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The Influence of Work Environment and Work Stress on Employee Performance at Maros Salenrang Bakery

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Abstract

Objectives – This study aims to determine the effect of the work environment on employee performance at Maros Salenrang Bakery, to determine the effect of work stress on performance at Maros Salenrang Bakery, and to determine the combined effect of the work environment and work stress at Maros Salenrang Bakery.
The Methods/Approaches – This study employed a quantitative research approach, which involved collecting data from a specific population or sample, using measurement tools, and conducting quantitative statistical analysis to test hypotheses. The sample consisted of 50 employees from Maros Salenrang Bakery.
The Results – The results of the study indicate that, when analyzed individually, the work environment variable has a positive and significant effect on employee performance, with a significance level of 0.001. Meanwhile, the work stress variable does not have a significant effect on employee performance, with a significance level of 0.291. Simultaneously, both variables—work environment and work stress—have a positive and significant effect on employee performance, with a significance value of 0.001, at Maros Salenrang Bakery.
Research Implications – This study is expected to serve as a basis for understanding how the work environment and work stress influence employee performance at Maros Salenrang Bakery, as well as a source of information for companies and the general public.

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

1. Introduction

Game development, crafts, interior design, architecture, music, visual arts, product design, fashion, culinary arts, film (including animation and video), photography, visual communication design, radio and television, performing arts, applications, advertising, and publishing are just a few of the 17 sub-sectors that make up Indonesia's creative economy industry (Disparciamis.go.id, 2023).

Among these subsectors, the culinary industry stands out as one of the most prominent and rapidly growing. Many culinary business owners strive to create new food innovations to attract consumers. This situation has fueled increasingly fierce competition in the culinary business, compelling entrepreneurs to continuously

innovate and adapt in order to remain relevant and thrive in the competitive market. The culinary industry itself consists of several types, but generally, we find several, namely restaurants, cafes, bakeries, catering, street food stalls, and semi-prepared food businesses. (Maarif, 2023). One of the culinary industries mentioned is the bakery industry (Berliana, 2022). Naturally, the bakery industry produces bread daily, and to meet set production targets, it requires a workforce with high productivity in performing their duties.

Maros Salenrang Bakery was established in 2018 and is located on the Maros-Pangkep main road, Salenrang Village, Bontoa Subdistrict, Maros Regency. There are 50 employees working at Maros Salenrang Bakery, each with various tasks and responsibilities. There are 10 people responsible for the cashier section, 4 in the mixing section, 4 in the baking section, 8 in the jam-stirring section, 6 in the bread-slicing section, and 18 tasked with preparing the dough. The work environment at the Maros Salenrang Bakery still faces several challenges that can hinder employee comfort and productivity. A number of employees have complained about the room feeling hot, inadequate lighting, and noise generated by production machinery. Additionally, inter-employee relationships are not yet harmonious due to a lack of communication and teamwork. Such a work environment can dampen morale and affect work quality.

New issues have also emerged regarding the heavy workload employees must bear, especially during periods of surging demand, such as during Ramadan or major religious holidays. Pressure from supervisors to complete production within a short timeframe often leads to physical exhaustion and mental stress. Additionally, unclear task assignments and excessively long working hours leave some employees feeling overwhelmed and dissatisfied with their current working conditions. If not properly addressed, this work-related stress has the potential to reduce productivity and affect employees' overall well-being. Another issue that arises is instability in employee performance. Some begin to show a decline in discipline, such as arriving late, being less meticulous in completing tasks, and a decrease in daily work productivity; this is believed to be due to pressure and an environment that is starting to feel less comfortable.

The interaction between these factors can complicate the problem, namely where there is a poor work environment, high work-related stress, and dissatisfaction with performance, which can trigger low motivation. When accumulated, all these problems can lead to a decline in employee performance that can hinder the smooth operation of the Maros Salenrang Bakery as a whole. Employee performance is a crucial factor for the continuity of operations and reflects their work ethic and mental attitude toward performing or completing their tasks. Productive employees will carry out their job responsibilities earnestly, as they view it as a duty that must be fulfilled, so they will complete tasks quickly and well.

