

THE EFFECT OF WORK STRESS, ORGANIZATIONAL JUSTICE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE PT. MORA NIAGA JAYA ACEH TAMIANG DISTRICT

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Abstract. This study aims to determine the effect of work stress, organizational justice and work environment on employee performance at PT. Mora Niaga Jaya. This study used a sample of 93 respondents. The data analysis method used multiple linear regression analysis, t test, F test and coefficient of determination test (Adjusted R²). The results of this study showed $Y = 2.607 + 0.237X_1 + 0.535X_2 + 0.159X_3$. The results of the t test stated that the work stress factor had a significant effect on employee performance at PT. Mora Niaga Jaya, organizational justice factors had a significant effect on employee performance at PT. Mora Niaga Jaya, and work environment factors had a significant effect on employee performance at PT. Mora Niaga Jaya. The results of the F test stated that work stress, organizational justice and work environment had a significant effect on employee performance at PT. Mora Niaga Jaya. The results of the coefficient of determination (Adjusted R²) were 0.587 or 58.7%, while the remaining 41.3% were influenced by other variables not examined in this study.

Keywords: Employee Performance; Job Stress; Organizational Justice; Work Environment.

1. INTRODUCTION

Competition in the business environment has become increasingly intense. Human resources (HR) play a vital role in organizations, as they are responsible for carrying out tasks that contribute to the achievement of organizational objectives. The success of a company is largely determined by employee performance. High levels of performance support the attainment of organizational goals, whereas low performance can hinder organizational effectiveness. Employee performance refers to the outcomes of individual or group efforts within a specific period, carried out in accordance with assigned roles and responsibilities to support organizational goals.

Employee performance is influenced by various organizational factors, including job stress, organizational justice, and the work environment. One of the main factors contributing to decreased employee performance is job stress. Job stress is defined as a condition of pressure experienced by employees in response to work demands, which affects their emotional, cognitive, and physical conditions. High levels of job stress that are not properly managed can negatively impact employee performance, leading to outcomes such as increased absenteeism and higher employee turnover (Pattiwael et al., 2023). Consequently, unmanaged work stress may reduce employees' ability to perform their duties effectively and achieve organizational goals.

The trend in the percentage of daily work-related stress in Indonesia, based on Gallup data from 2019 to 2025, demonstrates a fluctuating pattern. In 2019, the level of daily work stress was approximately 20%, followed by a gradual increase that peaked at around 25% in 2021 during the COVID-19 pandemic. This increase may be attributed to heightened work pressure and significant changes in working conditions during the pandemic period. In 2022, a substantial

decline in daily work stress was observed, indicating improvements in working conditions and employees' adaptation to the post-pandemic environment. Subsequently, the percentage of daily work stress continued to decrease gradually, reaching approximately 15% in 2025, which represents one of the lowest levels among ASEAN countries.

Based on observations and interviews conducted with employee representatives from each of the eight departments at PT. Mora Niaga Jaya, it was found that all employees experience work-related stress. However, the level and type of stress vary depending on their respective job responsibilities. High levels of work stress make it difficult for employees to complete tasks within the required timeframes. Employees are often required to handle multiple tasks simultaneously, which can lead to feelings of being overwhelmed, particularly when previous tasks have not yet been completed. In addition, continuous 24-hour monitoring through CCTV creates a sense of pressure among employees, causing them to feel reluctant to take breaks even when experiencing fatigue outside scheduled break times. This condition results in work stress that negatively affects employees' mental and physical well-being.

In addition to work stress, organizational justice is a crucial factor influencing employee performance. Based on observations conducted at PT. Mora Niaga Jaya, differences were identified in employees' perceptions regarding the recognition provided by management for their work outcomes. Some employees feel that their contributions are not adequately acknowledged, as their performance is perceived as average, while others feel sufficiently appreciated. These differences in treatment can lead to feelings of jealousy among employees working within the same team, thereby creating perceptions of injustice. The recognition received by employees has a significant impact on work motivation and morale; employees who feel appreciated tend to demonstrate higher motivation and productivity, whereas those who perceive a lack of recognition experience decreased morale and motivation. This condition also affects communication between employees and management, which may become less effective or uncomfortable, particularly when there is a perception that employees who are closer to management receive recognition more easily and maintain better communication. Therefore, perceptions of organizational justice play a vital role in supporting optimal employee performance.

