

## The Effect of Work Environment, Work Stress and Work Motivation on Employee Performance in Freight Forwarding and Logistics Company

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### Abstract:

The purpose of this study is to ascertain the impact of work-related stress, motivation, and environment on the productivity of the staff at one of companies that focused on freight forwarding and logistic company. Research of this kind is quantitative. 100 employees made up the study's sample. 80 respondents were used in a random sampling for data gathering. With the use of the SPSS, several linear regression analysis approaches or models are used in this study. The findings of this study suggest that workplace motivation, stress, and surroundings all have an impact on employee performance. Workplace stress has a positive impact on employee performance, employee motivation has a positive impact, and the work environment has a positive impact on employee performance.

**Keywords:** Work Stress, Motivation, Environment, Employee Performance, Freight Forwarding and Logistic Company

### Introduction

Organizations will develop and be able to survive in a competitive environment supported by qualified employees who are competent in their fields. Employees are valuable assets for every company or business entity. They have a very important role in carrying out daily operations and achieving organizational goals. Qualified employees can make a significant positive contribution to the growth and success of the company. On the other hand, many companies or business forms that experience collapse or bankruptcy can be attributed to poor employee performance. Employees who are unable to achieve the expected performance standards can have a detrimental impact on the company as a whole. Poor employee performance can lead to decreased productivity, low product or service quality, increased error rates, and the inability to meet customer or client expectations. Employee performance is a crucial element that has a significant impact on the success of a company. As competition intensifies in today's business market, high-performing employees become valuable assets that can help companies achieve goals and outperform competitors (Afandi, 2018).

Poor employee performance can have a detrimental impact on the company in various aspects. First, decreased productivity is one of the main impacts of poor employee performance. Employees who are unable to achieve the expected performance standards will produce low output. This can result in decreased operational efficiency, delays in project completion, and increased production costs. Low productivity can also affect a company's ability to compete in a competitive market. Poor employee performance can also create a negative impact on the work environment. Conflicts between employees, lack of collaboration, and dissatisfaction among teams can undermine work harmony and morale. A negative work environment can affect employee morale, motivation, and overall job satisfaction. Quality employee performance determines the success of a company or other business entity (Hanafi & Yohana, 2017).

From these observations, it can be seen that there are several factors that affect employee performance, namely work stress, work motivation and work environment. First, the problem that occurs is work stress. Job stress is a form of a physical or mental response to changes in the environment that are felt to be disturbing and result in him being threatened. Meanwhile, according to previous researcher, if employees do not have stress, there is no challenge and consequently low performance. The higher the level of stress, the more work challenges will increase, which will result in increased performance. So the work stress of an employee must be in the position of the maximum standard of one's performance. This is in line with research conducted by previous researcher showing that work stress affects employee performance (Sutagana et al., 2022).

Second, around the issue of work motivation. According to previous researcher, motivation is related to what energizes, what directs or channels behavior to be maintained or sustained. Work motivation talks about how to encourage a person's work enthusiasm, so that he wants to work optimally with his abilities and expertise in order to achieve his company's goals. The opinion of previous researcher explains that motivation can refer employees to work hard so that they can achieve their goals, which in turn will increase employee productivity. This is in line with research conducted by previous researcher showing that work motivation affects employee performance (Hasibuan, 2019).

The work environment is all the tools and materials faced by the environment around which a person works, work methods and work arrangements either individually or in groups. One of the important roles that must be emphasized by the company in order to achieve its goals is to create a good work environment both physically and non-physically. As stated by previous researcher if the perception shown by the employee is good, it will affect employee performance both good and comfortable with the state of the work environment of the work environment, while if the perception shown by the employee is bad, the performance of the employee is also reduced. This is in line with research conducted by previous researcher, showing that the work environment affects employee performance. The purpose of this study is to ascertain how the workplace atmosphere, motivation, and stress levels affect employee performance.

## **Literature Review**

Human resource management is the resources available to individuals in a management and utilization of previous researcher. To achieve its work, management is developed optimally. According to previous researcher, human resource management is the science and art of effectively and efficiently managing the relationship between the role of labor to achieve the goals of the company, employees and society. According to previous researcher, human resource management is the use of resources, selection, and subsequent development to achieve individual or organizational goals. Human resource management is closely related to organizational behavior. Organizational behavior is a series of individual behaviors that exist in the organization. According to previous researcher, organizational behavior is an aspect that examines the influence of individuals and groups and aims to implement the organization more effectively (Tannady et al., 2022). Organizational behavior refers to aspects of human behavior in a particular organization or group. The relationship between organizational behavior and performance, namely, organizational behavior is a function of the interaction between individuals and their environment which can affect employee performance. In an effective organization, a leader has an obligation to be able to understand every employee's behavior, because the result of any expected organizational behavior is effective work results. According to previous researcher, organizational behavior is the study of what individuals do in organizations and how their behavior affects company performance (Mangkunegara, 2013).

