

## ***The Influence Of Work Stress On Employee Performance At Gramedia Basuki Rahmat Malang***

### **Pengaruh Stres Kerja Terhadap Kinerja Karyawan Di Gramedia Basuki Rahmat Malang**

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#### **ABSTRACT**

*Gramedia Malang Basuki Rahmat faces challenges in maintaining employee productivity due to work-related stress arising during the store renovation process. This study seeks to assess the degree to which such stress influences employee effectiveness. A quantitative framework guides the study, involving a total employee of 70 individuals. From this group, 41 employees were deliberately selected based on predetermined qualifications using a purposive sampling method. Primary data was gathered through employee responses to structured questionnaires, while supplementary insights were drawn from diverse scholarly references. Data acquisition relied on a questionnaire utilizing a Likert scale, followed by rigorous reliability and validity assessments. The analytical process incorporated descriptive evaluation, statistical prerequisite examination, simple linear regression analysis, hypothesis verification, and coefficient of determination assessment. The results reveal that work stress exerts a substantial adverse effect on employee performance. These results provide a foundation for human resource management in formulating strategies to mitigate work stress, ensuring that employee performance remains optimal.*

**Keywords:** Work Stress, Employee Performance, Gramedia

#### **ABSTRAK**

Gramedia Malang Basuki Rahmat menghadapi tantangan dalam mempertahankan produktivitas karyawan karena stres terkait pekerjaan yang timbul selama proses renovasi toko. Penelitian ini bertujuan untuk menilai sejauh mana stres tersebut mempengaruhi efektivitas karyawan. Sebuah kerangka kerja kuantitatif memandu penelitian ini, yang melibatkan total karyawan sebanyak 70 orang. Dari kelompok ini, 41 karyawan dipilih secara sengaja berdasarkan kualifikasi yang telah ditentukan dengan menggunakan metode purposive sampling. Data primer dikumpulkan melalui tanggapan karyawan terhadap kuesioner terstruktur, sementara wawasan tambahan diambil dari berbagai referensi ilmiah. Perolehan data mengandalkan kuesioner yang menggunakan skala Likert, diikuti dengan penilaian reliabilitas dan validitas yang ketat. Proses analisis menggunakan evaluasi deskriptif, pemeriksaan prasyarat statistik, analisis regresi linier sederhana, verifikasi hipotesis, dan penilaian koefisien determinasi. Hasil penelitian menunjukkan bahwa stres kerja memberikan pengaruh negatif yang substansial terhadap kinerja karyawan. Hasil ini memberikan landasan bagi manajemen sumber daya manusia dalam merumuskan strategi untuk mengurangi stres kerja, sehingga kinerja karyawan tetap optimal.

**Kata Kunci:** Stres Kerja, Kinerja Karyawan, Gramedia

#### **1. Introduction**

The modern retail industry is one of the business sectors experiencing increasing competition year after year. The growing intensity of competition requires companies to continuously innovate and develop the right strategies to survive and become market leaders (Cahyani et al., 2023). To achieve the position of a market leader, retail companies must have strong competitive advantages. This applies to various types of retail businesses, including the book retail industry, which currently faces challenges due to changing trends and consumer

habits in obtaining information and entertainment (Diantoro & Gustina, 2022). Gramedia, as one of the largest retail companies in Indonesia's book industry, has an extensive store network and offers a variety of products, including books, stationery, and other supplies. In addition to physical stores, Gramedia has also developed an online bookstore accessible through its official website (Setyanto et al., 2023). However, despite having a strong market position, Gramedia still faces intense competition from other bookstores, both online and offline. One of the branches that contribute to the company's success is Gramedia Malang Basuki Rahmat.

Initial interviews with 41 employees at Gramedia Malang Basuki Rahmat revealed that they were experiencing work stress. This situation arose as Gramedia Malang Basuki Rahmat is currently undergoing renovations, prompting the company to hold exhibitions at four locations: Sendang Ayu Pasuruan, Plaza Araya, Lippo Plaza Batu, and Togamas Dieng. As a result, the number of employees in the store was reduced, with each shift decreasing from five employees to only three, leading to double job responsibilities. Although additional support was provided by daily workers, this proved to be ineffective since they were not assigned the same job descriptions as contract employees. Their tasks were limited to assisting sales associates, and they were not allowed to handle cashier duties.

