



# The influence of work overload, person-job fit, and work engagement on employee performance through job stress as a variable intervening in automotive companies

Deasy Rinayanti Pelealu

Manajemen, Universitas Widya Dharma Pontianak, Pontianak, Indonesia

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## ABSTRACT

Internal factors that affect employee performance include employee quality and competence related to education, training, work ethic, motivation, and mental resilience that affect work stress thresholds, the suitability of employee characteristics with the field of work and the physical condition of employees. This study aims to examine the factors that affect employee performance to help companies evaluate work, especially in terms of work overload, person-job fit, and work engagement. The research uses quantitative methods with 100 employees from the Pontianak City automotive industry as subjects. The analysis of this study is a structural approach to the Equation Model (SEM) with the help of smart PLS. The workload variable has a significant positive effect on work stress, the person-job fit variable has a significant negative effect on work, the work engagement variable has a significant negative effect on work stress, the work overload variable has no effect on employee performance, and person-job fit variable has a significant positive effect on performance employees, there is a significant positive effect between work engagement variables on employee performance, a significant negative effect between work stress variables on employee performance, a significant negative effect between workload variables on employee performance mediated by work stress, a significant negative effect between person-job fit variables on employee performance is mediated by work stress. There is no influence between variables on employee performance.

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### Corresponding Author:

Deasy Rinayanti Pelealu,  
Manajemen,

Universitas Widya Dharma Pontianak,

Jl. Hos Cokroaminoto No.445, Darat Sekip, Pontianak, Kalimantan Barat, 78243, Indonesia.

Email: [dcdeasy.26@gmail.com](mailto:dcdeasy.26@gmail.com)

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## 1. INTRODUCTION

Employee performance influences the company's effectiveness and success (Prusty, T., & Kumar, 2016). A good level of performance can be a source of competitive advantage for a company because the quality of performance can enrich the dynamic characteristics of a

company to survive in its industry (Wright & Snell in Diamantidis & Chatzoglou, 2019). Conversely, the poor quality of employee performance can cause losses to the company. Employee performance can be seen by whether or not the objectives of the related company are achieved (Moussa et al., 2022). Evaluating employee performance and determining strategies to improve this is a tough challenge for the company (Rynes in Diamantidis & Chatzoglou, 2019); this can happen because various factors from outside the individual can influence employee performance.

Internal factors that affect employee performance include employee quality and competence related to education, training, work ethic, motivation, and mental resilience that affect work stress thresholds, suitability of employee characteristics with the field of work and employee physical conditions (Diamantidis & Chatzoglou, 2019; Nguyen et al., 2020). The external factors that affect performance are infrastructure, wages, social security, job security, workload and others. The most widely associated factor with low employee performance in a company is job stress. (Fonkeng, 2018; Pandey, 2020). The heavy workload borne by employees can cause Job Stress; this workload can be in the form of too many targets (quantitative) or too difficult to achieve (qualitative) (Arinasari, 2020). Employee workload can become heavier due to time pressure, unclear job descriptions, noise and work environment arrangements. Naru & Rehman (2020) stated that heavy and excessive workloads could lead to work overload, which has been shown to affect the level of stress experienced by employees. The stress experienced by employees has a positive effect on their performance shown by employees.

In addition to work overload, the suitability of employees' characteristics with roles in the company (Person-Job Fit) can also cause job stress. The more in line with a person's characteristics with the job he has, it can minimize the emergence of work problems and make it easier for employees to adjust themselves (Z. A. Rajper et al., 2019). Employees better suited to their jobs can work more efficiently and effectively, impacting personal and organizational performance (Lu et al., 2014). Bright (2021) states that a person's job fit affects employee performance and stress.