Performance is the end outcome of a work successfully accomplishing its goal. Performance, according to a previous researcher, is the outcome of the amount and quality of work that an employee completes while carrying out his obligations in line with the duties assigned. Performance is about doing work and achieving the results of that work. Performance is about what is done and how it is done. Performance refers to the results achieved by a person according to the measurements that apply to their respective jobs. In carrying out a task or job a person shows his capacity which is called performance. The method used to gauge and assess each person's performance is known as performance evaluation. How well an employee has done throughout time is addressed in this performance review. Jackson claims that is the process of assessing an employee's performance on the job. It is clear that performance evaluation involves assessing every action or job activity inside the corporation to see if it complies with corporate standards or needs improvement (Lestari et al., 2018).

Employee performance refers to the work results achieved by individuals in accordance with established job demands. Performance includes qualitative and quantitative aspects in terms of goal achievement, productivity, compliance with procedures and standards, and contribution to the team and organization as a whole. Employee performance can be seen as the achievement of expected work results and the quality of execution of the tasks assigned to them. Factors such as speed, accuracy, creativity, initiative, and the ability to adapt to changes in the work environment determine employee performance. In addition, performance can also be assessed based on the ability to work effectively in a team, communicate well, and demonstrate high work ethics (Sutrisno, 2012).

Employees who have good performance contribute to achieving company goals and targets. By producing quality work, achieving high sales figures, or providing satisfactory customer service, employees help companies achieve competitive advantage and long-term success. Good employee performance is also directly linked to company productivity. When employees work efficiently, effectively, and with quality, work output increases, business processes become smoother, and companies can produce more in less time (Tannady et al., 2023).

Job stress is a form of a physical or mental response to changes in the environment that are felt to be disturbing and result in being threatened. Furthermore, work stress is the process of thinking and emotions affected by a state of tension. Work stress is a state of pressure, both physically and mentally. This depressed state characterizes that environmental demands exceed individual capabilities. Job stress is a significant phenomenon in the context of human resource management in companies. In a competitive and stressful work environment, employees often face excessive workloads, tight deadlines, high demands, and lack of support and recognition. This can lead to stress that negatively impacts employee well-being and performance. Human resource management has an important role in managing work stress by implementing effective strategies, such as creating a balanced work environment, providing appropriate support and training, managing workload wisely, and promoting work-life balance (Pangastuti et al., 2020).

Work stress is a process of thinking that employees experience disturbances due to an imbalance between physical and psychological. This is in line with research conducted by previous researcher, that work stress affects employee performance. This work stress must be handled properly because if employees experience excessive stress it will lead to various kinds of symptoms which are generally detrimental to the performance of the employees themselves (Nugroho et al., 2023).

Motivation is one of the factors that determine employees in a company. Even if the company or organization has complete facilities, this does not guarantee that employees will work optimally if there is little or no motivation. Motivation is related to what energizes, what directs or channels behavior to be maintained or sustained. Human conduct is caused, channeled, and supported by motivation, which makes people desire to put in a lot of effort to achieve their goals. Additionally, work motivation is a factor that encourages people to pursue their objectives and reasons. From the opinions expressed by experts, it can be concluded that work motivation is things that can encourage and move someone to fulfill a given obligation so that it can better fulfill certain goals. Meanwhile, motive is the thing or desire that motivates someone to take a certain action. Motive is known as the driving force from within, where this motive is the basis of motivation or is activated as a driving force. Motive is a driving force to move directly or lead to the final goal, a person's motivation depends on the strength of the motive. Based on the difference between the two, it can be concluded that motive is the urge to do something while motivation is the activity or force that directs the urge (Yantika et al., 2018).

Understanding motivation according to previous researcher to lead to organizational goals requires a conscious effort to influence a person's behavior. This is in line with research conducted by another previous researcher, that motivation affects employee performance. With high work motivation will help employees improve their performance in carrying out their duties (Afandi, 2018).

The work environment is something that must be considered in organizational companies to improve employee performance. Work environment is all the tools and materials faced by the environment around which a person works, work methods and work arrangements both individually or in groups. Work environment can affect the implementation of activities related to existing employees in the form of facilities and infrastructure. The setting in which workers do their everyday duties is known as the work environment. From some of the previous definitions, it can be inferred that the workplace environment is everything that directly surrounds employees and can influence employee comfort while performing their work, thereby achieving the highest possible work results, provided that there are work facilities in the workplace that assist employees in completing the tasks that have been assigned to them. Work environment is the impact of whether good or bad performance is influenced by something or element directly or not. This is in line with research conducted by previous researcher the work environment partially affects employee performance. By creating a pleasant work environment will lead to feelings of satisfaction and a sense of comfort for employees so that their performance also increases (Hanafi & Yohana, 2017).