Work stress is a psychological condition that arises due to an imbalance between workload and an individual's ability to cope with it (Amri et al., 2025). When workload exceeds an individual's capacity, employees may experience excessive pressure, which negatively impacts their performance. Poorly managed work stress can lead to decreased motivation, feelings of frustration, and discomfort in the workplace. If left unaddressed, this condition can hinder productivity and even disrupt organizational effectiveness. Employees experiencing work stress tend to be more emotional and struggle to concentrate on their tasks. This can lead to work errors, increased conflicts among employees, and a decline in work quality (Ekhsan & Septian, 2021). In the long run, unmanaged stress can cause physical and mental exhaustion, as well as increase the risk of absenteeism and employee turnover (Achmar et al., 2022). As a result, organizations may experience an overall decline in performance due to reduced productivity and disrupted work efficiency. Work stress in a corporate environment is a critical issue, especially because its impact is not only felt by individuals but also by the organization as a whole. If many employees experience stress, business operations may be disrupted, work targets may become difficult to achieve, and customer satisfaction levels may decline.

Numerous studies have explored the influence of work stress on employee performance, highlighting its significant role in shaping productivity levels across various industries. Nevertheless the findings remain inconsistent. Several studies, such as Jalil et al. (2024), Aqnes et al. (2022), and Tridiyandhianingsih & Indiyati (2024) emphasizes the detrimental impact of work-related strain, demonstrating that as stress levels escalate, employee performance deteriorates. These findings support theoretical perspectives suggesting that work stress can obstruct productivity, diminish motivation, and contribute to both physical and psychological exhaustion, ultimately impairing organizational outcomes. However, other studies by Buulolo et al. (2021), Supriyanto & Nadiyah (2022), Ilham & Prasetyo (2022), and Ramadhayani (2023) suggest that under certain circumstances, work-related strain can enhance performance. Their research indicates that stress, when managed effectively, may serve as a driving force, prompting employees to work more efficiently, sharpen their focus, and complete tasks with greater precision. The differences in results may be influenced by several factors, such as the work environment, corporate culture, or an individual's ability to manage stress. Additionally, study by Salsabila et al. (2023) found no significant correlation between occupational strain and workforce efficiency, implying that its influence is highly situational. Factors such as organizational support systems, stress management strategies, and individual resilience may determine whether workplace strain hinders or enhances performance. These variations suggest that the impact of occupational strain is contingent upon contextual

elements, including corporate culture, job demands, and personal coping mechanisms. This research also refers to Basory et al. (2025), that High performance from employees is essential for the achievement of company goals.

Considering the inconsistencies in prior research findings, this study aims to bridge the existing knowledge gap by offering a deeper examination of the relationship between work stress and employee performance. By focusing on employees at Gramedia Malang Basuki Rahmat, this research aims to provide deeper insights into how work stress affects employee performance in the retail industry, particularly in the book sales sector. The findings are expected to refine existing theoretical frameworks and contribute to a more comprehensive understanding of how stress manifests in workplace dynamics, ultimately informing strategies for managing employee well-being and optimizing productivity. Additionally, this study can assist company management in understanding employees' stress levels and their impact on performance, enabling the development of more effective strategies to enhance employee well-being and productivity. Clarissa and Mirza's journal (2025), states that Employee Performance can be positive and influenced by: Communication patterns, work systems, and motivation, according to the journal, the author tries to find another point of view, related to employee performance, namely the level of employee work stress.

Theoretically, this study aims to expand knowledge and enrich the existing body of knowledge regarding the influence of work stress on employee performance. By examining this relationship in the context of a store undergoing renovation, the research aims to clarify discrepancies observed in prior studies and provide insights that may refine prevailing theories. Through this approach, the study broadens academic discourse on workplace stress and offers a more industry-specific perspective on how such pressures shape employee productivity. Practically, this study is expected to benefit the management of Gramedia Malang Basuki Rahmat by providing a clearer understanding of employees' work stress levels and their effects on performance. The findings of this research are expected to serve as a foundation for the company to design more effective strategies for managing work stress, improving employee well-being, and maintaining overall company productivity and performance.

