



Contents lists available at [Journal IICET](#)
JPPi (Jurnal Penelitian Pendidikan Indonesia)
ISSN: 2502-8103 (Print) ISSN: 2477-8524 (Electronic)
Journal homepage: <https://jurnal.iicet.org/index.php/jppi>



Effects of work overload and job stress on employee performance: categorical moderation from polychronicity and work environment

Rian Andriani^{*)}, Disman Disman

Universitas Adhirajasa Reswara Sanjaya, Universitas Pendidikan Indonesia, Indonesia

Article Info

Article history:

Received Oct 22nd, 2022

Revised Sep 23rd, 2023

Accepted Oct 31st, 2023

Keyword:

Work overload,
Job stress,
Employee performance,
Polychronicity,
Work environment

ABSTRACT

The increasingly fierce competition in the world of work requires companies to work effectively and efficiently in order to survive and develop better. The right strategic steps are needed by the company in facing the competition. Companies must be able to manage resources in order to provide satisfactory services so that they can achieve the planned goals and objectives. Testing the moderation categorical model using path analysis based on OLS (Ordinary Least Square) regression and bootstrap method using SPSS version 25 and PROCESS version 3.5 statistical tools by Andrew F. Hayes the 76th model for the object of this research. The research sample was 235 health workers. The result of this research is that polychronicity and work environment effectively moderate the effect of work overload on employee performance through job stress. Work stress can be reduced by improving the quality of employees in the company and providing the best employees in the work environment.



© 2023 The Authors. Published by IICET.

This is an open access article under the CC BY-NC-SA license
(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

Corresponding Author:

Rian Andriani
Universitas Adhirajasa Reswara Sanjaya
Email: rian_andriani@ars.ac.id

Introduction

The healthcare business has the third-highest staff turnover rate in the world (Bares, 2017), and one of the contributing causes is employee performance. The availability of health human resources, such as physicians, nurses, and midwives, which is the primary input element of a health care system, greatly contributes to the development of service performance as a means of meeting the rising demand for public health requirements. Excessive workload will cause employee performance to deteriorate, causing job dissatisfaction for employees. Excess workload is the main predictor of employee performance. Excessive workload will be harmful to employees and the organization. Decrease in performance occurs as a result of workload. Employees with high workloads can experience emotional exhaustion. Performance degradation occurs as a result of load. Employee performance is affected by excessive workload because with long working hours, it becomes difficult for employees to manage time for their family and personal life. Companies need to be alert to turnover that exceeds the normal limit to ensure that turnover does not occur due to employee dissatisfaction (Andriani et al., 2021).

Employee performance will be maximized if workload indications such as to-be-achieved goals, working conditions, and job standards are satisfied in a balanced way (Adnan Bataineh, 2019). The defined job objectives must be in line with the employees' ability. Individuals' perspectives on their working circumstances in the business, such as the ability to make rapid judgments and deal with unforeseen situations, such as doing extra work outside of the allocated time. Individuals' perceptions of their jobs, such as how they feel about the amount

of work that must be performed within a specified period of time, are referred to as job standards. Job stress is a situation in which an individual perceives tension as a result of external factors (Sonnentag & Fritz, 2015). Employees encounter stress at work nearly every day. Individuals suffer a great deal of strain as a result of intensifying rivalry and professionalization. Employees who are constantly tasked with meeting deadlines, completing tasks, handling excessive workloads, resolving conflicts with coworkers, and facing a variety of other obstacles can generate so much stress that it becomes an almost unavoidable factor affecting employee performance in a company. Sources of work stress can come from everything, and have a different effect on each person. Excessive stress can cause employees to feel pressured and not concentrate on doing work, so that their performance will decrease. Symptoms of stress vary, ranging from dizziness, anxiety, insomnia, and the most extreme is depression. Stress can also affect an employee's performance. The more stressed, the more difficult it will be for someone to show their best performance so that it has an effect on performance decline.

Employees are faced with situations that can trigger stress due to tight working hours, high responsibilities and pressure to continue to maintain the profitability of the organization. Continuous and unavoidable workload becomes a big dilemma for employees. Stress has an effect on the psychological state and also has consequences for the organization (Collins, 2010). Stress can affect the physical and mental health of employees, and even affect the company's performance at large. Workloads can make employees more stressed due to various factors, including advances in technology, production, information, and competition. Stress is caused by heavy work so that there is an overload that causes their performance to decrease, and has an effect on the overall performance of the organization. Polychronicity is the tendency to engage in two or more tasks simultaneously and have a reference or tendency to the work environment, so polychronicity is a person's preference for multitasking. People believe that multitasking is a good thing and believe that multitasking can increase productivity (Rian Andriani, 2021). In order to achieve to an adequate level of performance and achieve multiple goals, some individuals consider multitasking necessary. Successful people who tend to follow these activities are likely to develop a preference for multitasking.