A high level of work ethic plays a major role in achieving maximum performance. Therefore, every employee must produce good results, both for their own benefit and for the company's progress. However, optimal performance has not yet been fully achieved by employees at Maros Salenrang Bakery, as evidenced by the various issues previously mentioned. Every employee at Maros Salenrang Bakery should demonstrate optimal performance. To this end, employees must work with enthusiasm and complete assigned tasks on time.

This study aims to determine the influence of the work environment on employee performance at Maros Salenrang Bakery, to examine the impact of work-related stress on performance at Maros Salenrang Bakery, and to assess the combined influence of the work environment and work-related stress at Maros Salenrang Bakery. This study employs a quantitative research approach, which involves collecting data from a specific population or sample, using measurement tools, and conducting quantitative statistical analysis to test hypotheses. The sample size consists of 50 employees from Maros Salenrang Bakery.

According to Wulan (2023), employee performance and work motivation are directly correlated. An individual will perform better at work if their motivation is higher. As stated by Rahmawati et al. (2021), work motivation influences employee performance: **H1: Work motivation has a positive and significant effect on employee performance.**

According to Rahmawati and Cahya (2021), the work environment influences employee performance; the higher the quality of the work environment, the higher the level of employee performance: **H2: The work environment has a positive and significant effect on employee performance.**

According to Dewi and Wibawa (2022), work stress has a negative impact on employee performance and has a significant effect: **H3: Work stress has a negative and significant effect on employee performance.**

The research conceptual framework illustrates the relationship between the variables Work Environment (X1), Work Stress (X2), and Employee Performance (Y).

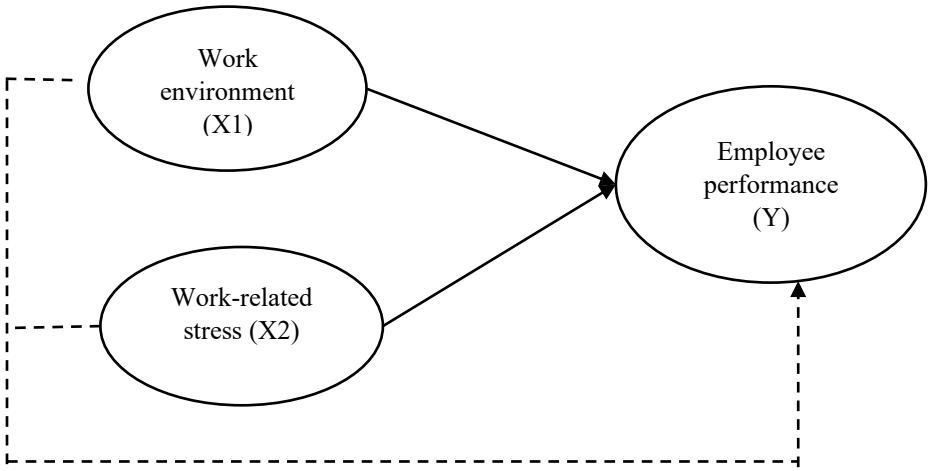


Figure 1. Conceptual Framework

Note:

→ = Partial effect

⇢ = simultaneous effect

2. Methodology

This study employs a quantitative data analysis approach, which examines the issues statistically. To generate relevant information, the research data was

quantified as part of the 25.0 analysis process (Statistical Product and Service Solution).

Sugiyono (2022) defines a population as a scope of a group containing items or subjects with specific attributes that serve as the basis for drawing conclusions. The population used in this study consists of all 50 employees of the Maros Salenrang Bakery. Conversely, the sample used in this study includes all 50 employees of the Maros Salenrang Bakery.

