

Job Stress as an Intervening Variable in the Influence of Work Environment and Work Conflict on Employee Performance at Kayumanis Nusa Dua Private Villa & Spa

Surya Nugraha, Dewa Ayu Suryawati
surya.pegending@gmail.com, suryawatiayu90@gmail.com

Abstract

This study aims to examine job stress as an intervening variable in the relationship between the work environment, work conflict, and employee performance at Kayumanis Nusa Dua Private Villa & Spa. The respondents were selected using a disproportional random sampling technique, where 50% of the sub-populations were sampled, resulting in a total of 119 employees. The analysis was conducted using path analysis to test the research hypotheses. The findings revealed the following: 1) The work environment negatively and significantly affected employee job stress; 2) Work conflict positively and significantly influenced employee job stress; 3) The work environment had a positive and significant effect on employee performance; 4) Work conflict had a negative and significant impact on employee performance; 5) Job stress negatively and significantly affected employee performance; 6) Job stress mediated the relationship between the work environment and employee performance; and 7) Job stress also mediated the effect of work conflict on employee performance at Kayumanis Nusa Dua Private Villa & Spa. Based on these results, it is recommended that the management of Kayumanis Nusa Dua Private Villa & Spa focus on improving the work environment, reducing work conflicts, and minimizing job stress to enhance employee performance.

Keywords: *work conflict, work environment, work stress, performance*

Introduction

Managing quality and competent human resources (HR) is crucial for a company's success in achieving its goals. Employee performance plays a significant role in determining whether a company succeeds or fails. According to Priarso et al. (2019), performance refers to the outcomes that employees aim to achieve in completing tasks assigned to them, based on their skills and experience. The work environment is a key factor in how employees perform their duties. A positive work environment fosters strong relationships among employees and creates a productive atmosphere. Ensuring a comfortable, safe, and pleasant work environment is vital for improving employee performance, and it also helps reduce work stress. Research by Sari et al. (2022) has shown that the work environment significantly influences both work stress and employee performance. Additionally, work conflicts can negatively impact employee performance. Conflicts within an organization can hinder the achievement of set goals and tasks. When employees face conflicts, it can lead to increased work stress. Kurniati et al. (2022) found that work conflict has a significant effect on employee performance.

Kayumanis Nusa Dua Private Villa & Spa is a five-star hotel in the Nusa Dua area of Bali, contributing to the tourism and hospitality industry in Badung Regency. Nurses, as essential health workers, play a key role in achieving the goals of Kayumanis Nusa Dua Private Villa &

Spa. The success of healthcare services largely depends on the nurses' participation in delivering quality care (Adinda, 2019). Observations have shown that Kayumanis Nusa Dua Private Villa & Spa employees follow specific work shift regulations, including morning, afternoon, and evening shifts, each lasting eight hours. Villa employees are responsible for servicing four villas each. Given the heavy workload, many employees report feeling fatigued while serving guests. Nurses must be quick, responsive, and precise in their tasks because even the slightest mistake or delay can affect guest satisfaction. This pressure results in significant work stress among employees while attending to guests.

The working environment of Kayumanis Nusa Dua Private Villa & Spa is not conducive. Based on the results of a pre-survey conducted by researchers on 10 villa employees, it can be seen that nurses feel uncomfortable with their physical and non-physical environment. The physical environment is dominated by unpleasant odors that often appear in the room by 55% and the air temperature in the room is not cool enough by 40%. Judging from the non-physical, villa employees feel uncomfortable with their co-workers by 25.5%, and with their superiors by 23.3%. This proves that the work environment of the villa employees has not been able to make nurses comfortable when they work and causes work stress so that it can affect employee performance.

In addition to the work environment, work conflict factors also affect the performance of Kayumanis Nusa Dua Private Villa & Spa employees. Based on the results of observations, it was found that there is still a less harmonious relationship between employees and supervisors and managers, this often causes miscommunication in the implementation of guest services. In addition, when changing shifts, patient families often complain about the services provided by employees, because the employees on duty on the previous shift schedule did not provide the service properly. This often triggers debates between the two employees. Some employees are also often seen forming groups between junior and senior villa employees, which often creates gaps between some of the villa employees. The existence of work conflict problems that occur often causes employee work stress and affects employee performance.

