

## THE EFFECT OF WORK ENVIRONMENT, WORK LOAD AND WORK STRESS ON EMPLOYEE PERFORMANCE OF PT. GIRVI MAS

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### ABSTRACT

*This study aims to examine the effects of work environment, workload, and work-related stress on employee performance at PT Girvi Mas. Data were collected through questionnaires distributed to 110 respondents and analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, as well as t-tests and F-tests. The results indicate that the work environment has a positive and significant impact on employee performance. In contrast, workload and stress negatively affect performance in a significant way. Together, these three variables explain 37.6% of the variance in employee performance, while the remaining portion is influenced by factors beyond the scope of this study. These findings align with previous research which suggests that a comfortable work environment enhances performance, whereas excessive workload and high stress levels tend to reduce it. Therefore, it is recommended that PT Girvi Mas foster a supportive workplace atmosphere, balance workloads appropriately, and implement stress management strategies to improve employee performance.*

**Keywords:** Work Environment, Workload, Job Stress, Employee Performance

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## INTRODUCTION

One of the benchmarks that describes the quality of human resources in a company is performance. Performance can show the achievements achieved by employees when carrying out their duties during a certain period. PT. Girvi Mas is a shoe manufacturing company that produces school shoes, nursing shoes, and factory shoes, well, we are the only shoe factory in North Sumatra.

Employee performance includes the tasks performed and how they are carried out. Based on the researcher's observations, several employees are known to still show suboptimal work behavior, such as delays in completing the responsibilities given. These working conditions are influenced by a number of factors, such as the work environment, job demands.

From pre-observation that the environment work in terms of non-physical at PT. Girvi Mas is not so good seen from employees who are less able to work together because the correlation between fellow employees is not harmonious so that employees cannot work optimally and cause less than satisfactory work achievements, as well as the work environment in terms of physical where at PT. Girvi Mas has a work area that is not so wide and causes employees to have difficulty working when they are less free and cause less than optimal work results.

Workload includes the set of tasks and roles that a person in a particular role must perform and is expected to complete under standard working conditions over a specified period of time. This workload significantly impacts employee performance, which can either improve or deteriorate as a result. Insights from interviews led by the researcher suggest that companies impose excessive workloads on their employees, resulting in discomfort and lack of engagement in their work.

Job stress is a psychological and physical response that occurs when the workload exceeds an individual's ability to complete it, affecting emotions, cognitive function, and physical health. High levels of stress can interfere with employees' ability to adapt to the workplace. At PT. Girvi Mas, the lack of adequate work equipment contributes to increased

stress among employees, thus hindering their ability to complete their assigned responsibilities effectively.

## **LITERATURE REVIEW**

### **Work environment**

The Last Supper (2017) Environment work includes physical & organizational elements that affect how tasks are performed. This includes the tools and resources available, the condition of the workspace, the procedures followed, and the structure of the work, whether done individually or collaboratively. Meanwhile, according to Reksohadiprodjo and Gitosudarmo (2018) The work environment includes various factors that affect the employee's work process, such as lighting arrangements, noise management, cleanliness maintenance, and safety measures in the workplace.

### **Work Environment Indicators**

According to Farida (2016), there are 5 aspects used to assess the work environment, including:

1. Work nuances
2. Work infrastructure
3. company policy
4. Relationship between employees
5. Leadership

### **Workload**

Monika (2018), burden work is defined as a collection of tasks and responsibilities answer that must be completed by a person in a certain role, within a set time limit and under normal working conditions. Meanwhile, Lukito and Alriani (2018) stated that workload is a factor that influential in assessing an employee's performance.

### **Workload Indicator**

Angwen (2017) stated that there are four main elements for measuring workload, namely:

1. Achievements set

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2. Work situation
  3. Utilization of time
  4. Standard operating procedures for work

### **Job Stress**

Stress work is the psychological pressure experienced by employees when facing responsibilities at work (Mangkunegara, 2017). In addition, Iskanto (2021), stress is a state of tension that affects a person's emotions, thought processes, and physical condition. This excessive tension can hinder an individual's ability to adapt to the work environment, thus affecting overall performance.

