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The Effect of Job Stress and Work Environment on Employee Performance Through Job Satisfaction at Airports in the Manokwari Region

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis Pengaruh Stres kerja dan Lingkungan kerja terhadap kinerja pegawai melalui kepuasan kerja pada Bandara di Kawasan Manokwari. Penelitian ini dilakukan dengan menggunakan pendekatan kuantitatif dengan desain penelitian eksploratory untuk mengetahui pengaruh langsung variabel Stres kerja, Lingkungan kerja dan kepuasan kerja terhadap kinerja pegawai dan pengaruh tidak langsung pengaruh stres kerja dan Lingkungan kerja terhadap kinerja pegawai melalui kepuasan kerja pada Bandara Di Kawasan Manokwari. Populasi dalam penelitian ini sebanyak 138 orang dan sampel sebanyak 102 dengan menggunakan rumus Slovin. Teknik pengumpulan data menggunakan kuisi dan untuk menguji hipotesis menggunakan Partial Least Square (Smart PLS). Hasil penelitian menunjukkan bahwa Stres kerja berpengaruh signifikan terhadap kinerja pegawai; Lingkungan kerja berpengaruh signifikan terhadap kinerja pegawai; Kepuasan kerja berpengaruh signifikan terhadap kinerja pegawai; Stres kerja berpengaruh signifikan terhadap Kepuasan kerja; Lingkungan kerja berpengaruh signifikan terhadap kepuasan kerja; Kepuasan kerja memediasi pengaruh stres kerja terhadap kinerja pegawai; Kepuasan kerja memediasi pengaruh lingkungan kerja terhadap kinerja pegawai.

Kata Kunci: Stres Kerja, Lingkungan Kerja, Kepuasan Kerja dan Kinerja Pegawai

ABSTRACT

This study aims to analyze the effect of work stress and work environment on employee performance through job satisfaction at Bandara in the Manokwari Region. This research was conducted using a quantitative approach with an explanatory research design to determine the direct effect of work stress variables, work environment and job satisfaction on employee performance and the indirect effect of work stress and work environment on employee performance through job satisfaction at the Airport in the Manokwari Region. The population in this study were 138 people and a sample of 102 using the Slovin formula. Data collection techniques using questionnaires and to test the hypothesis using Partial Least Square (Smart PLS). The results showed that work stress has a significant effect on employee performance; Work environment has a significant effect on employee performance; Job satisfaction has a significant effect on employee performance; Work stress has a significant effect on job satisfaction; Work environment has a significant effect on job satisfaction; Job satisfaction mediates the effect of work stress on employee performance; Job satisfaction mediates the effect of work environment on employee performance.

Keywords: Job Stress, Work Environment, Job Satisfaction and Employee Performance.

INTRODUCTION

In today's competitive times, world companies including airlines have realized that only by developing human resources, companies can keep growing because the innovation of products or services is in the people themselves. Human resources become an important asset or capital in organizational effectiveness in developing systems and efforts to innovate products and services so that they can still have competitive advantage values compared to competitors.

In order for the company to continue to have competitive advantage values, human resources are needed that have high performance in order to help the company to achieve its goals. So every company should encourage its employees to always improve their

performance towards the better. Effective and efficient employee performance is needed by a company because it will advance a company (Jufrizen and Hadi, 2021).

According to Wibowo (2013: 7) performance is a process of implementing a job from what is done to how to do it to the results obtained from the process. It can be seen that performance has a relationship with the results of one's work in a company or organization concerned with ~~the~~ quality, quantity and timeliness of an employee when carrying out his work. Employee performance is the result of work ~~sear~~ quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2011). Performance also means as a result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals that have been set by the organization (Sutrisno, 2016).

According to Mangkunegara (2012: 9) performance is the achievement of employee work based on quality and quantity as work performance in a certain period of time that is tailored to their duties and responsibilities. Mathis and Jackson (2009: 122) stated that factors that affect performance are job satisfaction or dissatisfaction in addition to the individual himself, work and organizational commitment.