The F-test (simultaneous test), which compares the calculated F-value with the F-table value using the degrees of freedom (df) = nk-1 at a 5% significance level (0.05), was used to determine whether each independent variable in the regression model has a partial effect on the dependent variable. SPSS software was used to process the data, and the following comparison criteria were applied during the testing:

- Ho is rejected while H_1 is accepted if the F_(calc) value is less than the F_(table) value or the sig value is less than 0.05, indicating that there is no combined effect.
- Ho is accepted and H_1 is rejected if the F_(calc) value is less than the F_(tab) value or the sig value is greater than 0.05, indicating that there is no combined effect according to the F-test.

A partial test, specifically a t-test, indicates the extent to which the variation in the dependent variable can be explained by the effect of a single independent variable. The t-test aims to determine the extent to which each independent variable influences the dependent variable independently. Using degrees of freedom (df) = n-k and a 5% (0.05) significance threshold, the partial (individual) test is conducted by comparing the calculated T-value and the critical T-value. When performing this test, the following criteria are applied:

- Ho is rejected and H1 is accepted if the calculated T-value is greater than the critical T-value or the significance level is less than 0.05, indicating that the independent variable influences the dependent variable.
- Ho is accepted and Ha is rejected if the calculated T-value is less than the critical T- value or the significance level is greater than 0.05, indicating that the independent variable has no effect on the dependent variable.

The coefficient of determination (R^2) test is used to assess the regression model's ability to explain the variance of the dependent variable. The coefficient of determination, which identifies which independent variables have the greatest influence on the dependent variable, also describes the extent to which each independent variable affects the dependent variable. The coefficient of determination (R^2) ranges from 0 to 1. If the R^2 value approaches 1, the regression model or independent variables can adequately explain the dependent variable on their own. Conversely, the independent variables fail to explain the dependent variable well if the R^2 value approaches zero (Fadly Ramadhan, 2020).

According to Sugiyono (2022), variable operations are tools researchers use in various forms to collect data and draw conclusions. Determining the constructs or attributes to be studied to make them into measurable variables is another way to conceptualize variable operations. By explaining specific methods for conducting research and using constructs, operational definitions allow other researchers to improve existing measurement methods for those constructs or to replicate the measurements in the same way. (Ramadhan, Fadly, 2020).

According to Sugiyono (2022), independent variables influence changes in dependent variables. The factors in this study are the work environment (X1) and work-related stress (X2). The dependent variable—employee performance (Y)—is the variable influenced by or resulting from the independent variables.

Table 2.1 Operational Definitions of Variables

Variable	Operational Definition Variable	Indicator
Work Environment (X1)	Everything surrounding employees whilw they work, whether physical or non- physical, that can affect employee performance and work comfort.	Ramadani, D., & Sari, N. (2023). 1. Adequate lighting. 2. Good air circulation 3. Ergonomic workstation layout 4. Relationships between employees
Work-related stress (X2)	Conditions in which a person is confronted with resources, opportunities, or demands related to their aspirations, the outcomes of which are considered significant but remain unclear.	Ramadani, A. A., Ningsih, D. S., & Rifqi, A. (2024). 1. Excessive workload 2. Time constraints 3. Uncertain job roles 4. Conflicts among coworkers lack of support from superiors.
Employee performance (Y)	The level of productivity achieved by an employee in accordance with their position and duties.	Firmansyah, M., & Ariani, D. W. (2023). 1. Work quality. 2. Quantity the amount of completed. 3. Completing tasks on schedule. 4. Teamwork skills 5. Initiative and originality in the workplace

3. Result and Discussion

A total of 50 employees at Toko Roti Maros Salenrang were given questionnaires to complete in order to collect primary data for this study. This survey provided a profile of the respondents based on gender, age, position, and highest level of education.

The results of the questionnaire distribution showed that, based on gender, women constituted the majority of study participants at 82 percent, or 41 people, while men accounted for only 18 percent, or 9 people. Therefore, it is clear that the majority of female employees have a significant impact on their work performance and stress levels.

This age distribution indicates that the majority of employees at Maros Salenrang Bakery are in their early productive years, a group typically characterized by high energy levels and work enthusiasm. It is known that the employees' ages vary:

12 people (30%) are in the 19–21 age range, 25 people (63%) in the 22–26 age range, and the remaining 3 people (7%) in the 27–30 age group. This can influence how they respond to their work environment and the work-related stress they face, as well as impact overall performance.

