

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# The Influence of Job Stress on Employee Performance Mediated by Job Satisfaction: A Study on Employees in the Food & Beverage Industry in Jabodetabek, Indonesia

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## ABSTRACT

This study aims to analyze the effect of job stress on team member performance mediated by job satisfaction in food and beverage industry employees in Jabodetabek. Job stress, which is defined as a condition in which employees face job demands that exceed their capacity, can hurt individual performance. On the other hand, job satisfaction plays an important role in improving team member performance, where satisfied employees tend to show higher productivity. This study examines the relationship between these three variables to provide deeper insights into how organizations can manage stress and improve job satisfaction to boost employee performance. The research was conducted using a quantitative approach and purposive sampling technique using questionnaires distributed to 260 permanent employees of the food and beverage industry in Jabodetabek with at least 1 year of service. Data analysis was conducted using the PLS-SEM (Partial Least Square Structural Equation Modeling) method using SmartPLS 4 software. The results showed that job stress does not have a significant adverse effect on job satisfaction, job stress does not have a significant adverse effect on employee performance, job satisfaction has a significant positive effect on employee performance, and job stress has a significant positive effect on employee performance through job satisfaction.

**Keywords:** Job Stress, Satisfaction, Employee Performance, Organization, HRM.

**JEL Code:** M12, M54, J28.

## I. Introduction

In increasingly competitive business environments, employees are a critical factor influencing organizational success through individual contributions and teamwork to achieve shared goals. Organizational effectiveness and efficiency are not solely determined by the availability of financial resources or implemented strategies but also by how organizations manage and optimize their human resources (Hosain, 2017). Therefore, organizations must manage and pay optimal attention to their employees to efficiently execute strategies and achieve set targets (Ardyputri & Ariyanto, 2023). Although some employees have high potential abilities, they often fail to deliver optimal performance in practice. Employee performance



is a significant challenge in organizational management, requiring organizations to implement effective strategies to enhance employee motivation, achieve organizational goals, deliver superior performance, and improve competitiveness (Lee & Wu, 2011). Performance is a crucial assessment aspect of organizational sustainability (Zhang, 2010). It also measures how employees fulfill their responsibilities as outlined in formal organizational contracts (Biswas, 2009). Several factors influence the decline in employee performance, one of which is high levels of job stress. Excessive job stress can hinder employees from demonstrating their best abilities, ultimately negatively impacting their performance (Puspitawati & Atmaja, 2021). McGrath (1976) defines job stress as a condition in which employees must complete tasks that exceed their capabilities and available resources when a significant imbalance exists between the rewards received and the job demands to be met. Factors contributing to job stress include interpersonal relationships, role-related pressures, workload, organizational structure, leadership style, and workplace culture (Tulsee, 2021).

Research by Daniel (2019) indicates that job stress negatively impacts employee performance, with most highly stressed employees considering leaving their jobs. This finding supports Vijayan (2018), who also states that job stress negatively influences employee performance. These studies imply that organizations must minimize and address job stress by fostering a conducive organizational climate to improve employee performance (Vijayan, 2018). Although previous studies show a negative relationship between job stress and employee performance, a study by Rizwan et al. (2014) in Pakistan presents different findings. Their research demonstrates that job stress does not significantly influence employee performance, indicating that lower stress levels do not necessarily result in improved performance; in other words, stress levels do not affect employee performance. In addition to job stress, job satisfaction is an essential aspect influencing employee performance. Employees satisfied with their jobs tend to work more productively, contribute actively, and have a lower risk of leaving the organization than dissatisfied employees. Employee job dissatisfaction is influenced by various factors, including leadership behavior, salary, internal policies, promotion opportunities, and organizational management (Gupta & Garg, 2017). Employee job satisfaction should be enhanced to foster high work behavior, dedication, passion, and discipline. According to Abuhashesh et al. (2019), job satisfaction is linked to productivity, motivation, job performance, and life satisfaction, which also applies to employees' personal lives. Employees who are satisfied with their work tend to perform well (Puspitawati & Atmaja, 2021).