Robbins and Judge (2015: 46) argue that job satisfaction is a positive feeling of an employee about a job obtained from the evaluation of the characteristics of the job. A person who has a high sense of satisfaction with his job then the positive feelings are also high, and vice versa. Organizations consider the employee's sense of satisfaction with his work is important because it directly affects the employee's performance. Therefore, the measurement of job satisfaction is often done by the organization to its employees to find out how satisfied employees are with their work.

Herzberg (1968) states that satisfaction or dissatisfaction in the theory of two factors expressed as part of different variables, dissatisfaction in this theory is not caused by related work, but caused by environmental conditions around work, both in the form of wages, quality, safety, working conditions, work supervision and relationships that take place with other individuals (Wibowo, 2012:502). Greenber and Baron (2003) stated that satisfaction can be increased and turnover can be reduced by making work enjoyable, paying people to be honest, providing types of work according to their interests and skills and avoiding the boredom of repetitive work (Wibowo, 2012: 517).

The airport located in the Manokwari area is a Class II domestic airport that connects between islands in Papua and outside Papua. The airport was opened during the Dutch East Indies until today. Improvements as well as the addition of facilities and infrastructure as well as the addition of capacity have been made to support the performance of the airport. Every year the airport in the Manokwari area experienced an increase in passengers at the time of Eid and Christmas. The main task of Rendani airport is to serve the community as a user of air transportation services and also a provider of air transportation supporting infrastructure, but other tasks of the airport in carrying out coordination, supervision, and control functions, so it will require high mobility between regions. Then the airport in the Manokwari area need development on the ground side (landside) such as the passenger terminal building, and on the air side (airside) on the runway (runway), takeoff hub (taxiway), and apron of course by taking into account the movement of air traffic flow throughout the next 20 years. Development on runways and aprons to be able to serve larger aircraft types later.

Improvements as well as the addition of facilities and infrastructure as well as the addition of capacity have been made to support the performance of the airport, one of the main objectives of the addition of the length of the runway (runway) and the expansion of the apron due to the number of flights that continue to increase every year. In addition, the development of human resources at the airport also needs to be done to improve and improve the quality of service at the airport. However, based on the results of preliminary research, it was found that there was a phenomenon regarding employee performance that did not increase. This is not in accordance with the company because employee performance has not increased.

Based on this phenomenon, researchers suspect that the burden and demands of tasks given to employees that must be completed at a certain time make employees feel pressured which will result in stress for employees. In addition, the work environment is not adequate as the room temperature is less supportive to work optimally, limited space in a room so that the mobility of employees is disrupted and the governance of the existing archives are not properly organized so that many files scattered in the workplace of each employee that can cause work disrupted. This results in low employee job satisfaction **so that the maximum results of the work provided by employees** to the organization.

With the recognition of what employees need, it can reduce the level of stress that occurs in these employees. Stress is one of the issues that organizations have to deal with in order for employees to be comfortable producing quality work. Stress causes an imbalance in a person's life, because it causes depression and thus damages health, attitudes and work behavior. The causes of stress are called stressors, which can be **conflicts** at work. (Ali, 2014).

According to Michael (2009) stress at work is a well-known phenomenon that may express itself differently, and affect different workers, in different work contexts. Work stress is one of the important things for the organization, especially regarding employee performance. Meanwhile, according to Muttie (2012) stress is the body's reaction to changes that require physical, mental or emotional adjustment or response. Stress can come from any situation or thought that makes a person feel frustrated, angry, anxious or anxious.

Zafar, (2015) suggested that stress can be positive (Eustress) or negative (Distress). Understanding the work stress in the organization will contribute to a deep knowledge of the phenomena in totality and will also be beneficial in dealing with nonproductive results and dissatisfaction for better performance in the organization. Job stress is seen as a precursor to job satisfaction. According to Raza and Ali (2014) job stress directly affects job satisfaction.

