
The Influence of Work Environment, Workload, Job Burnout, Job Satisfaction and Role Ambiguity on Employee Performance with Job Stress as Mediating Variable

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Abstract:

This study aims to determine: (1) the direct effect of work environment, workload, job burnout, job satisfaction, and role ambiguity on employee performance, (2) the effect of workload, job satisfaction, work environment, job burnout, role ambiguity on employee performance mediated by job stress. The sampling technique uses saturated sampling (census). The population of the study were employees who worked at the Badau Cross Border Post (PLBN) totaling 88 employees. Data were obtained by distributing questionnaires about work environment, workload, job burnout, job satisfaction, role ambiguity and job stress and employee performance to 88 respondents. Data analysis using Partial Least Square (PLS) and data processing using Smart PLS 3 software. The results showed that: (1) work environment directly has no effect on employee performance, (2) workload directly has no effect on employee performance, (3) job burnout directly has no effect on employee performance, (4) job satisfaction directly has a positive effect on employee performance, (5) role ambiguity directly has a negative effect on employee performance, (6) work environment has a positive effect on employee performance mediated by job stress (indirect-only full mediation), (7) workload negatively affects employee performance mediated by job stress (indirect-only full mediation), (8) job burnout has no effect on employee performance mediated by job stress (no-effect nonmediation), (9) job satisfaction has no effect on employee performance mediated by job stress (direct-only nonmediation), (10) role ambiguity has no effect on employee performance mediated by job stress (direct-only nonmediation).

Keywords: Work Environment; Workload; Job Burnout; Job Satisfaction; Role Ambiguity; Job Stress; Employee Performance

1. Introduction

Human resources (HR) are the most important element in an organization. It cannot be denied that human resources are valuable assets that are an important element in running an organization. It is certain that organizational goals cannot be achieved without utilizing human resources as system administrators. The importance of HR in the successful achievement of organizational goals is to improve the performance of its personnel. On the other hand, incompetent HR management and poor performance are problems that can bring the organization to a bad state. This situation forces organizations to improve individual performance in order to adapt to changes that occur.

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Positive work environments also have a positive impact on employees' performance. The physical and non-physical elements surrounding an employee while they work can have a direct or indirect impact on people and their performance. This is referred to as the work environment (Leitão, J., Pereira, D., & Gonçalves, Â. (2021). The work environment not only directly affects employee performance, However, it also has the effect of eliminating work stress. This can be seen when employees work in a work environment that is not physically and non-physically supportive, eventually employees become frustrated and experience stress. To maintain employee stress levels at an average level, the organization must ensure Creating a safe and comfortable work environment for employees, both physically and non-physically do not experience work stress that exceeds the average limit that afflicts these employees.

Stress has detrimental effects on employee health, including work tension and fatigue. Stress is sometimes confused with excessive pressure that can cause harm to someone. In other contexts, stress is also described as a challenge that can elicit and benefit people because, at low levels, stress can be a motivating factor that helps people make the changes they want to see and accomplish their goals. Especially during the pandemic covid-19 employees are disproportionately affected by how countries handle COVID-19; they face a variety of grave risks to their occupational health, from those brought on by direct virus exposure to those resulting from balancing the demands of work and family (Sinclair, R. R., Allen, T., Barber, L., Bergman, M., Britt, T., Butler, A., ... & Yuan, Z. 2020).

Because everyone is under more pressure and because physical and mental stress are the most common types, according to (Riyadi, 2019), work stress can actually improve performance. According to the Khuong & Linh (2020) research indicates that representative execution is greatly impacted by work pressure. They discovered that employee performance is negatively and significantly impacted by work stress.

Research (Komariah & Prahiawan, 2021) shows that workload has a significant effect on the performance of female employees. According to research (Putri & Gaol, 2021), workload has a significant effect on employee performance. The two studies above are different from the research Rachman (2021). Which found that responsibility didn't altogether affect worker execution.

