World Journal of Business Research and Project Management
Volume 06 Number 01 February 2026

ISSN : 2963-1491
(Online - Elektronik)

The Influence of Workload, Work Stress, and Work Environment on Employee Performance at the Social Service Office of Surabaya

Hildeginda Nenes [1], Elok Damayanti [2], Agus Sukoco [3], Iga Aju Nitya Dharmani [4]

Management Program, Faculty of Economics and Business, Narotama University, 60117, Indonesia
Email: hildeginda23@gmail.com [1], elok.damayanti@narotam.ac.id [2]
* Correspondence: hildeginda23@gmail.com

Citations: Nenes, Hildeginda., Damayanti, Elok., Sukoco, Agus., & Dharmani, Iga Aju Nitya., (2026). The Influence of Workload, Work Stress, and Work Environment on Employee Performance at the Social Service Office of Surabaya. *World Journal of Business Research and Project Management (WJBRPM)*, 06(01), 44-48.

Academic Editor:

Received: 21 January 2026 Accepted: 30 January 2026 Published: 28 February 2026

Abstract: Employee performance is an important factor in supporting the successful implementation of organizational duties and functions, particularly in government institutions such as the Surabaya Social Service. Employee performance is an important aspect in supporting the effectiveness of public implementation in government agencies. However, employee performance achievements can be influenced by work conditions, including workload, work stress and work environment. This study aims to determine and analyze the effect of workload, work stress, and work environment on employee performance at the Surabaya Social Service. This study uses a quantitative approach with a causal associative research method. The sampling technique used was saturated sampling, involving 45 employees of the Surabaya Social Service as respondents. Data collection was conducted through questionnaires, and the data were analyzed using multiple linear regression with the assistance of SPSS version 20. Hypothesis testing was conducted using t-test and F-test. The results show that workload has a positive and significant effect on employee performance with a significance value of 0.004. Work stress has a positive and significant effect on employee performance with a significance value of 0.040. The work environment has a positive and significant effect on employee performance with a significance value of <0.001. Simultaneously, workload, work stress, and work environment have a significant effect on employee performance with an R Square value of 0.794 or 79.4%. The work environment is the most dominant variable affecting employee performance. This study implies that the Surabaya Social Service needs to pay attention to and improve the quality of the work environment, as well as manage workload and work stress effectively, in order to support the optimal improvement of employee performance.

Keywords: Employee Performance; Workload; Work Environment; Work Stress

Copyright: © 2022 by the author. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by/4.0/).

1. Introduction

Human resources are a strategic asset that plays a crucial role in determining an organization's success. Through effective human resource management, an organization can improve productivity, service quality, and the achievement of organizational goals. One indicator of successful human resource management is employee performance—that is, the results achieved in accordance with assigned tasks and responsibilities. Performance appraisal serves as a means to evaluate work performance while providing feedback to employees. Employee performance is influenced by various factors, including workload, work-related stress, and the work environment (Claudia et al., 2021).

Based on observations at the Surabaya Social Services Agency, various issues that could potentially affect employee performance were identified. An uneven distribution of workloads has forced some employees to handle tasks outside their areas of expertise, leading to a backlog of work. Meanwhile, high

ISSN : 2963-1491
(Online - Elektronik)

job demands have triggered work-related stress, characterized by fatigue and decreased concentration. Furthermore, a work environment that is not yet fully conducive—such as limited facilities and suboptimal workspace management—also affects employee comfort and productivity. These conditions highlight the need to evaluate workload management, work-related stress, and the work environment in order to improve employee performance.

Theoretically, workload is the ratio of an individual's capacity to the demands of the work that must be completed (Astianto & Suprihadi, 2014). A workload that exceeds an employee's capacity can reduce performance quality (Paramitadewi, 2017). In addition, work-related stress is a state of pressure experienced by an individual due to job demands that exceed their capabilities (Fahmi, 2016). Meanwhile, a safe, comfortable, and conducive work environment can improve work effectiveness and support optimal performance. Therefore, these three variables are considered to be closely related to both improvements and declines in employee performance.

A number of previous studies have shown that workload, job stress, and the work environment influence employee performance. Winoto and Perkasa (2023), Putra et al. (2024), and Indrayana and Putra (2024) found that these three variables have a significant effect on employee performance. However, there are still discrepancies in the research findings. Hayati et al. (2024) reported that workload and job stress do not have a significant effect on employee performance, while Wenur et al. (2018) also found that job stress does not have a significant effect. These differing findings indicate that a research gap still exists, necessitating further research in different organizational contexts.