Work stress indicators stress (Robbins and Judge, 2016), namely:

1. Workload
2. Leadership attitude
3. Work equipment
4. Working environment conditions
5. A job and career

### **Employee performance**

According to Sembiring (2021), performance is related to the actions taken by individuals and how the process of carrying out the task runs. Performance includes the activities carried out and the methods used in completing job responsibilities. Meanwhile, Afandi (2018) explains that performance is an achievement produced by a person or group of people in an organization, in accordance with the authority and responsibility it has. This achievement is carried out legally, without violating legal regulations, and in accordance with the norms and ethics that apply in the organizational environment.

Revita (2023), To measure employee performance there are several indicators:

1. Quality
2. Quantity
3. Punctuality
4. Effectiveness
5. Independence

Based on previous research above, a conceptual framework can be created.

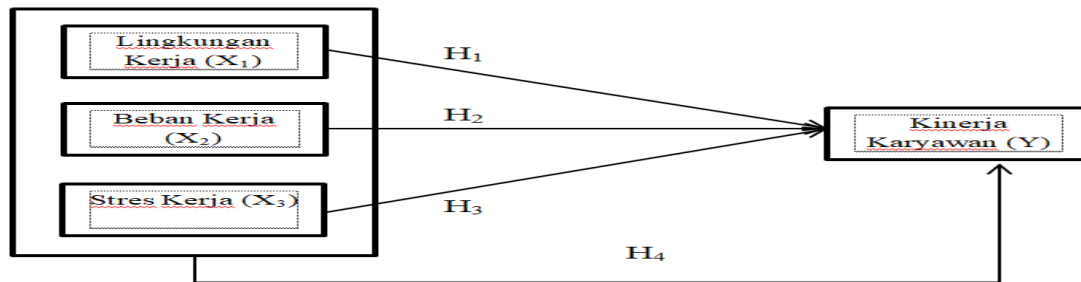


Figure 1. Framework of Thought

### Research Hypothesis

Teta, (2024), "Hypotheses are tested empirically regarding the relationship between variables formulated in the conceptual framework, namely:

- H1: In general partial, work environment affects performance employees of PT. Girvi Mas.
- H2: In general partial, workload affects performance employees of PT. Girvi Mas.
- H3: In general partial, work stress affects performance employees of PT. Girvi Mas.
- H4: In general simultaneous, environment work, burden work, and stress working together affects the performance of PT. Girvi Mas employees.

### RESEARCH METHODS

This research focuses on PT. Girvi Mas located at Jalan Medan Tanjung Morawa Km 13/20, 20362, Medan City, North Sumatra Province. The research implementation began at the end of December 2023 and lasted until all stages of the research were completed. This research uses a quantitative approach. According to Sugiyono (2017), a quantitative research approach is a method based on the philosophy of positivism, which is applied to study certain populations or samples. Data collection is carried out through the use of research instruments, while data analysis is quantitative or statistical in nature with the aim of testing the hypothesis that has been formulated.

The type of research used in this study is quantitative descriptive. According to Sujarweni (2014), quantitative research is a type of research that produces findings obtained through statistical procedures or other methods that are quantitative

(measurement). Silaen (2018) defines population as all objects or individuals who have special characteristics and are the focus of a study. The population in this study is all employees of PT. Girvi Mas, totaling 150 people.