Meanwhile, regarding job positions, 10 employees (20%) work as cashiers, 4 (8%) as mixers, 4 (8%) as bakers, 8 people (16%) as spread mixers (jam), 6 people (12%) as bread cutters, and 18 people (36%) as dough mixers. From this data, it is evident that the most common position is held by employees as dough mixers, while the least common positions are mixers and bakers. This variety of job positions illustrates that the respondents have diverse roles in the production and service processes at the bakery.

The educational background of the employees shows that 2 people (4%) are elementary school graduates, 15 people (30%) are junior high school graduates, and the majority—33 (66%) are high school graduates. These data indicate that the majority of employees at Toko Roti Maros Salenrang have a high school diploma as their highest level of education, suggesting that the workforce at the bakery is predominantly composed of high school graduate

Instrument Validity and Reliability Test

Validity testing was conducted to ensure that all questions could yield answers relevant to the research topic. The validity test involved correlating respondents' answers with the questions on the questionnaire.

The correlation value obtained (calculated R) was then compared with the standard value from the table (table R). If the calculated R is greater than the table R, the question is considered valid.

The validity test level obtained from 50 respondents is 0.05. Based on the formula df = (N-2) or 50-2 = 48, the R table value used is 0.278. This means that if the correlation result for a question is greater than 0.278, the question is considered valid.

Table 3.1 Work Environment Validity Test

Statement Item	Calculated R	Table R	Description
Statement 1	0.278	0.799	Valid
Statement 2	0.278	0.818	Valid
Statement 3	0.278	0.860	Valid
Statement 4	0.278	0.887	Valid
Statement 5	0.278	0.770	Valid

Source: SPSS version 31 data analysis (2025)

With a sample size of fifty, the data above indicates that all statements 1 through 5 are valid. This is because the calculated r-value for each statement is greater than 0.2. Thus, each statement in the Work Environment variable is considered valid and suitable for use as a measurement tool in this study.

Table 3.2 Work Stress Validity Test

Statement Item	Calculated R	Table R	Description
Statement 1	0.278	0.671	Valid
Statement 2	0.278	0.878	Valid
Statement 3	0.278	0.804	Valid
Statement 4	0.278	0.775	Valid
Statement 5	0.278	0.875	Valid

Source: SPSS version 31 data analysis (2025)

With a sample size of 50 individuals, the data above indicates that all propositions from 1 to 5 are true. This is because the calculated r-value for each statement is higher than 0.2. Thus, each statement in the Work Stress variable is considered valid and suitable for use as a measurement tool in this study.

Table 3.3 Employee Performance Validity Test

Statement Item	Calculated r	Table R	Notes
Statement 1	0.278	0.885	Valid
Statement 2	0.278	0.842	Valid
Statement 3	0.278	0.814	Valid
Statement 4	0.278	0.801	Valid
Statement 5	0.278	0.786	Valid

Source: SPSS version 31 data analysis (2025)

With a sample size of 50 individuals, the data above indicates that all propositions from 1 to 5 are true. This is because the calculated r-value for each statement is higher than 0.2. Thus, each statement in the Employee Performance variable is considered valid and suitable for use as a measurement tool in this study.

To ensure the consistency and reliability of the data collection instrument used in this study, a reliability test was conducted. In this test, the internal consistency of the instrument was tested once, and the alpha coefficient was used to analyze the results. If the alpha value of an item is higher than 0.6, that item is considered reliable.

The purpose of this test is to ensure that the questionnaire is a truly reliable measurement instrument. SPSS version 25 software was used in the reliability test for this study, and the data processing yielded the following results:

Table 3.4 Reliability Test

Variable	Reliability	Standard Alpha Coefficient	Description
Work Environment	0.881	0.6	Reliable
Work Stress	0.861	0.6	Reliable
Employee Performance	0.882	0.6	Reliable

Source: SPSS version 31 data analysis (2025)

The reliability test calculations yielded a calculated R value of 0.881 for the Work Environment variable (X1), 0.861 for Work Stress (X2), and 0.882 for Employee Performance (Y). Since the reliability values achieved are greater than 0.6, it can be concluded from these results that all variables are classified as reliable.