## Methodology

This research uses a quantitative approach with associative research type. The research was conducted at one of the international companies operating in Indonesia and engaged in shipping goods globally. This study has 80 samples taken using random sampling techniques. The data in this study were taken using a questionnaire using a Likert scale. The questionnaire in this study was tested for validity and reliability and from the test results all items were valid in each variable with a reliability value above 0.7.

## Results

The unstandardized residual value has a test statistic value of 0.72 and an asymp.sig (2-tailed) value of 0.200, which indicates  $>0.05$ , according to the Kolmogorov-Smirnov test. This establishes the normal distribution of the data. According to the results of the multicollinearity test, the tolerance value for all independent variables is greater than 0.10, and the VIF value for all independent variables is less than 10.00. Specific tolerance values for work stress, work motivation, and work environment are 0.691, 0.853, and 0.673 respectively. The VIF score for job-related stress is 1.447, for work-related motivation is 1.173, and for the work environment is 1.485, all of which have values lower than 10.00. Testing the interaction between employee performance (Y) and work-related stress (X1), motivation (X2), and surroundings (X3). Based on Table 4.14, if  $H_{a4}$  is accepted and  $H_{o4}$  is refused, suggesting that work stress (X1), work motivation (X2), and work environment (X3) collectively (simultaneously) impact employee performance (Y), then  $H_{a4}$  is accepted and  $H_{o4}$  is rejected. The work environment, work stress, and work motivation all have a simultaneous influence with a substantial 0.05, according to studies by earlier researchers et al.

The work stress variable (X1) and employee performance (Y) t-test findings indicate a significant result of 0.003, which is less than 0.05 (0.000 0.05). This explanation shows that the hypothesis in this study accepts  $H_a$  and rejects  $H_o$ . Thus, job stress (X1) partially affects employee performance (Y). The results of this study are in line with the results of previous research with a significance result of 0.000 less than 0.05, which states that work stress affects employee performance. The journal states that high or low levels of stress can affect employee performance, if the stress is too low then there is no work challenge which will decrease performance. The work stress given by employees must of course still be considered by providing a high workload but the time given by the company must also be balanced so as not to make employees feel pressured. With increased work stress, it is an opportunity for employees to mobilize their skills and abilities. Based on the theory of management techniques in this work stress, one of which is to concentrate so that employees do their tasks faster and the results are good.

The job incentive variable (X2) and employee performance (Y) t test results reveal a significance of 0.000, which is less than 0.05 (0.000 0.05). This justification demonstrates that the study's hypothesis accepts  $H_a$  while rejecting  $H_o$ . As a result, employee performance (Y) is somewhat influenced by job motivation (X2). The findings of this study are consistent with those of earlier research, which found that employee performance is influenced by job motivation (significant result: 0.004 less than 0.05). Motivation can encourage employees to work hard and every employee is not necessarily able to optimally mobilize their abilities, so they need help from outside parties. Employees who have good motivation if they can carry out their work well. Thus the leader must pay attention to

the situation and provide motivation to employees, where if employees are motivated at work it affects the performance in the company.

The t test results for the work environment variable (X3) on employee performance (Y) show a significance result of 0.531 this value is greater than 0.05. This explanation shows that the hypothesis in this study  $H_0$  is accepted and  $H_a$  is rejected. Thus, the work environment (X3) has no partial effect on employee performance (Y), because it is influenced by other variables related to human resources outside this study. The results of this study are in line with the results of previous research with the results of tcount 0.00 smaller than ttable 1.96, which states that the work environment has no effect on employee performance. Multiple linear regression may be produced as follows based on the regression test results:  $Y = 14.360 + 0.414 X_1 + 0.445 X_2 + 0.065 X_3$

The fixed value (a) displays the employee performance value (Y). article indicates that the value of employee performance is 14,360 if the factors of work stress, work motivation, and work environment are taken into consideration as constants. Employee performance is closely correlated to job stress. The regression coefficient of 0.414 on the  $X_1$  variable of job stress indicates this. This indicates that there is a one-way link between employee performance and job stress. Employee performance will improve if workplace stress decreases.

Performance of employees is directly correlated with work motivation. This is evident from the regression coefficient of 0.445 on the  $X_2$  variable of work motivation. This indicates that there is a one-way link between employee performance and job motivation. Employee performance will rise the better and more strongly the job motivation. Employee performance is directly correlated with the work environment. This is evident from the 0.065 regression coefficient on the  $X_3$  variable representing the work environment. This indicates that there is a relationship between employee performance and the workplace environment. Employee performance will rise the better and more comfortable the working environment.

Based on the data from the Model Summary results above, this study has an Adjusted R Square value of 0.405 or 40.5%, this indicates that the performance variable can be explained by the work stress, work motivation and work environment variables by 40.5%. While the remaining 0.595 or 59.5% (100%- 40.5%) is influenced by other variables not examined in this study.