In organizations, there are often small conflicts between employees or between superiors and subordinates or vice versa due to errors or differences in perception. In the preparation of a good system will not be implemented if there is no support of working environment conditions, good leadership and communication, a bad atmosphere will result in work stress. Raziq and Abdul (2015) suggest that most leaders ignore the work environment in **their organizations**. This can have a bad effect on employee performance. The work environment consists of security towards employees i.e., job security, good relations with colleagues, recognition of good performance, motivation to perform and participation in the decision-making process of the organization. Once employees realize that the organization considers them important, they will have a high level of commitment and a sense of ownership for their organization.

The physical work environment in an institution is a working condition to provide a comfortable atmosphere and working situation for employees in achieving the goals desired by an institution. Poor working conditions have the potential to cause employees to get sick easily, easily stressed, difficult to concentrate and decreased work productivity. If the workroom is uncomfortable, hot, inadequate **air circulation**, the workroom is too crowded, the work environment is less clean, noisy, **will have an impact on the comfort of employee work**.

The work environment is everything that is around the employee that can affect him in carrying out his duties, the first thing that must be tried to improve employee performance is to ensure that employees can carry out their duties without experiencing tensions or in other words the agency must provide a good working environment for employees. The work environment plays an important role in the good and bad quality of employee work. If the work environment is comfortable and communication between employees runs smoothly, it can be ascertained that the resulting performance will be maximized.

Some studies that became a reference in this study where work stress, work environment and job satisfaction impact on employee performance. Several studies stating the influence of work stress on employee performance were carried out by the results of research conducted by Andiko Aby Syaputra (2024) showing that work stress and the work

environment have a positive and significant effect on performance through job satisfaction. But the results of a study conducted by Putri Aniversari (2022) show that work stress and the work environment have a positive effect not significantly on performance but job satisfaction has a positive and significant effect on performance. Research (Christian & Irewu, 2019) also states that work stress does not affect the performance of TNI soldiers in the XVII Kodam Territorial Division/Cenderawasih.

The study of the influence of the work environment on employee performance was carried out by (Shantini Rumbi, Ferdinandus Christian, & Suparti, 2021); (Endah Suryani, Ferdinandus Christian, & Mohammad Imam Farisi, 2021); (Christian & Rumbewas, 2021), the results showed that the work environment affects employee performance. Contrary to research (Putri Aniversari, 2022) which states that the work environment has a positive but insignificant effect on employee performance. In addition, research on work satisfaction on employee performance was carried out by (Gilang Sadewa1, Ferdinandus Christian, 2024)

METHODS

This study uses quantitative methods using Smart PLS Analysis tool with the aim to test the hypothesis. In this study, researchers examined the effect of work stress and work environment on performance through employee job satisfaction at the airport in Kawasan Monokwari. The population is all members of a group under study who have certain characteristics (Anjarwati, Sri, 2024), so that in this study the population is as many as 138 civil servants (ASN) who work in the Manokwari airport area. Samples in this study were taken from the population using the Sloin formula, which is as follows :

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

Description :

- 1 = Constants
- n = sample size
- N = population size
- e = percent inaccuracy due to sampling errors that are still tolerable or desirable as much as 5%.

Based on the formula above, then to determine the sample at the airport in the Manokwari area is as follows :

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

$$n = \frac{138}{1 + 138 (0.05)^2} = 102$$

Thus the sample of this study amounted to 102 airport employees in the Manokwari area.

RESULT

The Outer Model

Testing of the pengukuran model or outer model derived from the research instrument conducted on the indicators of each variable used in this study, in order to determine the level of validity and reliability of the indicator as a variable measuring instrument. Instrument test consists of validity test and reliability test.