It is vital to provide a decent and favorable work environment, such as an acceptable office layout, for the efficient operation of the workforce. In reality, the work environment indirectly influences employee performance. A suitable work atmosphere provides employees with a sense of safety and enables them to perform their best job. The work environment has a direct effect on individuals' ability to fulfill their organizational obligations (Danish et al., 2013). If the individual enjoys his work environment, he will feel comfortable doing activities and completing duties at his place of employment. The work environment is the setting where employees do their regular tasks. The work environment is a way of supporting the efficient operation of the work process, where comfort and safety at work are also highly considered in establishing a conducive and pleasant working climate for workers so that they can support employee performance in carrying out job tasks.

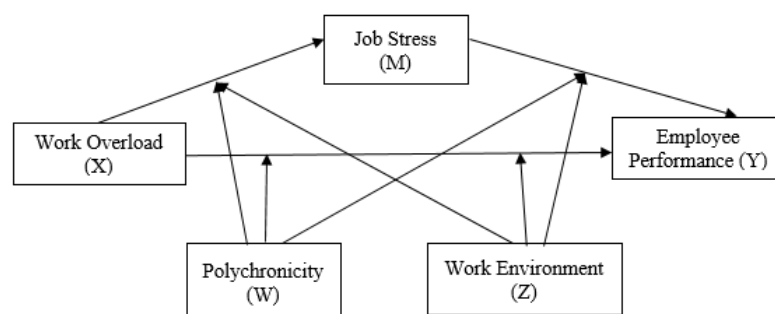


Figure 1. Conceptual Framework

Work overload

The workload can be in the form of task or job demands, organization and work environment. Workload is doing too much work in the time available or doing work that is too difficult for employees. Perceptions of the workload between each individual or employee are certainly different, therefore perceptions play a role in the workload of each individual. Physical and mental exhaustion will result from an excessive workload, as well as emotional reactions such as headaches, indigestion, and irritation. Conversely, too little labor coupled with monotonous habits will result in ennui. Boredom in everyday regular labor caused by insufficient duties or job leads in a loss of focus, which is potentially hazardous to workers.

The excessive workload will have a negative effect on employees as a whole, leading to physical and mental exhaustion as well as emotional responses such as headaches, digestive difficulties, and irritation. While the

workload is insufficient, there will also be a reduction in motion, resulting in boredom. Boredom in the task performed or insufficient work results in a loss of focus that is possibly hazardous to personnel. Workload is defined as a) the quantity of work or time anticipated from/given to a task and b) the total number of jobs that must be done by a department or group of workers within a specified time period. The concept of workload includes three major categories: a) the amount of labor and items that must be done, b) the time and certain characteristics of time that employees must consider, and c) the subjective psychological sensations a worker encounters.

Workload is the collection or quantity of activities that an organizational unit or job holder must do within a certain time frame. Measurement of workload is described as a methodology to collect information on the efficiency and effectiveness of the work of an organization or a position holder, utilizing technical job analysis, workload analysis techniques, or other management methods. In addition, it can be inferred that the measurement of workload is one of the management approaches used to gather job-related information, as a result of study and analysis. The purpose of the position information is to provide a foundation for upgrading the apparatus in the domains of institutions, management, and human resources (Beardwell, 2017). Workload is the method by which a person completes the duties of a job or collection of jobs under normal conditions within a certain time period, all of which are connected to the indicators.

The workload is split into two components, including: 1) external factors: the weight that comes from outside the body of the worker, including duties, work structure, and work environment. 2) Internal factors: Internal factors include somatic factors (gender, age, nutritional status, health conditions, etc.) and psychological factors (motivation, perception, trust, desire, satisfaction, etc.) that originate from within the body as a result of reactions to external workloads that have the potential to be stressors. Workload indicators include attainable objectives, working circumstances, and work standards. Based on these signs, it can be stated that the burden is caused by the desire to complete the task soon in order to reach the goal.

Workload is a notion that results from restricted information access capability. Individuals are capable of doing a certain activity to a certain degree. If the individual's limits prevent him or her from achieving the desired level of work outcomes, then there is a deliberate gap between the expected level of ability and the actual level of capacity. This disparity results in poor performance. Workload is the set or amount of activities that an organizational unit or job holder must do within a certain time frame. Workload refers to all tasks assigned to human resources that must be accomplished within a particular time frame. Workload indicators include: 1. working circumstances, 2. time utilization, and 3. to-be-achieved goals.

