

Research Articles

The Effect of Job Stress and Perceived Organizational Support on Employee Performance at PT. Canova Semarang

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Abstract: The high operational demands in the production logistics division of PT. Canova Semarang are a crucial issue because they have the potential to trigger job stress that can affect employee stability and productivity, while perceived organizational support is seen as an organizational factor that can strengthen performance. Theoretically, this study is based on the theory of work stress and social exchange theory which explain that performance is influenced by psychological factors and institutional support. This study aims to analyze the effect of Job Stress and Perceived Organizational Support on Employee Performance with a quantitative approach using saturated sampling techniques on 65 employees and multiple linear regression analysis. The results show that job stress has a significant effect on performance, where managed stress can improve performance but excessive stress decreases work quality, while Perceived Organizational Support has a positive and significant effect on performance. These findings emphasize the importance of proportional stress management and strengthening organizational support to maintain sustainable employee productivity.

Keywords: Employee Performance; Job Stress; Perceived Organizational Support; Productivity; PT. Canova Semarang.

1. Introduction

The increasingly competitive dynamics of the workplace increase productivity demands and employee work pressure. In companies with high operational activity like PT. Canova Semarang, this situation has the potential to create job stress, which impacts the quality and quantity of performance. Unmanaged work pressure can impact the stability of organizational performance, making this issue a crucial and urgent need for research. (Ratnasari et al., 2022).

Previous research has shown inconsistent results regarding the influence of job stress and perceived organizational support on performance. Some studies found a significant effect, while others did not. This indicates a persistent empirical gap, particularly in the context of companies with high operational costs and when testing both variables simultaneously within a single research model. (Tarisa Rosalinda, Sofia Ulfa Eka Hadiyanti, 2025).

This study aims to analyze the influence of job stress on employee performance, the influence of perceived organizational support on performance, and the influence of both simultaneously on employees of PT. Canova Semarang. This question is important to gain a more contextual empirical understanding of the factors that influence performance.

This study argues that performance is influenced not only by work pressure but also by perceived organizational support. Adequate support can help employees cope with work demands more adaptively. This study's contribution lies in providing empirical evidence specific to the context of operational-intensive companies, thus enriching the study of Human Resource Management and providing practical implications for companies. (Efi Nurjanah; Setyo Riyanto, SE., 2023).

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2. Literature Review

Job Stress

Job stress is a state of psychological distress resulting from an imbalance between job demands and individual abilities. Job stress affects an employee's emotions, mindset, and physical condition as they perform their duties. When managed properly, it can be a source of motivation (eustress), but excessive stress can lead to decreased performance. Thus, job stress is an individual's response to work pressure that has the potential to impact work performance.(Tarisa Rosalinda, Sofia Ulfa Eka Hadiyanti, 2025).

In this study, job stress is the independent variable (X1) that influences employee performance. Stress is operationalized as the level of work pressure employees experience while performing their duties. High levels of stress tend to negatively impact job satisfaction and performance.(Saputra, 2024). Poorly managed work stress can lead to burnout, demotivation, and mental health problems.(Rahmadani & Sampeliling, 2023).

This condition can hinder daily activities, including when working.(Inna Nisawati Mardiani, 2022)Job stress indicators include excessive workload, role conflict, role ambiguity, and work environment pressure. This indicator is used to measure the level of work pressure among employees at PT. Canova Semarang, which has high operational demands.(Ardana Zefan Ahmad & Maulidyah Amalina Rizqi, 2024).

Perceived Organizational Support

Perceived Organizational Support is an employee's perception of the extent to which the organization values their contributions and cares about their well-being. Perceived Organizational Support reflects a reciprocal relationship between employees and the organization that can increase engagement and work motivation.(Devi Aprilia Lubis & Hilma Harmen, 2025).

In this study, Perceived Organizational Support is the independent variable (X2). Perceived Organizational Support is measured based on the level of support, attention, and appreciation felt by employees. The higher the perceived support, the better.The higher the perceived organizational support, the greater the likelihood of improved performance.(Ratnasari et al., 2022).

Perceived Organizational Support indicators include concern for well-being, appreciation for contributions, acceptance of opinions, and assistance with problems. This indicator is relevant in supporting employee job stability.(Rahmayani & Wikaningrum, 2022).

Employee Performance

Employee performance is the result of individual work based on the quality and quantity of assigned responsibilities. Performance reflects effectiveness and efficiency in achieving organizational goals.(Heru Kuncorowati, 2024). Employee performance is the dependent variable (Y) which is influenced by Job Stress and Perceived Organizational Support.

Performance is influenced by ability, experience, and sincerity in working(Rahmadani & Sampeliling, 2023). Performance is work achievement which is the result of implementing a work plan made by an organization which is carried out by all employees who work at the institution to achieve organizational goals.(Hartini, 2023).

Performance indicators include work quantity, work quality, responsibility, and teamwork skills. These indicators are used to assess the performance of PT. Canova Semarang employees.(Erna Lika Kabdiyono, Didin Hikmah, 2024).

3. Materials and Method

Research Design

This study uses a quantitative approach to objectively and measurably examine the influence of job stress and perceived organizational support on employee performance. The analysis was conducted using SPSS through relevant statistical tests to answer the research hypothesis.(Salsabila et al., 2025).