Building on the explanation provided, the author is motivated to explore the topic "Work Stress as an Intervening Variable in the Influence of Work Environment and Work Conflict on Employee Performance at Kayumanis Nusa Dua Private Villa & Spa." The research question in this study seeks to determine how the work environment and work conflict influence work stress and employee performance at Kayumanis Nusa Dua Private Villa & Spa.

The purpose of this study is to contribute to the development of theories in human resource management, particularly in areas related to the work environment, work conflict, work stress, and employee performance. Additionally, this research aims to provide valuable insights for formulating policies and strategies that address human resource development concerning these factors at Kayumanis Nusa Dua Private Villa & Spa.

Literature review

Understanding the Work Environment

According to Afandi (2018), the work environment refers to the surrounding conditions that influence workers in performing their tasks, including factors such as temperature, humidity, ventilation, lighting, noise, cleanliness, and the availability of work equipment. It encompasses all the tools, surroundings, and methods that a worker encounters, affecting both

individual and group performance. Sedarmayani (2009) described the work environment as the space where employees conduct their daily activities, with a conducive environment providing security and enabling employees to perform at their best.

The work environment has an impact on employee emotions. It includes all the tools, materials, and the surrounding atmosphere in which a person works, influencing their performance both individually and in teams.

Sutrisno (2009) in Suwondo and Sutanto (2015) defined the work environment as the totality of work facilities and infrastructure that affect how employees carry out their tasks. Wursanto (2009) further categorized the work environment into two aspects: the physical aspect, which involves tangible elements in the workplace, and the psychological aspect, which pertains to the intangible factors that cannot be perceived by the senses (Suwondo & Sutanto, 2015).

From the explanations provided by the experts, it can be concluded that the work environment refers to the surrounding conditions, both physical and non-physical, within the organizational setting, which can influence employee productivity. Additionally, the work environment also encompasses the interactions and relationships between employees and organizational leaders.

Types of Work Environment

Wibowo (2007) explains that the work environment, which can motivate employees to enhance their performance, is divided into two categories:

1. **Internal Environment**

The internal environment refers to the components within the organization or company.

2. **External Environment**

The external environment consists of elements outside the organization or company. This environment is highly dynamic and subject to frequent, unpredictable changes. Consequently, management must be responsive and adaptable, consistently adjusting to these changes.

According to Sarwoto in Sidanti (2015), the work environment can also be categorized into two main types:

1. **Physical Work Environment**

This includes all the tangible conditions around the workplace that can impact employees either directly or indirectly. The physical work environment is divided into two subcategories:

- a) **Directly related to employees**, such as workstations, chairs, tables, etc.

- b) **General or intermediate environment**, which affects human conditions, such as temperature, humidity, air circulation, lighting, noise, mechanical vibrations, and unpleasant odors.

2. **Non-Physical Work Environment**

This involves the relational conditions at work, including interactions between employees and their supervisors, as well as between co-workers and subordinates. The company should foster an environment that supports collaboration and positive relationships across all levels.

Factors That Influence the Work Environment

Afandi (2018) suggests several factors that need to be considered in creating a positive work environment, including:

1. The design and structure of the workplace
2. Adequate space for employees to work
3. Proper air circulation and ventilation
4. Availability of facilities for worship
5. Provision of transportation options for employees

Work Environment Indicators

According to Nitisemito (2012), the indicators of the work environment include:

1. **Work Atmosphere**
This refers to the surrounding conditions in which employees perform their tasks, which can influence the execution of their work.
2. **Relationships Among Colleagues**
This involves fostering a harmonious and collaborative environment among coworkers, free from any negative interactions. A positive relationship between colleagues is a key factor in employee retention within an organization.
3. **Relationships Between Employees and Supervisors**
This pertains to the quality of relationships between employees and their supervisors. Maintaining a good and harmonious relationship with leaders is crucial in influencing employee performance.
4. **Availability of Work Facilities**
This refers to the adequacy and suitability of the tools and equipment provided to support employees in carrying out their work effectively. Even if the facilities are not new, having them available and functional is essential for smooth operations.

Definition of Work Conflict

According to Widyaningrum (2019) conflict is a condition between two or more parties who consider that there is a condition that is not in accordance with the goal, there are parties that prevent other parties from achieving their goals. According to Rusdiana (2015) conflict occurs because of differences within the organization that cause incompatibility between individuals and with others. Meanwhile, according to Husien in Julvia (2016) conflict is a dispute between two parties that shows an open attitude of hostility or deliberately interferes with the achievement of the goals of the opposing party.