Job Stress

Workload is the collection or number of tasks that an organizational unit or employee must complete within a certain time span. Workload measurement is defined as the collection of data on the efficiency and effectiveness of an organization's or individual's work using technical job analysis, workload analysis tools, or other management approaches (Qureshi et al., 2013). As a consequence of research and analysis, it can also be determined that workload assessment is one of the management techniques used to collect job-related information. The position information is intended to serve as a foundation for improving the apparatus in the fields of institutions, management, and human resources. Workload is the technique by which a person completes the responsibilities of a job or group of work under normal conditions and within a certain time period, all of which are related to the indicators.

The task is divided into two halves, namely: 1) external factors: the weight that comes from outside the worker's body, including responsibilities, job structure, and work environment. Internal factors include somatic (gender, age, nutritional status, health conditions, etc.) and psychological (motivation, perception, trust, desire, satisfaction, etc.) factors that originate from within the body as a result of reactions to external workloads that have the potential to be stressors. Indicators of workload include attainable objectives, working conditions, and job standards. On the basis of these indicators, it can be concluded that the load is produced by the urgency to complete the work in order to attain the objective.

The concept of workload stems from limited information access capabilities. Individuals are capable of performing a particular task to a certain extent (Meijman & Mulder, 2013). If a person's limitations prohibit him or her from obtaining the anticipated level of job results, there is an intentional gap between the expected level of ability and the actual level of capacity. This inequality leads to poor performance. Workload is the collection or quantity of tasks that an organizational unit or job holder must complete during a certain time period. The term "workload" refers to all duties allocated to human resources that must be completed within a certain time range. Indicators of workload include workplace conditions, time use, and future objectives.

Polychronicity

Polychronicity describes the extent to which individuals like to transition between various tasks simultaneously. In the concept of polychronicity, "at the same time" literally refers to "a very little period of time" or instantaneous. The use of polychronic time has evolved into two distinct forms: (1) multitasking and (2) assignment transfer. A cultural dimension has been characterized as polychronic (Araslı et al., 2014). Task switching reflects a person's penchant for acting on things in no particular sequence within a given time period. Polychronicity is defined as "a person's penchant for shifting attention between ongoing tasks, as opposed to focusing on one activity to completion and then another."

Individuals with polychrony are comfortable engaged in several activities. Individuals with a polychronic attitude anticipate engaging in several activities over a period of time, planning to switch between tasks and projects. Individuals who are polychronic like to work on many activities simultaneously in a given amount of time, whereas those who are monochronic prefer to complete one activity before moving on to the next. Each form of priority may have its own advantages and disadvantages, but in today's fast-paced work environment, it appears that polychronic persons have a greater chance of growing due to the compatibility between their time priorities and the real time requirements of the workplace. However, individual multitasking is not the sole factor of professional success or failure. In a fast-paced work setting, the polychronic propensity for task switching across time may prove advantageous.

Work Environment

The management of a corporation must pay close attention to the work environment. Despite the fact that work does not carry out the production process in a company, this component is crucial and has a significant effect, however many businesses do not now pay attention to it. The work environment has a direct effect on employee performance (Iis et al., 2022), since it can enhance staff productivity. On the other side, a poor work atmosphere might hinder productivity. Organizational commitment is also affected by the work environment, since an employee will not feel comfortable working in an unsupportive setting. With a nice work environment, employees will feel comfortable working in the firm or organization, such as regarding melodic music, which, despite its seeming triviality, has a significant effect on the effectiveness and efficiency of job completion. It may be deduced from the preceding discussion that the work environment has a significant effect on organizational commitment. Several experts have provided the following explanation of the work environment. The work environment consists of the general tools and materials encountered, the surrounding environment in which a person works, his work practices and individual and group work arrangements.

The work environment consists of all physical and psychological factors that have direct or indirect effects on employees. In addition, a work environment is deemed acceptable or appropriate if it allows humans to do activities in an optimum, safe, healthy, and pleasant manner. The work environment is everything physically and non-physically around workers that effects the duties given, and a favorable work environment will promote and boost employee enthusiasm in order to achieve job satisfaction (Sofyan, 2013; Surjosuseno, 2015). In accordance with the company's mission, management should consider the working conditions of its personnel. The relationship between environmental indicators and elements that effect the work environment is close. Job environment indicators include lighting, air temperature, noise, usage of color, needed space, work safety, and employee interactions. The aforementioned indicators are a description of the physical environment and non-physical environment; by examining these indicators, we may determine the status of an organization's work environment. The work environment is one of the most significant factors to consider since it may influence both the technical and social performance of employees. The work environment is anything that surrounds workers and can influence their performance of assigned duties. The work environment consists of the overall number of tools and materials a person encounters while working, as well as his work techniques, recognition, and group and solo labor (Saidi et al., 2019).

