

The Effect Of Stress And Work Environment On Generation Z Employee Performance With Job Satisfaction As An Intervening Variable

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ABSTRACT

This research aims to analyze the influence of work stress and work environment on employee performance with job satisfaction as a mediating variable. Employee performance is affected by various factors, including work stress, work environment, and job satisfaction. This study uses a quantitative approach, with a sample of 100 respondents selected purposively. Data was collected using Google Forms. The relationships between variables and the mediating role were tested in the data analysis of the Path Analysis model using SmartPLS version 3. The research results show that stress has a negative and significant effect on job satisfaction ($\beta = -0.296$); the work environment has a positive and significant effect on job satisfaction ($\beta = 0.477$); stress has a negative and significant effect on employee performance ($\beta = -0.368$); the work environment has a positive and significant effect on employee performance ($\beta = 0.357$); and job satisfaction has a positive and significant effect on employee performance ($\beta = 0.327$). Job resources, or a supportive work environment, can enhance performance, but stress in the workplace decreases job satisfaction. This study indicates that management should help employees feel more comfortable in their workplaces and create a supportive work environment to make them happier and more productive. To improve employee productivity and satisfaction, HRD must create stress management programs, create a work environment suitable for the digital generation, and provide flexibility.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh stres kerja dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi. Kinerja karyawan dipengaruhi oleh berbagai faktor, termasuk stres kerja, lingkungan kerja, dan kepuasan kerja. Penelitian ini menggunakan pendekatan kuantitatif, dengan sampel 100 responden yang dipilih secara purposif. Data dikumpulkan menggunakan Google Forms. Hubungan antar variabel dan peran mediasi diuji dalam analisis data model Path Analysis menggunakan SmartPLS versi 3. Hasil penelitian menunjukkan bahwa stres memiliki pengaruh negatif dan signifikan terhadap kepuasan kerja ($\beta = -0,296$); lingkungan kerja memiliki pengaruh positif dan signifikan terhadap kepuasan kerja ($\beta = 0,477$); stres memiliki pengaruh negatif dan signifikan terhadap kinerja karyawan ($\beta = -0,368$); lingkungan kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan ($\beta = 0,357$); dan kepuasan kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan ($\beta = 0,327$). Sumber daya kerja, atau lingkungan kerja yang mendukung, dapat meningkatkan kinerja, tetapi stres di tempat kerja menurunkan kepuasan kerja. Penelitian ini menunjukkan bahwa manajemen harus membantu karyawan merasa lebih nyaman di tempat kerja mereka dan menciptakan lingkungan kerja yang mendukung untuk membuat mereka lebih bahagia dan produktif. Untuk meningkatkan produktivitas dan kepuasan karyawan, HRD harus menciptakan program manajemen stres, menciptakan lingkungan kerja yang sesuai untuk generasi digital, dan memberikan fleksibilitas.



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INTRODUCTION

An organization's or company's human resources are a vital resource for its long-term viability. The firm is greatly impacted by the performance of its personnel. The business, therefore, seeks to recruit individuals with exceptional skills and potential, as well as consistently improve the performance of its current workforce. These actions are taken to

produce a competitive and productive workplace and to accomplish organizational objectives efficiently and effectively.

The workplace is undergoing major changes in the midst of growing globalization. These changes have a major impact on many things, including human resource management. With these changes, the work environment has become more complex and full of new problems. This situation becomes even more intriguing from the perspective of Generation Z, which consists of people born from 1997 to 2012. Generation Z grew up amidst rapid technological advancements and unlimited access to information. Not only do they have a new way of thinking, but they also have a different perspective on work-life balance and professional standards in the workplace.

The phenomenon of high work stress levels among Generation Z, as revealed in a Cigna International Health survey (2023), shows that this age group faces greater work pressure than other generations. With 91% of respondents aged 18-24 years reporting experiencing stress and almost a quarter of them claiming their stress is unmanageable. This reflects a very vulnerable psychological state of work. High levels of stress, if not handled appropriately, have the potential to reduce job satisfaction. Individuals who are constantly under stress tend to feel uncomfortable, dissatisfied, and unmotivated in their work. Furthermore, the symptoms of burnout experienced by almost all Gen Z respondents (98%) are also strong indicators that their job satisfaction is highly threatened. In this context, job satisfaction can be an important mediating variable in explaining how job stress negatively impacts employee performance. Currently, Generation Z is also in the early stages of career development and faces the dynamics of an unstable work environment.