The sampling technique in this study used the Simple Random Sampling method. According to Sugiyono (2019), Simple Random Sampling is a technique for selecting sample members from a population randomly without considering the levels or strata in the population. Meanwhile, Silaen (2018) stated that a sample is part of a population that is taken through a certain method to measure or observe its characteristics. In this study, the determination of the number of samples was carried out using the Slovin formula.

$$n = \frac{N}{1 + Ne^2}$$

Where :

$n$ : = Sample Size

$N$  = Population Size

(e) 2 = The Error Rate in Sampling is 5%

$$n = \frac{150}{1 + 150(0,05)^2}$$

$$n = \frac{150}{1 + 150(0,0025)}$$

$$n = \frac{150}{1 + 0,375}$$

$$n = \frac{150}{1,375}$$

$$n = 109.09$$

So the sample in this study was 110 employees.

In this study, data collection related to the problem was carried out in the following ways:

#### 1. Questionnaire

According to Sugiyono (2018), a questionnaire is a data collection technique carried out by providing a series of written questions or statements to respondents to be answered. This questionnaire was distributed to employees of PT. Girvi Mas as respondents in this study.

## 2. Interview *Mount Hope Economic Journal (MEGA)*

Sugiyono (2018) explains that an interview is a meeting between two people with the aim of exchanging information and ideas through questions and answers, so that a deep understanding of a particular topic can be obtained. Interviews were conducted with employees of PT. Girvi Mas related to the variables studied in this study.

## 3. Literature review

Sugiyono (2018) stated that literature studies are related to theoretical studies and other relevant references, which include values, culture, and norms that exist in the social context being studied.

According to Sutandi, et al. (2018), this study relies on two types of data sources, namely:

### 1. Primary Data

Primary data is information collected directly from the primary source.

### 2. Secondary Data

Secondary data is obtained from various written references, such as books or previous research reports.

## RESEARCH RESULTS AND DISCUSSION

### Validity Test Results

**Table 1. Validity Test Results**

| Variables             | Statement    | r count | r table | Information |
|-----------------------|--------------|---------|---------|-------------|
| Work Environment (X1) | Statement 1  | 0.498   | 0.361   | Valid       |
|                       | Statement 2  | 0.798   | 0.361   | Valid       |
|                       | Statement 3  | 0.702   | 0.361   | Valid       |
|                       | Statement 4  | 0.796   | 0.361   | Valid       |
|                       | Statement 5  | 0.886   | 0.361   | Valid       |
|                       | Statement 6  | 0.778   | 0.361   | Valid       |
|                       | Statement 7  | 0.821   | 0.361   | Valid       |
|                       | Statement 8  | 0.762   | 0.361   | Valid       |
|                       | Statement 9  | 0.884   | 0.361   | Valid       |
|                       | Statement 10 | 0.885   | 0.361   | Valid       |
| Workload (X2)         | Statement 1  | 0.863   | 0.361   | Valid       |
|                       | Statement 2  | 0.922   | 0.361   | Valid       |

|                          |              |        |       |           |
|--------------------------|--------------|--------|-------|-----------|
|                          | Statement 3  | 0.855  | 0.361 | Valid     |
|                          | Statement 4  | 0.224  | 0.361 | Not Valid |
|                          | Statement 5  | 0.87   | 0.361 | Valid     |
|                          | Statement 6  | 0.886  | 0.361 | Valid     |
|                          | Statement 7  | 0.857  | 0.361 | Valid     |
|                          | Statement 8  | 0.898  | 0.361 | Valid     |
| Job Stress (X3)          | Statement 1  | 0.546  | 0.361 | Valid     |
|                          | Statement 2  | 0.792  | 0.361 | Valid     |
|                          | Statement 3  | 0.581  | 0.361 | Valid     |
|                          | Statement 4  | 0.789  | 0.361 | Valid     |
|                          | Statement 5  | 0.808  | 0.361 | Valid     |
|                          | Statement 6  | 0.914  | 0.361 | Valid     |
|                          | Statement 7  | 0.849  | 0.361 | Valid     |
|                          | Statement 8  | 0.848  | 0.361 | Valid     |
|                          | Statement 9  | 0.680  | 0.361 | Valid     |
|                          | Statement 10 | 0.774  | 0.361 | Valid     |
| Employee Performance (Y) | Statement 1  | 0.662  | 0.361 | Valid     |
|                          | Statement 2  | 0.665  | 0.361 | Valid     |
|                          | Statement 3  | 0.796  | 0.361 | Valid     |
|                          | Statement 4  | -0.078 | 0.361 | Invalid   |
|                          | Statement 5  | 0.774  | 0.361 | Valid     |
|                          | Statement 6  | 0.858  | 0.361 | Valid     |
|                          | Statement 7  | 0.714  | 0.361 | Valid     |
|                          | Statement 8  | 0.777  | 0.361 | Valid     |
|                          | Statement 9  | 0.628  | 0.361 | Valid     |
|                          | Statement 10 | 0.505  | 0.361 | Valid     |