Employee Performance

Management must pay close attention to the work environment within an organization. Despite the fact that work does not carry out the production process in a company, this aspect is significant and has a significant effect; yet, many businesses do not now pay attention to it. The work environment has a direct effect on employee performance, since it may be improved by the work environment. Inadequate work conditions, on the other hand, might hinder productivity (Rokhimakhumullah, 2017). The work environment also influences organizational commitment, since an employee will not feel comfortable working in a hostile setting (Hanaysha, 2016). With a nice work environment, employees will feel comfortable working in the firm or organization, such as regarding melodic music, which, despite its seeming triviality, has a significant effect on the effectiveness and efficiency of completing tasks. On the basis of the above argument, it is possible to conclude that the work environment has a significant effect on organizational commitment. The following is an explanation of the workplace environment provided by a number of specialists. Work environment refers to the total tools and

materials encountered, the surrounding environment in which a person works, his work practices and work arrangements for both individuals and groups.

The work environment encompasses all physical and psychological factors that have direct or indirect effects on employees. Moreover, depending on the conditions of the workplace, it is deemed excellent or suitable if individuals are able to do activities in an optimal, safe, healthy, and pleasant manner. The work environment is everything physically and non-physically around the workers that effects the given activities, and a favorable work environment will promote and boost employee enthusiasm in order to achieve job satisfaction (AbuAlRub et al., 2016). In accordance with the company's mission, management should take into account the working conditions of its personnel. There is a tight relationship between environmental indicators and the elements that influence the work environment. Lighting, air temperature, noise, usage of color, needed space, job safety, and employee interactions are the markers of the work environment. The aforementioned indicators are a description of the physical environment and non-physical environment; by examining these indicators, we may determine the condition of an organization's work environment. It is crucial to pay attention to the work environment since it might affect the technical and social performance of employees. The work environment is something that surrounds employees and can have an effect on how they do assigned jobs. The work environment consists of the total amount of tools and resources a person encounters in the surrounding area in which he works, as well as his work techniques, recognition, and teamwork. Employee performance indicators are: 1. Quantity, 2. Quality, 3. Reliability, 4. Attendance, 5. Ability to work together.

Method

The research method is a quantitative way to testing hypotheses by investigating the relationship between variables monitored by equipment so that data in the form of numbers may be examined using statistical procedures (Creswell & Creswell, 2017). Employing descriptive and explanatory survey techniques to acquire actual and significant findings on phenomena occurring in the Indonesian healthcare sector workforce. In Indonesia, category moderation on the effect of work overload and job stress on employee performance may be identified and analyzed using descriptive survey techniques. Testing the moderation categorical model utilizing path analysis based on OLS (Ordinary Least Square) regression and bootstrap technique with statistical tools SPSS version 25 and PROCESS version 3.5 by Andrew F. Hayes, the 76th model for the purpose of this research. There were tests run to determine the direct effect, indirect effect, and total effect of the independent variable on the dependent variable. The research population consisted of 571 health care professionals, therefore an alpha level of 5% was used to choose a sample of 235 individuals health care professionals.

Indicators of job overload include workplace circumstances, time utilization, and goals to be attained. Indicators of job stress include task requirements, role requirements, interpersonal requirements, organizational structure, and organizational leadership. The polychronicity indication includes time usage choice, context, and tangibility of time. There are physical and non-physical indicators of the work environment. Indicators of employee performance include quantity, quality, dependability, attendance, and the capacity to collaborate. It is easier and more common to express the degree (agreement) from strongly disagree (score = 1) to strongly agree (score = 7) on a variety of questions/statements using the seven-point Likert scale.

Results and Discussions

Analysis of Categorical Moderation Model on the Effect of Work Overload, Polychronicity and Work Environment on Employee Job Stress

Hypothesis testing of the categorical moderation model on the effect of work overload, polychronicity and work environment on employee job stress can be seen in table 1.

