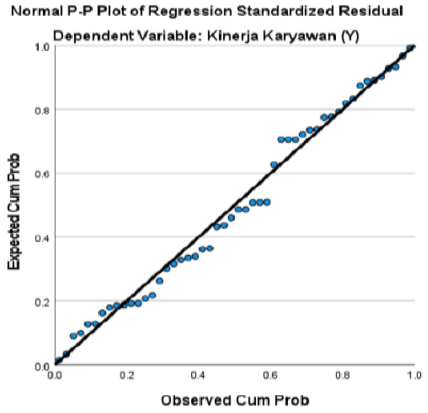

Figure 1. Normality Test Results through Normal Probability Plot

Source: Primary data were processed using SPSS version 27, 2026.

Figure 1 shows that the residual points are spread around and follow the direction of

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the diagonal line. The pattern reinforces the results of the Kolmogorov–Smirnov test that the residual in the regression model has met the assumption of normality.

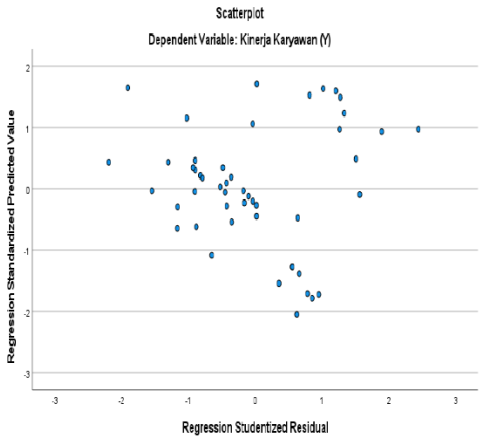

Figure 2. Heteroscedasticity Test Results via Scatterplot

Source: Primary data is processed using SPSS version 27, 2026.

Figure 2 shows that the residual points are randomly spread above and below zero and do not form a widening, narrowing, or wavy pattern. The results show that the residual variance is relatively constant so that the regression model does not experience heteroscedasticity.

4.5 Regression Analysis and Hypothesis Testing

Multiple linear regression analysis was used to determine the influence of work stress and workload on employee performance. The results of regression analysis and hypothesis testing are presented in Table 5.

Table 5. Multiple Linear Regression Results and Hypothesis Testing

Variabel	Regression Coefficients	Standardized Beta	ttt Calculate	Significance	Verdict
Konstanta	1,016	–	–	–	–
Work stress (X1)	0,216	0,181	0,986	0,329	H1 rejected
Workload (X2)	0,506	0,485	2,641	0,011	H2 accepted
Simultaneous tests	–	–	F=16,126	0,001	H3 accepted
Coefficient of determination	R2=0,407	–	–	–	40,70%

Source: Primary data is processed using SPSS version 27, 2026.

Based on Table 5, the regression equations obtained are:

$$Y = 1{,}016 + 0{,}216_1 + 0{,}506X_2$$

The work stress coefficient has a positive value of 0.216, but has a significance value of 0.329 which is greater than 0.05, so work stress does not have a significant effect on employee performance. The workload obtained a positive coefficient of 0.506 with a significance value of 0.011, so that it has a positive and significant effect on employee performance. The standardized beta coefficients value of 0.485 is also greater than work stress of 0.181, so workload becomes a more dominant variable.

The results of the F test showed a value of 16.126 with a significance of 0.001. Thus, work stress and workload together had a significant effect on employee performance. The R2R^2R2 value of 0.407 showed that both variables were able to explain 40.70% of the variation in employee performance, while the remaining 59.30% was explained by other factors outside the research model.

4.6 Discussion

4.6.1 The Effect of Work Stress on Employee Performance

The results of the study showed that work stress did not have a significant effect on the performance of PT Intimas Surya Jakarta employees. This is evidenced by the calculated ttt value of 0.986 with a significance of 0.329 which is greater than 0.05. Although the work stress regression coefficient has a positive value of 0.216, the direction of the relationship does not have enough statistical evidence to state that the change in work stress is followed by the change in employee performance.

The insignificance of the influence of work stress can be attributed to stress conditions that can still be managed by employees. This can be seen from 64% of respondents who stated that the responsibilities given are still within the limits of their abilities. This condition indicates that the demands of the task have not developed into a pressure that directly hinders the quality, quantity, punctuality, effectiveness, and independence of work.

Respondents' characteristics can also contribute to their ability to cope with work pressure. The majority of respondents are in the age group of 18–28 years and have worked for 1–6 years, so they are estimated to have sufficient adaptability to the company's operational demands. Differences in individual ability to manage stress can cause work stress not always to have the same effect on employee performance (Maghfirah, 2023; Nugroho et al., 2024).

The findings of this study are in line with the results of studies that state that work stress

does not have a significant effect on employee performance (Meliani et al., 2024; Meliani et al., 2024; Khotimah & Rochayata, 2024). However, these results are different from studies that found that work stress has a significant effect on employee performance, both in positive and negative directions (Widianti & Herlina, 2023; Aulia & Rachmawati., 2025; Nasrul et al., 2023).