Classical Assumption Test

a. Normality Test

The purpose of this test is to determine whether the data for each independent variable follows a normal distribution. The Kolmogorov-Smirnov test was used to test the normality of the data. The regression model data is considered normally distributed if the probability value is greater than 0.05. However, the data in the model is not normally distributed if the probability value is less than 0.05.

Table 3.5 Normality Test

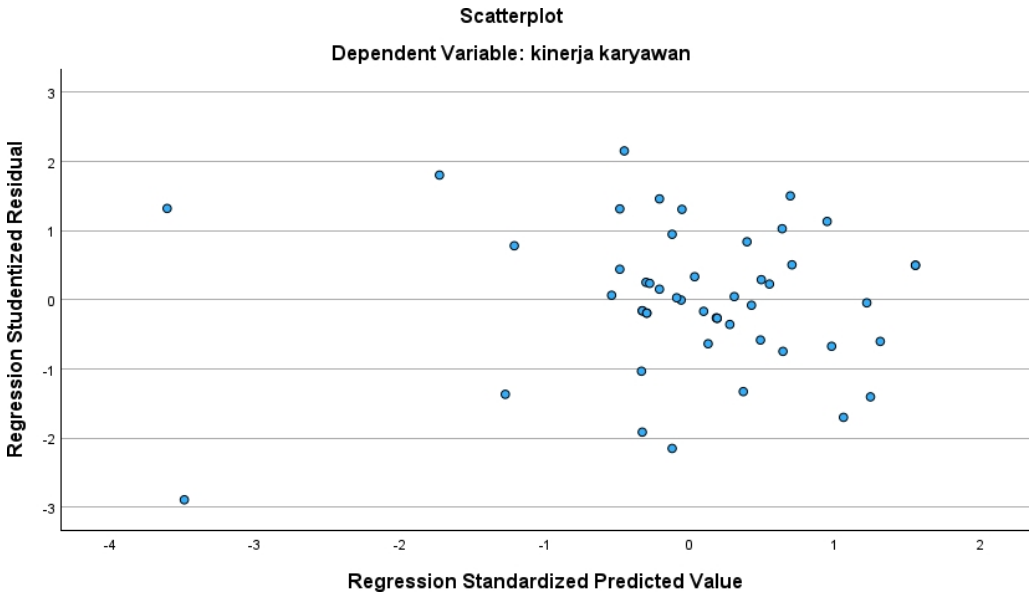
One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			50
Normal Parameters a, b	Mean		.0000000
	Standard Deviation		2.27333357
Most Extreme Differences	Absolute		.114
	Positive		.068
	Negative		-.114
Test Statistic			.114
Asympt. Sig. (2-tailed)c			.115
Monte Carlo Sig. (2-tailed)d	Sig.		.102
	99% Confidence Interval	Lower Bound	.094
		Upper Bound	.110

Source: SPSS version 31 data analysis (2025)

The data analysis yielded a probability value of 0.110. Based on the test criteria, it can be concluded that the data is normally distributed because this value is greater than 0.05.

b. Heteroscedasticity Test

To determine whether the residual variances for each predictor variable in the regression model are unequal, a heteroscedasticity test is used. The purpose of this test is to ensure that the residual variances remain constant (homoscedasticity). The validity of the regression results can be affected by heteroscedasticity, which occurs when the variances are not constant. This test is usually performed using statistical tests such as the Glejser test or by examining the distribution of points on a scatter plot between the residuals and the expected values. Heteroscedasticity does not occur if the points are randomly scattered above and below the zero line without following a specific pattern.