## **2. Literature Review**

### **Employee Performance**

Employee performance is the achievement of individuals or groups in carrying out assigned tasks within an organization over a specific period. Adhari (2020) emphasizes that performance reflects the level of outcomes produced from a role or job activity, both in terms of quantity and quality. Sanaba (2022) highlights that work achievements are influenced by various elements that support the attainment of organizational targets. Meanwhile, Fahraini & Syarif (2022) state that performance represents the contribution of individuals or teams within a company in accordance with their assigned responsibilities and authority. In the retail industry, employee performance is measurable outcomes achieved by individuals or teams in fulfilling their responsibilities as quality service to customer and sales within a specific timeframe.

### **Work Stress**

Work stress is an individual's reaction to pressure arising from various factors in the workplace. Hasibuan (2020) characterizes work-related stress as a form of tension that disrupts an individual's emotional stability, cognitive functions, and physical well-being. This condition arises from the dynamic interactions between employees and various workplace factors, which include job demands, organizational structure, and interpersonal relationships. Such pressure can manifest in different ways, potentially influencing both individual performance and overall workplace dynamics. Usfa and Yudia (2025) explain that work stress is an adaptive response influenced by personal characteristics and psychological processes, emerging from external

demands that strain an individual's physical and mental well-being. One of the primary triggers of stress is workplace pressure, which elicits different adaptive responses in individuals based on their unique characteristics.

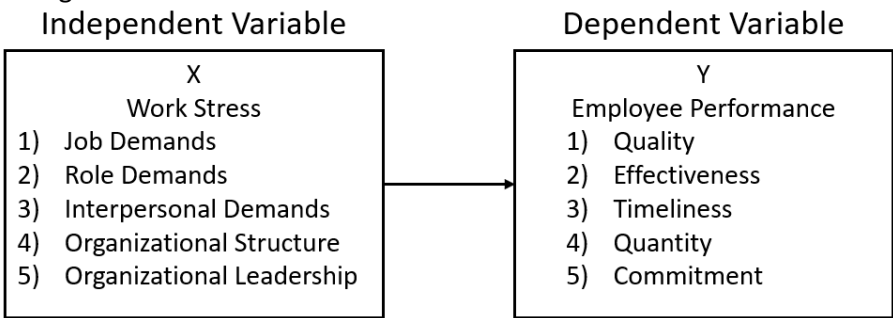
**The Relationship Between Work Stress and Employee Performance**

The relationship between work stress and employee performance can be explained from various perspectives in human resource management. Stress arising from excessive workload without adequate individual capacity can lead to psychological pressure that hinders productivity. The Social Exchange Theory explains that workplace interactions involve reciprocal exchanges between supervisors and employees, where employees expect recognition in return for their contributions. However, when work pressure becomes too high, this relationship may be disrupted, leading to dissatisfaction, emotional exhaustion, and ultimately affecting job performance (Anwar et al., 2023). Emotional distress caused by stress can result in loss of motivation, difficulty concentrating, and inefficiency in task completion. Consequently, work effectiveness declines, which, can impact organizational goals (Pramono, 2024).

Several studies have identified a negative relationship between work stress and employee performance. For instance, a study by Buulolo et al. (2021) on sub-district office employees in South Nias Regency found that work stress significantly reduced employee performance. Similar findings were observed in Jalil et al. (2024) research on employees of the Department of Education and Culture, where high work pressure led to decreased performance. Meanwhile, a study by Aqnes et al. (2023) on MSME employees in the fish processing industry in Sungsang showed that excessive workload without proper management support hindered workforce productivity. The consistency of these findings across different studies indicates that work stress is not merely an individual issue but an organizational factor that must be properly managed to prevent it from obstructing the achievement of company goals.