In the workplace, one of the key determinants of a group's ability to successfully realize its strategic objectives is employee performance. The degree to which workers make contributions to the company is determined by their execution. The emphasis of initiatives to enhance organizational performance is to improve individual and group performance (Syahrial & Robica, 2014). Given how important employee performance is to the achievement of the company, it's really important for every business to ensure that the performance of employees is maintained and continues to increase in line with the objectives to be fulfilled. Suryawan & Salsabilla (2022) said employee performance is related to the desire to do work, the level of skill, and understanding of what needs to be done and how to do it. Employee performance, as defined by Mangkunegara (2016), is the sum and caliber of work finished by an employee in fulfilling his obligations.

Heriyanti (2007) states that if one of the elements is work satisfaction affecting performance, it could be built properly, and the quality of human resources will be completed. Contentment at work is defined as an emotional or effectiveness response to various factors related to work and employees' feelings about whether they are satisfied with their jobs or not. Generally toward one's work, demonstrating the distinction in between the number of incentives employees obtain and the number of rewards they expect (Afandi, 2018).

The fulfillment of job satisfaction does not occur automatically but is influenced by various interrelated factors. Job satisfaction will be easier to achieve if the supporting

variables are in a conducive condition. These, the work environment and job stress, are variables.

Job anxiety is a psychological state that develops when perceived work demands exceed an individual's ability to cope. According to Rivai in Setyawati et al. (2018). Workplace stress is a tense situation that leads to a physical and mental imbalance that impacts an employee's feelings, thoughts, and overall health. Putry & Hamsal (2024) said that work stress can arise due to excessive task demands, tight time pressure, or lack of social support in the work environment.

Heriyanti (2007) states that companies consistently consider the environment in which employees perform their duties to ensure continued satisfaction among employees. Factors such as coworkers, supervisors, workplace environment, and additional elements that may impact an individual's capacity to perform their job are important considerations. The workplace, which includes physical and non-physical aspects, is so inherent in every employee that it cannot be separated from achieving optimal work. The work environment includes all visible conditions in the area where tasks are performed. These physical elements can significantly affect how productive employees are. However, the absence of physical workspace involves everything related to the interactions and dynamics in the workplace. Employees will undoubtedly feel more at ease working in a suitable setting, so that there will be work enthusiasm and employee work enthusiasm in doing their duties, and worker productivity will rise.(Rasmuji & Putranti, 2017).

The Job Demands-Resources (JD-R) model explains that employee satisfaction and performance are influenced by the balance between job demands and job resources. In this situation, work stress is considered a job demand that tends to increase psychological tension, leading to a decrease in satisfaction and performance. On the other hand, according to Herzberg's Two-Factor Theory, the work environment is seen as both a job resource and a hygiene factor. If the environment is good, it will enhance job satisfaction and positively impact performance. Additionally, job satisfaction acts as a mediator linking demands and resources to outcomes; it has been shown that employee satisfaction levels can boost performance.

Table 1 *Previous Research Results And Inconsistencies*

Researchers	Research results
Akbar & Troena (2016), Putry & Hamsal (2024), Syohraeni et al. (2023)	stress has a negative and significant effect on job satisfaction
Adawiyah & Siswanto (2015), Dahmir et al., (2022)	stress has a positive and significant impact on job satisfaction
Rasmuji & Putranti (2017), Fahira & Yasin (2021)	Job satisfaction has a positive and significant impact on employee performance.
Kosidin & Widjaja (2024)	Job satisfaction has a negative and insignificant effect.
Sandiartha & Suwanda (2020), Syohraeni et al. (2023) Muslim et al. (2023)	Work stress has a negative and significant impact on employee performance.
Widyastuti (2015), Shabrina et al. (2020)	Stress has a positive and significant effect on employee performance.

Daulay & Hikmah (2020), Yuningsih et al. (2022), Mulyaningtyas & Soliha (2023)	The work environment has a positive and significant impact.
Hanafi & Yohana (2017), Auliana & Achmad (2023)	The work environment has a negative and significant impact on employee performance.