Table 1. Hypothesis Testing the Categorical Moderation Model on the Effect of Work Overload, Polychronicity and Work Environment on Employee Job Stress

| Hypotesis | Relation | Coeffisien |
|-----------|------------|------------|
| $H_{1,1}$ | WO→JS | -0,055 |
| $H_{1,2}$ | PC→JS | 0,122 |
| $H_{1,3}$ | WE→JS | 0,438 |
| $H_{1,4}$ | WO. PC →JS | 0,013 |
| $H_{1,5}$ | WO. WE →JS | -0,011 |

In hypothesis testing $H_{1.4}$ and $H_{1.5}$, polychronicity and work environment effectively moderate the relationship between work overload and employee job stress. Visualization of the interaction of polychronicity and the work environment moderating the effect of work overload on employee job stress is shown in Figure 2.

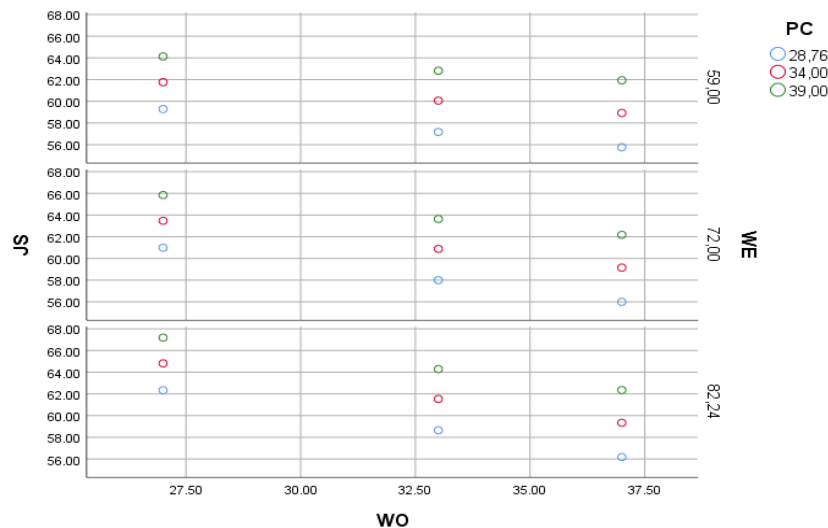


Figure 1. Visualization of the Interaction of Polychronicity and Work Environment Moderates the Effect of Work Overload on Employee Job Stress

Polychronicity (PC) and work environment (WE) are proven to be effective in moderating the effect of work overload (WO) on job stress (JS). In Figure 2 the interaction visualization results are obtained at the 84th percentile (round green) so that it is in the high category, meaning that polychronicity and the work environment have a high interaction in increasing the effect of work overload on employee job stress in the health industry.

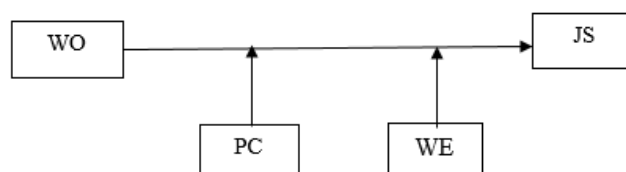


Figure 2. Conceptual Diagram of the Effect of Work Overload on Job Stress

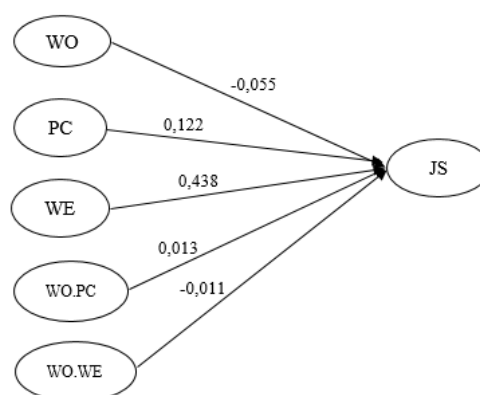


Figure 3. Statistical Diagram of the Effect of Work Overload on Job Stress

The conceptual diagrams and statistical diagrams in Figures 3 and 4 are called categorical moderation models.