Source: SPSS version 31 data analysis (2025)

Figure 3.1 Heteroscedasticity Test

The attached figure shows that the points are randomly scattered above and below the zero line on the Y-axis. It can be concluded that the regression model does not exhibit heteroscedasticity because the residual distribution does not show a clear pattern.

c. multicollinearity Test

To determine whether the independent variables in the regression model have strong relationships or correlations with one another, a multicollinearity test was conducted. The purpose is to ensure that no additional independent variables are influencing the regression model through mutual interaction. Research findings may be biased if there is a high correlation among the independent variables. The Tolerance and Variance Inflation Factor (VIF) values are used to identify this. If the VIF is less than 10 and the tolerance value is greater than 0.1, the model is said to be free of multicollinearity.

Table 3.6 Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardize d Coefficients nts	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolera nce	VIF
1	(Constant)	7,409	1,858		3,989	<.001		
	Work environmen t	.585	.086	.698	6.844	<.001	.960	1,041
	work-related stress	.075	.070	.109	1.067	.291	.960	1,041
a. Dependent Variable: employee performance								

Source: SPSS data analysis, version 31 (2025)

The results of the multicollinearity test in the figure above show that the VIF value for the work environment and work stress variables is 1.041, while the tolerance value for each variable is 0.960. Multicollinearity is not present in this regression model because the VIF values are less than 10 and the tolerance values are greater than 0.1. This indicates that the independent variables in this study are suitable for further regression analysis because they do not significantly influence one another.

Multiple Linear Regression Analysis

When researchers wish to predict changes in the dependent variable by examining the impact of two or more independent variables that serve as predictor factors, they use multiple regression analysis.

Table 3.7 Multiple Linear Regression Analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.409	1,858		3,989	<.001
	WORK ENVIRONMENT	.585	.086	.698	6,844	<.001
	WORK-RELATED STRESS	.075	.070	.109	1.067	.291
a. Dependent Variable: EMPLOYEE PERFORMANCE						

Source: SPSS version 31 data analysis (2025)

Where Y = 7.409 + 0.585 X1 + 0.075 X2 can be interpreted as follows: Work environment variable: the regression coefficient (B) is less than 0.05, with a significance level (Sig.) <0.001. This indicates that employee performance is positively

and significantly influenced by the work environment. This implies that employee performance increases as the work environment improves.

1. Constant Value: A constant value of 7.409 means that employee performance remains at 7.409 even if the work environment and work-related stress are considered to be zero.
2. Work environment variable: the regression coefficient (B) is less than 0.05, with a significance level (Sig.) <0.001. This indicates that employee performance is positively and significantly influenced by the work environment. This implies that employee performance improves as the work environment improves.
3. Work Stress Variable: The significance value (Sig.) of 0.291 and the regression coefficient (B) of 0.075 are both higher than 0.05. This indicates that employee performance is not significantly influenced by work stress. Although it has a favorable direction, the effect is not statistically significant enough to have a significant impact on performance.

Partial Hypothesis Test (T-Test)

To determine the impact of each independent variable separately on the dependent variable, a partial t-test was used. This test aims to determine whether each independent variable, rather than combining them all, significantly influences the dependent variable. Each independent variable is examined in this test by checking the calculated t-value and the significance level (Sig.). A variable has a significant impact on the dependent variable if the Sig. value is less than 0.05. On the other hand, no significant effect is observed if the Sig. value is greater than 0.05. To support this conclusion, the calculated t-value is also compared with the t-table.

Table 3.8 Partial Test (T)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.409	1,858		3,989	<.001
	WORK ENVIRONMENT	.585	.086	.698	6,844	<.001
	WORK-RELATED STRESS	.075	.070	.109	1,067	.291
a. Dependent Variable: EMPLOYEE PERFORMANCE						

Source: SPSS version 31 data analysis (2025)

Based on the results of the partial test (t-test) in the table above, it is known that the work environment variable has a significance value of < 0.001, which is less than 0.05. This indicates that the work environment has a significant effect on employee performance. Meanwhile, the work stress variable has a significance value of 0.291, which is greater than 0.05; therefore, it can be concluded that work stress does not significantly affect employee performance at Maros Salenrang Bakery.