The work environment is a critical factor influencing employee performance. According to Rachmawati (2022), the work environment includes both physical and non-physical conditions within the workplace that affect employees' ability to complete tasks effectively. At PT. Mora Niaga Jaya, the work environment has a significant impact on employee performance. The considerable distance between the factory area and the parking facilities requires employees to walk long distances, which often results in physical fatigue. In addition, an inadequately organized workspace, characterized by cluttered desks and poorly arranged equipment, reduces comfort and efficiency. High noise levels generated by factory machinery also pose a challenge, requiring employees to use ear protection. However, the discomfort associated with wearing ear protection can reduce employees' concentration. Since effective teamwork depends on good coordination and communication, excessive noise disrupts communication among employees. As a result, employees are often required to speak loudly to understand one another, which ultimately decreases work effectiveness and productivity. Therefore, an unsupportive work environment can disrupt concentration and lead to reduced employee performance. Based on these identified issues, the researcher is interested in conducting a study entitled "The Effect of Job Stress, Organizational Justice, and the Work Environment on Employee Performance at PT. Mora Niaga Jaya."

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Afandi, 2024). Performance

is a key indicator in assessing an individual's contribution to organizational effectiveness. Factors influencing performance include competence, motivation, and psychological and physical conditions in the workplace. In an operational context, performance is measured through timeliness, output quality, and the ability to achieve targets set by company management.

2.2 Work Stress

Occupational stress is defined as a state of tension that creates physical and psychological imbalance, affecting an employee's emotions, thought processes, and overall well-being (Pattiwael et al., 2023). Stress arises from environmental demands or workloads that exceed an individual's coping capacity. In this study, occupational stress is viewed as a variable that can trigger decreased concentration and productivity if not managed with appropriate organizational support systems.

2.3 Organizational Justice

Organizational justice relates to employees' perceptions of the extent to which they are treated fairly in workplace procedures, interactions, and outcomes (Yuliana, 2020). There are three main dimensions of justice: distributive (justice of outcomes), procedural (justice of decision-making processes), and interactional (justice of interpersonal relationships). Positive perceptions of organizational justice tend to increase employee commitment and motivation to deliver optimal performance for the company.

2.4 Work Environment

The work environment encompasses everything surrounding workers that can influence their performance in carrying out their assigned tasks. The work environment is divided into two categories: the physical work environment, such as layout, lighting, and noise levels, and the non-physical work environment, which relates to relationships between coworkers and superiors (Afandi, 2024). A safe and comfortable physical environment has been shown to minimize work fatigue and increase employee focus on achieving operational targets.

3. RESEARCH METHODS

This type of research is quantitative research. The population is 122 employees of PT. Mora Niaga Jaya, with the sample size of this study calculated using the Slovin formula. The minimum sample size is 93 respondents. The sampling method used is the probability sampling technique, namely simple random sampling, where sample members are taken from the population randomly without considering the strata in the population (Sugiono 2021). The research variables are measured using a Likert scale consisting of a range of answers from a score of 1, which means having the option of strongly disagree, to the highest score of 5, which represents an answer strongly agree (Sugiono, 2019). The validity test to measure the validity of the question items is carried out by correlation comparing $r_{count} > r_{table}$, while to test the reliability of a questionnaire, the Cronbach Alpha formula is used. For data analysis in this study, multiple linear regression analysis was applied. The multiple regression equation can be structured as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Employee Performance, a = Constant, X_1 = Job Stress, X_2 = Organizational Justice, X_3 = Work Environment, b_1 = Regression Coefficient of work stress, b_2 = Regression coefficient of organizational justice, b_3 = Regression coefficient of work environment, e = Residual Value.