Many factors cause accidents in workers, fatigue is one of them. Fatigue accounts for half of workplace accidents, but this is often overlooked and is not a priority for organizations (Ihsan & Salami, 2020; Littlejohn & Foss, 2010). In general, fatigue is a disease characterized by fatigue and reduced vitality that affects the ability to work. Based on research conducted by Chen (2017) it can be seen that burnout adversely affects worker execution.

Performance cannot be enhanced if work stress resulting from job dissatisfaction is not promptly resolved, claims Daniel, C. O. (2019). The belief held by Prasad, Vaidya, and Mangipudi (2020) that, among workers themselves, there is a strong inverse

relationship between stress levels and job satisfaction following performance goals, supports this. Chen (2017) found that work-related stress has a major effect on job satisfaction and consequently, employee performance. Research by Lemonaki et al. (2021) indicates that employee performance is significantly impacted by job satisfaction.

Attention to HR is very important so that employees can achieve performance to achieve the vision and goals of the organization. One of the causes of declining performance is the ambiguity of employee roles. Role vagueness can be affected by job stress, which includes a number of factors such as high or low tasks, role conflicts, poor personal relationships, and sooner or later career advancement. Research (Yasa, 2017) found that role ambiguity has no impact on employee performance, which means that employees perform better when their roles are less clear, the lower employee performance will be. Meanwhile, (Wahyudi & Setiawati, 2020) shows that role ambiguity has a significant effect on employee performance, this is in accordance with research (Rifai, 2019) that role ambiguity has a negative and significant effect on employee performance.

By knowing the factors that affect employee performance, the Badau Cross Border Post (PLBN) can take steps to improve the work environment, reduce excessive workload, overcome fatigue and stress, and increase the clarity of employees' roles in the organization. Thus, the study of the variables of work environment, workload, burnout, job satisfaction and role ambiguity at the Badau State Border Point (PLBN) as variables mediating employee performance and work stress can provide great benefits for various parties.

2. Theoretical Background

Working environment

According to (Budiasa, 2021), the workplace is all that is around laborers during work, both physical and non-physical, directly and indirectly, and can affect workers and work during work. According to (Ivancevich and Hoon, 2013), the workplace portrays the functioning circumstances in the working environment, work environment and different qualities straightforwardly connected with the working environment, for example, mishaps and clamor levels. However, the workplace has essential role that ill affect personalities of the employee. If the employee feel comfortable and enjoy it will ensure the creativity to develop idea. As The United Nations SDGs include Goal 8, which focuses on promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. Progress toward this goal reflects the work environment and labor conditions in different countries

Workload

The term "workload" describes all of the activities, time, and effort that employees expend to accomplish tasks, whether directly or indirectly. An organizational unit's workload is the result of a number of systematic tasks completed over a predetermined

amount of time in order to gather data regarding the productivity and efficacy of the unit's operations (Anjanarko & Jahroni, 2022). Workload management could be gained by first, Prioritization: It is important to have an effective prioritization mechanism in place so that employees can focus on the most important and urgent tasks. Second, distributing tasks: Fair and balanced distribution of tasks among team members helps manage workloads more effectively. Last is employee involvement: Involving employees in workload planning creates a more inclusive work environment and improves understanding of resource limitations (Paramita & Suwandana, 2022).

Work Fatigue

Broadly speaking, work fatigue is a condition that arises due to excessive individual activity so that the individual is no longer able to do it. In other words, work fatigue can result in decreased performance which results in an increase in work errors and leads to work accidents. It is mandatory for all organizations to manage their human resources in a way that maximizes their effectiveness and efficiency while ensuring employee and organizational satisfaction (Mardikaningsih & Sinambela, 2022).

Job Satisfaction

Job satisfaction will affect on leadership style of the employee. The leadership style will affect the loyalty of the employee. The problem that is often faced is how to determine the measure of job fulfillment with similar work and advantages, representative fulfillment can be unique, one representative might be fulfilled while different representatives may not be guaranteed to get fulfillment. Work fulfillment is one of the main elements to get ideal work results. Consequently, efficiency and work results will increment ideally (Yandi & Havidz, 2022).