Validity Test

The results of the test validity of the study seen in the following table :

Table 1 Results Of Validity Test

Variabel	Kuesioner	r-hitung	r-Tabel	Hasil
	X1.1	0,756	0,194	Valid
Stres Kerja (X1)	X1.2	0,755	0,194	Valid

	X1.3	0,807	0,194	Valid
	X1.4	0,826	0,194	Valid
	X1.5	0,815	0,194	Valid
	X1.6	0,842	0,194	Valid
	X1.7	0,825	0,194	Valid
	X1.8	0,816	0,194	Valid
	X1.9	0,741	0,194	Valid
	X1.10	0,791	0,194	Valid
Lingkungan Kerja (X2)	X2.1	0,732	0,194	Valid
	X2.2	0,726	0,194	Valid
	X2.3	0,766	0,194	Valid
	X2.4	0,738	0,194	Valid
	X2.5	0,791	0,194	Valid
	X2.6	0,784	0,194	Valid
	X2.7	0,849	0,194	Valid
	X2.8	0,803	0,194	Valid
	X2.9	0,810	0,194	Valid
	X2.10	0,800	0,194	Valid
Kepuasan Kerja (Z)	Z.1	0,820	0,194	Valid
	Z.2	0,867	0,194	Valid
	Z.3	0,816	0,194	Valid
	Z.4	0,857	0,194	Valid
	Z.5	0,724	0,194	Valid
	Z.6	0,860	0,194	Valid
	Z.7	0,742	0,194	Valid
	Z.8	0,766	0,194	Valid
	Z.9	0,715	0,194	Valid
	Z.10	0,778	0,194	Valid
Kinerja (Y)	Y.1	0,706	0,194	Valid
	Y.2	0,737	0,194	Valid
	Y.3	0,845	0,194	Valid
	Y.4	0,815	0,194	Valid
	Y.5	0,833	0,194	Valid
	Y.6	0,845	0,194	Valid
	Y.7	0,835	0,194	Valid
	Y.8	0,829	0,194	Valid
	Y.9	0,844	0,194	Valid
	Y.10	0,834	0,194	Valid

Source: Primary Data Processed, 2024

From the table above, it can be seen that the results of validity testing on all question items in each variable according to the questionnaire related variables work facilities (X1), communication (X2), motivation (Z) and performance (Y) showed that the R-count is greater than the r-table of 0.194. Therefore, it can be concluded that the variables of work stress (X1), work environment (X2), job satisfaction (Z) and performance (Y) are said to be valid and can proceed to the next test.

The Reliability Test

The results of the reliability test of this study can be seen in the following table :

Table 2 Reliability Test Results

Variabel Penelitian	Conbrach's Alpha	Nilai Kritis	Hasil
Stres Kerja (X1)	0,936	0,70	Reliabel
Lingkungan Kerja (X2)	0,928	0,70	Reliabel
Kepuasan Kerja (Z)	0,935	0,70	Reliabel
Kinerja (Y)	0,943	0,70	Reliabel

Source: Primary Data Processed, 2024

From Table 4.5, it can be seen that the data taken from the questionnaire on the variables of work stress (X1), work environment (X2), job satisfaction (Z) and performance (Y)

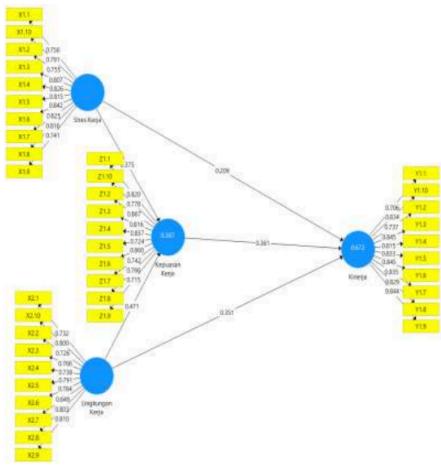
indicate that the value of Cronbach's alpha > 0.70. Therefore, it can be concluded that the variables of work stress (X1), work environment (X2), job satisfaction (Z) and performance (Y) can be said to be reliable and can proceed to the next test.