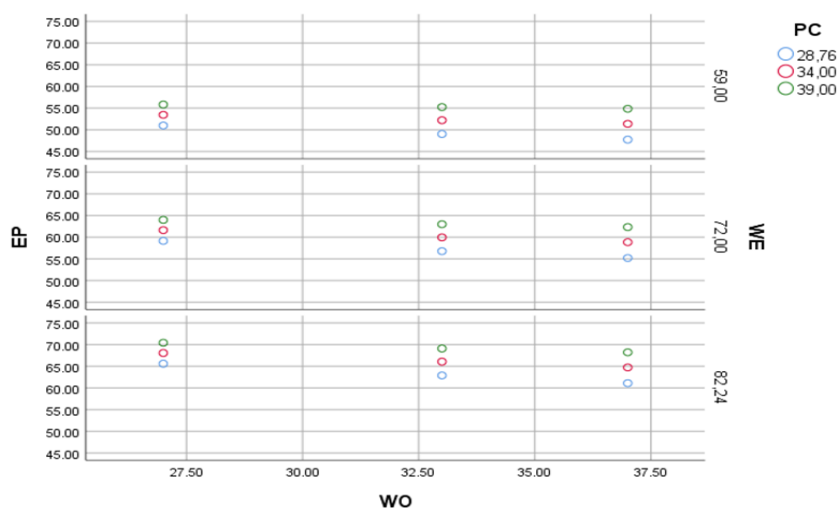
Categorical Moderation Model Analysis on the Effect of Work Overload, Polychronicity and Work Environment on Employee Performance

Hypothesis testing of the categorical moderation model on the effect of work overload, polychronicity and work environment on employee performance can be seen in table 2.

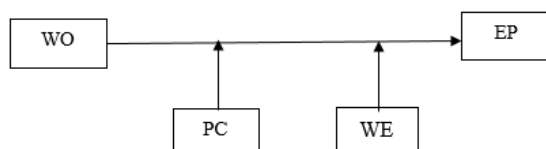
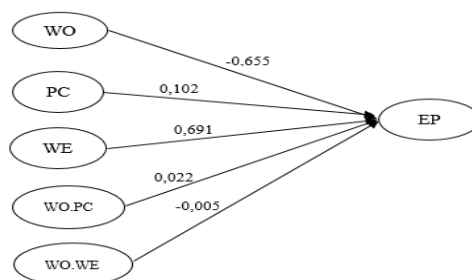
Table 2. Categorical Moderation Model Hypothesis Testing on the Effect of Work Overload, Polychronicity and Work Environment on Employee Performance

| Hypotesis | Relation | Coeffisien |
|-----------|----------|------------|
| $H_{2.1}$ | WO→EP | -0,655 |
| $H_{2.2}$ | PC→EP | 0,102 |
| $H_{2.3}$ | WE→EP | 0,691 |
| $H_{2.4}$ | WO.PC→EP | 0,022 |
| $H_{2.5}$ | WO.WE→EP | -0,005 |

In hypothesis testing $H_{2.4}$ and $H_{2.5}$, polychronicity and work environment effectively moderate the relationship between work overload and employee performance. Visualization of the interaction of polychronicity and the work environment moderating the effect of work overload on employee performance is shown in Figure 5.

**Figure 5.** Visualization of the Interaction of Polychronicity and Work Environment Moderates the Effect of Work Overload on Employee Performance

Polychronicity (PC) and work environment (WE) are proven to be effective in moderating the effect of work overload (WO) on employee performance (EP). In Figure 2 the interaction visualization results are obtained at the 84th percentile (round green) so that it is in the high category, meaning that polychronicity and the work environment have a high interaction in increasing the effect of work overload on employee performance in the health industry.

**Figure 6.** Conceptual Diagram of the Effect of Work Overload on Employee Performance**Figure 7.** Statistical Diagram of the Effect of Work Overload on Employee Performance

The conceptual diagrams and statistical diagrams in Figures 6 and 7 are called categorical moderation models.

Categorical Moderation Model Analysis on the Effect of Job Stress, Polychronicity and Work Environment on Employee Performance

The hypothesis test of the categorical moderation model on the effect of job stress, polychronicity and work environment on employee performance can be seen in table 3.

Table 3. Hypothesis Testing the Categorical Moderation Model on the Effect of Job Stress, Polychronicity and Work Environment on Employee Performance

| Hypotesis | Relation | Coeffisien |
|-----------|----------|------------|
| $H_{3.1}$ | JS→EP | 0,028 |
| $H_{2.2}$ | PC→EP | 0,102 |
| $H_{2.3}$ | WE→EP | 0,691 |
| $H_{3.2}$ | JS.PC→EP | -0,003 |
| $H_{3.3}$ | JS.WE→EP | 0,001 |

In hypothesis testing $H_{3.2}$ dan $H_{3.3}$, polychronicity and work environment effectively moderate the relationship between job stress and employee performance. Visualization of the interaction of polychronicity and the work environment moderating the effect of job stress on employee performance is shown in Figure 8.