**Conceptual Framework and Hypothesis**

The conceptual framework in this study illustrates the relationship between work stress as the independent variable and employee performance as the dependent variable. Work stress refers to the pressure experienced by employees in the workplace due to excessive job demands, role ambiguity, interpersonal conflicts, organizational structure misalignment, and leadership styles that create psychological strain and hinder performance. On the other hand, employee performance is the level of work achievement, reflected through output quality, task completion effectiveness, timeliness, work quantity, and commitment to responsibilities and organizational goals.



**Figure 1. Conceptual Framework**

**Hypothesis:**

- Ho : Work stress has no effect on employee performance at Gramedia
- Ha : Work stress has a negative and significant effect on employee performance at Gramedia

### 3. Research Methods

This study adopts an explanatory research approach to elucidate the causal relationship between the examined variables through hypothesis testing. As outlined by Sugiyono (2020), this research method enables a comprehensive assessment of how the independent variable influences the dependent variable, both in terms of its magnitude and directional impact. By employing this approach, the study goes beyond mere description of workplace stress and its effects, offering insights into the underlying mechanisms that link work stress to employee performance. This understanding is particularly valuable for businesses, as it provides a basis for identifying factors that either hinder or enhance employee productivity. The study encompasses all employees of Gramedia Malang Basuki Rahmat, comprising a total population of 70 individuals. To ensure the selection of a relevant sample, a purposive sampling technique was applied based on predetermined criteria. Specifically, participants were required to be employees under the management of PT Gramedia Malang Basuki Rahmat with a minimum tenure of two years. Using these criteria, 41 respondents were chosen as representative samples for analysis. Primary data were obtained through structured questionnaires utilizing a Likert scale, while secondary data were sourced from scholarly journals and reference books that support the theoretical framework of the study. The research instruments underwent validity and reliability testing, followed by classical assumption tests, including normality, linearity, and heteroscedasticity assessments. Data analysis was performed using a simple linear regression model to evaluate the relationship between work stress and employee performance. Additionally, the coefficient of determination test and t-test were employed to assess the strength and statistical significance of the observed effects

### 4. Research and Discussion

#### Respondent Description

**Table 1. Respondent Characteristics**

Characteristic	Criteria	Number	Percentage
Gender	Male	21	51.2%
	Female	20	48.8%
Age	20 – 30 Years	35	85.4%
	31 – 40 Years	2	4.9%
	41 – 50 Years	4	9.8%
	> 50 Years	0	0.0%
Education	High School	30	73.2%
	Diploma	5	12.2%
	Bachelor's Degree	6	14.6%
	Master's Degree	0	0.0%
Position	<i>Sales Superintendent</i>	4	9.8%
	<i>Store Administrative Clerk</i>	2	4.9%
	<i>Store Operation Associate as Warehouse</i>	1	2.4%
	<i>Store Operation Associate Book</i>	14	34.1%
	<i>Store Operation Associate Counter</i>	15	36.6%
	<i>Store Operation Associate Non-Book</i>	5	12.2%
Years of Service	2 – 4 Year	3	7.3%
	5 – 7 Year	31	75.6%
	8 – 10 Year	4	9.8%
	> 10 Year	3	7.3%

The respondents in this study consist of 41 employees of Gramedia Basuki Rahmat Malang, with a nearly balanced gender composition: 51.2% male and 48.8% female. Most are within the age range of 20–30 year (85.4%), indicating that most employees are in the early to mid-career stages. Meanwhile, only a small portion of employees are over 30 years old, with 4.9% aged 31–40 years and 9.8% aged 41–50 years. There are no respondents over 50 years old, suggesting that the work environment at Gramedia Basuki Rahmat Malang is predominantly composed of younger employees. In terms of education, most respondents have a high school/vocational equivalent education (73.2%), while those with diploma and bachelor's degrees account for 12.2% and 14.6%, respectively. No respondents hold a master's degree. Regarding job positions, most of respondents work as Store Operation Associates in various divisions, including books (34.1%), counters (36.6%), and non-books (12.2%). Other positions include Sales Superintendent (9.8%), Store Administrative Clerk (4.9%), and Warehouse Associate (2.4%). Based on work tenure, most respondents have been employed for 5–7 years (75.6%), while those with 2–4 years and more than 10 years of experience each make up 7.3%. Respondents with 8–10 years of work experience account for 9.8%..