Results Of Data Analysis

Results Of Construct Analysis (Measurement Model)

Construct the results of the analysis with path analysis techniques (path analysis) as the evaluation of indicators through validity and reliability tests that show the causal relationship or direct influence of each variable according to the problem and hypothesis, as well as the indirect influence of variables where the indirect influence of work stress variables (X1) and work environment (X2) on performance (Y) mediated by job satisfaction variables (Z). The test results are based on the construction model of this study according to the research variables are as follows:

Fig. 1 model equation construct variables Research



Data Source: Processed, 2024

Based on the construct model, it can be explained the structure of influence and relationship can be explained that for work stress variables (X1) using 10 statements, work environment (X2) using 10 statements, performance (Y) using 10 statements and for job satisfaction variables (Z) as an intervening variable using 10 statements. Further explanation related to the direct and indirect influence as of these variables sebagaimana construction drawings are as follows:

Direct Influence

The results of direct influence analysis as images of each variable in the study for work stress (X1), work environment (X2), performance (Y) with intervening variables of job satisfaction (Z) as a mediation variable as follows :

Table 3 Direct Influence Of Research Variables

Independent Variable	Dependent Variable	Direct Influence	Results T test	P. Value
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Work Stress (X1)	Performance (Y)	0.209	2.493	0.013
Working Environment (X2)	Performance (Y)	0.351	3.309	0.001
Job Satisfaction (Z)	Performance (Y)	0.361	3.500	0.000
Work Stress (X1)	Job Satisfaction (Z)	0.375	3.023	0.003
Working Environment (X2)	Job Satisfaction (Z)	0.471	4.109	0.000

Data Source: Processed, 2024

As the description of the data in the table above description of the direct influence of work stress variables (X1), work environment (X2) on performance (Y) with intervening variables job satisfaction (Z) can be explained that the direct influence of work stress (X1) on performance (Y) is 0.209 with a probability level (P-Value) of 0.013. The direct influence of the working environment (X2) on performance (Y) is reached 0.351 with a probability (P-Value) of 0.001. While job satisfaction (Z) to performance (Y) shows that the effect reaches 0.361 with a level (P-Value) of 0.000. So it can be said that work stress (X1), work environment (X2), performance (Y) with the intervening variable job satisfaction (Z) have a positive influence.

Indirect Influence

The mediation effect shows the relationship between the independent and dependent variables through a connecting or mediating variable. The influence of variables on the dependent variable does not directly occur but through the transformation process represented by the mediation variable (Abdillah and Hartono, 2015). Indirect influence set in the variables of this study as presented in the formulation of the problem and the hypothesis of the study to 6 and 7. The indirect influence is work stress and work environment through job satisfaction on performance.

Table 4 Indirect Influence Of Research Variables

Independent Variable (X)	Intervening Variables	Dependent Variable (Y)	Influence Indirect	T. Statistic (Z-Value)	P-Value
Work Stress	Job Satisfaction	Performance	0.135	2.111	0.004
Working Environment	Job Satisfaction	Performance	0.170	2.885	0.035

Data source: processed, 2024

From the data in the table, it can be explained that the indirect relationship of work stress variables to performance with Work decision variables as an intervention against a positive relationship of 0.135 or 13.5% with a p value of 0.004. While the change of work environment variables through work decisions on performance is 0.170 or 17% with p-value is 0.035.

Evaluation of the structural Model (inner model)

Evaluation model (inner model) is to improve the relationship between variables which is then based on substantive theory. The Model is structurally evaluated using the R-square for the dependent variable. To obtain the results of the structural model can be seen in the following table:

Table 5 Results Of Model Analysis In Structural

FINAL RESULTS	X1	X2	Z	Y
R-square			0.587	0.672
R-square adjusted	0.1		0.579	0.662
Composite reliability (rho_a)	0.939	0.930	0.937	0.948
Average variance extracted (AVE)	0.637	0.609	0.634	0.662
Cronbach's alpha	0.936	0.928	0.935	0.943
Composite reliability (rho_c)	0.946	0.940	0.945	0.951

Source: Analysis Results, 2024

Based on the results of the analysis, it can be seen that the value of R-square for the equation of job satisfaction variable (Z) is 0.587 so that the results can be said that the relationship between variable constructs can show a moderate model because it is blended between 0.50 – 0.25 (Hair et al. 2011) thus the magnitude of the value of R2 (R-square adjusted). While the inner model for the performance variable (Y) both the value of R-Squared and the value of R2 (R-square adjusted) is said to be the relationship between the variable construct shows a moderate model where $R = 0.672$ and $R2 = 0.662$.