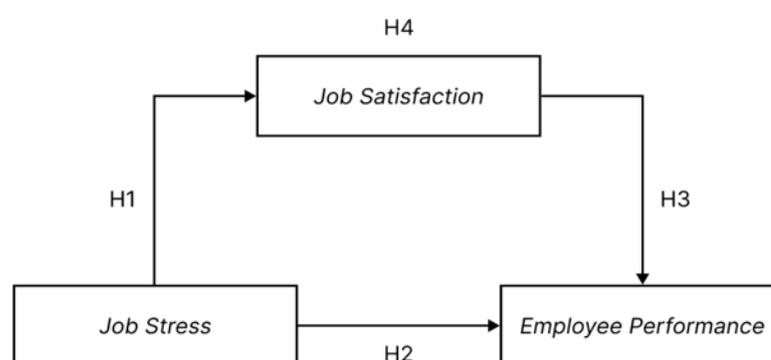
This study aims to analyze the effect of job stress on employee performance mediated by job satisfaction. Specifically, this study has four research objectives as follows: (1) To analyze the effect of job stress on job satisfaction among employees in the food and beverage industry in the Jabodetabek area; (2) To analyze the effect of job stress on employee performance among employees in the food and beverage industry in the Jabodetabek area; (3) To analyze the effect of job satisfaction on employee performance among employees in the food and beverage industry in the Jabodetabek area; (4) To analyze the effect of job stress on employee performance mediated by job satisfaction among employees in the food and beverage industry in the Jabodetabek area. The research will be conducted on employees in the food and beverage industry in Jabodetabek, as limited studies focus on this particular sector.

## II. Literature Review and Hypothesis Development

Numerous studies, such as those conducted by Badrianto & Ekhsan (2020), Sudiardhita et al. (2018), and Hussein et al. (2018), have explained that job satisfaction positively influences employee performance. For instance, research by Hussein et al. (2018) in Malaysia revealed that employees with high job satisfaction tend to be more motivated to work harder, ultimately enhancing their performance. However, a study by Puspitawati et al. (2021) yielded different results. This study conducted in Bali during the COVID-19 pandemic found no positive relationship between job satisfaction and employee performance. It explained that employees faced heavier workloads and challenging situations during the pandemic, which led to lower job satisfaction. Conditions such as working from home and shifting schedules caused discomfort and

dissatisfaction among employees. Nevertheless, their perceived satisfaction or dissatisfaction did not significantly affect their performance.

Based on previous research findings and current phenomena, this study aims to analyze the impact of job stress on employee performance mediated by job satisfaction among employees in the food and beverage industry in Jabodetabek, as illustrated in Figure 1. As shown in the figure, three variables are examined: job stress as the independent variable, employee performance as the dependent variable, and job satisfaction as the mediating variable. A mediating or intervening variable is an intermediary between an independent and dependent variable (Sekaran & Bougie, 2013). Baron and Kenny (1986) state that a variable must meet four main conditions to function as a mediator. First, the independent variable must have a significant relationship with the mediating variable. Second, the mediating variable must have a significant relationship with the dependent variable. Third, the independent variable must significantly affect the dependent variable. Lastly, the effect of the independent variable on the dependent variable should diminish when the mediating variable is included in the model.



**Figure 1. Research Model**

Job stress is an adverse physical and emotional response that arises when job demands exceed employees' capacity, resources, or needs (Patil & Meena, 2013). Previous studies, such as those conducted by Riaz et al. (2016), Hans et al. (2014), and Trivellas et al. (2013), indicate that job stress negatively impacts job satisfaction. Job stress can cause disturbances that lead to decreased job satisfaction levels. The findings of Ramlawati et al. (2021) also support this, confirming the negative impact of job stress on employee performance. Organizations are advised to reduce job stress by lowering excessive workloads, minimizing conflicts, aligning responsibilities with employees' capabilities, and improving career development policies to enhance job satisfaction. Moreover, research by Wahyunanti et al. (2023) found that the negative relationship between job stress and job satisfaction becomes more evident, meaning that reducing job stress levels will increase employee satisfaction. Based on this explanation, the first hypothesis proposed in this study is as follows: H1: Job stress negatively affects job satisfaction.