Data analysis starts from the classical assumption using Normality Test, Heteroscedasticity Test, Multicollinearity Test, Multiple linear regression, Determination Coefficient (R²), F Test and

t Test.

4. RESULTS AND DISCUSSION

Characteristics of research respondents

1. Gender

Based on the gender of respondents in this study, there were 89 male respondents and 4 female respondents.

2. Age

Based on the age of the respondents, there were 38 respondents aged 21-30 years (40.86%), 23 respondents aged 31-40 years (24.74%), 20 respondents aged 41-50 years (21.50%) and 12 respondents aged > 50 years (12.90%)

3. Education Level

Based on education level, 86 respondents (89.58%) had high school education, 4 respondents (4.17%) had diploma, 5 respondents (5.21%) had bachelor's degree and 1 respondent (1.04%) had master's degree.

4. Length of work

Based on length of service, 44 respondents (45.83%) worked for 1-3 years, 15 respondents (15.63%) worked for 4-6 years, 12 respondents (12.50%) worked for 7-9 years and 22 respondents (26.04%) worked for >10 years.

Research Instrument Test

1. Validity test

The results of the validity test using a minimum sample of 30 respondents to test all question items from the beginning of all research variables, the calculated r value is greater than the r table. It can be concluded that all question items are valid.

2. Reliability Test

It can be said to be reliable if the Cronbach Alpha value is > 0.60. The Cronbach Alpha values for work stress (0.873), organizational justice (0.918), work environment (0.918), and employee performance (0.843) mean that all variables in this study are reliable.

Classical Assumption Test

1. Normality test

The data pattern in the form of small circles spread around the diagonal line and follows the direction of the diagonal line, indicating that the distribution pattern is normal, so the regression model meets the assumption of normality.

2. Multicollinearity test

The tolerance value of the variables work stress, organizational justice and work environment is greater than 0.10 (Tolerance >0.10) and the VIF value <10, so it can be concluded that there is no multicollinearity between the independent variables in the regression model.

3. Heteroscedasticity test

The data points are spread irregularly and spread above and below point 0 on the Y axis. This shows that this study is free from heteroscedasticity symptoms so that it can describe the research results clearly.

Multiple Linear Regression Analysis

Table 1. Results of Multiple Linear Regression Analysis

Coefficients ^a			
	Unstandardized	Standardized	

Model		Coefficients		Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.607	.663		.008
	Work Stress	.237	.085	.209	.006
	Organizational Justice	.53	.08		.000
	Work environment	.15	.06	.533	.013
		9	3	.212	

Based on the results of the table above, the multiple linear regression equation for this study is as follows:

$$Y = 2.607 + 0.237 X_1 + 0.535 X_2 + 0.159 X_3$$

The multiple regression equation can be explained as follows:

- The constant of 2.607 shows the performance results (Y) if the variables work stress (X_1), organizational justice (X_2) and work environment (X_3) have a fixed value.
- The work stress variable (X_1) shows a positive influence on performance of 0.237. In other words, if work stress increases by one unit, performance will increase by 0.237 units, assuming the organizational justice and work environment variables remain constant.
- The Organizational Justice variable (X_2) shows a positive influence on performance of 0.535. In other words, if Organizational Justice increases by one unit, performance will increase by 0.535 units, assuming the variables of work stress and work environment remain constant.
- The work environment variable (X_3) shows a positive influence on performance of 0.159. In other words, if the work environment increases by one unit, performance will increase by 0.159 units, assuming the variables work stress and organizational justice remain constant.

t-test

Based on the results of the t-test as follows:

- Variables Job stress (X_1) has a t-value of 0.006 < 0.05, so the hypothesis is accepted. This indicates that the job stress variable has a significant effect on employee performance. PT. Mora Niaga Jaya.
- Organizational justice variables (X_2) has a t sig. value of 0.000 < 0.05, so the hypothesis is accepted. This shows that the variable organizational justice has a significant impact on employee performance. PT. Mora Niaga Jaya.
- Work environment variables (X_3) has a t sig. value of 0.013 < 0.05, so the hypothesis is accepted. This shows that the variable work environment has a significant impact on employee performance. PT. Mora Niaga Jaya.