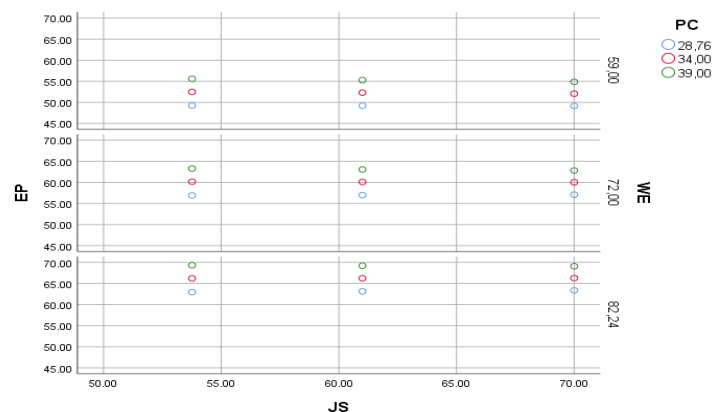


Figure 8. Visualization of the Interaction of Polychronicity and Work Environment Moderates the Effect of Job Stress on Employee Performance

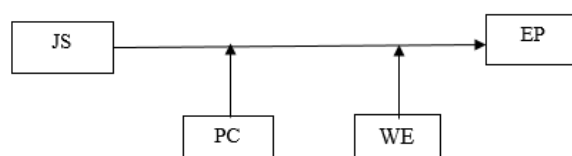


Figure 9. Conceptual Diagram of the Effect of Job Stress on Employee Performance

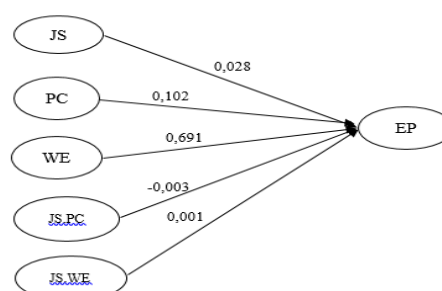


Figure 10. Statistical Diagram of the Effect of Job Stress on Employee Performance

The conceptual diagrams and statistical diagrams in Figures 9 and 10 are called categorical moderation models. Work overload is one of the causes of employees feeling under pressure where work requires them to work excessively so that it ends up in work stress (Jachens et al., 2018). Everyone has experienced a workload that is too heavy at some time. This stresses employees out to feel they have no control over schedules, interactions in their environment, and time management (Nurrohmah, 2017). The increased work creates a burden where they have to work to achieve the target and at the same time maintain their health. This is in accordance with what happened in the health industry where employees during work experience many obstacles, work on tasks that take less time, and high excessive workloads that affect their work stress. Job stress is a condition of the interaction between humans and work and is characterized by physical, psychological and visible symptoms and behavior that deviates from normal functions (Spielberger & Reheiser, 2020).

Job stress in organizations in their work environment comes from individual factors. Munandar in Febriana (2016) states that the stress experienced by individuals is actually under the person's own control because the problem lies with the individual who perceives it. This statement is supported by Mangkunegara in research by Handayani and Daulay (2021) who said that work stress is a feeling of pressure experienced by employees when facing work. When employees do not know how to control themselves in order to satisfy job requirements, job expectations may be the primary source of workplace stress. The negative effects of job stress extend to both the person and the organization. Job stress is a condition that causes individuals to feel ill, uneasy, or tense as a result of their employment, workplace, or specific work conditions. Work stress will result from the effects of an excessive workload, conflict, and uncertainty in completing duties. Long work hours, low levels of recognition and incentives, a lack of organizational fairness, and bad management are factors that contribute to occupational stress. By enhancing performance, it is possible to lower high workloads, which in turn reduces job stress.

Relationships between employees and superiors/leaders that influence employee performance can foster a positive work environment. The detrimental effects of job overload on employees' mental and physical health. Within a defined timeframe, the quantity and quality of employee performance must fulfill the requirements of the company. Persistent conditions result in employee tiredness and stress, ultimately resulting in a decline in staff performance. The state of excessive workload happens when the environment places demands on an individual that exceed his or her capacity. There are a number of occupations that can be finished quickly that are impeded by decisions that must be made by other parties; this causes work to be slowed down and take a long time, causing additional tasks to be postponed and added again.

Job stress occurs because of the interaction between individuals and the environment that produces emotional tension and affects a person's physical and mental condition. Stress comes from three different stressors, namely role conflict, role overload and role ambiguity. Job stress arises because of the inability to meet the demands and expectations associated with certain roles so that multitasking behavior is required in completing the work. Work stress can be reduced by improving the quality of employees in the company and providing the best employees in the work environment. A negative work environment can make employees feel uncomfortable in carrying out work routines and of course can reduce employee performance.