Employee performance is one of the determining factors for organizational success as it is directly related to the achievement of strategic goals, productivity, and the competitiveness of the company (Robbins & Judge, 2019). Improving performance has become an important challenge, especially in the digital era which demands quick adaptation to changes in the business environment. Generation Z, which is now starting to dominate the workforce, faces high pressure in the form of strict job targets, multitasking, and demands for technology adaptation. These conditions often trigger work stress that negatively impacts their well-being and satisfaction. Conversely, a supportive work environment, both physically and psychosocially, has been proven to improve motivation and loyalty, especially for the digital generation that demands flexibility and a collaborative work atmosphere. This research aims to analyze the influence of work stress and work environment on employee performance with job satisfaction as a mediating variable, focusing on Generation Z employees in Indonesia. By using the Job Demands-Resources Model (JD-R) approach, this study is expected to provide a more comprehensive understanding of the mechanisms of the relationship between job demands, work resources, satisfaction, and performance, as well as offer practical recommendations for human resource management.

The hypotheses we propose for this study

- H1: In Semarang City, job stress has a detrimental effect on Generation Z's level of job satisfaction.
- H2: In Semarang City, the work environment significantly and favorably affects Generation Z's job satisfaction.
- H3: The performance of Generation Z workers in Semarang City is significantly and negatively impacted by job stress.
- H4: In Semarang City, the work environment has a favorable and noteworthy impact on Generation Z employees' performance.
- H5: The performance of Gen Z workers in Semarang City is positively and significantly impacted by job satisfaction.

RESEARCH METHOD

This study is categorized as behavioral research. Generally, research variables are qualitative in nature in order to conduct tests of research hypotheses through regression analysis, so these qualitative variables are converted into quantitative variables using a number of indicators on each variable. This study's research methodology is quantitative, which focuses on collecting and analyzing numerical data to test the influence of hypotheses. Semarang City was the site of this study. The implementation time was 4 months (April-July 2025). Semarang City's Generation Z population is the subject of this study. Purposive sampling in combination with non-probability sampling was the sample strategy used in this investigation. The purposive sampling technique means determining the sample with some consideration. This research uses the following criteria: 1. Generation

Z is aged 17-27 years. 2. Generation Z who have worked. Sampling was done using the Lemeshow (1991) formula because the total population of Generation Z in Semarang City was unknown. Considering calculations with an error rate of 10%, the minimum sample size required was 96.04, which was rounded up to 100 respondents. This research instrument is a questionnaire through Google Forms and uses a Likert scale to measure the variables of each questionnaire answer. With the use of Smart PLS 3 software, this study employs route analysis approaches. Outer Model examines the results of the convergent validity, discriminant validity, and composite reliability tests to determine validity and reliability. Inner Model using R-Square, F-Square, and GoF. Hypothesis testing using direct effect and examination of indirect effects. The following model is used in this study's route analysis technique:

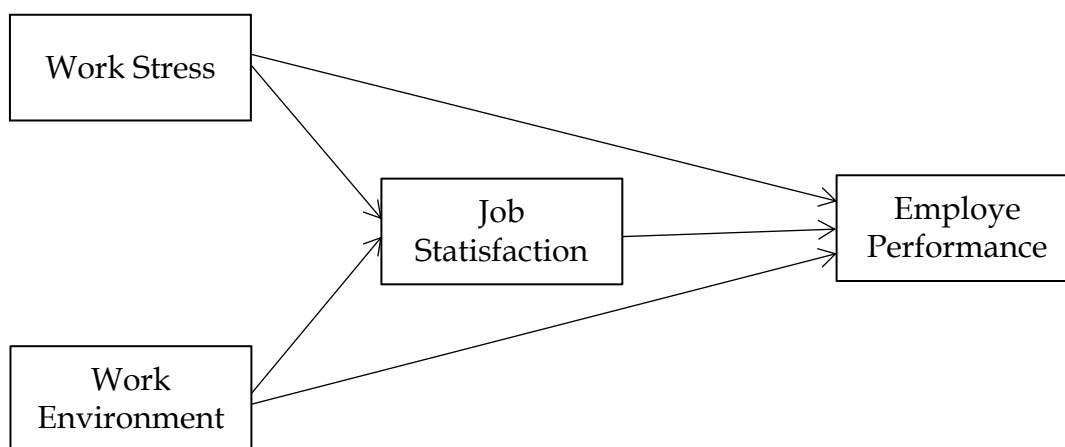


Figure 1 *Research Model*

The sampling technique used is Non-Probability Sampling. Meanwhile, the method used to determine the number of respondents (samples) is incidental sampling, which is a technique where samples are determined based on coincidence anyone who happens to encounter the researcher can be used as a sample, as long as they are deemed suitable as a data source (Sugiyono, 2018). The population in this study consists of all employees of PT. XYZ, totaling 108 individuals. The determination of the sample size in this study was done using the Slovin formula, and based on the calculation results, the number of samples is 86 people. Primary data in this research was obtained through questionnaire and observation methods. Through the research questionnaire, the author received input from respondents who were part of the sample, in accordance with the research design and variables, which were then processed using the SmartPLS analysis tool. The measurement scale used was a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). All items were adapted from previous validated instruments. The model employed in SEM-PLS was reflective in nature.

RESULT and DISCUSSION

Respondent Description

The majority of research participants were guys., namely 89 people or 89%; the age range was 21-24 years for as many as 66 people or 66%; the last education of the respondents was mostly high school, namely 58 people or 58%; then the work range of most respondents

was 1-3 years for as many as 47 people or 47%; and the majority of respondents' income was Rp 2,000,000-Rp 3,000,000 for as many as 38 people or 38%.

Outer Model

Validity Test

Table 2 *Cornvergent Validity (Outer Loading)*

	Employee Performance	Job Satisfaction	Work Environment	Work Stress
X1.1				0,839
X1.2				0,881
X1.3				0,905
X1.4				0,910
X1.5				0,901
X1.6				0,916
X2.1			0,847	
X2.2			0,741	
X2.3			0,798	
X2.4			0,716	
X2.5			0,733	
X2.6			0,786	
Y1.1		0,772		
Y1.2		0,788		
Y1.3		0,705		
Y1.4		0,811		
Y1.5		0,760		
Y2.1	0,864			
Y2.2	0,807			
Y2.3	0,794			
Y2.4	0,764			
Y2.5	0,752			

Source: Data processed by Smart PLS, 2025

It is evident from table 1 that all outer loading Since each indicator's values exceed 0.7, it can be said that all indicators have fulfilled the requirements in this study and are declared valid.

Table 3 *Discriminant Validity (Fornell-Lacker Criterion)*

	Employee Performance	Job Satisfaction	Work Environment	Work Stress
Job Satisfaction	0,768			
Employee Performance	0,749	0,797		
Work Environment	0,618	0,743	0,771	
Work Stress	-0,524	-0,727	-0,477	0,893

Source: Data processed by Smart PLS, 2025

Table 3 illustrates that the square root value of AVE is > 0.5 and higher than the degree of association between the relevant constructs and other constructs, and it can be concluded that the criteria demonstrating the discriminant validity of the model's constructs have been satisfied by the data model examined in this investigation.

Reliability Test

Table 4 *Composite Reliability*

	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0,825	0,877
Employee Performance	0,856	0,897
Work Environment	0,864	0,898
Work Stress	0,949	0,959

Source: Data processed by Smart PLS, 2025

It is evident from the above table that the composite reliability and Cronbach's alpha values are > 0.7 therefore, it may be said that any build is trustworthy. This suggests that every variable in this research has dependability and internal consistency.

Inner Model

Table 5 *R-Square*

	R Square
Job Satisfaction	0,450
Employee Performance	0,791

Source: Data processed by Smart PLS, 2025

Table 5 is what the R-square computation yielded with Smart PLS software showing that the job satisfaction variable's R-square value is 0.450. The findings of this value show that the amount of stress at work and work the surroundings variables impact the contentment at work variable by 45%, Thus, the model falls into the weak group, while 55% is influenced by factors not included in the research. The two variables are not the only determining factors of job satisfaction. In management literature, job satisfaction is influenced by many other aspects such as compensation and benefits, leadership style, career opportunities, organizational culture, work-life balance, and support from colleagues. Furthermore, the R-square value of the employee performance variable is 0.791. This demonstrates how the factors of job happiness, work environment, and stress at work effect the employee performance variable by 79.1%, This indicates that the model belongs to a robust category, while 20.9% is affected by factors not included in the research.