Work Conflict Indicators

According to Piana in Utomo (2019), the indicators of workplace conflict include:

- a. **Communication Errors**
This occurs when the information received by an individual differs in meaning from the information originally intended by the source.
- b. **Differences in Goals**
Conflict arises when there is a disparity or misalignment between one or more individuals' goals or objectives.

c. Interdependence of Work Activities

Conflict can emerge when employees rely on each other to complete their tasks, creating tensions if interdependencies are not well managed.

d. Differences in Assessment

Discrepancies in how members of an organization assess situations or performance can lead to differences in attitudes and conflicting values.

e. Mistakes in Affection

This refers to situations where employees treat others in ways that cause discomfort or dissatisfaction, negatively impacting the overall work environment.

Definition of work stress

Stress is a universal experience that affects individuals worldwide. According to Nusran (2019), stress is an internal condition caused by physical demands, environmental factors, and social situations, which can be harmful and uncontrollable. This state can interfere with daily activities, including work (Permatasari & Prasetyo, 2018). The pressures from both work and family life often lead to emotional outbursts, resulting in work-related stress.

Several experts (as cited in Safitri & Astutik, 2019) define work stress in various ways. Robbins describes it as a condition of tension that impacts a person's emotions, thinking patterns, and physical state. Similarly, Rivai (in Safitri & Astutik, 2019) states that work stress creates an imbalance between physical and psychological factors, affecting emotions, cognition, and overall well-being.

Sinambela, Greenberg, & Barton, and Luthans (in Permatasari & Prasetyo, 2018) describe work stress as a state where individuals experience pressure or tension in their work and environment, leading them to respond negatively and feel burdened by their responsibilities. Mangkunegara (in Ellyzar, Yunus & Amri, 2017) notes that work stress manifests as feelings of pressure encountered by employees in their job roles. Signs of work stress include emotional instability, unhappiness, isolation, sleep disturbances, inability to relax, and anxiety. Additionally, Wijono (2010) suggests that work stress is the physiological and psychological response of employees to organizational demands.

Work stress is also said to be a factor that inhibits and interferes with individuals in productivity in the work environment. Furthermore, work stress is defined as a condition that arises in the interaction between employees and work, (Beehr & Newman in Wijono, 2010). Also the definition of work stress is an external stimulus that interferes with mental, physical, and chemical functions in an individual's body, (Nykodyn & George in Wijono, 2010). A similar opinion was expressed by Selye (in Wijono, 2010) if work stress is a concept that continues to increase because if the demand for work demands increases, the potential for work stress also increases and the opportunity to face tension will also increase.

According to Vanchapo (2020), work stress is an emotional state that arises when there is a mismatch between the workload and an individual's ability to handle the pressures they face. Stress can also be understood as a condition of tension that causes a physical and psychological imbalance, affecting the emotions, thought processes, and overall condition of an employee. There is no consensus among experts on the exact definition of stress, and the various definitions proposed by theorists expand the concept of work stress. However, the common theme in these definitions is that work stress involves physical and psychological reactions, as well as adaptive

behavioral responses, stemming from the gap between an individual's desires and their ability to meet work demands.

From the above descriptions, the author concludes that work stress is a response to internal feelings that arise based on how an individual perceives the pressure or burden they face. This occurs due to an imbalance between personal abilities and the work demands or organizational goals. Therefore, the author prefers Rivai's (in Safitri & Astutik, 2019:15) theory, which states that work stress arises from a mismatch between an individual's potential and the work demands and organizational objectives, affecting their physical, psychological, and emotional states.

Symptoms of Job Stress

The experience of work stress in individuals leads to various symptoms that affect them both physically and emotionally. According to Braham (in Nusran, 2019), these stress symptoms can be categorized as follows:

- a. **Physical Symptoms:** These include difficulty sleeping or irregular sleep patterns, headaches, constipation, digestive issues, intestinal inflammation, skin irritation, back pain, tension in the shoulders and neck, excessive sweating, changes in appetite, high blood pressure or heart problems, and fatigue.
- b. **Emotional Symptoms:** These involve feelings of anger, irritability, oversensitivity, restlessness, anxiety, mood fluctuations, sadness, frequent crying, easy depression, nervousness, aggression, hostility, and mental exhaustion.
- c. **Interpersonal Symptoms:** These symptoms manifest as indifference, ignoring others, reduced trust in others, frequent breaking of promises, criticizing or verbally attacking others, excessive withdrawal, and blaming others for issues. Overall, work stress experienced by employees can result in these symptoms, which can be detrimental to both the individual and the organization (Waluyo, 2009).