Another factor that influences the performance shown by employees is work engagement. Work engagement is related to employees' happiness, well-being and meaningful work (Martínez-Martí & Ruch, 2017). Employees' work engagement is shown in work behaviour, where they are actively involved in improving competence and problem-solving skills to perform their roles better (Mujiasih & Ratnaningsih, 2012). So that the more attached a person is to his work, there is tendency to show better performance. Wang & Chen (2020) explained that work engagement affects employee performance.

Evaluation of employee performance is very important to determine the right strategy to support progress and their ability to continue to compete in their industry. By evaluating employee performance, companies can help improve effectiveness, efficiency and organizational performance. This study aims to examine the factors that affect employee performance to help companies evaluate work, especially in terms of work overload, person-job fit, and work engagement. In contrast to previous panel studies, this study uses job stress as an intervening variable in addition to using the three previously mentioned variables. With this study, companies can more easily identify the factors that play a role in the performance of their employees.

Work overload is a collection of factors that determine the workforce (Sugiyanto, 2013: 2). According to O'Donnell & Eggemeier (in Yazgan et al., 2021) define work overload or workload as part of the ability of certain workers to do work. In this case, O'Donnell & Eggemeier (in Yazgan et al., 2021) refer to work overload as capacity. The body's ability is like a machine and it produces work of various intensities and durations using systems that suit the body. Gopher and Donchin (in Yakobi, 2018) state that workload is defined as the difference between the capacity required by the information system to complete the task as expected (expected performance) and the capacity available at that time (actual performance). The workload is the average frequency of activity for each job during a certain

period (Irwandy, 2007). Performance issues arise as a result of this gap. This condition becomes the basis for deeper knowledge and measurement of the importance of workload (Cain, 2007). According to Hart and Staveland (in Rutkowski et al., 2019), the workload results from the interaction between tasks, the work environment used as a workplace, skills, behaviour, and workers' perceptions. Effort can be operationally defined in terms of various criteria, including the need or effort required to carry out a task. As a result, workload counts in more than one way as long as the other elements are interrelated.

Sekiguchi (in Berisha & Lajçi, 2020) explains that a person's job-fit matches individual abilities and job requirements and desires. Farzaneh et al. (2014:674) show that job suitability is needed when the needs, preferences, and desires are offered the job. Newton et al. (in Othman et al., 2019) Matching people and criteria directly related to a particular job is about the suitability of one's job. Individual suitability for work will benefit individuals because they can work at their best and feel happy and content. This suitability is also interpreted as compatibility between individuals with the job they get. Person job fit refers to the suitability of the workforce with the characteristics needed by the company (Allen & Meyer in Yang et al., 2019).

Work engagement is defined by Macey et al. (2009) as a sense of purpose and focused energy of employees, which manifests itself in the form of business initiative and persistence that leads to the goals of the company. Then according to Khan (in Busse & Regenber, 2019) as an individual state of a company carrying out work and expressing physical (energy expended by employees when doing work), cognitive, and emotional feelings (desires). Employees have about the organization, leaders, and conditions). During their performance, employees are both cognitive (covering how they feel about the organization and its leaders) and emotional (covering how they feel about the organization and its leaders) (Rich et al., 2010). Work engagement is a pleasant mood, motivation, and work-related psychological state determined by passion, dedication, and appreciation (Schaufeli & Bakker, 2006).

Maslach & Leiter (in Tomás et al., 2018) discovered that engagement, not burnout, is the key to success. Employees who are engaged in their work feel energized and productive. According to Maslach and Leiter (in Tomás et al., 2018), work engagement is determined by energy, engagement, and efficacy, all of which are directly related to the three elements of burnout: exhaustion, cynicism, and decline. Workplace efficacy Focusing on work engagement requires focusing on the intensity and efficacy of workplace participation. To create a more effective organization, place greater emphasis on employee involvement. Schaufeli et al. (2006) take a slightly different approach, defining and operationalizing work involvement separately from burnout. Boredom and work interaction are contradictory meanings that must be studied separately with different tools. Bakker & Leiter (2010) is a motivational concept in which engaged employees feel compelled to tackle work problems. Employees are enthusiastic about their jobs and dedicated to achieving their goals.