Work Ambiguity

When members of a role order fail to clearly communicate to the recipient a role for which they have clear expectations regarding the information required to perform the role, this is known as role ambiguity. Role ambiguity arises when workers don't know what their responsibilities are and what is expected of them (Baluku, Bantu, Namale, & Otto, 2022). While job autonomy was negatively correlated with depressive symptoms, role ambiguity was positively correlated with them (Zhang & He, 2022).

Work Stress

Workplace stress has emerged as a significant indicator to watch for in light of rising workplace productivity standards. An organizational leader must control employee work stress in order to prevent potential losses to the company. Workplace pressure is a distinct circumstance in which individuals encounter possible opportunities, barriers, and demands; the results obtained are crucial but uncertain. Work Stress is a decisive factor that significantly affects permanent employees' performance (Sutrisno, 2022).

Performance

The word "execution" is derived from the word "execution," which refers to the performance of work or its results (Basem, Z., Yusril, M., & Pangestika, N. D, 2022). However, the term can also refer to a broader meaning that includes the process of the work cycle as well as the results. performance is the outcome of an employee's ability to complete tasks in both quantity and quality while adhering to the assigned responsibilities. Furthermore, performance is defined as a behavior or action that is pertinent to achieving quantifiable and scalable organizational goals. It could be said that diciplen as a part of employee performance could affect employee personalitiy (Persada & Nabella, 2023).

3. Methodology

In this research uses quantitative approach by collecting data with saturated sampling (census). The population of the study were employees who worked at the Badau Cross Border Post (PLBN). The kind of examination utilized in this study is logical exploration with quantitative techniques.

Data were obtained by distributing questionnaires about work environment, workload, job burnout, job satisfaction, role ambiguity and job stress and employee performance to 88 respondents. Information assortment utilizes research instruments, as well as quantitative information investigation determined to test speculations that have been set. The information assortment procedure in this study is a field study. This examination information is a representative impression of the impact of workplace, responsibility, work exhaustion, work fulfillment and job uncertainty on worker execution through work pressure. A questionnaire was the instrument used in this study. Data analysis using Partial Least Square (PLS) and data processing using Smart PLS 3 software

4. Empirical Findings/Result

Hypothesis Testing

The pathway importance test is utilized to decide the amount of impact the exogenous variable possesses on the endogenous variable. Bootstrapping is a procedure for generating T-statistics to see the significance of both the inner and outer models. If the value of t that appears is greater than 1.96 then it can be said to be significant which is presented on the following page:

