

*Research Articles*

## The Effect of Work Environment and Work Stress on Employee Performance at PT Bhineka Cipta Karya

Siam Siawati<sup>1</sup>, Asep Jamaludin<sup>2\*</sup>, Yeni Fajrin<sup>3</sup>

<sup>1</sup> Universitas Buana Perjuangan Karawang; Indonesia; email : [mn21.arumsari@mhs.ubpkarawang.ac.id](mailto:mn21.arumsari@mhs.ubpkarawang.ac.id)

<sup>2</sup> Universitas Buana Perjuangan Karawang; Indonesia; email : [asepjamaludin@ubpkarawang.ac.id](mailto:asepjamaludin@ubpkarawang.ac.id)

<sup>3</sup> Universitas Buana Perjuangan Karawang; Indonesia;

\* **Author's Correspondence:** Siam Siawati

**Abstract:** This study aims to examine the results of the function area and many functional thoughts to the performance of the workforce at PT. Bhineka held a Karya. The research method used is a quantitative approach using census procedures with all populations as respondents. Data collection was carried out by distributing a Google Form-based questionnaire distributed with WhatsApp groups by obtaining 100 respondents with the full number of PT. Diversity of Works. The research instrument has been tested for legality and reliability to ensure the reliability of the data. Data analysis used t-test, F test, and multiple linear regression. A determination coefficient (Adjusted R Square) of 0.692 indicates that 69.2% of the variation in labor performance can be explained by functional areas as well as many functional minds, while the remaining 30.8% are influenced by other factors not accounted for in this study model. The results of the study tell that the functional environment has a positive and significant influence on employee performance, while many functional thoughts have a negative and important influence on the performance of the workforce, in a simultaneous way, the work environment and many work thoughts affect the performance of the workforce.

**Keywords:** Employee performance, work environment, work stress

### 1. Introduction

In the current era of globalization, the industry needs to grow employee capabilities to approach competitive advantages, because employee ability is a crucial factor in deciding the success of the company, (Wicaksono et al., 2020) Quality and reliable human resources function useful in maintaining creativity so that they are always maximized. Staff abilities are influenced by various reasons, such as skills, experience, and seriousness in carrying out tasks. (Warongan et al., 2022)

Employee performance is an indicator of a company's success in achieving its business targets. Hasibuan Malayu (2011:34) in Aprilia et al., (2024) states that employee performance includes the quality and quantity of achievement of tasks given based on skills, experience, and working time. At PT Bhineka Cipta Karya, it was found that there was a phenomenon of performance decline which was characterized by employee complaints related to excessive workload, high work stress, and a less conducive work environment. (Pratiwi & Rizky, 2024)

Work stress is one of the factors that contribute to low employee performance. (Hermawan, 2024) Work stress can arise due to high workload, pressure from superiors, conflicts between colleagues, and unsupportive work environment conditions. Greenberg in Warongan et al., (2022) states that work stress occurs when individuals experience pressure from various factors, such as work design, working conditions, and relationships between employees.

Received: June 25 2025

Revised: July 29 2025

Accepted: August 01 2025

Published : August 27 2025

Curr. Ver.: August 27 2025



Hak cipta: © 2025 oleh penulis.  
Diserahkan untuk kemungkinan publikasi akses terbuka berdasarkan syarat dan ketentuan lisensi Creative Commons Attribution (CC BY SA) (<https://creativecommons.org/licenses/by-sa/4.0/>)

The work environment, there is a meaningful role in ensuring employee performance. A work environment that increases employee productivity and morale. Nitisemito and Nuraini (2018) in Warongan et al., (2022) stated that factors such as room temperature, lighting, cleanliness, and the availability of work facilities greatly affect the comfort and effectiveness of employees' work. Octaviani et al., (2021) Based on the results of observations with employees of PT Bhineka Cipta Karya, it was found that an uncondusive work environment is one of the main factors causing performance decline, in addition to high work stress.

There is a close relationship between the work environment, work stress, and employee performance. A work environment that cannot increase employees' stress levels, which in turn negatively impacts their performance. Research by Maharani (2019) in Islamiati et al., (2021) shows that high work stress has a negative and significant effect on employee performance. Susiarty et al. (2019) in Warongan et al., (2022) also found that increased work stress can reduce employee performance potential. (Octaviani et al., 2021).

Employees show good ability to ensure that work always meets quality standards by re-checking and actively asking for input for improvement. They are also able to complete various tasks on time by setting priorities and creating a structured work schedule. In managing time, employees use effective methods such as to-do lists and regular evaluations to maintain productivity. In addition, employees make efficient use of existing resources by avoiding waste and looking for more optimal ways of working. Employees are also able to work independently by improving their abilities and only rely on the help of others when it is really needed, so that overall performance becomes more effective and qualified.