Based on these empirical findings and the gaps in the existing research, this study focuses on analyzing the effects of workload, work-related stress, and the work environment on employee performance at the Surabaya Social Services Agency. The research question is designed to determine the effects of each variable individually, as well as the combined effects of all three variables, on employee performance.

This study aims to analyze the effects of workload, work-related stress, and the work environment on the performance of employees at the Surabaya Social Services Agency. The results of this study are expected to provide practical insights to assist the agency in formulating human resource management policies, particularly regarding the equitable distribution of workloads, the management of work-related stress, and improvements to the work environment. In addition, this study is also expected to enrich scientific research in the field of Human Resource Management and serve as a reference for future research.

Based on the theoretical framework, empirical findings, and the results of previous studies, the hypothesis proposed in this study is that workload, work-related stress, and the work environment have a significant effect on employee performance, both partially and simultaneously. Testing this hypothesis is expected to provide empirical evidence regarding the factors that influence employee performance at the Surabaya Social Services Agency.

2. Materials and Methods

This study employs a quantitative approach using a causal-associative research design to analyze the effects of workload, work-related stress, and the work environment on employee performance at the Surabaya Social Services Agency. A quantitative approach was chosen because the study aims to test hypotheses through statistical analysis of the relationships among the research variables (Sugiyono, 2017).

The population in this study consisted of all 45 employees in the Public Relations Division of the Surabaya Social Services Agency. The sampling technique used was saturation sampling, in which all members of the population were included as the study sample (Sugiyono, 2018). The data used consisted of primary data obtained through the distribution of questionnaires to respondents, as well as secondary data obtained from relevant documents and literature (Sugiyono, 2016).

The independent variables in this study include workload (X_1), work-related stress (X_2), and work environment (X_3), while the dependent variable is employee performance (Y). The workload indicator is based on Munandar (2014), the job stress indicator is based on Wijono (2015), the work environment indicator is based on Siagian (2020), and the measurement of employee performance is also based on Siagian (2016). All indicators were measured using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree) (Sugiyono, 2017).

The research instruments were tested for validity and reliability. The validity test was conducted by comparing the calculated r value with the table r value, while the reliability test used Cronbach's Alpha coefficient, with a minimum value of 0.70 as the criterion for a reliable instrument (Ghozali, 2016). Next, the data were analyzed using multiple linear regression to test the effects of workload, work-related stress, and work environment on employee performance (Ghozali, 2016). Prior to hypothesis testing, classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity.

ISSN : 2963-1491 (Online - Elektronik)

Hypothesis testing was performed using the t-test to determine the partial effects of each independent variable and the

F-test to examine the simultaneous effects, with a significance level of 5% ($\alpha = 0.05$). The coefficient of determination (R^2) was used to determine the extent to which the independent variables contribute to explaining the variation in employee performance (Ghozali, 2016).

3. Results

This study involved 45 employees of the Surabaya Social Services Agency as respondents, using a saturation sampling technique. Based on the respondents' characteristics, the majority were male (55.6%), aged 25–35 years (55.6%), held a bachelor's degree (73.3%), and had been working for more than five years (55.6%). These characteristics indicate that most respondents possess an adequate level of education and work experience, enabling them to provide relevant information regarding the research variables.

Prior to hypothesis testing, the research instrument met the data quality criteria. All statement items were deemed valid because their calculated r values were greater than the table r value (0.2940). In addition, all variables had Cronbach's Alpha values above 0.70, so the instrument was deemed reliable (Ghozali, 2016). The results of the classical assumption tests also showed that the data were normally distributed (Asymp. Sig. = 0.200 > 0.05), there was no multicollinearity (Tolerance > 0.10; VIF < 10), and no evidence of heteroscedasticity was found (Sig. > 0.05). Thus, the regression model met the requirements for further analysis.

Table 1. Results of Multiple Linear Regression Analysis

Variabel	β	t	Sig.	Notes
Workload (X_1)	0,334	3,057	0,004	Significant effect
Work Stress (X_2)	0,281	2,119	0,040	Significant effect
Work Environment (X_3)	0,640	6,721	<0,001	Significant effect

Source: primary data processed (2026).

The results of the regression analysis show that all three independent variables have a positive effect on employee performance. The regression equation obtained is:

$$Y = 0.535 + 0.334X_1 + 0.281X_2 + 0.640X_3$$

Based on the regression coefficients, the work environment is the variable that has the greatest influence on employee performance compared to workload and work-related stress

Table 2. Partial t-test Results

Hypothesis	T-Value	Sig.	Notes
Workload (X_1)	3,057	0,004	H_1 Accepted
Work Stress (X_2)	2,119	0,040	H_2 Accepted
Work Environment (X_3)	6,721	<0,001	H_3 Accepted

Source: primary data processed (2026).