Source: SPSS Version 26

In general, the results of the validity test indicate that the majority of statement items from all variables are valid. However, there is an exception in Statement 4 for the Workload and Employee Performance variables which are declared invalid because the calculated *r* value is smaller than the *r* table, even negative for the Employee Performance variable.

**Table 2 Reliability Test Results**

| Variables                | Cronbach's Alpha | N of Items |
|--------------------------|------------------|------------|
| Work Environment (X1)    | 0.947            | 10         |
| Workload (X2)            | 0.935            | 8          |
| Job Stress (X3)          | 0.935            | 10         |
| Employee Performance (Y) | 0.888            | 10         |

Source: SPSS Version 26  
(MEGA)

Based on Table 2, all variables have high Cronbach's Alpha values, which are above 0.6. Variables X1, X2, and X3 each have values above 0.93, and variable Y is 0.888. Thus, the measuring instrument in this study is declared reliable and consistent.

In this study, the classical assumption tests applied include the normality test, which is analyzed through the one sample Kolmogorov-Smirnov table, the multicollinearity test, and the heteroscedasticity test which is examined using the Scatterplot graph.

**Table 3 Normality Test Results**

| One-Sample Kolmogorov-Smirnov Test     |                |                         |
|----------------------------------------|----------------|-------------------------|
|                                        |                | Unstandardized Residual |
| N                                      |                | 110                     |
| Normal Parameters <sup>a,b</sup>       | Mean           | .0000000                |
|                                        | Std. Deviation | 4.84065050              |
| Most Extreme Differences               | Absolute       | .081                    |
|                                        | Positive       | .069                    |
|                                        | Negative       | -.081                   |
| Test Statistics                        |                | .081                    |
| Asymp. Sig. (2-tailed)                 |                | .074 <sup>c</sup>       |
| a. Test distribution is Normal.        |                |                         |
| b. Calculated from data.               |                |                         |
| c. Lilliefors Significance Correction. |                |                         |

Source: SPSS Version 26

Table 3 shows the results of the normality test using the One-Sample Kolmogorov-Smirnov Test for unstandardized residual data. With a sample of N = 110, the Test Statistic value is 0.081 and Asymp. Sig. (2-tailed) 0.074, which shows a p-value greater than 0.05, indicating that the residual data is normally distributed.

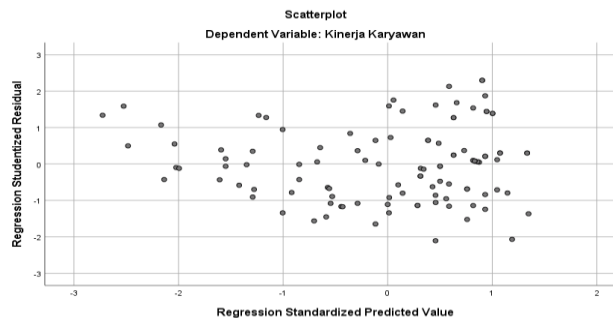
**Table 4 Multicollinearity Test Results**

| Coefficients <sup>a</sup>                   |                  |                         |       |
|---------------------------------------------|------------------|-------------------------|-------|
|                                             |                  | Collinearity Statistics |       |
| Model                                       |                  | Tolerance               | VIF   |
| 1                                           | Work environment | .570                    | 1,753 |
|                                             | Workload         | .823                    | 1.216 |
|                                             | Job Stress       | .626                    | 1,596 |
| a. Dependent Variable: Employee Performance |                  |                         |       |