Figure 1. Results of the Hypothesis Research Model

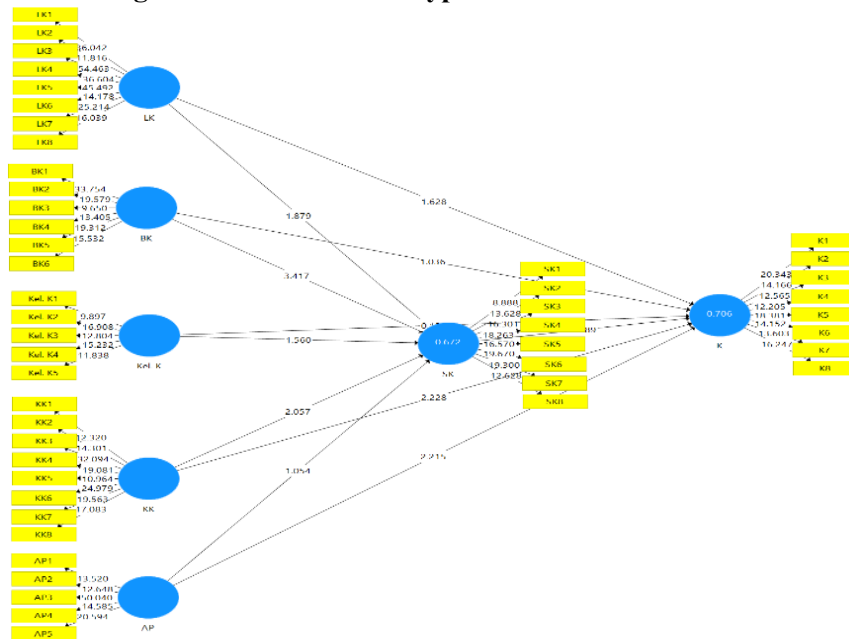


Table 1. Results of Path Coefficients Estimation

Construction	Original sample (O)	Sampel Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STERR)	P Value	conclusion
Direct Influence						
LK → K	0.172	0.168	0.117	1.470	0.071	Insignificant
BK → K	-0.101	-0.099	0.090	1.122	0.131	Insignificant
Kel. K → K	0.027	0.022	0.091	0.303	0.381	Insignificant
K K → K	0.247	0.240	0.115	2.152	0.040	Significant
AP → K	-0.179	-0.187	0.081	2.222	0.013	Significant
Information						
Construction	Original sample (O)	Sampel Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STERR)	P Value	Information
Direct Influence						
LK → SK → K	0.076	0.075	0.040	1.886	0.030	Significant
BK → SK → K	-0.085	-0.087	0.042	2.014	0.022	Significant
Kel. K → SK → K	-0.049	-0.048	0.034	1.432	0.076	Insignificant
K K → SK → K	0.061	0.066	0.045	1.370	0.085	Insignificant

AP → SK → K	-0.037	0.075	0.040	0.921	0.178	Insignificant
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Source : data processed with SmartPLS 3

Based on the result above the researcher could infer that First, The work environment has a positive and significant effect on employee performance. Second, Workload has no direct effect on employee performance. Third, Work fatigue directly has no effect on employee performance, Job satisfaction directly has a positive and significant effect on employee performance, Role ambiguity directly negatively and significantly affects employee performance, The work environment affects employee performance mediated by work stress Workload affects employee performance mediated by work stress. Then, Work fatigue has no effect on employee performance mediated by work stress and Job satisfaction has no effect on employee performance mediated by work stress. The last, the Role ambiguity has no effect on employee performance mediated by work stress.

5. Discussion

The work environment has a positive and significant effect on employee performance

The results of the Partial Least Square (PLS) analysis show the direct influence of the work environment on employee performance with a *path coefficient* of 0.172 and a p-value of $0.071 > 0.05$, then H01 is accepted and Ha1 is rejected which means that the work environment directly does not affect employee performance. In the context of this study, the more conducive or the less conducive the work environment will not make employee performance higher or lower. The findings of this study support the theory put forth by Pajrin et al. (2022), according to which one strategy used by companies to increase productivity is to give workers a nice, secure, and comfortable place to work.

Workload has no direct effect on employee performance

The results of the partial analysis of Least Squares (PLS) show the direct influence of workload on employee performance with a *path coefficient* of -0.101 and a p-value of $0.131 > 0.05$, then H02 is accepted and Ha2 is rejected which means that workload directly has no effect on employee performance. In the context of this study, how big the workload or small workload is that employees have will not make performance higher or lower. Some employees feel overwhelmed and others don't. Employee workloads at the Badau Cross Border Post (PLBN) differ from one another because each employee's workload is determined by their individual analysis of the work they have completed. Employees require support, care, and encouragement in order to be devoted to the tasks assigned to them, to avoid feeling overburdened by their work, and to effectively handle any workload that may be placed on them. The study's findings corroborate those of Saputra and Hayaty's (2022) investigation, which found that workload has no effect on worker performance.