Simultaneous Hypothesis Testing (F-Test)

To determine whether the independent factors have a substantial impact on the dependent variable simultaneously, a simultaneous test is used. The significance value in the F-test is typically used to evaluate this test. The dependent variable is significantly influenced by the independent factors simultaneously if the significance value is less than 0.05.

Table 3.9 Simultaneous Test (F)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	285.486	2	142,743	26,493	<.001b
	Residual	253,234	47	5,388		
	Total	538,720	49			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), WORK STRESS, WORK ENVIRONMENT						

Source: SPSS version 31 data analysis (2025)

The results of the data analysis in the table above show a significance value (Sig.) of less than 0.001. Given that this figure is well below the predetermined significance level of 0.05, it can be concluded that the regression model developed for this study has a highly significant effect on the dependent variable, namely employee performance. This indicates that employee performance at Salenrang Maros Bakery is significantly influenced by the combination of work stress and work environment variables. Therefore, the relationship between the independent and dependent variables in this study can be explained using a regression model.

Coefficient of Determination Test (R^2)

To determine the extent to which the independent variables contribute to explaining the variation in the dependent variable, the coefficient of determination test (R^2) was used. This test was employed in this study to assess the extent to which work stress and work environment jointly influence employee performance at Salenrang Maros Bakery. The regression model's ability to explain the dependent variable increases as the R^2value rises. Conversely, a lowR^2value indicates that the model's ability to explain the dependent variable decreases.

Table 3.10 Coefficient of Determination R^2

Model Summary				
Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.728a	.530	.510	2.32120
a. Predictors: (Constant), WORK STRESS, WORK ENVIRONMENT				

Source: SPSS version 31 data analysis (2025)

From the results of the data analysis in the table above, it can be seen that the R-squared (R^2) value is 0.530. This means that 53% of the variation or change in employee performance can be explained by the two independent variables: work-related stress and work environment. In other words, these two variables together account for 53% of the variation in employee performance at the study site. Meanwhile, the remaining 47% (100% - 53%) is explained by other factors not examined in this model, such as work motivation, leadership, workload, compensation, and so on.

Discussion

1. The Effect of the Work Environment on Employee Performance

A significance value of 0.001 (<0.05) and a calculated t-value of 6.844, which is greater than the critical t-value of 2.012, were obtained from the results of the partial t- test. This indicates that employee performance at Salenrang Maros Bakery is influenced by work environment variables. This indicates that H1 is accepted and H0 is rejected; employees will perform better in fulfilling their roles and responsibilities within the organization if they feel more satisfied with their working conditions.

The work environment consists of various aspects, such as workplace comfort, lighting, ventilation, cleanliness, safety, and social relationships among coworkers and supervisors. When employees work in a clean, tidy, comfortable, and safe environment and have harmonious working relationships, they will feel more at home and motivated to deliver maximum work results. These factors are key determinants that support work productivity and efficiency.

The findings of this study align with those of Ramadhan Mugni Jayadi[1] & Lie Liana[2] (2022), who found that employee performance is positively influenced by a conducive work environment. In other words, a supportive work environment can foster a sense of security and comfort, which ultimately leads directly to improved performance. Thus, it can be said that factors related to the work environment at Maros Salenrang Bakery have a significant impact on improving employee performance. Management needs to continue to pay attention to and improve aspects of the work environment so that employees can work optimally. A more ergonomic workspace layout, maintained cleanliness, appropriate temperature and lighting, as well as fostering healthy working relationships among employees will be important steps to boost the company's overall productivity.

2. The Effect of Work Stress on Employee Performance

The work stress variable has a significance value (Sig.) of 0.291 based on the results of the partial test (T). Additionally, the critical T-value (2.012) is greater than the calculated T- value (1.067). Employee performance at Maros Salenrang Bakery is not significantly influenced by work-related stress, as indicated by a significance value higher than 0.05. Thus, H0 is accepted and H2 is rejected. This indicates that the overall level of employees' work- related stress does not significantly affect whether their performance is better or worse.