## **2. Literature Review**

### **Management**

Management is the process of planning, organizing, directing, and controlling resources to achieve organizational goals effectively and efficiently. According to Sri palupi Prabandari, (2022), management involves coordinating various activities to ensure that organizational goals are achieved through optimal use of resources. This includes strategy development, decision-making, and human and material resource management. Indra Thalib et al., (2021) Thus, management plays an important role in ensuring that every element in the organization works synergistically towards achieving the goals that have been set.

### **Human Resources**

Human resources are all human beings involved in an organization in striving to realize the goals of the organization. According to Robin, (2024), high-quality human resources are human resources that are able to create not only comparative points but also competitive-generative-innovative values by using the highest energy such as: intelligence, creativity and imagination; no longer solely using raw energy, such as raw materials, land, water, muscle power, and so on. (Aldi Wahyu Pradana & Perkasa, 2024)

### **Work Environment**

According to Simanjuntak et al., (2023), the work environment in a company must be seen because it has a direct influence on employee performance. A contributory work environment is able to improve employee performance. According to Nitisemito (2013:183) in Rusdiantari et al., (2021), the work environment is everything that is around workers and can influence them in carrying out their duties. (Work, 2024)

According to Samson, in Simanjuntak et al., (2023), the dimension of the work environment consists of a physical work environment and a non-physical work environment. Sedarmayanti (2013:19) in Rusdiantari et al., (2021) explained that the physical work environment includes all physical conditions in the workplace that can affect employees, either directly or indirectly. It can be synthesized that the work environment includes physical

and non-physical aspects that must be balanced in order to create a conducive work atmosphere.

### **Work Stress**

Work stress is a state of tension that can create physical and psychological imbalances, as well as affect an employee's emotions, thought processes, and mental state. Handoko (2017) in (Rusdiantari et al., 2021) stated that work stress is an employee's psychological response to the demands of their work. (Against et al., 2020)

According to Robbins et al. (2015) in Islamiati et al., (2021), work stress has four main dimensions, namely: (1) Behavioral, which includes job dissatisfaction, low performance, absenteeism, (2) Psychology, which includes irritability, and boredom, (3) Physiology, which includes symptoms such as restlessness, dry mouth, and headaches, and (4) Cognitive, which is related to poor decision-making, lack of concentration, and forgetfulness. It can be synthesized as a condition of stress that arises due to an imbalance in work demands and an individual's capacity to cope with them.

### **Employee Performance**

According to Robbins P. Stephen (2015:167) in Rusdiantari et al., (2021), employee performance is the result of work achieved by a person in carrying out his or her roles and responsibilities in the workplace. Wilson (2012:231) in Islamiati et al., (2021) states that performance is the result of work achieved by employees based on job requirements. (Roswiyanti & A Bintang, 2024)

The dimensions and indicators of employee performance according to Novianto in Rusdiantari et al., (2021) include: (1) Quality, which includes accuracy in carrying out tasks, punctuality, and work effectiveness; (2) Quantity, enthusiasm, thoroughness, responsibility, and understanding of duties; and (3) Punctuality, time discipline, self-quality improvement. It can be synthesized that employee performance reflects the results of work obtained based on the standards set by the company.

## **3. Research Methods**

This research uses a quantitative method with a multiple linear regression approach to analyze the influence of work environment and work stress on the performance of employees of PT. Diversity creates works. The research population was 100 with the census method used by taking the entire population as a sample. Data collection was carried out through a questionnaire based on the Likert scale consisting of 1-5, where 1 showed "strongly disagree" and 5 showed "very agreeable". The questionnaire was distributed to respondents through a Google Form which was sent through the company's whatsapp group. Data analysis was carried out using SPSS version 26 with validity, reliability, t-test, F-test, multiple linear regression analysis Multiple linear regression analysis was used to determine the magnitude of the influence of the work environment ( $X_1$ ) and work stress ( $X_2$ ) on employee performance ( $Y$ ), as well as the determination coefficient (Adjusted R Square) to measure the influence of the work environment and work stress on employee performance.

## **4. Results and Discussion**

This research was carried out at PT Bhineka Cipta Karya, Karawang, with the entire employee population as respondents (total 100 people). Data collection was carried out from March to April 2025 using a Google Form-based questionnaire distributed through the company's WhatsApp group. The research instrument has been tested for validity and reliability before use.

## Data analysis results

### Respondent Identities

**Table 1.** Respondent Identities

Category	Sum	Percentage
Man	60	60%
Woman	40	40%
Age < 30 year	30	30%
Age ≥ 30 year	70	70%

(Source: Primary Data, 2025)

The results above are that the majority of respondents are men and over 30 years old.