Table 6 *F-Square*

	Employee Performance	Job Satisfaction	Work Environment	Work Stress
Job Satisfaction		0,280		
Employee Performance				
Work Environment	0,320	0,356		

Work Stress	0,123	0,491
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Source: Data processed by Smart PLS, 2025

Table 6 is the result of the F-square calculation showing that there is a moderate impact of the work stress variable on job satisfaction; the F-square value of this indicates 0.123. The work environment variable on the modest impact of work satisfaction is demonstrated by an F-square value of 0.320. The variable job satisfaction on employee performance has a moderate effect; this is indicated by an F-square value of 0.280. Employee performance is strongly impacted by fluctuating job stress; this is indicated by an F-square value of 0.491. The variable of the workplace on employee performance has a strong influence; The F-square value for this is 0.356.

Goodnes Of Fit (GOF)

Table 7 AVE and R-Square values

	AVE	R-Square
Job Satisfaction	0,589	0,450
Employee Performance	0,635	0,791
Work Environment	0,595	
Work Stress	0,797	
Average	0,654	0,620

Source: Data processed by Smart PLS, 2025

$$\text{GoF Value} = \sqrt{\text{Average AVE} \times \text{Average R}^2}$$

$$\text{Gof Value} = \sqrt{0.654 \times 0.620}$$

$$\text{Gof Value} = 0.637$$

According to the findings of the computation, the GoF value is 0.637, It suggests that the big Gof category may be used to describe the combined performance of the inner and outer models in this investigation.

Hypothesis Test

Direct Effect

Direct effect analysis is used to evaluate hypotheses regarding the direct influence exerted by an independent factor influencing the dependent one. This approach aims to determine how much the direct donation from the independent variable is without going through a mediator or intermediate variable in a model of the relationship between variables.

Table 8 Hypothesis testing results data (Direct Efect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Employee Performance	0,327	0,334	0,062	5,279	0,000
Work Environment -> Job Satisfaction	0,477	0,490	0,075	6,372	0,000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Valu es
Work Environment -> Employee Performance	0,357	0,344	0,119	3,000	0,003
Work Stress -> Job Satisfaction	-0,296	-0,285	0,081	3,653	0,000
Work Stress -> Employee Performance	-0,386	-0,390	0,095	4,057	0,000

Source: Data processed by Smart PLS, 2025

The effect of job stress on job satisfaction

It is evident from the data in the table that the coefficient value is -0.296, the t-statistic value is 3.653, and the p-value is 0.000. The importance of the t-statistic ($3.653 > t\text{-table}$ (1.960), and p-value ($0.000 < \text{sig}$ (0.05); this indicates that H1 is accepted. These results indicate that job stress has a negative has a noteworthy impact on job contentment.

Effect of Work Environment on Job Satisfaction

From it is evident from the data in the table that the coefficient value is 0.477, the t-statistic value is 6.372, and the p-value is 0.000. The t-statistic value ($6.372 > t\text{-table}$ (1.960), and p-value ($0.000 < \text{sig}$ (0.05), then H2 is accepted. These findings suggest that job satisfaction is positively and significantly impacted by the workplace.

The Effect of Job Stress on Employee Performance

From the data presented, it can be seen that the coefficient value is -0.386, the t-statistic value is 4.057, and the p-value is 0.000. The t-statistic value ($4.057 > t\text{-table}$ (1.960) and p-value ($0.000 < \text{sig}$ (0.05); these results indicate H3 is accepted. This shows that work stress has a negative and significant effect on employee performance.

The Effect of Work Environment on Employee Performance

It is evident from the data in the table that the coefficient value is 0.357, the t-statistic value is 3.000, and the p-value is 0.003. The t-statistic value ($3.000 > t\text{-table}$ (1.960) and p-value ($0.003 < \text{sig}$ (0.05), then H4 is accepted. This demonstrates that employee performance is positively and significantly impacted by the workplace.

The Effect of Job Satisfaction on Employee Performance

The table shows that the value of the coefficient is 0.327, the t-statistic value is 5.279, and the p-value is 0.000. The t-statistic value ($5.279 > t\text{-table}$ (1.960) and p-value ($0.000 < \text{sig}$ (0.05), then H5 is accepted. These findings suggest that employee performance is positively and significantly impacted by work satisfaction.

Indirect Effect Evaluation

By using intervening factors as a mediator, indirect effect analysis seeks to determine and evaluate the degree to which an independent variable influences the dependent variable.