Robbins & Judge (2016), stress is an unpleasant psychological process that develops due to external stressors. Employees will feel uncomfortable at work if they are stressed. When someone is under stress, the work environment becomes very important. Employees will be more stressed if they receive poor support. Employees who are under much stress will have a negative impact on their work. Employees experience stress due to the various hazards and pressures they face in the workplace. In times of stress, work becomes very important; Employees with a heavy workload and pressure from work make a person feel anxious. Support from colleagues is very important in dealing with stress faced by employees. Employees are more eager to get work done when they have a heavy workload and receive positive feedback from teammates and supervisors.

According to Morgan & King (1986), work stress is an internal state which can be caused by physical demands on the body e.g. disease conditions, exercise, extremes of temperature, and the like) or, by environmental and social situations, are evaluated as

potentially harmful, uncontrollable, or exceeding our resources for coping. According to Mo et al. (2020), job stress is a common and expensive workplace problem affecting several employees. Stress is a term used to describe a person's adaptive response to events that create psychological or bodily stress (Deng et al., 2020). Job stress is a person's adaptive response to situations that burden them psychologically or physically. Stress at work can also affect communication and employee relations, as well as burnout and burnout. Fatigue is the result of prolonged stress, which has been linked to lower productivity, behavioural disorders and health problems in the workplace.

Whether a company is profit-oriented or not, performance is the result it achieves over time. The performance of the company's human resources is greatly influenced by its performance. As a result, organizations must be able to build various variables for successful implementation, one of which must be the company's human resources (employees). According to Kasmir (2016:182), "Performance is the result of work and work behaviour that has been achieved in completing the tasks and responsibilities given within a certain period." According to the definition above, performance is a person's ability to perform their duties. It can be measured by the ability of an employee to perform tasks according to business standards. Therefore, employee performance is very important for the overall profitability of the business because owners need employees who can complete their tasks effectively. In order to assess the strengths, weaknesses and potential management gaps in a business organization, company managers must first understand the main benefits of employee performance and the factors that influence it (Lutfiyah et al., 2020). Employee performance is measured in terms of the quality and amount of work completed by the obligations assigned to them (Rafiq et al., 2022).

## 2. RESEARCH METHOD

### Framework

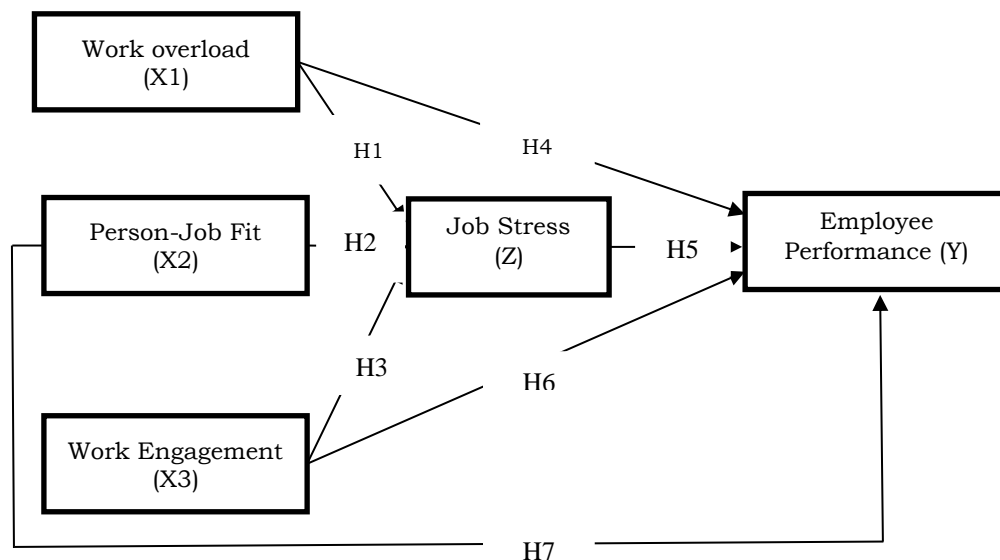


Figure 1. Framework

- H1 : Work Overload on Job Stress
- H2 : Person-Job Fit on Job Stress
- H3 : Work Engagement on Job Stress
- H4 : Work Overload on Employee Performance
- H5 : Person-Job Fit on Employee Performance