Work fatigue directly has no effect on employee performance

The results of the partial analysis of Least Square (PLS) directly affect work fatigue on employee performance with a *path coefficient* of 0.027 and a p-value of $0.381 > 0.05$, then H03 is accepted and Ha3 is rejected which means work fatigue directly has no effect on employee performance. In the context of this study, the higher the work fatigue or the lower the work fatigue, will not make the performance higher or lower. Therefore, it is important for the Badau Cross Border Post (PLBN) to always monitor and pay attention to the welfare of its employees to ensure optimal performance. The results of this study are in line with research Arianto & Puspita (2019) which states that the fatigue variable has no effect on employee work outcomes.

Job satisfaction directly has a positive and significant effect on employee performance

The results of the partial analysis of Least Square (PLS) show a direct effect of job satisfaction on employee performance with a *path coefficient* of 0.247 (positive) and a p-value of $0.013 < 0.05$, then H04 is rejected and Ha4 is accepted which means job satisfaction directly has a positive effect on employee performance. In the context of this study, the higher the job satisfaction obtained or felt by employees, the higher the employee's performance, and vice versa, the lower the job satisfaction felt by employees, the lower the employee's performance. The job satisfaction of the Badau Cross Border Post (PLBN) is based on the results of the questionnaire. The average respondent answered yes, but there were also respondents who disagreed or strongly disagreed. This shows that employee job satisfaction varies from employee to employee, although overall job satisfaction is quite good. The results of this study are in line with research Purba et al., (2019) which argues that job satisfaction has a direct positive and significant effect on employee performance.

Role ambiguity directly negatively and significantly affects employee performance

The results of the Partial Least Square (PLS) analysis show the direct influence of role ambiguity on employee performance with a *path coefficient* of -0.179 (negative) and a p-value of $0.04 < 0.05$, then H05 is rejected and Ha5 is accepted which means that role ambiguity directly negatively affects employee performance. In the context of this study, the higher the role ambiguity perceived by employees, the lower the employee's performance, and vice versa, the lower the role ambiguity felt by employees, the higher the employee's performance. Therefore, it is important for organizations to actively identify and reduce role ambiguity through clear communication, specific task allocation, and clear guidance and support for employees to understand their roles. Organizations can improve overall employee efficiency and productivity. The results of this research are in line with research (Wahyudi & Setiawati, 2020); (Nur et al., 2016) that role ambiguity has a direct negative and significant effect on employee performance.

The work environment affects employee performance mediated by work stress

The results of the partial analysis of Least Squares (PLS) show the influence of the work environment on employee performance mediated by work stress shown by a *path coefficient* of 0.076 (positive sign) at a *p-value* of $0.030 \leq 0.05$, while the work environment directly does not affect performance, then H06 is rejected and Ha6 is accepted which means the work environment has a positive effect on performance with full mediation (*full mediation*) by work stress. In the context of this study, it means that the more conducive the work environment, the lower the employee's work stress, and the higher the employee's performance, and vice versa, the less conducive the work environment, the higher the work stress, and the lower the employee's performance. The results showed that work stress has a mediation effect, so it can be concluded that the poor work environment at the Badau State Cross Border Post (PLBN) can increase work stress in employees which in turn can affect performance.

These findings corroborate earlier research suggesting that workplace pressure can affect how well representatives perform. The results demonstrated how work pressure at the workplace affects performance. Therefore, it is also verified that employees feel more a part of the company when they perceive that the company is supporting them (Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021)).

Workload affects employee performance mediated by work stress

The results of the partial analysis of Least Squares (PLS) show the impact of responsibility on representative execution interceded by work pressure demonstrated by a *path coefficient* of -0.085 (negative sign) at a *p-value* of $0.022 \leq 0.05$, while workload directly has no effect on performance, then H07 is rejected and Ha7 is accepted which means workload negatively affects performance with *full mediation* by work stress. In the context of the study it means that the higher the workload, the higher the employee's work stress, and the lower the employee's performance, and vice versa the lower the workload, the lower the work stress, and the higher the employee's performance. A heavy workload can affect the performance of an employee. When faced with excessive workload, employees feel overwhelmed and have difficulty completing tasks effectively and efficiently. It is important for the Badau Cross Border Post (PLBN) and other organizations to pay attention to the workload and work stress of their employees. The results of this study are in line with research (Wibowo et al 2021; Komariah & Prahiawan, 2021) which revealed that work pressure can intercede the impact of responsibility on representative execution. This indicates that work stress influences employee performance through workload.