### Instrument Test Results

**Table 2. Validity and Reliability Test Results**

Variable	Item	r calculate	r table	<i>Cronbach's Alpha</i>
Work Stress (X)	X1	0.401	0.304	0.880
	X2	0.732	0.304	
	X3	0.808	0.304	
	X4	0.561	0.304	
	X5	0.700	0.304	
	X6	0.813	0.304	
	X7	0.765	0.304	
	X8	0.739	0.304	
	X9	0.816	0.304	
	X10	0.765	0.304	
Employee Performace (Y)	Y1	0.372	0.304	0.876
	Y2	0.334	0.304	
	Y3	0.791	0.304	
	Y4	0.829	0.304	
	Y5	0.839	0.304	
	Y6	0.466	0.304	
	Y7	0.808	0.304	
	Y8	0.744	0.304	
	Y9	0.839	0.304	
	Y10	0.873	0.304	

The validity test results indicate that all items in the research instrument have an r Calculated value exceeding the r Table value (0.304), confirming that each item within the work stress variable (X) and employee performance variable (Y) is valid and suitable for further analysis. This suggests that the instrument effectively measures the intended constructs without significant measurement errors. Furthermore, the reliability test results demonstrate a high level of internal consistency in the measurement tool. The Cronbach's Alpha value for the work stress variable (X) is 0.880, while the employee performance variable (Y) has a Cronbach's Alpha of 0.876, both surpassing the accepted threshold of 0.7. These findings indicate that the instrument used in this study is not only valid but also highly reliable, ensuring that the collected

data maintains consistency across repeated measurements. Thus, the instrument is deemed appropriate for further statistical analysis.

### Classical assumption test results

#### Normality Test

The normality test is a statistical procedure designed to assess whether the data in a study follow a normal distribution. Ensuring normality is essential, as a normally distributed residual is a fundamental requirement for obtaining valid and reliable results in linear regression analysis. Deviations from normality can affect the accuracy of statistical inferences and the overall robustness of the model. In this study, the normality test was performed using the Kolmogorov-Smirnov method, which compares the distribution of residuals against a standard normal distribution. The data are considered to satisfy the normality assumption if the significance value obtained from the test exceeds 0.05. If this criterion is met, the residuals can be deemed normally distributed, allowing the regression model to be appropriately applied for further analysis.

**Table 3. Normality Test Results Using the Kolmogorov-Smirnov Method**

N		41
Normal Parameter	Means	.0000000
	Std. Deviations	2.70727396
Most Extreme Difference	Absolute	.082
	Positive	.082
	Negative	-.073
Test Statistics		.082
Asymp. Sig. (2-tailed)		.200 <sup>d</sup>

In Table 3, the asymptotic significance (2-tailed) value is reported as 0.200, which exceeds the 5% significance threshold. This indicates that the residuals in the dataset do not deviate significantly from a normal distribution. Based on the Kolmogorov-Smirnov test results, the data satisfy the normality assumption, confirming that the regression model can be appropriately utilized for further statistical analysis.

**Table 4. Linearity Test Result**

		Sum of Square	df	Mean Squares	F	Sig.
Y * X	Between Group	(Combined)	162.905	9	18.101	2.130 .057
		Linearity	133.217	1	133.217	15.673 .000
		Deviation from Linearity	29.688	8	3.711	.437 .890
	Within Groups		263.486	31	8.500	
Total			426.390	40		

The linearity test results presented in table above, confirm that the relationship between work stress and employee performance follows a linear pattern. This conclusion is based on the significance value for Deviation from Linearity, which is recorded at 0.890, well above the 0.05 threshold. A significance value greater than threshold indicates that there is no significant deviation from linearity, meaning the relationship between the two variables can be appropriately analyzed using linear regression. These findings validate the assumption that changes in work stress correspond proportionally to changes in employee performance, reinforcing the suitability of the chosen analytical model.