H6 : Work Engagement on Employee Performance

H7 : Job Stress on Employee Performance

H8 : Work Overload on Employee Performance through Job Stress

H9 : Person-Job Fit on Employee Performance through Job Stress

H10 : Work Engagement on Employee Performance through Job Stress

### Study Design

Quantitative techniques were used in this study. The purpose of a quantitative study is to test a known hypothesis. This method uses the numbers generated from measurements made with a questionnaire on the study variables. Company X is the study population. In this study, researchers enlisted the help of 100 employees from the Pontianak City automotive industry. The analysis of this study is a structural approach to the Equation Model (SEM) with the help of smart PLS (Ghozali, 2018).

### Outer Model Analysis

#### Validity and Reliability Test

Validity and reliability tests are carried out to ensure that the measurements used are accurate and reliable (valid and reliable). Testing the validity and reliability can be seen in the following:

First, Convergent Validity is a metric assessed in terms of the correlation between item/component scores and construct scores, as seen in the standard loading factor, which describes the magnitude of the correlation between each item measured and its construct. If correlated Individual reflex measurements are said to be high if  $> 0.7$ . Second, discriminant validity is a measurement model with a reflection index assessed based on size and cross-loading constructs. In discriminant validity, namely comparing the root mean square of variance (AVE) extracted, a tool is declared valid if the AVE value is  $> 0.5$ . Third, Composite reliability is a measure of a structure that can be seen in terms of the coefficients of the latent variables. In this measurement, if a value  $> 0.70$  is achieved, the construction can be said to have high reliability. Fourth, Cronbach's Alpha is a reliability test designed to strengthen the results of composite reliability. A variable can be declared reliable if the value of Cronbach's alpha  $> 0.7$ .

### Instrument Testing

Table 1. Instument testing

Instrument Test	Test used
Validity Test	Convergent Validity AVE
Reliability Test	Cronbach Alpha Composite Reliability

### R Square test

The R-square of the dependent construct is used to analyze the effect of specific independent variables on the dependent latent variable, which displays the magnitude of the effect.

### Inner Model Analysis

Inner Model Analysis, also known as Structural Modeling, is a technique for predicting causal relationships between model variables. The hypotheses are tested during the model analysis in the Smart PLS test. T-statistic values and probability values can be shown in evaluating hypotheses. The results of the t-statistic used to test the hypothesis using a statistical value of 1.96 for an alpha of 5 percent, while the beta score is used to determine the direction of the influence of the relationship between variables. The criteria

for acceptance/rejection of the hypothesis are : (a).  $H_a = t\text{-statistic} > 1.96$  with  $p\text{-values} < 0.05$ ; (b).  $H_0 = t\text{-statistic} < 1.96$  with  $p\text{-values} > 0.05$