Table 9 Hypothesis testing results data (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Val ues
Work Environment -> Job Satisfaction -> Employee Performance	0,156	0,164	0,044	3,581	0,00 0
Work Stress -> Job Satisfaction -> Employee Performance	-0,097	-0,094	0,028	3,485	0,00 1

Source: Data processed by Smart PLS, 2025

The Effect of Job Stress on Employee Performance through Job Satisfaction

From the table presented, it can be seen that the coefficient value is -0.097, the t-statistic value is 3.485, and the p-value is 0.001. The t-statistic value (3.485) > t-table (1.960) and p-value (0.001) < sig (0.05). This shows that job stress has a negative and significant effect on employee performance mediated by job satisfaction.

The influence of the work environment on employee performance through job satisfaction

From the table presented, the coefficient value (0.156), t-statistic value (3.581), and p-value (0.000) can be seen. The t-statistic value (3.581) > t-table (1.960) and p-value (0.000) < sig (0.05). These results indicate that the work environment has a positive and significant effect on employee performance mediated by job satisfaction.

DISCUSSION

The Influence of Work Stress on Job Satisfaction

Research shows that work stress has a negative and significant impact on contentment at work, with a coefficient of -0.296 as well as a significant value of $0.000 < 0.05$. The results of this study indicate a significant negative relationship between Generation Z workers' job satisfaction and stress levels at work. This implies that the greater the amount of stress that individuals in this generation, whether from work pressure, excessive demands, or lack of social support in the work environment, the lesser their degree of satisfaction in carrying out their duties and responsibilities. This phenomenon reflects that work stress plays a role as one of the psychosocial factors that can hinder the achievement of psychological well-being and emotional comfort in the workplace. The results align with earlier research, including those carried out by Akbar & Troena (2016), Putry & Hamsal (2024) and Syohraeni et al., (2023) Studies demonstrate that job satisfaction is significantly impacted negatively by work stress.

The Influence of Work Environment on Job Satisfaction

Research findings indicate that job happiness is positively and significantly impacted by the workplace, use a coefficient value of 0.477 and a significance value of $0.000 < 0.05$. A well-managed work environment contributes significantly to the increase in employee job satisfaction. For individuals from Generation Z, who characteristically value a collaborative

work atmosphere, transparency in communication, and flexibility in task execution, the quality of the work environment becomes one of the main determinants in shaping a positive perception of the job being undertaken. A work environment that aligns with the values and in addition to improving work satisfaction, generational preferences can also strengthen employee loyalty and engagement within the company. The results align with earlier studies carried out by Nugrahaningsih & Julaela (2017), Astuti & Rahardjo (2021), and Fahira & Yasin (2021), which show that the work environment has a favorable and noteworthy effect on job satisfaction.

The Influence of Work Stress on Employee Performance

Employee performance is negatively and significantly impacted by job stress, according to the research, with a coefficient value of -0.386 and a significance value of $0.000 < 0.05$. These findings indicate a negative relationship between the degree of stress at work experienced by Generation Z employees and their performance level. The quality of performance decreases as the level of stress increases. Unmanaged stress conditions have the potential to decrease concentration levels, weaken critical thinking skills, and reduce motivation to complete tasks. Consequential impacts include a decline in work productivity, an increased risk of errors in task execution, and a rise in absenteeism behavior. The findings of this study are in line with other research, including that carried out by Akbar & Troena (2016), Syohraeni et al., (2023), and Muslim et al., (2023) which indicate that work stress has a negative and significant effect on employee performance.

The Influence of Work Environment on Employee Performance

The study's findings show that employee performance is positively and significantly impacted by the workplace, with a coefficient value of 0.357 and a significance value of $0.003 < 0.05$. A positive Because they feel appreciated at work, people are more motivated to perform at their best, supported, and empowered. Generation Z values a work environment that is not only comfortable physically but also emotionally and in terms of values. They tend to perform better when given space for participation, recognition for achievements, and the availability of technology and resources that support their work effectiveness. These findings are consistent with previous research, such as that conducted by Rasmuji & Putranti (2017), Yuningsih et al., (2022), and Mulyaningtyas & Soliha (2023), which stated that the work environment has a positive and significant impact on employee performance.

The Influence of Job Satisfaction on Employee Performance

The study's findings show that employee performance is positively and significantly impacted by work satisfaction, with a coefficient value of 0.327 and a significance value of $0.000 < 0.05$. Individuals who feel satisfied with their work tend to have higher motivation and work commitment, which results in improved performance. For Generation Z, job satisfaction is often determined by the meaningfulness of the work, flexibility, recognition, and opportunities for development. Therefore, a personal and progressive approach in human resource management will be more effective in enhancing performance through increased job satisfaction. The results of this study are consistent with previous research,

such as that conducted by Hanafi & Yohana (2017), Syohraeni et al., (2023), and Putry & Hamsal (2024), that states Job happiness significantly and favorably affects employee performance.