Based on the results of the t-test in Table 2, it is evident that the workload variable has a calculated t-value of 3.057 with a significance level of 0.004 < 0.05, indicating that it has a positive and significant effect on employee performance. The work stress variable has a calculated t-value of 2.119 with a significance level of 0.040 < 0.05, indicating a positive and significant effect on employee performance. The work environment variable has a calculated t-value of 6.721 with a significance level of < 0.001, indicating a positive and significant effect on employee performance. Thus, all partial hypotheses (H_1, H_2, and H_3) are accepted.

Table 3. Simultaneous F-test Result

F-Value	Sig.	Notes
52,690	<0,001	H_4 Accepted

Source: primary data processed (2026).

The results of the F-test show a calculated F-value of 52.690 with a significance level of < 0.001, which is less than 0.05. These results indicate that workload, work-related stress, and the work environment

ISSN : 2963-1491 (Online - Elektronik)

simultaneously have a significant effect on employee performance at the Surabaya Social Services Agency. Thus, the fourth hypothesis (H_4) is accepted.

Table 4. Hypothesis Testing Results

Hypothesis	Sig.	Notes
Workload → Employee Performance	0,004	Accepted
Work Stress → Employee Performance	0,040	Accepted
Work Environment → Employee Performance	<0,001	Accepted
Simultaneous Effect (F-Test)	<0,001	Accepted

Source: primary data processed (2026).

The results of the partial analysis indicate that workload has a positive and significant effect on employee performance (β = 0.334; p = 0.004). These findings suggest that distributing workloads in a manner appropriate to employees' capabilities can enhance the effectiveness of task completion. Conversely, a disproportionate workload has the potential to reduce productivity. These findings are consistent with Jakarta's (2014) theory, which states that an appropriate workload supports work productivity, and are supported by the research of Winoto and Perkasa (2023), which demonstrates a significant effect of workload on employee performance.

Work-related stress was also found to have a positive and significant effect on employee performance (p = 0.040). This finding indicates that work-related stress levels that remain within reasonable limits can encourage employees to work with greater focus and responsibility. However, if stress increases excessively, it has the potential to reduce concentration and productivity. These results are consistent with the views of Fahmi (2016) and the research by Julvia (2016), which state that work-related stress affects employee performance.

Work environment variables had the most dominant influence on employee performance, with a β coefficient of 0.640 and a t-value of 6.721. These results indicate that the better the work environment, the higher the employee performance. A comfortable and safe work environment, supported by adequate facilities, can enhance motivation and work effectiveness. These findings support Afandi's (2018) theory and the research results of Surya and Hermanto (2023), which state that the work environment is one of the main factors influencing employee performance.

Table 5. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891a	.794	.779	3.80676

a. Predictors : (Constant), Work Environment (X3), Workload (X1), Work Stress (X2)
b. Employee Performance (Y)

Source: primary data processed (2026).

The coefficient of determination (R^2) value of 0.794 indicates that workload, work-related stress, and the work environment collectively account for 79.4% of the variation in employee performance, while the remaining 20.6% is influenced by other variables outside the research model. The R value of 0.891 also indicates that the relationship between the independent variables and employee performance falls into the "very strong" category. These findings reinforce the notion that managing workload, controlling work-related stress, and creating a conducive work environment are critical factors in improving employee performance at the Surabaya Social Services Agency.

4. Conclusions

Based on the results of a study on the effects of workload, work-related stress, and the work environment on employee performance at the Surabaya Social Services Agency, it can be concluded that these three independent variables play a significant role in influencing employee performance. The results of partial tests show that workload has a positive and significant effect on employee performance, indicating that managing workload in a manner proportional to employees' capacity and competencies can improve the effectiveness of task completion. Work-related stress was also found to have a significant effect on employee performance; therefore, managing stress levels is an aspect that must be addressed to prevent it from hindering employee productivity and work quality. Furthermore, the work environment has a positive

ISSN : 2963-1491 (Online - Elektronik)

and significant effect on employee performance and is the variable with the most dominant influence compared to the other variables. This indicates that a comfortable and safe work environment, supported by adequate facilities and harmonious working relationships, can enhance employee motivation and performance. The results of simultaneous testing also prove that workload, work-related stress, and the work environment collectively have a significant effect on employee performance at the Surabaya Social Services Agency. Thus, improving employee performance does not depend solely on managing a single factor but requires integrated efforts through the equitable distribution of workloads, the management of work-related stress, and the creation of a conducive work environment. It is hoped that the findings of this study will serve as a basis for the Surabaya Social Services Agency in formulating human resource management policies to improve the effectiveness, productivity, and quality of services provided to the public, while also serving as a reference for future research examining other factors that influence employee performance.