Hypothesis Testing

Testing The Direct Influence Of Research Variables

Hypothesis testing is very important as an effort to prove or show a significant degree of direct influence of the independent variable on the dependent variable. Partial hypothesis testing according to the results of the analysis carried out which can be seen through the T-test where in the study to be tested the direct influence of work stress (X1), work environment (X2) on performance (Y) and work stress (X1), work environment (X2) on job satisfaction (Z) as an intervening variable, which is done by comparing the value of t-count (Critical Ratio) with t-table. The independent variable is declared to have a significant effect if the value (Critical Ratio) is greater than the t-table. Hypothesis testing using significant level (alpha) 0.05%.

The sample used is 102 people who work at the airport in the Manokwari area and degrees of freedom is $(n-k) = 102-4$ so that $df = 98$ thus the t-table value at a significant level of 5% (Alpha 0.05) and degrees 98 (0.05:98) is 0.194. The results of hypothesis testing of the calculation of the value of t-count with t-table can be briefly seen in the following table description:

Table 6 Results Of Direct Testing Of Research Variables

Independent Variable	Dependent Variable	t- Tabel	Uji result	t	P. Value	Description
Work Stress (X1)	Performance (Y)	0.194	2.493	0.013	Significant	
Working Environment (X2)	Performance (Y)	0.194	3.309	0.001	Significant	
Job Satisfaction (Z)	Performance (Y)	0.194	3.500	0.000	Significant	
Work Stress (X1)	Job Satisfaction (Z)	0.194	3.023	0.003	Significant	
Working Environment (X2)	Job Satisfaction (Z)	0.194	4.109	0.000	Significant	

Data source: processed, 2024

From the data in the table above, it can be explained that the variables are all free (exogenous) set in the study of work stress (X1), work environment (X2) and job satisfaction on performance shows that :

- work stress (X1) has a positive and significant effect on performance (Y) which can be seen based on the comparison between the value of t-calculate with T-table and its significant value (P-value) which is not greater than the value of Alpha (5%). So it can be said that the hypothesis of the 1st study that conveys that work stress (X1) has a positive and significant effect on performance (Y) is accepted.
- the working environment (X2) to the performance (Y) shows a positive and significant effect that can be seen from the value of t-calculate t-table and the value of critical ratio (P-value) Alpha level (5%). Thus, it can be said that the hypothesis of the 2nd study that conveys that the work environment (X2) has a positive and significant effect on performance (Y) is accepted.
- for job satisfaction variable (Z) to performance (Y) shows a positive and significant effect that can be seen from the value of t-calculate t-table and the value of critical

ratio (P-value) Alpha level (5%). Thus, it can be said that the hypothesis of the 3rd study that conveys that job satisfaction (Z) has a positive and significant effect on performance (Y) is accepted.

d) for work stress variable (X1) on job satisfaction (Z) showed a positive and significant effect that can be seen from the value of t-calculate t-table and the value of critical ratio (P-value) Alpha level (5%). Thus, it can be said that the hypothesis of the 4th study that conveys that work stress (X1) has a positive and significant effect on job satisfaction (Z) is accepted.

e) work environment variable (X2) on job satisfaction (Z) shows a positive and significant effect that can be seen from the value of t-calculate t-table and the value of critical ratio (P-value) Alpha level (5%). Thus, it can be said that the 5th research hypothesis that conveys that the work environment (X2) has a positive and significant effect on job satisfaction (Z) is accepted.