Stress is an element that can affect employees worldwide. Employees working under pressure cannot meet organizational expectations for various reasons, including physical exhaustion, psychological fatigue, and issues as part of the organization (Khattak et al., 2011). Ismail and Hong (2011) stated that the primary reason for low employee performance is the high level of job stress experienced by organizational employees. Job stress negatively impacts employee well-being, leads to job dissatisfaction, and generates negative emotions toward work, resulting in decreased performance. This statement is supported by the research of Open (2023), which explains that job stress negatively affects employee performance. This has led employees to consider leaving their current jobs, perceiving the organization's indifference toward them, which is reflected in job dissatisfaction and subsequent performance decline. Based on this explanation, the second hypothesis proposed in this study is as follows: H2: Job stress hurts employee performance.

The level of job satisfaction increases when employees feel happy and content with their work (Noah & Steve, 2012). Robbins & Judge (2013) stated that job satisfaction provides a positive perception of a particular job derived from evaluating its characteristics. Thus, employees with high job satisfaction levels tend to view their jobs positively, while those with low job satisfaction tend to have a negative view of their work. According to the study by Abdirahman (2020), job satisfaction positively affects employee performance. This means that increased employee job satisfaction will positively impact higher performance outcomes. Furthermore, Coomber and Bamball (2007) explained that employees with high levels of job satisfaction perform their jobs with a healthier mindset and are more willing to learn additional skills, which can lead to performance promotions. Based on this explanation, the third hypothesis proposed in this study is as follows: H3: Job satisfaction positively affects employee performance.

Hanafi et al. (2018) explained that job stress indirectly affects the decline in employee performance through job satisfaction among employees. This indicates that job stress will have a more significant impact on decreased employee performance when employees experience job dissatisfaction than when job stress occurs without accompanying dissatisfaction. This finding supports previous studies conducted by Sugama (2016), Hanim (2016), and Kusuma (2015), which explain that job stress indirectly affects employee performance through job satisfaction. The indirect effect of job stress on employee performance through job satisfaction suggests that even if employees experience job stress, having high levels of job satisfaction can maintain optimal performance. This indicates that employees with low job stress levels supported by high job satisfaction will strive to perform their duties as best as possible. Based on this explanation, the fourth hypothesis proposed in this study is as follows: H4: Job stress positively affects employee performance mediated by job satisfaction.

### III. Research Method

This study employs a quantitative approach involving three main variables: job stress, job satisfaction, and employee performance. Job stress is measured using two indicators: "I feel overwhelmed by my work" and "I feel frustrated with my work" (Lait & Wallace, 2002). Job satisfaction is assessed through nine dimensions: pay, promotion, fringe benefits, contingent rewards, supervision, operating procedures, co-workers, nature of work, and communication (Spector, 2001). Meanwhile, employee performance is measured using the Individual Work Performance Questionnaire (IW PQ), which consists of three indicators: task performance, contextual performance, and counterproductive performance (Koopmans, 2014). The research adopts a quantitative approach with data collected through purposive sampling using a questionnaire with a Likert scale. The questionnaire was distributed to 260 permanent employees working in the food and beverage industry in the Greater Jakarta area (Jabodetabek) with a minimum tenure of one year to ensure they possessed sufficient work experience. Data analysis was conducted using the PLS-SEM (Partial Least Squares Structural Equation Modelling) method with SmartPLS 4 software. Specifically, this study utilized PLS Path Modeling, an SEM approach suitable for small sample sizes. PLS Path Modeling was employed to examine the relationships between variables and predict dependent variables based on independent variables within the theoretical model.

### IV. Results and Discussion

Path coefficient testing is used to analyze the relationships and significance levels between variables in the study. The original sample (O) values of the path coefficients range from -1 to 1, where a positive value indicates a direct relationship and a negative value reflects an inverse relationship. The closer the value is to 1, the stronger the relationship between the variables. A research hypothesis is accepted if the T-statistic ( $T_{stat}$ ) > critical T-value ( $T_{tabel}$ ), which is 1.969 (for  $n=260$ ). The results of the path coefficient testing are presented in Table 1 to illustrate the strength of the relationships between the variables examined in this study.