Source: SPSS Version 26

Table 4 shows the results of the multicollinearity test for variables that affect Employee Performance. All Tolerance values are more than 0.1 and VIF is less than 10, namely Work Environment (Tolerance 0.570, VIF 1.753), Workload (Tolerance 0.823, VIF 1.216), and Job Stress (Tolerance 0.626, VIF 1.596). This indicates that there is no significant multicollinearity problem between the independent variables, so the regression model can be accepted.

**Figure 2. Scatterplot graph**



Source: SPSS Version 26

The scatterplot graph above shows points that are randomly spread without a clear pattern above or below the number 0 on the Y axis, indicating that there is no heteroscedasticity problem in this study. In addition, heteroscedasticity testing can also be done using the Glejser test. If the significance value between the independent variable and the absolute residual is more than 0.05, then there is no indication of heteroscedasticity. The results of the heteroscedasticity test can be seen in the following table:

**Table 5 Glejser Test Results**

| Coefficients <sup>a</sup> |                  |                             |            |                           |        |      |
|---------------------------|------------------|-----------------------------|------------|---------------------------|--------|------|
| Model                     |                  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                           |                  | B                           | Std. Error | Beta                      |        |      |
| 1                         | (Constant)       | 5,896                       | 2,632      |                           | 2.240  | .027 |
|                           | Work environment | .064                        | .055       | .146                      | 1.145  | .255 |
|                           | Workload         | -.091                       | .072       | -.134                     | -1.267 | .208 |
|                           | Job Stress       | -.046                       | .060       | -.092                     | -.754  | .453 |

a. Dependent Variable: ABS

Source: SPSS Version 26  
(MEGA)

Table 5 above shows that each independent variable, namely work environment, workload, and work stress, has a significance value of more than 0.05. Therefore, it can be concluded that there is no heteroscedasticity problem in this regression model.

**Table 6 Results of Multiple Linear Regression Analysis**

| Coefficients <sup>a</sup> |                  |                             |            |                           |        |      |
|---------------------------|------------------|-----------------------------|------------|---------------------------|--------|------|
| Model                     |                  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                           |                  | B                           | Std. Error | Beta                      |        |      |
| 1                         | (Constant)       | 43,342                      | 4.465      |                           | 9,706  | .000 |
|                           | Work environment | .727                        | .094       | .773                      | 7,719  | .000 |
|                           | Workload         | -.392                       | .122       | -.267                     | -3.207 | .002 |
|                           | Job Stress       | -.727                       | .102       | -.678                     | -7,097 | .000 |

a. Dependent Variable: Employee Performance

Source: SPSS Version 26

Table 6 presents the results of multiple linear regression analysis used to measure the influence of variables on Employee Performance. The following is an explanation of the coefficients and significance of each variable:

1. The constant of 43.342 indicates the value of Employee Performance when all independent variables (Work Environment, Workload, and Job Stress) are at zero, with a t-value of 9.706.
2. The Work Environment has a B coefficient of 0.727, which means that every one unit increase in the Work Environment will contribute to increasing Employee Performance by 0.727.
3. Workload shows a B coefficient of -0.392, which indicates that a one unit increase in Workload will potentially decrease Employee Performance by 0.392.
4. Job Stress has a B coefficient of -0.727, which shows that every one unit increase in Job Stress will reduce Employee Performance by 0.727.