Conclusion

This study analyzes the categorical moderation model on the effect of work overload on the performance of health industry employees in Indonesia, which is mediated by job stress, and moderated by polychronicity and work environment. The conclusions of this study are as follows: Polychronicity and work environment are proven to be effective in moderating the effect of work overload on job stress, meaning that work overload can reduce employee job stress which is moderated by polychronicity behavior and a conducive work environment. Polychronicity and work environment have been proven to be effective in moderating the effect of work overload on employee performance, meaning that low work overload can improve employee performance which is moderated by polychronicity behavior and a conducive work environment. Polychronicity and work environment have been proven to be effective in moderating the effect of job stress on employee performance, meaning that low job stress can improve employee performance, which is moderated by polychronicity behavior and a conducive work environment.

References

- AbuAlRub, R., El-Jardali, F., Jamal, D., & Al-Rub, N. A. (2016). Exploring the relationship between work environment, job satisfaction, and intent to stay of Jordanian nurses in underserved areas. *Applied Nursing Research*, 31, 19–23.
- Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99–112.

- Andriani, R., Disman, D., Ahman, E., & Santoso, B. (2021). Polychronicity: Model and analysis of conditional process toward employee turnover intentions. *Journal of Innovation in Business and Economics*, 5(01), 1–14.
- Arasli, H., Daşkın, M., & Saydam, S. (2014). Polychronicity and intrinsic motivation as dispositional determinants on hotel frontline employees' job satisfaction: do control variables make a difference? *Procedia-Social and Behavioral Sciences*, 109, 1395–1405.
- Collins, M. D. (2010). The effect of psychological contract fulfillment on manager turnover intentions and its role as a mediator in a casual, limited-service restaurant environment. *International Journal of Hospitality Management*, 29(4), 736–742.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Danish, R. Q., Ramzan, S., & Ahmad, F. (2013). Effect of perceived organizational support and work environment on organizational commitment; mediating role of self-monitoring. *Advances in Economics and Business*, 1(4), 312–317.
- Febriana, S. K. T. (2016). Faktor-faktor yang mempengaruhi stres kerja. *Jurnal Ecopsy*, 1(1), 28–32.
- Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 289–297.
- Handayani, S., & Daulay, R. (2021). Analisis pengaruh lingkungan kerja dan stress kerja terhadap kinerja karyawan. *Seminar Nasional Teknologi Edukasi Sosial Dan Humaniora*, 1(1), 547–551.
- Iis, E. Y., Wahyuddin, W., Thoyib, A., Ilham, R. N., & Sinta, I. (2022). The Effect of Career Development And Work Environment On Employee Performance With Work Motivation As Intervening Variable At The Office Of Agriculture And Livestock In Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBA)*, 2(2), 227–236.
- Jachens, L., Houdmont, J., & Thomas, R. (2018). Work-related stress in a humanitarian context: a qualitative investigation. *Disasters*, 42(4), 619–634.
- Meijman, T. F., & Mulder, G. (2013). Psychological aspects of workload. In *A handbook of work and organizational psychology* (pp. 5–33). Psychology press.
- Nurrohmah, F. (2017). Pengaruh Quality Of Worklife Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan (Studi Kasus Pada Karyawan Surat Kabar Harian Umum Lampung Post). Universitas Lampung.
- Qureshi, M. I., Iftikhar, M., Abbas, S. G., Hassan, U., Khan, K., & Zaman, K. (2013). Relationship between job stress, workload, environment and employees turnover intentions: What we know, what should we know. *World Applied Sciences Journal*, 23(6), 764–770.
- Rokhimakhumullah, D. N. F. (2017). The Effect of Performance Measurement System and Remuneration to Employee Performance With Organizational Culture As a Moderating Variable. *Journal of Innovation in Business and Economics*, 1(02), 93–100.
- Saidi, N. S. A., Michael, F. L., Sumilan, H., Lim, S. L. O., Jonathan, V., Hamidi, H., & Ahmad, A. I. A. (2019). The relationship between working environment and employee performance. *Journal of Cognitive Sciences and Human Development*, 5(2), 14–22.
- Sofyan, D. K. (2013). The effect of work environment on BAPPEDA employee performance. *Malikussaleh Industrial Engineering Journal*, 2(1), 18–23.
- Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. *Journal of Organizational Behavior*, 36(S1), S72–S103.
- Spielberger, C. D., & Reheiser, E. C. (2020). Measuring occupational stress: The job stress survey. In *Occupational stress* (pp. 51–69). CRC Press.
- Surjosuseno, D. (2015). Effect of work environment and work motivation on employee performance in UD production division ADA plastic factory. *Agora*, 3(2), 16–27.