According to Robbins (in Suprihatin, 2015) about the symptoms of work stress, namely:

- a. Physical illnesses induced by stress such as coronary heart disease, stomach ulcers, menstrual disorders, allergies, asthma attacks, diabetes and cancer.
- b. Changes in risky behavior such as work accidents due to feelings of work stress, careless attitudes, shift work, use of addictive substances.
- c. Absenteeism which often occurs in individuals who are less able to adapt to their work due to work stress, absence due to flu, colds, headaches that raise questions.
- d. Work fatigue if the individual lacks enthusiasm in trying to do a job.

Meanwhile, Arnold (in Waluyo, 2009) stated that there are four symptoms that occur due to work stress experienced by individuals, namely impaired physical health, psychological health, performance, and influencing individuals in decision making. Symptoms of work stress can threaten an individual's ability to deal with their environment and work, as a result, these work stress symptoms interfere with the implementation of work and create consequences. Meanwhile, according to Arwin, Siahaan et al. (2019) that stress symptoms are grouped into three, namely physiological symptoms including headaches, stomach aches, shortness of breath, increased heart rate. Psychological symptoms include tension, anxiety, boredom, irritability,

procrastination. Behavioral symptoms include changes in daily activities such as consuming alcohol and dependence, sabotage of work, overeating or drastic reductions that are not reasonable as an attitude of withdrawal. Based on the explanation above that has been described, the author concludes that symptoms of work stress give rise to physical, psychological and behavioral disorders so that they will interfere with the progress of a job.

Factors That Influence Work Stress

The source of stress associated as a factor that is the reason why an individual, namely an employee, experiences feelings of stress. From stress factors, a reaction arises from the individual and makes an assessment or perception of it and feelings of stress occur, but the reaction or assessment of the individual to the source of stress differs from other individuals depending on the potential of each individual. Exploring work stress, it must be known about the causes of stress that result in daily activities and work or work stress.

Work stress is a feeling that inhibits and interferes with the process of a work activity which ultimately reduces the maximum potential of the results worked on by the individual. Lim et al (in Ando, Umar, Agustina, 2017) stated that risk factors for stress or stressors are such as job characteristics, work environment conditions, lack of supervision, work roles, long working hours, interpersonal conflict, inadequate resources, poor reward systems, lack of structure or communication and also violence in the workplace. Things that are sources of stress will inhibit the work process and maximum production by individuals. Meanwhile, Luthans (in Biru, Utami, Mayowan, 2016) explains several factors that cause work stress, namely:

a. **Organizational Stressors**

Organizational stressors are causes of stress that originate from within the organization, interventions for business strategy changes to compete result in:

b. **Authoritarian policies towards employees that make employees stressed and uncomfortable at work**

2) Unclear tasks assigned to employees make employees confused because they are not their portion and expertise because of the high demands of the company.

b. **Group Stressors which are divided into two, namely:**

1. Unpleasant coworkers greatly affect employees in working because workers need the support of cohesive coworkers such as sharing happiness, telling stories of sadness, and healthy relationships between group members.

2. Lack of togetherness among coworkers is one of the causes of work stress because cohesiveness or togetherness is important for employees, and if limited or eliminated between group members, it can be a cause of work stress.

3. **Individual Stressors**

Individual stressors refer to factors related to both the situation and the individual's characteristics that can influence stress levels.

c. **Extra-Organizational Stressors**

Extra-organizational stressors are stress-inducing factors originating outside the company, which include:

1. **Social Change:** This refers to shifts in societal structure or order, which may involve changes in environmental comfort, more innovative ideas, evolving attitudes, and a social life aimed at achieving a better and more meaningful life.
2. **Challenges in Adapting to Globalization:** This involves the international integration process driven by the exchange of ideas, products, and cultural aspects, which may create challenges for individuals in adapting to global changes.
3. **Family Support:** Family situations, such as crises, conflicts, the illness of family members, or strained relationships with parents, spouses, or children, can significantly impact an individual's stress level. These familial issues are important stressors that employees may face.

According to Soewondo (in Waluyo, 2009), he explained that from the results of his research, four main factors causing work stress were obtained, namely:

- a. Work conditions and situations.
- b. The job.
- c. Job requirements such as unclear job status and career.
- d. Relationships and communication between group members.