The Impact of Work Stress on Employee Performance through Job Satisfaction

The findings of the study demonstrate that work-related stress significantly and negatively affects employee performance as measured by job satisfaction, with a coefficient value of -0.097 and a significance value of $0.001 < 0.05$. High work stress not only directly decreases work performance but also indirectly through decreased job satisfaction. In Generation Z, known for its high sensitivity to pressure and the value of work-life balance, work stress often disrupts their motivation, commitment, and enthusiasm for work. When stress reduces job satisfaction, the effect is a decline in work engagement, productivity, and innovative spirit. These results align with earlier studies, including those carried out by Sandiarta & Suwandana (2020), which states that performance of employees is adversely and severely impacted by work stress, which is mediated by job satisfaction.

The Influence of Work Environment on Employee Performance through Job Satisfaction

The study's findings show that, through job satisfaction, the workplace significantly and favorably affects performance of employees, with a coefficient value of 0.156 and a significance value of $0.000 < 0.05$. In addition to directly enhancing performance, a positive work environment also indirectly boosts job happiness. Regarding Generation Z, a healthy, collaborative, open, and supportive work environment for personal growth is one of the important elements that shape their job satisfaction. This satisfaction then triggers higher performance because they feel emotionally connected and aligned with the organization. These results align with earlier studies carried out by Astuti & Rahardjo (2021), It claims that the relationship between the work environment and performance of employees is mediated by job satisfaction.

The results of this study indicate that work stress has a negative impact on job satisfaction, consistent with the Job Demands-Resources (JD-R) Model, which explains that excessive job demands drain psychological energy, thereby reducing well-being, especially for Generation Z at the beginning of their careers who are still adapting to the formal work environment. Conversely, the work environment positively influences satisfaction and performance, in line with Gen Z values that emphasize collaboration, flexibility, and technological support. However, these findings differ from several studies that state stress can have a positive impact on performance as a form of eustress; in the context of Generation Z in Semarang, stress is more likely to be distress that reduces satisfaction. This underscores the importance of organizations creating a supportive, flexible, and collaborative work environment to mitigate the negative impact of stress and encourage the performance of young employees.

CONCLUSIONS and SUGGESTION

According to a study on Generation Z in Semarang City titled the Impact of Work Stress and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable, which has been discussed in the previous chapter, It is possible to infer the

following conclusions: 1) Work stress has a negative and significant impact on job satisfaction in Semarang City among Generation Z; 2) The work environment has a positive and significant impact on job satisfaction among Generation Z in Semarang City; 3) In Semarang City, work-related stress significantly and negatively affects Generation Z employees' performance; 4) Employee performance is positively and significantly affected by the workplace among Generation Z in Semarang City; 5) Employee performance is positively and significantly impacted by job satisfaction among Generation Z in Semarang City; 6) Work stress has a negative and significant impact on employee performance through job satisfaction among Generation Z in Semarang City; 7) In Semarang City, the work environment significantly and favorably affects Generation Z employees' job happiness and performance.

This research provides a theoretical contribution by reinforcing the Job Demands-Resources (JD-R) Model in the context of Generation Z in Indonesia, where work stress is proven to be a job demand that lowers satisfaction, while the work environment as a job resource plays a crucial role in enhancing satisfaction and performance, and emphasizes the relevance of Gen Z values that emphasize flexibility, collaboration, and digitalization in understanding work dynamics. From a practical perspective, these findings have implications for HRD to develop stress management programs for young employees, design a more digital-friendly and collaborative work environment, and provide work flexibility to optimize the satisfaction and performance of Generation Z. Providing counseling services, arranging proportional workloads, and offering specialized training in managing job pressure are necessary efforts to prevent the decline of satisfaction and performance, particularly among workers from Generation Z. Additionally, organizations also need to create a supportive work environment, both physically and psychologically, by emphasizing values of collaboration, comfort, and open communication. Focusing on increasing job satisfaction is essential through the provision of adequate work facilities, opportunities for self-development, and an objective reward system.

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