### Validity and Reliability Tests

**Table 2.** Validity and Reliability Test Results

Variabel	R count	R table	Information
Work environment	>0,3	0,197	Valid
Work Stress	>0,3	0,197	Valid
Employee Performance	>0,3	0,197	Valid
Cronbach Alpha	>0,7	-	Reliabel

(Source: Primary Data, 2025)

All questionnaire items are declared valid and reliable.

### Results of Multiple Linear Regression Analysis

**Table 3.** Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	11.926	3.531		3.377
	Lingkungan Kerja	.917	.068	.946	13.480
	Stres Kerja	-.104	.035	-.208	-2.969

a. Dependent Variable: Kinerja Karyawan

(Source: Primary Data, 2025)

The work environment has a positive and significant effect on employee performance, while work stress has a negative and significant effect.

Simultaneous F test

**Table 4.** Test results F

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3701.223	2	1850.611	112.361	.000 <sup>b</sup>
	Residual	1597.617	97	16.470		
	Total	5298.840	99			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Stres Kerja, Lingkungan Kerja

(Source: Primary Data, 2025)

Simultaneously, the work environment and work stress have a significant effect on employee performance.

Coefficient of Determination

**Table 5.** Coefficient of Determination (Adjusted R Square)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 <sup>a</sup>	.698	.692	4.058

a. Predictors: (Constant), Stres Kerja, Lingkungan Kerja

b. Dependent Variable: Kinerja Karyawan

## Discussion

The Relationship of Results to Basic Concepts

The results of this study support the theory of Hasibuan (2011) in Maharani (2019) that employee performance is influenced by the work environment and work stress. A conducive work environment increases motivation and productivity, while high work stress lowers performance.

## Hypothesis Testing

H1: The work environment has a positive effect on employee performance (accepted).

H2: Work stress has a negative effect on employee performance (accepted).

H3: Simultaneously, the work environment and work stress have a significant effect on employee performance (accepted).

## Conformity or Conflict with Previous Research

The results of this study are in line with Maharani (2019) and Susiarty et al. (2019), who stated that a good work environment improves performance, while work stress decreases employee performance. No significantly conflicting results were found.

## Interpretasi

A good work environment (adequate facilities, comfortable atmosphere, harmonious relationship) encourages employees to work optimally. On the other hand, work stress (time pressure, conflict, overload) leads to decreased productivity.

## Implications of Research Results

### Theoretical Implications

This research strengthens the theories of human resource management related to the importance of the work environment and stress management in improving employee performance.

### Applied Implications

The management of PT Bhineka Cipta Karya is advised to:

Improve the quality of the work environment (facilities, comfort, communication).

Manage work stress through training, counseling, and workload management.

## 5. Conclusions And Suggestions

The conclusion in this study shows that the work environment has a positive and significant effect on employee performance, while work stress has a negative and significant effect on employee performance at PT Bhineka Cipta Karya. Simultaneously, these two variables together affected employee performance, with a 69.2% contribution to performance variation, while the rest were influenced by other factors outside of the study. Based on these results, companies are advised to continue to improve the quality of the work environment and manage employee work stress so that productivity remains optimal. The author is also aware of the limitations of the research, such as the limited scope of variables and data collection on only one company, so that further research is expected to expand the object and add other relevant variables to get a more comprehensive picture of the factors that affect employee performance

## THANKS

The author expresses his deepest gratitude to all parties who have provided support, assistance, and contributions during the research process and writing this final project. Special thanks are addressed to Universitas Buana Perjuangan Karawang, especially the Faculty of Economics and Business and the Management Study Program, for the facilities and opportunities provided in the implementation of this research. The author also expressed his gratitude to PT Bhineka Cipta Karya for providing permission and support during the data collection process, as well as to all respondents who were willing to take the time to participate in this study.

The author's highest appreciation goes to Mr. Dr. Asep Jamaludin, S.E., M.M. as the main supervisor and Mrs. Yeni Fajrin, S.A.B., M.M. as the accompanying supervisor for the guidance, direction, and motivation that is very meaningful during the process of preparing this final project. Thank you are also extended to all lecturers, staff, and fellow students who have provided support and assistance, both directly and indirectly.

The author also wants to convey that this article is part of the final project to meet one of the requirements to obtain a Bachelor of Management degree at the Faculty of Economics and Business, Universitas Buana Perjuangan Karawang. All forms of assistance, both in the form of funds, facilities, and inputs that have been provided, are very helpful in the smooth

and successful of this research. Hopefully the results of this research can provide benefits for the development of science and management practices in the future.