## Discussion

Job stress has a significant impact on employee performance in a company. When employees experience high levels of stress, several negative effects can occur, ultimately affecting their overall performance. Firstly, job stress can lead to decreased productivity. Employees who feel overwhelmed by high job pressures and demands tend to have difficulty focusing their attention and concentration on the task at hand. They may have difficulty managing time, prioritizing work and managing resources effectively. As a result, their work productivity decreases, and work that could have been completed efficiently is hampered.

Job stress can negatively impact the quality of an employee's work. Employees who experience high levels of stress tend to have low levels of concentration, and this can affect their ability to make good decisions, solve problems, and produce high-quality work. In addition, prolonged stress can also lead to physical and mental fatigue, which can affect employees' foresight and accuracy in performing tasks that require attention and precision. Furthermore, work stress can also affect the quality of social relationships and cooperation between employees. Employees who experience high levels of stress tend to become more irritable, frustrated, and less patient in interacting with coworkers. This can interfere with effective communication and collaboration, hinder information exchange, and decrease teamwork efficiency. In addition, high stress can also cause conflict between employees, disrupt a harmonious work atmosphere, and potentially affect their motivation and morale.

Work motivation plays an important role in determining employee performance in a company. When employees feel motivated, they tend to be more passionate, dedicated and focused in carrying out their tasks. Work motivation plays an important role in determining employee performance in a company. When employees feel motivated, they tend to be more passionate, dedicated and focused in carrying out their tasks. Work motivation can impacts the level of perseverance of employees. Motivated employees have a high willingness and passion to keep learning, developing and honing their skills. They have the motivation to improve their own competencies and achieve higher levels of excellence in their work. Thus, work motivation influences employees' willingness to continuously improve themselves, face new challenges, and maintain perseverance in the face of changes that occur in the work environment.



Then, work motivation affects employee attitudes and behaviors. Motivated employees tend to have a positive, optimistic and proactive attitude towards their tasks. They have confidence in their own abilities and believe that their efforts can produce good results. High work motivation also encourages employees to take initiative, work independently, and seek new opportunities to contribute and achieve success. These attitudes and behaviors have a positive impact on overall employee performance.

The work environment plays a very important role in influencing employee performance in a company. A good environment can provide the necessary support, motivation and resources to achieve optimal performance. First, a positive and supportive work environment can increase employee motivation. When employees feel valued, recognized and supported in the work environment, they tend to have high levels of motivation. An environment that encourages collaboration, mutual support, and provides opportunities for growth and development, can awaken employees' passion and enthusiasm to contribute maximally in their work. This has a positive impact on their productivity, creativity and dedication.

A work environment that provides adequate resources and support affects employee performance. Employees need access to the necessary tools and technology, relevant training, and support from coworkers and management to perform well. An environment that provides these resources helps remove barriers and improve work efficiency, allowing employees to focus on core tasks and achieve better results. The culture and values practiced in the work environment play an important role in employee performance. An environment that promotes values such as cooperation, integrity, innovation, and sincerity, can create a positive and inspiring atmosphere for employees. Employees will feel more engaged and motivated to contribute actively when they feel their values are recognized and supported. A healthy and inclusive work culture also allows employees to feel comfortable, share ideas, and participate in decision-making, which in turn improves team performance and effectiveness.

To address the negative impact of work stress on employee performance, companies need to implement effective stress management strategies. This involves a proactive approach to identifying and reducing factors that cause stress, providing sufficient resources and support, and promoting a healthy work-life balance. By creating a work environment that supports employee well-being and manages stress effectively, companies can improve individual and collective performance, and achieve better results overall. To encourage high work motivation, companies need to create a supportive work environment. This includes recognizing employee achievements, providing career development opportunities, facilitating work-life balance, and providing constructive feedback and support. In addition, it is also important for companies to identify and understand the individual motivational factors of employees, so that they can develop appropriate incentive and reward programs. By paying attention to employee motivation, companies can improve individual performance and achieve organizational goals more effectively.

Companies also need to pay attention to the built work environment, both in terms of physical and cultural, to create conditions that support employee performance. This includes creating comfortable and ergonomic workspaces, providing career development opportunities, providing constructive feedback mechanisms, and promoting an inclusive and supportive work culture. By maintaining a positive work environment, companies can improve overall individual and team performance, and achieve better business goals.

## Conclusion

Based on the data that has been collected and has been tested using multiple linear regression models, the following conclusions are drawn in this study are work stress has a partial effect on employee performance, work motivation has a partial effect on employee performance, work environment has no partial effect on employee performance, work stress, work motivation and work environment simultaneously have no effect on employee performance. Work stress, work motivation and work environment simultaneously affect employee performance.

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