The work stress variable, on the other hand, has a significance value of 0.291, which is higher than 0.05. This indicates that employee performance in this study is not significantly influenced by work stress. Although the effect is positive, the

regression coefficient of 0.075 suggests that the effect is not significant or not strong enough. Employee stress levels remain manageable or within acceptable limits, so its impact on their workplace performance remains minimal. Another reason for this is the presence of flexible work schedules or a social support network that helps staff manage work-related stress.

The findings of this study suggest the opposite, even though work-related stress is often associated with decreased performance. One explanation is that most employees now view their work at Maros Salenrang Bakery as routine, so the current workload is no longer a source of excessive stress. Additionally, a relatively comfortable work environment and positive connections among coworkers may be factors preventing work-related stress from having a significant negative impact on employee performance.

These results align with previous research conducted by Amelia Alsa & Mirna Angelia (2021), which found that work-related stress always has a significant impact on performance if employees are able to manage stress effectively and receive support from a positive work environment. Furthermore, moderate levels of work-related stress do not affect employee productivity as long as the workload remains within reasonable limits and there is clarity in task distribution.

Thus, it can be concluded that although work-related stress remains present in the workplace, as long as employees can adapt and receive support from colleagues and supervisors, such stress will not become a barrier to work. This means that company management need not be overly concerned about the presence of work-related stress, but should still implement preventive measures to ensure stress does not escalate to the point of disrupting employees' psychological well-being or work performance.

3. The Influence of the work Environment and Work-Related Stress on Employee Performance

A p-value of 0.000, which is smaller than the significance level of 0.05, was obtained based on the results of the hypothesis test using the F-test (simultaneous). This indicates that employee performance (Y) at Salenrang Maros Bakery is significantly influenced by work environment characteristics (X_1) and work-related stress (X_2) simultaneously. Thus, H_0 is rejected and H_3 is accepted. The conclusion that the two independent variables (X_1 and X_2) together have a significant influence on the dependent variable (Y) is further strengthened by the fact that the calculated F-value of 26.493 is significantly higher than the critical F-value of 2.81.

These results indicate that a conducive work environment and effective stress management can positively contribute to improved employee performance. Conversely, an uncomfortable work environment or high work-related stress can reduce motivation and work productivity. Therefore, the management of Toko Roti Maros Salenrang needs to pay attention to the quality of the work environment, such as physical comfort, inter-employee relationships, and a supportive work atmosphere. Additionally, stress management is crucial to ensure that work pressure does not negatively impact employee performance.

These findings are consistent with the research by Khusnul Khotimah et al. (2024), which found that work stress and the work environment have a significant impact on performance. Employee performance ultimately has a direct impact on

increased focus, loyalty, and job satisfaction resulting from a supportive work environment and efficient stress management

4. Conclusion

The conclusions drawn from the study involving 50 employees of Toko Roti Maros Salenrang are:

1. Employee performance (Y) at Maros Salenrang Bakery is positively and significantly influenced by the work environment (X1), in a partial sense (t). The results of the partial test indicate that (Y) is positively and significantly influenced by the work environment variable (X1). This study indicates that employee performance will improve as working environment conditions improve, including physical comfort, lighting, air circulation, and relationships among coworkers. In other words, a conducive work environment fosters more productive and successful performance.
2. Employee Performance (Y) at the Maros Salenrang Bakery is not positively and significantly influenced by Work Stress (X1), at least not partially (t). The partial test indicates that employee performance (Y) is not positively and significantly influenced by work stress (X2). This suggests that the level of work stress among employees is not yet sufficient to have a direct impact on their performance. It is possible that these stress levels are still within the normal range or that employees are able to adapt well to the demands of their jobs.
3. At Maros Salenrang Bakery, the work environment (X1) and work stress (X1) jointly have a positive and significant effect on employee performance (Y). Based on the results of the simultaneous test, employee performance (Y) is positively and significantly influenced by the work environment (X1) and work-related stress (X2). This indicates that effective stress management combined with a positive work environment can significantly improve productivity. Although work-related stress alone is not significant, its combined effect with other aspects in the workplace makes it relevant.

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