## Referensi

- [1]. Aldi Wahyu Pradana, & Perkasa, D. H. (2024). International HR management: Managing the global workforce with knowledge management. *Journal of Managerial and Entrepreneurial Perspectives (JPMK)*, 4(2), 97–105. <https://doi.org/10.59832/jpmk.v4i2.253>
- [2]. Almadilla, S. (2021). The effect of work stress on employee performance at the Security and Enforcement Center of the Pekanbaru Riau Regional Section (Thesis, pp. 1–16).
- [3]. Aprilia, P. D., Sijabat, R., & Darmaputra, M. F. (2024). The influence of work discipline, work stress, and work environment on employee performance. *Scientific Journal of Management, Business and Entrepreneurship*, 4(1), 12–24. <https://doi.org/10.55606/jurimbik.v4i1.736>
- [4]. Hermawan, E. (2024). The influence of work environment, work stress, and workload on the performance of PT. Sakti Mobile Jakarta. *Journal of Scientific Studies*, 22(2), 173–180. <https://doi.org/10.31599/dn4eq582>
- [5]. Indra Thalib, Anindita, R., & Purwandari, D. A. (2021). The role of workload and work motivation in influencing performance through job satisfaction. *Open Access*, 22(2), 203–215. <https://doi.org/10.30596/jimb.v22i2.6784>
- [6]. Islamiati, C., Sentosa, E., & Syafriana Effendi, M. (2021). The influence of work motivation, work stress and work environment on employee performance at PT. Puma Cat Indonesia. *Journal of Ikra-Ith Economics*, 4(2), 164–171.
- [7]. Octaviani, N., Dasmadi, D., & Safitri, U. R. (2021). The influence of work discipline, work environment and job satisfaction on employee performance of PT Sahabat Unggul Internasional Semarang Regency. *ECOBIS: Journal of Management and Accounting Sciences*, 9(1), 111–118. <https://doi.org/10.36596/ekobis.v9i1.456>
- [8]. Pratiwi, A., & Rizky, M. C. (2024). Analysis of leadership style, employee engagement and job satisfaction on employee performance at PT Sarana Baja Perkasa Medan, 7(September), 161–171.
- [9]. Robin, I. (2024). The phenomenon of turnover intention in companies (M. S. Dr. Miko Andi Wardana, S.T. (Ed.); Erma Yulia, Ed.). [https://www.google.co.id/books/edition/FENOMENA\\_TURNOVER\\_INTENTION\\_PADA\\_PERUSAH/zOwSEQAAQBAJ](https://www.google.co.id/books/edition/FENOMENA_TURNOVER_INTENTION_PADA_PERUSAH/zOwSEQAAQBAJ)
- [10]. Roswiyanti, R., & A Star. (2024). The influence of work environment and work stress on employee performance at PT Cahaya Abadi. *BRILLIANT: Journal of Management and Business Economics*, 1(4), 117–128. <https://doi.org/10.55606/cemerlang.v1i4.2951>
- [11]. Rusdiantari, A., Hermawanto, Y., Windiarto, A., Gulo, E. T., Pratama, B. D. S., Indraswati, S., Rohmana, A., Ferawati, L., & Hadori, A. M. (2021). Career management (M. Dewi, Ed.; Cet. 1). [https://www.google.co.id/books/edition/MANAJEMEN\\_KARIR\\_Toeri\\_dan\\_Praktik/si1EEAAAQBAJ](https://www.google.co.id/books/edition/MANAJEMEN_KARIR_Toeri_dan_Praktik/si1EEAAAQBAJ)
- [12]. Simanjuntak, F., Tarmizi, A., & Perkasa, D. H. (2023). The influence of leadership, work discipline, and work environment on employee performance (Study on PT. Antilope Madju Puri Indah). *Madani: Multidisciplinary Scientific Journal*, 1(7), 76–88.
- [13]. Sri Palupi Prabandari, R. P. H. (2022). Digital business: Theory, managerial, and case studies (H. Ciptaningrum, Ed.; Cetakan pertama). <https://play.google.com/books/reader?id=hkuwEAAAQBAJ>
- [14]. Terter, K., Employee, K., Pt, D. I., Suhar, I., & Branch, J. (2020). The influence of work environment and work stress on employee performance at PT. Indo Suhar Jaya Cileungsi Branch (Thesis).
- [15]. Verani, R. O. (2021). Faculty of Islamic Economics and Business, State Islamic Institute (IAIN) Bengkulu (Unpublished manuscript), 77.
- [16]. Warongan, B. U., Dotulong, L. O., et al. (2022). The effect of work environment and work stress on employee performance at PT Jordan Bakery Tomohon. *EMBA Journal*, 10(1), 963–972. <https://ejournal.unsrat.ac.id/v3/index.php/emba/article/view/38527>

- 
- [17]. Wicaksono, W., Suyatin, S., et al. (2020). The influence of training. *Forbiswira Business and Entrepreneurship Forum*, 1(1), 27–35. <http://openjournal.unpam.ac.id/index.php/DRB/index>
- [18]. Work, P. L., & Dan, B. (2024). The influence of work environment, burnout and job satisfaction on turnover intention at PT. Docheon Automotive Indonesia. (Unpublished manuscript).