Based on empirical testing and statistical analysis regarding the effects of workload, job stress, and work environment on employee performance at the Surabaya Social Services Agency, the following conclusions are drawn:

1. Workload has a positive and statistically significant effect on employee performance ($p = 0.004$). Structuring workloads to match employee competencies enhances productivity and focus.
2. Job Stress has a positive and statistically significant effect on employee performance ($p = 0.040$). Moderate, functional stress (*eustress*) drives employee focus and commitment to meeting service deadlines.
3. Work Environment has a positive and statistically significant effect on employee performance ($p < 0.001$) and represents the most dominant variable influencing performance outcomes ($B = 0.640$).
4. Workload, Job Stress, and Work Environment simultaneously exert a statistically significant impact on employee performance ($F = 52.690$, $p < 0.001$), explaining 79.4% of the total performance variance ($R^2 = 0.794$).

References

Mudrika, A. H. D. C. (2021). Pengaruh Stres Kerja, Beban Kerja, Lingkungan Kerja Terhadap Kinerja Pegawai PT. Jasa Marga (Persero) Tbk Cabang Belmera. *Juima: Jurnal Ilmu Manajemen, 11*, 53-60.

Ashar Sunyoto Munandar (2014), Psikologi Industri dan Organisasi, diterbitkan oleh UI-Press di Jakarta.

Astianto & Suprihadi, (2014). Job insecurity dan beban kerja terhadap kinerja karyawan stikes wira medika bali di mediasi stres kerja. *Innovative: Journal Of Social Science Research*, *1*(2), 173-180.

Paramitadewi, K. F. (2017). *Pengaruh beban kerja dan kompensasi terhadap kinerja pegawai Sekretariat Pemerintah Daerah Kabupaten Tabanan* (Doctoral dissertation, Udayana University).

Fahmi, S. (2016). The influence of work stress and work conflict on employee work enthusiasm at PT. Omega Mas Pasuruan.. *Jurnal Ekonomi MODERNISASI*, *12*(3), 107-116.

Indrayana, D. S., & Putra, F. I. F. S. (2024). Pengaruh beban kerja, stres kerja dan lingkungan kerja terhadap kinerja pegawai. *Jurnal Ilmu Ekonomi, Manajemen Dan Bisnis*, *2*(1), 9-18.

Hayati, A., Nitin, M., Yunita, H. D., Fahurian, F., & Winarko, T. (2024). The role of information systems in facilitating collaborative learning in higher education. *Journal of Social Science Utilizing Technology*, *2*(4), 612-622.

Wenur, G., Sepang, (2018). Pengaruh konflik kerja dan stres kerja terhadap kinerja pegawai pada PT. Bank Negara Indonesia (Persero) Tbk Cabang Manado. *Jurnal Emba*, *6*(1), 51-60.

Wiyono, G. (2020). Analisis Kinerja Pegawai Terdampak Lingkungan Kerja Non Fisik Dan Beban Kerja Melalui Stres Kerja. *Jurnal Bingkai Ekonomi (JBE)*, *5*(2), 1-15.

Munandar, M. R. (2014). *Pengaruh stres kerja, lingkungan kerja dan insentif terhadap motivasi dan kinerja pegawai (studi pada pekerja bagian produksi PT. Sekawan Karyatama Mandiri Sidoarjo)* (Doctoral dissertation, Brawijaya University).

Siagian, R. (2020). Pengaruh lingkungan kerja dan disiplin kerja terhadap kinerja pegawau\I dan motivasi kerja sebagai variabel intervening pada PT Aquavue Vision International. *JEBI| Jurnal Ekonomi Bisnis Indonesia*, *15*(1), 24-32

Sugiyono, (2017). Pengaruh beban kerja, stres kerja dan lingkungan kerja terhadap kinerja karyawan bagian produksi PT. INKA Multi Solusi Madiun. *ASSET: Jurnal Manajemen Dan Bisnis*, *2*(1), 11-20.

Ghozali,A.A,(2016) Pengaruh beban kerja, lingkungan kerja dan motivasi terhadap kinerja pegawai pada pt para bathara surya. *Jurnal Ilmu dan Riset Manajemen (JIRM)*, *8*(9).