According to Dwiyantri (in Nusran, 2019), there are two main factors that contribute to work stress: environmental factors and personal factors. Environmental factors encompass physical conditions and the dynamics of relationships within the work environment, while personal factors include individual personality types, personal experiences, and the overall condition of the individual. Dwiyantri's explanation is more comprehensive, covering a wider range of influences.

Here is the revised and organized version of the text:

Factors that Cause Work Stress:

1. Lack of Support from the Environment

Stress is more likely to arise in individuals who do not receive adequate support from their environment. This support can come from different sources:

- **Work environment:** Support from coworkers, superiors, and leaders.
- **Family environment:** Support from family members such as parents, in-laws, children, and siblings.
- **External environment:** Support from friends, playmates, or neighbors.

2. Lack of Opportunity to Play a Role

Not being given the opportunity to participate in decision-making at the workplace, even when one has the authority, can lead to stress. This is because it can create feelings of being ignored and isolated.

3. Sexual Harassment

Sexual harassment includes unwanted sexual advances, inappropriate physical contact, flirting, uninvited compliments, or even suggestive smiles. These behaviors can cause significant emotional and psychological stress.

4. Work Environment Conditions

The physical conditions of the work environment, such as extreme temperatures (either too hot or too cold), inadequate lighting, poor air circulation, or cramped spaces, can reduce comfort and contribute to stress.

5. **Unhealthy Management**

Stress can arise from poor management practices. Leaders who are overly sensitive, aggressive, or too ambitious in their approach to managing employees can create a stressful work atmosphere.

6. **Personality Type**

An individual's personality type can play a significant role in how they respond to stress. Those with less patience and attention to detail are generally more susceptible to work stress than those who are more patient and meticulous.

7. **Personal Experiences**

Personal experiences, such as traumatic events, the death of a loved one, divorce, or other significant life challenges, can impact how an individual handles pressure at work. These personal experiences may make it more difficult for the individual to cope with work-related stress.

This structure clarifies and organizes the different factors that contribute to work stress. According to Robbins and Judge (2015), sources of work stress can be categorized into environmental factors, organizational factors, and personal factors. These are explained as follows:

a. Environmental Factors

Environmental stressors include uncertainty in the environment, such as organizational structure, which impacts the stress levels of employees within the organization. Uncertainty is often a major challenge for individuals dealing with organizational change. The main types of environmental uncertainty are economic, political, and technological changes.

b. Organizational Factors

There are several factors within an organization that can contribute to stress. These include pressures to avoid mistakes or complete tasks within limited time frames, heavy workloads, demanding and insensitive managers, and unpleasant colleagues. Organizational stressors can be categorized as:

1. **Task demands:** These are related to the nature of an individual's job, including job design (autonomy, task variety, and automation levels), working conditions, and workspace layout. Stress can arise from working in uncomfortable environments, such as crowded or noisy areas.
2. **Role demands:** These pressures are tied to the specific role a person holds in the organization. Role conflict occurs when there are conflicting expectations that are difficult to reconcile. Additionally, excessive role burden happens when employees are asked to perform more tasks than can reasonably be managed within a given time frame.
3. **Interpersonal demands:** These pressures stem from relationships with other employees. A lack of social support and poor interpersonal relationships contribute to work stress.

c. Personal Factors

Personal factors involve issues in an employee's personal life, such as family problems, economic challenges, or an individual's own personality traits. These factors can influence how an employee perceives their work environment and their own job performance.

Based on the theoretical review, it can be concluded that work stress originates both from external and internal sources. External factors include the social environment, family dynamics, and workplace conditions, while internal factors relate to an individual's ability to adapt to their

environment. These internal factors can cause individuals to feel overwhelmed or stressed if they are unable to effectively manage external pressures.

Job Stress Indicators

The indicators of job stress variables refer to Hasibuan (2014), the indicators are as follows:

1. Task demands, are factors associated with a person's work such as working conditions, physical layout work procedures.
2. Role demands, related to the pressure given to a person as a function of a particular role carried out in an organization.
3. Interpersonal demands, are pressures created by other employees.
4. Organizational structure, a picture of an agency that is colored by an unclear organizational structure, lack of explanation regarding positions, roles, authority and responsibilities.
5. Leadership, several parties as leaders in the management style of the organization can create an organizational climate that involves tension, fear and anxiety.