### 3. RESULTS AND DISCUSSIONS

#### PLS model

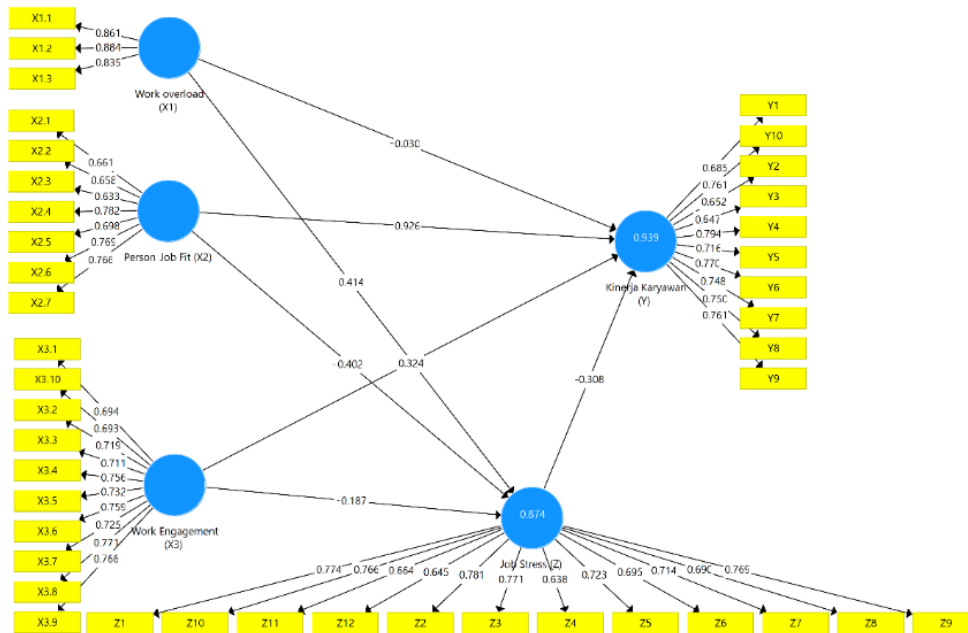


Figure 2. PLS model

#### Outer Model Analysis

##### Validity test

Validity assessment was carried out in this study using convergent validity and AVE. The instrument is valid if the AVE value is  $> 0.05$  and the outer loading value is  $> 0.6$ .

Table 2. Validity assessment

Variable	Indicator	AVE	Outer Loading	Description
Work Overload (X1)	X1.1	0,740	0.861	Valid
	X1.2		0.884	Valid
	X1.3		0.835	Valid
Person-Job Fit (X2)	X2.1	0,507	0.661	Valid
	X2.2		0.658	Valid
	X2.3		0.633	Valid
	X2.4		0.782	Valid
	X2.5		0.698	Valid
	X2.6		0.769	Valid
	X2.7		0.766	Valid
Work Engagement (X3)	X3.1	0,538	0.694	Valid
	X3.2		0.719	Valid
	X3.3		0.711	Valid
	X3.4		0.756	Valid
	X3.5		0.732	Valid
	X3.6		0.759	Valid
	X3.7		0.725	Valid
	X3.8		0.771	Valid
	X3.9		0.766	Valid

Employee Performance (Y)	X3.10		0.693	Valid
	Y1	0,509	0,685	Valid
	Y2		0,652	Valid
	Y3		0,647	Valid
	Y4		0,794	Valid
	Y5		0,716	Valid
	Y6		0,770	Valid
	Y7		0,748	Valid
	Y8		0,750	Valid
	Y9		0,761	Valid
Jon Stress (Z)	Y10		0,761	Valid
	X1	0,520	0,774	Valid
	X2		0,781	Valid
	X3		0,771	Valid
	X4		0,638	Valid
	X5		0,723	Valid
	X6		0,695	Valid
	X7		0,714	Valid
	X8		0,690	Valid
	X9		0,769	Valid
	X10		0,766	Valid
	X11		0,664	Valid
X12		0,645	Valid	

#### Reliability Test

The Cronbach Alpha and Composite Reliability tests were used in this investigation. Cronbach Alpha is a measure of the lowest reliability value (lower limit). It is considered reliable if the data has a Cronbach alpha value  $> 0.7$  and a composite reliability score  $> 0.7$ .

Table 3. Instrument reliability test results

	Cronbach Alpha	Composite Reliability
Job Stess (Z)	0.915	0.928
Employee Performance (Y)	0.890	0.911
Person-Job Fit (X2)	0.836	0.877
Work Engagement (X3)	0.904	0.921

All instrument items are known to meet the validity and reliability standards, with scores exceeding the criteria based on calculations.