**Table 7 R2 Test Results (Coefficient of Determination)**

| Model Summary <sup>b</sup> |       |          |                   |                            |
|----------------------------|-------|----------|-------------------|----------------------------|
| Model                      | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | .627a | .393     | .376              | 4.90867                    |

|                                                                     |
|---------------------------------------------------------------------|
| a. Predictors: (Constant), Work Stress, Work Load, Work Environment |
| b. Dependent Variable: Employee Performance                         |

Source: SPSS Version 26

Table 7 shows the results of the determination coefficient test with an Adjusted R Square value of 0.376. This means that 37.6% of the variation in Employee Performance can be explained by the influence of the variables studied, namely Work Environment, Workload, and Job Stress. The rest, namely 62.4%, is influenced by other factors not included in this study, such as compensation, training, motivation, and other relevant factors.

**Table 8 Results of t-Test (Partial)**

| Coefficients <sup>a</sup>                   |                  |                             |            |                           |        |      |
|---------------------------------------------|------------------|-----------------------------|------------|---------------------------|--------|------|
| Model                                       |                  | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|                                             |                  | B                           | Std. Error | Beta                      |        |      |
| 1                                           | (Constant)       | 43,342                      | 4.465      |                           | 9,706  | .000 |
|                                             | Work environment | .727                        | .094       | .773                      | 7,719  | .000 |
|                                             | Workload         | -.392                       | .122       | -.267                     | -3.207 | .002 |
|                                             | Job Stress       | -.727                       | .102       | -.678                     | -7,097 | .000 |
| a. Dependent Variable: Employee Performance |                  |                             |            |                           |        |      |

Source: SPSS Version 26

Based on Table 8, the results of the partial t-test show the following:

1. The first hypothesis is accepted because the t-value for Work Environment (7.719) is greater than the t-table (1.98260), with a significance of 0.000 (less than 0.05). This shows that the Work Environment has a significant influence on Employee Performance at PT. Girvi Mas.
2. The second hypothesis is accepted because the calculated t value for Workload (-3.207) is greater than the t table (-1.98260), with a significance of 0.002 (less than 0.05). This means that Workload has a significant negative effect on Employee Performance at PT. Girvi Mas.
3. The third hypothesis is accepted because the t-value for Job Stress (-7.097) is greater than the t-table (-1.98260), with a significance of 0.000 (less than 0.05). This

shows that Job Stress has a significant negative effect on Employee Performance at PT. Girvi Mas.

**Table 9 F Test Results (Simultaneous)**

| ANOVA                                                               |            |                |     |             |        |       |
|---------------------------------------------------------------------|------------|----------------|-----|-------------|--------|-------|
| Model                                                               |            | Sum of Squares | df  | Mean Square | F      | Sig.  |
| 1                                                                   | Regression | 1657.096       | 3   | 552,365     | 22,924 | .000b |
|                                                                     | Residual   | 2554.077       | 106 | 24,095      |        |       |
|                                                                     | Total      | 4211.173       | 109 |             |        |       |
| a. Dependent Variable: Employee Performance                         |            |                |     |             |        |       |
| b. Predictors: (Constant), Work Stress, Work Load, Work Environment |            |                |     |             |        |       |

Source: SPSS Version 26

Based on Table 9, the results of the F test show a calculated F value of 22.924, which is greater than the F table of 2.69, with a significance value of 0.000 which is smaller than 0.05. Thus, the fourth hypothesis is accepted, which means that simultaneously, the variables of Work Environment, Workload, and Job Stress have a significant influence on Employee Performance of PT. Girvi Mas.

## Discussion

### Work Environment Has a Significant Positive Influence on Employee Performance at PT. Girvi Mas

A pleasant and supportive work environment can have a significant positive impact on increasing employee productivity and performance. The findings of this study indicate that a good work environment has a positive effect on employee performance at PT. Girvi Mas. A calm, organized, clean atmosphere, and harmonious relationships between coworkers can motivate employees to work more optimally and feel more inspired. Conversely, an environment full of conflict or unsupportive can reduce employee enthusiasm and performance.