**Table 1. The Results of Path Coefficient Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Interpretation	Remarks
H1	0,779	0,778	0,027	28,553	0,000	Positive, Significant	Unsupported
H2	0,126	0,129	0,088	1,439	0,075	Positive, insignificant	Unsupported
H3	0,523	0,520	0,084	6,199	0,000	Positive, significant	Supported
H4	0,360	0,357	0,061	5,854	0,000	Positive, significant	Supported

Source: Researcher's Processed Data (2024)

Based on Table 1 above, the relationship between job stress and job satisfaction shows a T-stat value of 28.553, indicating a significant effect of job stress on job satisfaction since  $T_{stat} > 1.969$ . The test for both variables also produced a P-value of 0.000, which meets the significance criterion since the  $P\text{-value} < 0.05$ . However, the original sample value of 0.799 indicates a positive effect of job stress on employee performance through job satisfaction. This result suggests that H1 is unsupported and rejected, meaning there is no significant negative relationship between job stress and job satisfaction. The hypothesis test result contradicts the initial hypothesis, indicating a specific context in the study that influenced the outcome. Respondent characteristics, such as work experience, stress tolerance levels, or individual perceptions of job pressure as a challenge, might affect employees' perceptions of stress and job satisfaction. The work environment may also be crucial, especially if the organization has a supportive work culture, effective communication, and adequate reward systems.

1. Based on Table 1, the relationship between job stress and employee performance shows a Tstat value of 1.439, indicating no effect of job stress on employee performance, as it does not meet the criterion that the hypothesis is accepted if  $T_{stat} > 1.969$ . Furthermore, testing for both variables produced a P-value of 0.075, which does not meet the significance criterion since the value  $> 0.05$ . This result suggests that H2 is unsupported and rejected, meaning there is no significant negative relationship between job stress and employee performance.
2. The hypothesis test result contradicts the initial hypothesis, suggesting specific contextual factors in the study that affected the outcome. Other factors, such as respondents' ability to manage stress, could mean that work pressure does not directly affect employee performance. Furthermore, factors like support from managers, relationships with coworkers, or adequate incentives might help reduce the negative impact of stress on performance.
3. Based on Table 1, the relationship between job satisfaction and employee performance shows a Tstat value of 6.199, indicating a significant effect of job satisfaction on employee performance since it meets the criterion that the hypothesis is accepted if  $T_{stat} > 1.969$ . Additionally, testing for both variables produced a P-value of 0.000, which meets the significance criterion since the  $P\text{-value} < 0.05$ . This result shows that H3 is supported and accepted, meaning a significant positive relationship exists between job satisfaction and performance.
4. Based on Table 1, the relationship between job stress and employee performance through job satisfaction shows a Tstat value of 5.854, indicating a significant effect of job stress on employee performance through job satisfaction, as it meets the criterion that the hypothesis is accepted if  $T_{stat} > 1.969$ . Additionally, testing for the three variables produced a P-value of 0.000, which meets the significance criterion since the  $P\text{-value} < 0.05$ . This result shows that H4 is supported and accepted, meaning a significant positive relationship exists between job stress and employee performance through job satisfaction.

## V. Conclusion

The results of the data analysis in this study do not support a significant negative relationship between job stress and job satisfaction. In other words, there is no significant adverse impact between job stress and job satisfaction, meaning that an increase in job stress does not necessarily lead to a decrease in job satisfaction within the context of this research. Similarly, the analysis does not indicate a significant negative relationship between job stress and employee performance. This suggests that an increase in job stress does not always correlate with a decline in employee performance in this context. On the other hand, the analysis supports a significant positive relationship between job satisfaction and employee performance. This means that higher job satisfaction is significantly linked to improved employee performance. Furthermore, the data analysis shows a significant positive relationship between job satisfaction and employee performance through job satisfaction itself. This indicates that job stress can positively impact employee performance if employees feel satisfied.

The results of this hypothesis testing suggest that the effect of job stress on employee performance in the food and beverage industry in the Jabodetabek area is indirect and mediated by job satisfaction. Job stress can be positive if employees are satisfied with their work. This emphasizes the importance of job satisfaction as a mediator in managing job stress to improve employee performance. These findings imply that organizational management should enhance job satisfaction to optimize employee performance, even in a high-pressure work environment. Future research should involve a larger sample size to provide a more comprehensive and representative depiction of the study's subject. Additionally, future studies should be conducted across various industries and regions to enhance the generalizability of the findings, offering a more holistic understanding of the relationships between job stress, job satisfaction, and employee performance in diverse contexts. Furthermore, it is suggested that future research utilize quantitative performance data from organizations supported by objective metrics such as work productivity (number of units produced), attendance rates, target achievement, or task error rates to ensure more objective and reliable research outcomes.

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