#### R Square

The coefficient of determination is used to determine how much influence other variables have on endogenous variables. The R-square value is calculated using data analysis performed with the smartPLS application, as shown in the table below:

Table 4. R-Square analysis results

	R Square	R Square Adjusted
Job Stess (Z)	0.874	0.870
Employee Performance (Y)	0.939	0.937

The score obtained in the table describes that the Job Stress (Z) variable is explained by employee performance, person-job fit, work engagement, and work overload of 87.4%, while variables outside this study explain the rest. Employee performance variables are explained by job stress, person-job fit, work engagement, and work overload of 93.9%; the rest are explained by variables not explained in this study.

#### Hypothesis testing

#### H1: Work Overload Affects Job Stress

The results of hypothesis testing The effect of work overload on job stress obtained a positive beta score (0.414) with a p-value of 0.000 ( $p < 0.05$ ) with a t statistic of 6.441 ( $p > 1.96$ ), revealing that workload and work stress factors have a significant positive relationship. Employees will be more stressed at work if they have more work. Work overload occurs when employees feel they have too many responsibilities (Fern & Kimura, 2018). According to Sahaduta & Noermijati (2017), employees who experience work stress have a high workload; On the other hand, employees who experience work stress have a low workload. Workplace pressure, family pressure, and social pressure all impact anxiety, leading to job stress (Maulina & Wicaksono, 2021). Tasks, jobs, work overload, role conflicts, role ambiguity, and the perceived influence over events that occur in the workplace are all sources of job stress that arise from individuals and organizations. (Niks et al., 2018). This study's results align with Damayanti et al. (2021), which state that work overload significantly affects job stress.

#### H2: Person-Job Fit Affects Job Stress

The results of hypothesis testing The effect of person-job fit on job stress obtained a negative beta score (-0.402) with a p-value of 0.000 ( $p < 0.05$ ) with a t statistic of 4.831 ( $p > 1.96$ ), indicating that there is a significant negative effect between the variable person-job fit against job stress. The lower the job stress, the better the employee's person-job fit; conversely, the higher the job stress, the worse the employee's person-job fit. Employee satisfaction will increase automatically when the employee's personality and job are aligned. This indicates that a person will gain a greater understanding of the purpose of the job, which will enable them to get ahead in the workplace (Asmike & Setiono, 2020). Individuals who work according to their ability can deal with existing demands will help individuals avoid stress. Individuals who work in an environment that does not suit them and puts pressure on them will experience work stress. Stress is a physical and emotional reaction to environmental changes that disturb and threaten one's safety (De Loeff et al., 2018).

#### H3: Work Engagement Affects Job Stress

The results of hypothesis testing The effect of work engagement on job stress obtained a negative beta score (-0.187) with a p-value of 0.022 ( $p < 0.05$ ) with a t statistic of 2.306 ( $p > 1.96$ ), indicating that there is a significant negative effect between work engagement variables on job stress. The higher the work engagement, the lower the job stress; conversely, if the employee's work engagement is low, the job stress will be high. Work engagement has a positive effect on job satisfaction. Therefore the more involved a person is in work, the more satisfied the employee will be. Conversely, job stress has a negative impact on job satisfaction; therefore, if individual work stress is high, employee job satisfaction will decrease, and vice versa (Saputra, 2021). Engaged employees describe their work as a satisfying experience, which has beneficial implications on employee performance Bakker & Leiter (in Saraswati, 2019) and leads to the acceptance of stressful jobs, which enhances overall organizational performance. Furthermore, Karatepe et al. (2014) examined the relationship between work responsibility and work engagement, which helped find that employees with high job involvement perceive work-related stress as an opportunity for personal growth and development, not as a barrier (demand barrier refers to negatively perceived job demands).