A comfortable and supportive work environment makes employees feel more at home, which in turn improves their performance. The work environment is not only related to physical factors, but also involves aspects of social relations between employees,

interactions between superiors and subordinates, and effective communication, which are part of the non-physical environment (Erislan & Ramli, 2023).

Previous research conducted by Nabilah and Ridwan (2022) also supports this finding, which shows that a good work environment has a positive influence on employee performance. This means that when the work environment is supportive, both physically and psychologically, employees feel more comfortable and motivated to deliver better results.

From these findings, researchers suggest that creating a conducive work environment is an important step in improving employee performance. Some steps that can be taken are maintaining the comfort and cleanliness of the workplace and strengthening communication between employees to create a more positive and productive work atmosphere.

### **Workload Has a Significant Negative Impact on Employee Performance at PT. Girvi Mas**

Excessive workload that is not commensurate with employee capacity has been proven to be able to destroy motivation and reduce the quality of work results. The results of this study indicate that workload has a significant negative effect on employee performance at PT. Girvi Mas. Conditions where work piles up or is not distributed fairly cause pressure and stress, which ultimately reduces employee productivity and performance. Therefore, it is important for companies to ensure that the division of tasks is carried out in a balanced manner and according to individual abilities.

As expressed by Erislan and Ramli (2023), excessive workload that must be completed in a limited time will create high pressure and emotional tension, resulting in work results that are far from optimal.

Previous research conducted by Sentosa and Pujiarti (2022) also confirms this finding, where disproportionate workload has a negative impact on motivation, job satisfaction, and ultimately overall employee performance.

From these findings, researchers suggest that companies need to conduct a comprehensive evaluation of the workload distribution system, ensure equality, and provide

adequate resource support so that employees can work more effectively without excessive pressure.

### **Job Stress Has a Significant Negative Impact on Employee Performance at PT. Girvi Mas**

High levels of stress due to work pressure, uncertainty, or discomfort in the work environment have been shown to have a negative impact on employee performance. Based on the results of the analysis, work stress has a significant negative effect on employee performance at PT. Girvi Mas. Employees who are under pressure tend to lose focus, are less productive, and experience a decrease in the quality and quantity of work results. Therefore, it is important for companies to reduce sources of stress through psychological support, building effective communication, and providing sufficient rest time.

Stress in the workplace generally arises from an individual's interaction with their environment, as well as from emotional, physiological, and mental reactions to various job demands.

This finding is in line with research by Fitriana et al. (2021), which proves that work stress has a negative and significant impact on employee performance. In line with the opinion of Asih et al. (2018), stress causes decreased concentration, emotional exhaustion, and mental disorders, which ultimately have implications for declining work performance.

Based on these results, researchers recommend that companies initiate stress management programs, such as relaxation technique training or implementing more flexible working hours, to reduce the negative impacts of stress and maintain optimal employee productivity.

## **CONCLUSION AND SUGGESTIONS**

### **Conclusion**

The conclusion of this study is as follows:

1. Work Environment has a positive and significant effect on Employee Performance at PT. Girvi Mas.
2. Workload has a significant negative effect on Employee Performance at PT. Girvi Mas.

3. Job Stress also has a significant negative effect on Employee Performance at PT. Girvi Mas.
4. Simultaneously, Work Environment, Workload, and Job Stress together have a significant influence on Employee Performance at PT. Girvi Mas.

### Suggestion

The results of this study provide a basis for several suggestions that need to be considered by related parties, namely:

1. PT. Girvi Mas should pay attention to the comfort and cleanliness of the work environment and improve communication between employees to create a more conducive work atmosphere.
2. PT. Girvi Mas should review the distribution of workload to be more even, and provide sufficient resource support to reduce excessive burden on employees.
3. PT. Girvi Mas needs to introduce stress management programs, such as relaxation training or flexible working hours, to reduce the negative impact of stress on employee performance.
4. PT. Girvi Mas should provide appreciation in the form of awards or incentives to employees who have high performance, as well as provide training and development to continue to improve the quality and quantity of work.

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