Work fatigue has no effect on employee performance mediated by work stress

The results of the Partial Least Squares (PLS) analysis show the effect of work fatigue on employee performance mediated by work stress shown with a *path coefficient* of -0.049, at a *p-value* of $0.076 > 0.05$, while work fatigue directly does not affect performance, then H08 is accepted and Ha8 is rejected which means work fatigue has no effect on performance mediated by work stress. In the context of this study, it implies that the sequential the work weakness experienced by representatives, doesn't

make work pressure and representative execution is sequential. The results of this study are in line with the previous research Lemonaki et al., (2021) which states that work stress does not mediate the effect of burnout on employee performance. Eventough it often happen for the hralthcare during the pandemic covid-19 (Sun, J., Sarfraz, M., Ivascu, L., Iqbal, K., & Mansoor, A., 2022)

Job satisfaction has no effect on employee performance mediated by work stress

The results of the partial analysis of Least Squares (PLS) show the impact of occupation fulfillment on representative execution intervened by work pressure shown by a *path coefficient* of 0.061, at a p-value of $0.085 > 0.05$, while job satisfaction directly affects performance, then H09 is accepted and Ha9 is rejected which means job satisfaction has no effect on performance mediated by work stress. In the context of this study, it means that the higher or lower the job satisfaction, it will not make work stress and employee performance higher or lower. One of the important tasks of the personnel manager is to ensure Job satisfaction for employees. The aftereffects of this study are in accordance with research (Fauziek & Yanuar, 2021) which states that work stress cannot mediate the effect of job satisfaction on employee performance.

Role ambiguity has no effect on employee performance mediated by work stress

The results of the Partial Least Square (PLS) analysis show the influence of role ambiguity on employee performance mediated by work stress shown with a *path coefficient* of -0.037, at a p-value of $0.178 > 0.05$, while role ambiguity directly affects performance, H010 is accepted and Ha10 is rejected which means role ambiguity does not affect performance mediated by work stress. In the context of this study, it means, the higher or lower the ambiguity of roles experienced by employees, does not make work stress and employee performance higher or lower. This means, however, the ambiguity of the role experienced by Badau Cross Border Post (PLBN) employees and the impact on work stress has no effect on employee performance. The results of this study are in line with research (Rifai, 2019) which states that work stress cannot mediate the influence of role ambiguity on employee performance.

6. Conclusions

This study provides empirical evidence on the effect of work environment, workload, work fatigue, job satisfaction and role ambiguity on employee performance mediated by work stress (study on Badau Cross Border Post (PLBN) employees). This study used a sample of 88 respondents who were employees of the Badau Cross Border Post (PLBN). The results of the study concluded that, first, the work environment directly does not affect employee performance. Second, Workload directly has no effect on employee performance. Thirdly, employee performance is unaffected by work fatigue directly. Fourth, work fulfillment straightforwardly affects representative execution. Fifth, Job equivocalness straightforwardly influences negative and critical worker execution. Sixth, employee performance is influenced by the work environment through work stress. Seventh, stress at work influences workload and employee

performance. Eighth, employee performance is unaffected by work stress-mediated work fatigue. 10th, work fulfillment doesn't influence representative execution intervened by work pressure. Tenth, employee performance is unaffected by role ambiguity, which is mediated by work stress.

The limitation from this research is only focused on one place there was employees of the Badau Cross Border Post (PLBN). So it has border for the researcher to expand the wide finding. Furthermore, it suggested for the next research more expand and deep analysis in the broad palces to gain the various resultt.

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