F test

Based on the regression table, it can be seen that this study has an F sig. value of 0.000 < 0.05, so it can be stated that the independent variables include work stress (X_1), work environment (X_2) and organizational justice (X_3) have a significant influence on employee performance. PT. Mora Niaga Jaya. Thus, the hypothesis is accepted.

Coefficient of Determination (Adjusted R²)

It can be seen that the Adjusted R Square value is 0.587 or 58.7%, this shows the work stress variable, work environment and organizational justice influence employee performance. PT. Mora Niaga Jaya. Meanwhile, the remaining 41.3% is influenced by other variables not examined in this study, such as work discipline and motivation.

The results of the research above can be summarized in the following explanation:

1. Work stress has a significant impact on employee performancePT. Mora Niaga Jaya. The significance value of the work stress variable is $0.006 < 0.05$, which means the first hypothesis in this study is accepted. This is in accordance with the answers of respondents, the majority of whom answered in agreement becauseI feel uncomfortable interacting with my coworkers. A lack of comfort in communicating with coworkers can make it ineffective to convey ideas and understand their needs. Coworkers are always ready to help and provide support when we need it. Feeling comfortable interacting with coworkers can increase productivity, creativity, and performance.This is also in accordance with previous research conducted by Hasanah & Prabowo (2023) with the title "The Influence of Work Environment, Work Motivation and Work Stress on Employee Performance at CV Sweet Seventeen Sidoarjo".
2. Organizational justicehas a significant impact on employee performancePT. Mora Niaga Jaya. The significance value of the organizational justice variable is $0.000 < 0.05$, which means that the second hypothesis in this study is accepted. This is in accordance with the answers of respondents, the majority of whom answered in agreement becausePromotion opportunities in the company are given fairly to all employees. Fair promotion opportunities allow companies to select the most appropriate candidates for available positions, thereby improving their performance. Employees feel valued and recognized for their abilities and contributions, thus improving employee performance. Thus, fair promotion opportunities can bring significant benefits to both employees and the company. This also aligns with previous research conducted by Parwita (2024) entitled "The Influence of Work Environment, Job Stress, and Work Discipline on Employee Performance at PT. Bumi Sentosa Denpasar".
3. The work environment has a significant influence on employee performance.PT. Mora Niaga JayaThe significance value of the work environment variable is $0.013 < 0.05$, which means that the third hypothesis in this study is accepted. This is in accordance with the answers of respondents, the majority of whom answered in agreement becauseworkplace security gives me a sense of peace of mind while working.With a sense of calm and security, employees can focus on their work and improve performance. Workplace safety can reduce the risk of accidents and injuries, thereby protecting both employees and the company. Therefore, workplace safety is crucial for creating a healthy, safe, and productive work environment.This is also in accordance with previous research conductedApriana Salakory, Abdullah W. Jabid (2022)by title "Analysis of the Influence of Environment and Organizational Justice on Employee Performance at the Housing and Settlement Service of North Maluku Province".

CONCLUSION

Based on the results of the research conducted, the following conclusion can be drawn: The results of the multiple linear regression analysis equation in this study are: $Y = 2.607 + 0.237 X_1 + 0.535 X_2 + 0.159 X_3$ The results of the t-test show that the variable work stress (X_1) has a significant effect on employee performancePT. Mora Niaga Jaya, organizational justice variable (X_2) has a significant effect on employee performancePT. Mora Niaga Jaya, and work environment variables (X_3) has a significant effect on employee performancePT. Mora Niaga Jaya. The results of the F test show that work stress (X_1), work environment (X_2) and organizational justice (X_3) have a significant influence on employee performance decisions.PT. Mora Niaga Jaya. Based on the results of the coefficient of determination (Adjusted R²), the Adjusted R Square value was obtained at 0.587 or 58.7%, this indicates that the variables of work stress, work environment and organizational justice affect the performance of PT. Mora Niaga Jaya employees. While the remaining 41.3% is influenced by other variables not examined in this study, such as work discipline and motivation.

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