Testing indirect influence of research variables

Indirect effect in this study using Sobel test. The indirect influence is the influence of work stress (X1), work environment (X2) on performance (Y) through job satisfaction (Z). More details indirect influence based on the calculation results can be seen in the following table

Table 7 test results indirect influence of research variables (Sobel Test mediation effect)

Independent Variable (X)	Variabel Intervening (Z)	Variabel Dependen (Y)	t-Tabel	t-Hitung	P-Value (Test Sobel)	Conclusion
Work Stress	Job Satisfaction	Performance	0.194	2.111	0.035	Significant
Working Environment	Job Satisfaction	Performance	0.194	2.885	0.004	Significant

Source Data Processed: 2024

From the description of the analysis results in the table above, it is known that the hypothesis testing for indirect influence is as follows :

Effect of work stress (X1) on performance (Y) with intervening variables of job satisfaction (Z).

From the description in the table shows a positive and significant effect it can be seen from the magnitude of the comparison value of t-count with t-table which from work stress (X1) indirectly through job satisfaction (Z) is $(2.111 > 0.194)$ with the probability level p-value (sobel test) of 0.035 and the value of p-value (sobel test) is smaller than the value of alpha 0.05 ($0.035 < 0.05$). Thus, it can be concluded that the intervening variables of job satisfaction (Z) are able to mediate work stress (X1) to performance (Y).

Effect of work environment (X2) on performance (Y) with intervening variables of job satisfaction (Z).

Based on the analysis data in the table above, it can be explained that the work environment variable (X2) to the performance (Y) with job satisfaction (Z) as an intervening variable shows that the value of t-count is greater than t-table ($2.885 > 0.217$) and the value of p-value (sobel test) is smaller than the value of alpha 0.05 ($0.004 < 0.05$). Thus it can be concluded that the intervening variable job satisfaction (Z) is able to mediate or mediate the work environment (X2) to the performance (Y).

DISCUSSION

Effect of work stress on performance

Based on the hypothesis test and the testing criteria that have been submitted above, it can be explained that the influence of work stress on performance is known to have a positive and significant effect. These results can be interpreted that the higher the level of

stress experienced by employees will decrease performance, so it should be. According to Rehman et al. (2012), that stress is a situation which will force a person to deviate from normal function due to changes that disrupt or improve physiological and physical conditions, so that a person is forced to deviate from normal function. If employee work stress increases, it will affect employee performance. The influence of employees can not work ~~well~~ (negative influence), and vice versa.

The results of this study are in line with research conducted by Endang Sri Wahyuni, Taufeni Taufik and Vinci Ratnawati (2016) also states that work stress has a positive and significant effect on performance. According to Bokti and Mansor (2009) work stress is something about the work environment or the nature of the work itself that causes stress felt by individuals. Meanwhile, according to Bimantoro (2012) together there is a positive and significant influence between environmental factors, organizational factors, and individual factors on employee performance. This means that the higher the environmental factors of the organization, and individual factors the higher the performance of employees.

Influence of work environment on performance

Based on the description of the test analysis results directly above, it can be seen that the work environment variables directly have a positive and significant influence on performance. These results indicate that the working environment conditions have an influence in improving performance. Improving employee performance will bring progress for the company to be able to survive in an unstable competitive work environment. Even the effort to improve employee performance is the most serious management challenge because the success to achieve the goals and the survival of the company depends on the quality of human resource performance in it.

The results of this study are in line with the results of research conducted by Tomy Sun Siagian and Hazmanan Khair (2018), which states that the work environment has a positive and significant effect on employee performance. The work environment has a direct influence on employees, where the work environment can improve the performance of an employee. Conversely, an inadequate work environment can reduce employee performance. The work environment also plays a role in organizational commitment, where an employee will not feel at home working in an inadequate environment.

Effect of job satisfaction on performance

The results of the analysis of the direct influence of job satisfaction variables on performance showed that between job satisfaction and performance has a positive and significant relationship. This finding ~~can~~ be explained that by increasing employee job satisfaction can improve performance, and vice versa that if leaders and organizations do not pay attention to employees who have good work results, it can cause employee performance to decline.