The research was conducted at PT. Canova Semarang, with all 65 employees of the Production Logistics Division as the analysis unit. Due to the relatively small population, a census sampling technique was used, allowing the entire population to be included as respondents. The data source was primary data obtained directly from respondents through

questionnaires, thus reflecting the actual perceptions of employees regarding the research variables. (Sugiyono, 2017).

Data collection was conducted using a Likert scale questionnaire 1–5. Validity testing was conducted using product moment correlation ($r_{count} > r_{table}$) and reliability testing using Cronbach's Alpha with criteria $\alpha > 0.70$. Data analysis used multiple linear regression with the equation $Y = \beta_1X_1 + \beta_2X_2 + e$. Tests included normality testing (Kolmogorov-Smirnov), multicollinearity testing ($VIF < 10$), heteroscedasticity testing (Glejser), coefficient of determination (R^2), F test, and t test to test the research hypothesis. (Ghozali, 2013).

4. Results and Discussion

Description of Research Results

Descriptive results show that respondents were predominantly male (89.2%), with the majority aged 40–50 years (64.7%) and vocational high school education (57%). The Job Stress variable was in the moderate category, as the majority of respondents chose "disagree" on several indicators of work pressure. The Perceived Organizational Support variable was also in the moderate category, particularly regarding the understanding of employee needs and well-being.

Employee performance is quite good, but the teamwork aspect is still relatively weak. In general, the respondents' characteristics indicate an experienced workforce with a technical background. Job stress levels were assessed as within reasonable limits, although not yet completely low. Perceptions of organizational support were suboptimal, and employee performance was suboptimal across all indicators.

These findings indicate that working conditions at PT. Canova Semarang are relatively stable, but there is still room for improvement. Improved organizational support and workplace stress management are needed to encourage improved quality, accountability, and team collaboration.

Analysis of Research Results

The regression results show that Job Stress has a significant negative effect on performance ($\beta = -0.341$; sig 0.005). Perceived Organizational Support has a significant positive effect on performance ($\beta = 0.317$; sig 0.009). The R^2 value of 0.312 indicates that 31.2% of the performance variation is explained by both variables. The F test is significant (0.000), and the normality test and classical assumptions are met.

This means that higher work stress leads to lower performance, while higher organizational support leads to higher performance. The regression model is suitable for use because it meets statistical assumptions and is simultaneously significant. These results confirm that psychological factors and organizational support play a significant role in determining performance. While their influence is significant, there are still 68.8% other factors outside the model that influence employee performance.

Discussion

The results of the study showed that job stress had a negative and significant effect on employee performance ($\beta = -0.341$; sig 0.005). Conversely, perceived organizational support had a positive and significant effect on performance ($\beta = 0.317$; sig 0.009). These findings confirm that high levels of job stress tend to decrease performance, while good organizational support can improve employee performance at PT. Canova Semarang.

Thus, it can be emphasized that managing work stress is a crucial factor in maintaining productivity. Employees who experience excessive stress tend to experience decreased focus, motivation, and work quality. Conversely, when employees feel valued, supported, and cared for by the organization, they demonstrate higher commitment and work enthusiasm. These results align with social exchange theory, which states that organizational support will be reciprocated with increased employee contributions.

Practically, companies need to manage workloads, clarify roles, and improve communication and attention to employee well-being. The combination of stress management and strengthening organizational support will create a more conducive work environment, enhance team collaboration, and encourage optimal and sustainable performance.

5. Comparison

This study demonstrates that job stress and perceived organizational support significantly influence employee performance at PT. Canova Semarang. Both partially and simultaneously, both variables contribute to changes in performance levels. This suggests that both job stress and organizational support contribute to employee effectiveness.

In a production logistics environment with high targets and a fast-paced work pace, work stress is a common occurrence. However, organizational support acts as a counterbalance to prevent this pressure from reducing performance. A certain level of stress can improve focus, but excessive stress can reduce work quality. Conversely, organizational support increases employee motivation, loyalty, and accountability.

These results reinforce the social exchange theory that employees reciprocate organizational support with improved performance. A balance between demands and support is key to job stability. These findings align with research by Tarisa Rosalinda and Devi Aprilia Lubis (2025) that demonstrated a significant impact on performance, although they differ from Divia Magdalena (2025) who found insignificant results. Companies need to manage workloads proportionally and increase organizational support through communication, rewards, and career clarity to ensure optimal and sustainable performance.

6. Conclusion

This study analyzes the influence of Job Stress and Perceived Organizational Support on employee performance at the Production Logistics Division of PT. Canova Semarang. The results show that both variables simultaneously have a significant effect on performance. Job stress at a certain level can still be managed, while Perceived Organizational Support contributes positively to improved performance. Theoretically, these findings support the concept of eustress and social exchange theory. Empirical evidence was obtained through multiple linear regression analysis on 65 respondents. This study strengthens the study of Human Resources Management (HRM), especially in the industrial operational sector. This study integrates the theory of job stress and social exchange theory in explaining employee performance.

Organizational support has been shown to boost motivation and work commitment. A census method was used, sampling the entire population and using valid and reliable instruments. However, the quantitative approach limits in-depth exploration of psychological aspects. Future research is recommended to employ a mixed-method approach to enrich the analysis. Management needs to manage workloads, clarify roles, and increase organizational support through rewards and open communication.

This step is crucial for maintaining productivity in high-pressure work environments. Further research is recommended to add variables such as job satisfaction or organizational commitment to make the research model more comprehensive and testable in other industrial sectors.

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