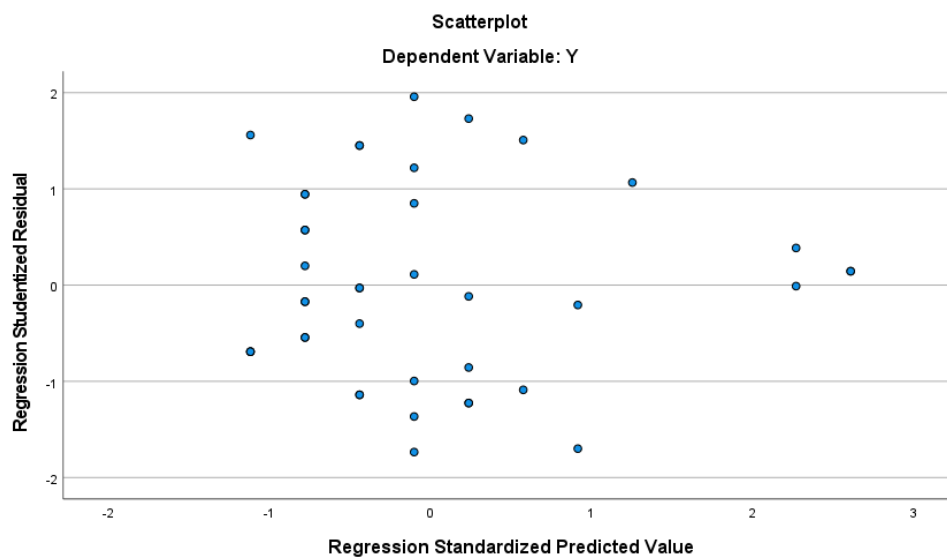


Figure 2. Scatterplot

Based on Figure 2, the distribution of data points appears evenly dispersed above and below the zero point on the vertical axis, as well as symmetrically distributed to the left and right of the zero point on the horizontal axis. The absence of a discernible clustering pattern or a widening, wave-like formation suggests that the variance of residuals remains constant across different levels of the independent variable. This indicates that the regression model does not exhibit signs of heteroscedasticity, meaning the assumption of homoscedasticity is met. As a result, the model can be considered statistically reliable for further analysis, as the error terms do not systematically increase or decrease with changes in work stress levels.

### Data Analysis Results

Table 5. Simple Linear Regression Analysis Results

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	68.192	5.555		12.277	.000
X	-.618	.147	-.559	-4.210	.000

Based on Table 5, the simple linear regression equation is formulated as follows:

$$Y = 68,192 - 0,618 + e$$

From the regression equation, the constant value of 68.192 indicates that employee performance is 68.192 when work stress (X) is close to zero. The coefficient of -0.618 for work stress implies that each 1-unit increase in work stress reduces employee performance by 0.618 units. This result confirms an inverse relationship between work stress and employee performance which is higher levels of stress lead to lower performance.

The statistical significance of this relationship was tested using the t-test. The t-value was obtained from a simple linear regression analysis, while the t-table value was derived from the standard table using  $df = n - k - 1$ . Given  $n = 41$  samples and  $k = 1$  independent variable, the  $df = 39$ . At a 5% significance level (one-tailed, left side), the critical t-table value is -1.684.

According to Table 5, the t-value for work stress (X) is -4.210, indicating a negative effect. The computed t-value for work stress is -4.210 which is greater in magnitude than the critical t-table value (-1.684), leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis. This result is further supported by a significance value (Sig.) of 0.005, which is less than the 5% threshold. Thus, the alternative hypothesis ( $H_a$ ) is accepted, confirming that work stress has a significant negative impact on employee performance..



**Table 6. Coefficient of Determination Test Result**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.559 <sup>a</sup>	.312	.295	2.742

The coefficient of determination test results presented in Table 6 indicate that the R value is  $-0.559$ , confirming a negative relationship between work stress and employee performance. This suggests that as work stress levels rise, employee performance tends to decline. Additionally, the  $R^2$  value of  $0.312$  signifies that  $31.2\%$  of the variability in employee performance can be attributed to work stress. In other words, work stress explains a moderate proportion of changes in employee performance. However, the remaining  $68.8\%$  of the variation is influenced by other factors not accounted for in this model. These could include organizational culture, leadership style, job satisfaction, work-life balance, or personal resilience. Given this result, while work stress is a significant factor affecting employee performance, addressing other external variables is equally crucial for a comprehensive understanding of performance fluctuations within the organization.