These differences can occur because each organization has different job characteristics, task sharing systems, leadership support, and employee adaptability. Therefore, the insignificance of work stress in this study does not mean that stress can be ignored, but rather suggests that the level of stress experienced by employees at the time of the study was not strong enough to explain the change in performance.

4.6.2 The Effect of Workload on Employee Performance

Workload was shown to have a positive and significant effect on employee performance, with a calculated t value of 2.641 and significance of 0.011. A regression coefficient of 0.506 showed that an increase in one unit of workload was followed by an increase in performance of 0.506 units assuming constant work stress. These results show that the workload received by employees can still function as a driver of productivity, not as a barrier to work. The findings are supported by respondents' answers which show that workload demands are more related to the need for concentration and consideration in making decisions. As many as 60% of respondents stated that they must consider many things before making decisions at work. These burdens can encourage employees to be more careful, increase concentration, and use their abilities to complete tasks.

A clear, measurable, and capacity-appropriate workload can increase a sense of responsibility and encourage employees to achieve targets. Workload does not always have a negative impact because proportionate tasks can increase productivity, efficiency, skills, and employees' ability to complete work (Nasrul et al., 2023).

The results of this study are in line with research that shows that workload has a positive and significant effect on employee performance (Siamsa & Aprilius, 2023; Widianti & Herlina, 2023; Aulia & Rachmawati., 2025). However, these results are different from studies that found a negative effect of workload on performance and studies that stated that workload does not have a significant effect on employee performance (Khotimah & Rochayata, 2024; Meliani et al., 2024; Nasrul et al., 2023).

These differences in results show that the influence of workload is highly dependent on the level and management. Too low workload can reduce the utilization of employees' abilities, while excessive workload can cause fatigue. At PT Intimas Surya Jakarta, workload seems to be still at a level that is able to encourage employees to work more productively and thoroughly.

4.6.3 The Effect of Work Stress and Workload on Employee Performance

The results of the simultaneous test showed that work stress and workload together had a significant effect on employee performance. This is shown by the FFF value calculated at 16.126 with a significance of 0.001. Thus, psychological conditions due to work pressure and overall work demands are part of the factors related to employee performance achievement.

These simultaneous results do not mean that work stress becomes significant individually. The FFF test assesses the feasibility of the model as a whole, while the ttt test assesses the contribution of each variable after controlling for other variables. Therefore, the significance of the model in this study is mainly supported by the contribution of the workload that is proven to be significant and has the *greatest standardized beta* value (Roustaei, 2024). The combination of a proportionate workload and work stress that is still under control can create conditions that encourage the achievement of targets. Workload can serve as demands that increase focus and productivity, while stress management is necessary so that these demands do not develop into physical or psychological exhaustion. The finding that work stress and workload simultaneously affect performance are also supported by previous research (Widianti & Herlina, 2023; Nuraisyah & Fitria, 2024).

The determination coefficient value of 40.70% indicates that the ability of work stress and workload to explain performance is at a moderate level. As many as 59.30% of performance variations can still be influenced by motivation, compensation, work environment, leadership style, job satisfaction, competence, and opportunities owned by employees (Hulio & Widjaja, 2024; Hati et al., 2026; Maryadi et al., 2026; Osiani et al., 2026).

Other empirical studies also indicate that employee performance can be influenced by career development and effective time management (Aisya et al., 2024; Fatimah et al., 2024).

Practically, companies need to maintain a clear and proportionate division of tasks, while monitoring the psychological condition of employees. This can be done through evaluating the volume of work, setting realistic targets, communication between leaders and employees, and providing support when employees face difficulties. Thus, workload can remain a driver of performance without developing into a source of excessive stress.

5. Closing

This study shows that work stress does not have a significant effect on the performance of employees of PT Intimas Surya Jakarta, while workload has a positive and significant effect on employee performance. Simultaneously, work stress and workload have a significant effect on employee performance. The determination coefficient value of 40.70% shows that the two variables are able to explain some of the variation in employee performance, while the remaining 59.30% are influenced by other factors outside the research model. These findings indicate that the workload given to employees is still at a level that can boost productivity, while the work stress experienced is not strong enough to cause direct changes in performance. Practically, the results of this study provide implications for the management of PT Intimas Surya Jakarta to maintain a proportionate distribution of workload based on the abilities, capacities, and responsibilities of each employee. Companies also need to continue to monitor work stress conditions through open communication, supervisor support, realistic target setting, and the creation of a conducive work environment. This management is necessary so that the workload continues to function as a driver of performance and does not develop into pressure that can reduce employee welfare and productivity.

This study has limitations because it was only conducted on one company with a total of 50 employees. The variables analyzed were also limited to work stress and workload, so they did not include other factors that could affect performance. In addition, data was obtained through questionnaires based on respondents' perceptions, so the answers given may be influenced by the subjective assessment of each employee.

Further research is suggested to involve a larger number of respondents and a more diverse research object so that the results have a wider scope. The next researcher can also add variables such as work motivation, job satisfaction, work environment, compensation, competence, and leadership style. T he use of a qualitative or mixed methods approach can also be considered to gain a deeper understanding of the factors that affect employee performance.

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