Employee Performance Definition

Employee performance is a crucial factor in determining how well individuals accomplish their tasks, which ultimately impacts the overall performance of the organization (Rivai and Basri in Sinambela, 2017). Afandi (2018) defines performance as the ability of an individual or group to carry out or complete tasks according to their responsibilities and the expected outcomes. Edison et al. (2016) describe performance as the result of a process that is evaluated over a specific period of time, based on predefined standards or agreements.

According to Mangkunegara (2016), the term performance, or job performance, refers to the actual work or achievements attained by an individual in terms of both quality and quantity while performing their duties as per their responsibilities. Simanjuntak in Widodo (2018) views performance as the level of achievement attained in completing certain tasks. In summary, performance is a key factor in assessing the success of individuals or teams in fulfilling their duties and responsibilities effectively.

Employee Performance Formula

To enhance performance, it is important to establish clear achievement standards by defining the conditions expected when tasks are completed. Sinambela (2012) suggests a formula for evaluating employee performance. According to this formula, an employee's performance is determined by their ability to perform assigned tasks, multiplied by their motivation to complete those tasks. In this context, ability alone, without motivation, may not result in successful task completion. Similarly, high motivation without sufficient knowledge or skills is unlikely to lead to good performance.

Factors Affecting Employee Performance

According to Mathis and Jackson, as cited in Widodo (2018), the discussion of employee performance is closely linked to several influencing factors, including:

- a. **Ability Factor**

Psychologically, employee ability encompasses both potential ability (IQ) and actual ability (knowledge and skills). Employees with an above-average IQ (110-120), along with adequate education for their position and proficiency in daily tasks, will generally find it easier to meet performance expectations. As such, it is important to assign employees to roles that match their expertise.

b. Motivation Factor

Motivation influences an employee's attitude towards work situations. It serves as the driving force that encourages employees to achieve their work goals.

Employee Performance Indicators

According to Robbins and Judge (2015), the following are indicators used to assess individual employee performance:

1. Quality

This refers to the employee's perception of the work produced, evaluating the perfection and quality of the tasks completed in relation to their skills and abilities.

2. Quantity

Quantity is measured by the amount of work produced, typically expressed in terms like the number of units or the number of tasks completed within a given time frame.

3. Timeliness

Timeliness measures how well employees complete tasks within the set time, focusing on how efficiently they manage their work schedule and coordinate activities to ensure optimal use of available time.

4. Effectiveness

Effectiveness evaluates how well an employee utilizes organizational resources (such as labor, money, technology, and materials) to maximize outcomes and improve performance.

5. Independence

Independence measures the employee's ability to perform tasks and fulfill work functions without excessive supervision.

Research conducted by Octariana and Ardana (2022), titled *The Role of Work Stress as a Mediator between the Work Environment and Employee Performance at Como Sambhala Estate*, found that the work environment positively and significantly impacts employee performance. It also negatively affects work stress, while work stress negatively influences employee performance. Additionally, the study reveals that work stress serves as a significant mediator in the relationship between the work environment and employee performance. In Harahap's study (2021), titled *Role Conflict and Role Ambiguity Affecting Employee Abilities with Work Stress as an Intervening Variable*, it was concluded that role conflict and role ambiguity both have a positive and significant impact on individual employee performance at PT Perkebunan Nusantara II Tanjung Morawa. The study also found that work stress has a significant positive effect on individual employee performance. Both role conflict and role ambiguity were found to positively influence work stress. However, role conflict and role ambiguity did not significantly affect individual employee performance through work stress.

According to Afandi (2018), the work environment encompasses various factors that can impact workers' performance, such as temperature, humidity, ventilation, lighting, noise, cleanliness, and the availability of work equipment. It refers to all tools, the surrounding environment, and the methods workers use, which collectively influence their work on both individual and group levels. Widyaningrum (2019) defines conflict as a situation where two or more parties disagree because they believe certain conditions are misaligned with their goals, or where one party hinders another from achieving their goals.

Piana, cited in Utomo (2019), identifies several indicators of workplace conflict, including communication errors, differing goals, interdependence of work activities, differences in assessment, and affection-related mistakes.

According to Nusran (2019), stress is an internal condition caused by physical demands, the environment, and social situations, all of which have the potential to be harmful and uncontrollable. Vanchapo (2020) defines work stress as an emotional state that results from a mismatch between an employee's workload and their ability to handle the pressures they face. Stress can also be seen as a condition of tension that causes an imbalance between physical and psychological factors, impacting emotions, thinking, and overall well-being.