**Discussion**

Based on human resource management theory, work stress can significantly affect employee productivity. Distress arises when job demands exceed an individual's capacity to manage them, potentially leading to physical and mental exhaustion. An ideal work relationship should be based on the principle of reciprocal exchange, where employees receive recognition for their efforts. However, when work pressure becomes excessive, this balance can be disrupted, creating feelings of frustration and lowering work motivation (Anwar et al., 2023). If left unchecked, this condition can lead to a decline in job commitment and a decrease in the quality of work output.

Work stress is also linked to task effectiveness. Employees experiencing high pressure often struggle with concentration, ultimately hindering their work efficiency. Pramono (2024) highlights that unregulated stress levels contribute to declining productivity, as they increase the likelihood of mistakes and weaken analytical reasoning. When individuals are unable to manage workplace tension effectively, their ability to solve problems deteriorates, ultimately disrupting overall workflow and operational consistency. At Gramedia Malang, the primary source of heightened stress stemmed from the ongoing store renovation, which significantly altered workload distribution. A reduction in staff per shift resulted in an imbalanced allocation of tasks, requiring certain employees to juggle multiple duties beyond their typical responsibilities. This situation not only prolonged task completion times but also intensified pressure, fostering frustration and dissatisfaction among workers. The accumulation of these challenges negatively affected job performance, as employees struggled to meet expectations under increasingly demanding condition.

In addition to a high workload, interpersonal factors in the workplace also contributed to work stress. Changes in work systems due to renovations made adjustments difficult, especially due to limited autonomy in managing tasks. Employees lacked flexibility in determining the best way to complete their tasks, particularly given the low efficiency of daily workers. This lack of control over their work environment created additional stress, decreasing their motivation to perform at their best. If this lack of autonomy persists, employees are likely to lose initiative and focus solely on completing the bare minimum required.

Organizational structure also plays a role in shaping employees' work stress levels. A misalignment between job descriptions and assigned positions created role confusion, adding to employees' mental burden in performing their tasks. Leadership within the organization also influenced stress levels, especially when high expectations were not accompanied by adequate

support. Pressure from supervisors to achieve specific targets without flexibility in work methods further exacerbated stress levels. If work pressure is not counterbalanced with a more supportive approach, employees' effectiveness in completing tasks will continue to decline..

The findings align with previous research, which has shown a negative relationship between work stress and employee performance. A study by Buulolo et al. (2021) on employees at the Aramo Sub-district Office in South Nias Regency and Jalil et al. (2024) on employees of the Department of Education and Culture confirmed that higher work stress correlates with lower productivity. Aqnes et al. (2023) also reported comparable findings in the MSME sector, where elevated work stress led to reduced employee efficiency and effectiveness. These studies collectively reinforce the argument that work stress poses a significant challenge to maintaining optimal employee performance across different industries and organizational settings. The alignment of these results with the present study further substantiates the claim that excessive stress in the workplace can undermine productivity, motivation, and overall employee performance. However, this study contrasts with research suggesting that work stress can improve performance under certain conditions, as found by Ilham & Prasetyo (2022) at PT Telkom Area 3 and Supriyanto & Nadiyah (2022) at the South Sumatra Province UPTD for Food Crop and Horticultural Plant Protection. These differing results indicate that the impact of work stress is not always universal but depends on the type of job, work system, and stress management strategies implemented in the workplace.

## 5. Conclusion

### Conclusion

Based on the data analysis and discussion, the findings of this study indicate that work stress has a negative and significant impact on employee performance at Gamedia Malang. Work stress is caused by a high workload, lack of autonomy in the workplace, as well as pressure from organizational structure and leadership.

### Recommendations

Future research should consider examining multiple Gamedia branches to gain a broader understanding of the relationship between work stress and employee performance across different operational activities and work environments. Additionally, future studies could analyze other independent variables that may influence employee performance in the retail industry, such as job satisfaction, motivation, work environment, and leadership.

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