#### H4: Work Overload Does Not Affect Employee Performance

The results of testing the hypothesis The effect of work overload on employee performance obtained a negative beta score (-0.030) with a p-value of 0.611 ( $p < 0.05$ ) with a t statistic of 0.508 ( $p > 1.96$ ), indicating that there is no effect between work overload variables on employee performance. Not in line with studies, Damayanti et al. (2021)

mentioned that one factor of excessive workload is one of the performance factors. The high targets set by the company cause all the factors within it to work optimally; these demands cause work overload and result in decreased employee performance. Kakkos & Trivellas (in Wolor, 2019) also mentioned that the significant factors that affect employee performance are work overload, time pressure and social influence pressure. Workload refers to the magnitude of work tasks and can cause mental stress for employees. Individuals respond differently to workload. Some accept it, while others show frustration. When employees have an increased workload, it will affect their performance. Literature shows that pressure is a source of decreased performance (Schultz & Schultz, 2015).

#### H5: Person-Job Fit Affects Employee Performance

The results of hypothesis testing The effect of person-job fit on employee performance obtained a positive beta score (0.926) with a p-value of 0.000 ( $p < 0.05$ ) with a t statistic of 14.217 ( $p > 1.96$ ), indicating that there is a significant positive effect between the variable person-job fit on employee performance. The more appropriate the employee's job fit, the higher the employee's performance. In line with Rajper et al. (2020), a person's job fit positively and significantly affects employee performance. When individuals are able to be under pressure when working according to their field, no matter how heavy the workload is, it will still increase the employee's performance. Person-job fit is assumed empirically and theoretically to increase employee performance, motivation, commitment, and job satisfaction (Gul et al., 2018). Individual suitability with the company's requirements in making the required employee criteria can help get employees who have good performance and work results (Iqbal et al., 2020).

#### H6: Work Engagement Affects Employee Performance

The results of hypothesis testing The effect of work engagement on employee performance obtained a positive beta score (0.324) with a p-value of 0.031 ( $p < 0.05$ ) with a t statistic of 2.169 ( $p > 1.96$ ), indicating that there is a significant positive effect between work engagement variables on employee performance. The better the employee's work engagement, the higher the employee's performance will be. In order to obtain a high level of productivity and functional effectiveness, companies need to ensure that employees are fully focused and fully energized in completing the tasks at hand. There is a sense of work involvement among employees which will affect performance because they have a high sense of responsibility. Employees who exhibit a high level of job involvement are psychologically fully present and able to present themselves physically, cognitively, and emotionally in their performance (Lai et al., 2020).

#### H7: Job Stress Affects Employee Performance

The results of hypothesis testing The effect of job stress on employee performance obtained a negative beta score (-0.308) with a p-value of 0.000 ( $p < 0.05$ ) with a t statistic of 3.804 ( $p > 1.96$ ) indicating that there is a significant negative effect between job stress variables on employee performance. The higher the employee's job stress, the lower the employee's performance; conversely, if the employee's job stress is low, the employee's performance will increase. The relationship between job stress and job performance is likely to depend on whether the stress originates from a barrier stressor or a challenge stressor. The type of stressor (obstacle or challenge) determines its effect on performance through work stress. Challenge stressors are obstacles that must be overcome to learn and achieve, while hindrance stressors are the opposite, stress demands that hinder growth and achievement (Cavanaugh et al., in Schwegker Jr & Dimitriou, 2021). Barrier stressors can negatively affect performance because they cause tension (anxiety, fatigue, depression), while challenge stressors affect performance through motivation, but if a challenge is received it becomes a negative stimulus that will cause tension. (Lepine et al., in Schwegker Jr & Dimitriou, 2021).