According to Afandi (2018), performance refers to the readiness of an individual or a group to carry out tasks or improve them in alignment with their responsibilities, aiming to achieve the desired outcomes.

Research hypothesis:

H1: The work environment has a negative effect on work stress

H2: Work conflict has a positive effect on work stress

H3: The work environment has a positive effect on nurse performance

H4: Work conflict has a negative effect on employee performance

H5: Work stress has a negative effect on employee performance

H6: Work stress can mediate the effect of the work environment on work stress

H7: Work stress can mediate the effect of work conflict on employee performance

Research methodology

This study utilizes two types of data: quantitative data, which includes the number of nurses, and qualitative data, which covers the history and organizational structure. The data sources are categorized into primary and secondary sources. Primary data is collected directly by the researcher, such as through questionnaires distributed to respondents. Secondary data, on the other hand, is obtained from other parties and not directly collected by the researcher, such as data regarding the number of nurses, which is sourced from the research location.

The independent variables in this study are the work environment (X1) and work conflict (X2). The dependent variable in this study is employee performance (Y2) and the mediating variable is work stress (Y1). Based on the research variables, the research instruments and respondents are then identified. Once the instruments and respondents are determined, data collection is carried out through documentation, interviews, and the distribution of questionnaires. The collected data is subsequently processed and analyzed. The analysis techniques employed in this study include descriptive analysis and inferential statistical methods. The inferential statistical methods involve normality tests, multicollinearity tests, and

heteroscedasticity tests. After the data is processed, it is discussed and interpreted. Finally, conclusions are drawn from the discussion and interpretation of the findings, followed by recommendations.

Results and Discussion

A. Hypothesis Testing

1. Impact of the Work Environment on Work Stress

The first hypothesis suggests that the work environment negatively and significantly influences work stress. The analysis results show a direct effect of -0.661 for the work environment on work stress, with a t-value of -9.837 and a significance level of $0.000 \leq 0.05$. This indicates that the first hypothesis is supported. The analysis results imply that a more conducive work environment can reduce work stress by 66.1%.

2. Impact of Work Conflict on Work Stress

The second hypothesis posits that work conflict has a positive and significant effect on work stress. The analysis reveals a direct effect value of 0.451 for work conflict on work stress, with a t-value of 6.708 and a significance level of $0.000 \leq 0.05$. This confirms that the second hypothesis is valid. The findings suggest that an increase in work conflict raises work stress by 45.1%.

3. Impact of the Work Environment on Employee Performance

The third hypothesis asserts that the work environment positively and significantly affects employee performance. The analysis shows a direct effect value of 0.321 for the work environment on employee performance, with a t-value of 3.057 and a significance level of $0.003 \leq 0.05$. This indicates the third hypothesis is supported. The analysis reveals that a more conducive work environment increases employee performance by 32.1%.

4. Impact of Work Conflict on Employee Performance

The fourth hypothesis suggests that work conflict negatively and significantly impacts employee performance. The results indicate a direct effect of -0.314 for work conflict on performance, with a t-value of -3.437 and a significance level of $0.001 \leq 0.05$. This confirms that the fourth hypothesis is valid. The findings suggest that higher work conflict reduces employee performance by 31.4%.

5. Impact of Work Stress on Employee Performance

The fifth hypothesis states that work stress negatively and significantly influences employee performance. The analysis shows a direct effect value of -0.234 for work stress on employee performance, with a t-value of -2.177 and a significance level of $0.032 \leq 0.05$. This indicates that the fifth hypothesis is supported. The findings suggest that higher work stress decreases employee performance by 23.4%.

6. Impact of the Work Environment on Performance through Work Stress

The sixth hypothesis suggests that the work environment positively influences employee performance through work stress. The analysis shows an indirect effect of 0.155 of the work environment on performance via work stress.

7. Impact of Work Conflict on Performance through Work Stress

The seventh hypothesis posits that work conflict negatively affects employee performance through work stress. The analysis shows an indirect effect value of 0.106 of work conflict on employee performance via work stress.

A. Discussion

1. Impact of the Work Environment on Work Stress at Kayumanis Nusa Dua Private Villa & Spa Employees

The work environment significantly and negatively impacts work stress at Kayumanis Nusa Dua Private Villa & Spa. The findings indicate that a more conducive work environment results in lower levels of work stress among employees. The work atmosphere at the villa is considered highly supportive, with good relationships between employees and effective teamwork. Furthermore, the leadership at the villa is appreciative and motivating, which boosts employee enthusiasm. Efforts to provide necessary work facilities also help employees work more efficiently. A positive work environment thus contributes to reducing stress for employees at Kayumanis Nusa Dua Private Villa & Spa.