This ~~is~~ in accordance with research conducted by Edy Kusnadi (2019), which found that job satisfaction can improve employee performance. According to Sutrisno (2010), job satisfaction is an important issue that is considered in relation to employee performance and dissatisfaction is often associated with high levels of job demands and complaints. Job satisfaction has an influence on employee performance because the more satisfied employees are with salaries, promotions, colleagues, superiors and the work itself, the employee performance shown through quality, quantity and timeliness will be higher.

Effect of job stress on job satisfaction

As an explanation of the results of the direct test analysis above, it can be seen that the variables of ~~work~~ stress directly have a positive and significant ~~effect~~ on job satisfaction. This explanation can be interpreted that if work stress increases, it will have an impact on employee satisfaction in carrying out tasks and work. According to Handoko (2013) stress that is too large will threaten a person's ability to deal with the environment, which ultimately interferes with the implementation of their duties means disrupting their work performance.

This is supported by research conducted by Muhammad Misbahul Bari (2022), revealing that work stress has an influence on job satisfaction. According to Mansoor et al. (2011) in general job stress has been seen as a precursor of job satisfaction, and as

organizational factors such as workload and working conditions as well as reduced satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress it means that both job stress and job satisfaction are interrelated.

Influence of work environment on job satisfaction

The findings of the analysis of the influence of the work environment on Job Satisfaction showed that there is a positive and significant influence. These results mean that a comfortable and adequate work environment can lead to employee satisfaction to work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotions of employees. The work environment it includes the working relationships formed between fellow employees and the cooperation between superiors and subordinates and the physical environment in which the employee works.

This is supported by research conducted by Hartanti Nugrahaningsih and Julaela (2017), revealing that the work environment has a positive and significant influence on job satisfaction. The condition or state of the work environment in the company is still less supportive in improving job satisfaction. The low working environment of the company is in the form of completeness of work facilities provided, health and comfort of employees' work spaces. This has an impact on low job satisfaction about the conditions or atmosphere at work. Therefore, it is expected that the company can improve the working environment conditions in order to obtain better job satisfaction.

Effect of work stress on performance through job satisfaction

Based on the test results, the indirect influence conveyed above shows that job satisfaction as an intervening variable is able to mediate or mediate work stress on performance. This means that job satisfaction is able to strengthen the relationship of job stress variables to performance. Robbins (2015) states that "stress is a dynamic condition in which an individual is confronted with an opportunity, an obstacle associated with what is highly desirable or the outcome is perceived as uncertain or important". This level of work stress needs to be suppressed so as not to interfere with employee performance, also so that employees are able to complete their tasks and responsibilities on time without constraints such as stress.

The results of this study indicate that job satisfaction has a role in mediating the influence of work stress on performance. This means that increased work stress will make a person unfocused in carrying out their work, so that job satisfaction begins to decline because stress automatically interferes with the implementation of work that can make employees unable to work optimally and will reduce their performance, and vice versa so the negative influence.

Influence of work environment on performance through job satisfaction

Based on the test results, the indirect influence conveyed above shows that job satisfaction as an intervening variable is able to mediate or mediate the work environment on performance. This means that job satisfaction is able to strengthen the relationship of work environment variables to performance. The work environment influences the improvement of employee performance because the work environment is everything that is around employees that can affect employees in carrying out their duties and responsibilities. A good working environment is safe, peaceful, clean, not noisy, bright and free from all kinds of threats and distractions that can hinder employees to work optimally.

The results of this study indicate that job satisfaction has a role in mediating the influence of the work environment on performance. Research Presilia and Octavia (2011) with regression equation method states that the better the work environment in the company, will improve employee performance. The work environment has a direct influence on employees in completing work that will ultimately improve the performance of these employees.

CONCLUSION

Based on the results of the study, it can be concluded that work stress, work environment, and job satisfaction have a positive and significant influence on employee

performance. In addition, work stress and work environment also have a positive and significant effect on job satisfaction. Furthermore, job satisfaction acts as a mediating variable in the relationship between work stress and work environment on employee performance, which shows that job satisfaction can strengthen the impact of work stress and work environment in improving employee performance.

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