#### H8: Job Stress Able to Mediate the Effect of Work Overload on Employee Performance

The results of testing the hypothesis of the effect of work overload on employee performance mediated by job stress obtained a negative beta score (-0.128) with a p-value of 0.001 ( $p < 0.05$ ) with a t statistic of 3.229 ( $p > 1.96$ ) indicating that there is a significant negative effect between work overload variables on employee performance is mediated by job stress. The higher the work overload, the lower the employee's performance is mediated by the job stress variable. Stress at work can be caused by excessive workload, anxiety, and the amount of time allowed to work (Jeon, et al., 2022). High workload conditions trigger stress, this can reduce employee performance levels. Employees are considered to experience problems in workload when quantitatively they have many tasks and the quality of the tasks is quite difficult (Rafiq et al., 2022). The more and more difficult tasks obtained will reduce employee performance. Employee performance is a form of the individual carrying out tasks qualitatively and quantitatively. In addition to work results, behaviour and actions taken by employees, especially with the aim of contributing to the company, are employee performance (Mittal & Bhakar, 2018).

#### H9: Job Stress Able to Mediate the Effect of Person-Job Fit on Employee Performance

The results of testing the hypothesis of the effect of person-job fit on employee performance mediated by job stress obtained a negative beta score (-0.124) with a p-value of 0.001 ( $p < 0.05$ ) with a t statistic of 3.199 ( $p > 1.96$ ) indicating that there is a significant negative effect between the person variable -job fit on employee performance mediated by job stress. The more in line with a person's job fit, the lower employee performance will be mediated by job stress variables. Person-job fit is a process for identifying employee competencies needed for success, such as knowledge, talents, skills, and other aspects that may allude to achieving superior performance (Toșcă et al., 2019). Employee happiness will increase naturally when individual personality and work are aligned; This situation can improve employee performance and reduce work stress (Asmike & Setiono, 2020).

#### H10: Job Stress Able to Mediate the Effect of Work Engagement on Employee Performance

The results of testing the hypothesis of the effect of work engagement on employee performance mediated by job stress obtained a negative beta score (-0.057) with a p-value of 0.070 ( $p < 0.05$ ) with a t statistic of 1.816 ( $p > 1.96$ ) indicating that there is no effect between the person-job fit variable on employee performance is mediated by job stress. Individual attachment to the company will cause individuals to have a high sense of responsibility to improve employee performance. This sense of responsibility can also ultimately reduce individual job stress because tasks are carried out with positive thoughts (Wang & Chen, 2020). When employees feel valuable, useful, and valuable in their current job roles, they experience meaning. Individual conditions that work positively can minimize employees experiencing job stress. Tension can negatively impact job performance. Because tension is physically and emotionally draining, it negatively impacts employees' energy levels—lack of intellectual and physical energy to fulfil role obligations results in inadequate performance effectively. In addition, stress reduces employees' desire to continue to work harder (Schwepker Jr & Dimitriou, 2021).

## 4. CONCLUSION

According to a study conducted at automotive companies in Pontianak City, employee performance, person-job fit, work engagement, and work overload explain 87.4% of the r-square score for work stress; variables outside the study explain the rest. this. Work stress, job suitability, work involvement, and excessive workload constitute 93.9% of employee factors; the rest is explained by variables not examined in this study. The workload variable has a significant positive effect on work stress, the person-job fit variable has a significant

negative effect on work, the work engagement variable has a significant negative effect on work stress, the work overload variable has no effect on employee performance, and person-job fit variable has a significant positive effect on performance employees, there is a significant positive effect between work engagement variables on employee performance, a significant negative effect between work stress variables on employee performance, a significant negative effect between workload variables on employee performance mediated by work stress, a significant negative effect between person-job fit variables on employee performance is mediated by work stress, and there is no influence between variables on employee performance. For better research in the future, you may consider a longitudinal approach, inclusion of additional variables, more in-depth measurement methods, analysis of different industry and cultural contexts, development of a more comprehensive conceptual model, in-depth research methods such as interviews, use of a more representative sample, external validation, and collaboration with experts to deepen the understanding of the factors that influence job stress and employee performance.

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