2. Impact of Work Conflict on Work Stress at Kayumanis Nusa Dua Private Villa & Spa Employees

Work conflict has a significant and positive effect on work stress at Kayumanis Nusa Dua Private Villa & Spa. The analysis reveals that increased work conflict leads to higher levels of work stress. Conflict among employees is notable, arising from issues such as communication barriers and differences in opinions, which disrupt work harmony. Additionally, employees who are carrying out more tasks than their colleagues experience heightened stress, leading to work-related conflicts.

3. Impact of the Work Environment on Employee Performance at Kayumanis Nusa Dua Private Villa & Spa

The work environment has a positive and significant impact on employee performance at Kayumanis Nusa Dua Private Villa & Spa. The results show that a more favorable work environment enhances employee performance. When employees feel comfortable and supported in their workspace, it increases their enthusiasm and commitment to their tasks. However, an inadequate environment can lead to distractions and reduced concentration, causing errors and lower performance.

4. Impact of Work Conflict on Employee Performance at Kayumanis Nusa Dua Private Villa & Spa

Work conflict negatively and significantly affects employee performance at Kayumanis Nusa Dua Private Villa & Spa. The findings suggest that as work conflict increases, employee performance declines. This issue is particularly pronounced among employees aged 21 to 40 years, who often experience internal conflicts due to balancing family responsibilities and job demands. Additionally, employees with less than five years of service tend to have less experience in managing work conflicts, which further impacts their performance.

5. Impact of Work Stress on Employee Performance at Kayumanis Nusa Dua Private Villa & Spa

Work stress has a negative and significant effect on employee performance at Kayumanis Nusa Dua Private Villa & Spa. The analysis indicates that higher levels of

work stress lead to reduced employee performance. Employees experience significant stress due to high task demands, complex standard operating procedures (SOPs), and a heavy workload, particularly in guest service. The expectation of speed and accuracy in handling guest requests leads to fatigue and stress, affecting overall performance.

6. Impact of the Work Environment on Performance Through Work Stress at Kayumanis Nusa Dua Private Villa & Spa

The results show that the work environment affects performance through work stress. Specifically, the analysis reveals that a more conducive work environment can increase performance by 15.5% through reducing work stress. Further testing, including the Sobel test, confirms that work stress plays a significant role in mediating the relationship between the work environment and employee performance at Kayumanis Nusa Dua Private Villa & Spa.

7. Impact of Work Conflict on Performance Through Work Stress at Kayumanis Nusa Dua Private Villa & Spa

The findings indicate that work conflict negatively impacts employee performance through work stress. The indirect effect of work conflict on performance via work stress is calculated at -0.106, meaning that higher work conflict decreases performance by 10.6% through its impact on stress. The Sobel test further validates that work stress mediates the relationship between work conflict and employee performance. Conflict between employees and leaders, or among colleagues, can lead to misunderstandings and emotional strain, which increases stress and, in turn, lowers employee performance.

Conclusion and Suggestions

Conclusion

The work environment significantly and negatively impacts employee work stress, whereas work conflict has a positive and significant effect on work stress. Additionally, the work environment positively and significantly influences employee performance, while work conflict negatively and significantly affects employee performance. Work stress also has a negative and significant effect on employee performance. Furthermore, work stress acts as a mediator, influencing the relationship between both the work environment and work conflict on employee performance at Kayumanis Nusa Dua Private Villa & Spa.

Suggestion

1. The management of Kayumanis Nusa Dua Private Villa & Spa can enhance the work environment by ensuring that both hotel and villa/spa employees have access to adequate facilities that facilitate smooth performance, even if new equipment is not introduced.
2. To minimize employee work conflicts, management can reduce emotional miscommunications by providing training on new service methods to ensure better collaboration when serving guests.

3. To alleviate work stress, management should focus on improving role expectations, interpersonal relationships among employees, and fostering a leadership attitude that shows greater concern for employees, helping to create a more supportive work environment.
4. Management at Kayumanis Nusa Dua Private Villa & Spa can enhance employee performance by promoting greater independence in task execution. This can be achieved by offering targeted training and preparing Villa & Spa employees according to their specific roles.

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