



The Effect of Work Stress in Improving Employee Performance: A Systematic Literature Study

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Abstract

This systematic literature review aims to examine the impact of job stress on employee performance enhancement. By identifying and evaluating 20 relevant journals, this research investigates empirical findings regarding the relationship between job stress and various aspects of employee performance. The analysis conducted reveals that out of the 20 journals reviewed, 13 reported a significant positive influence of job stress on performance improvement, while the other 7 journals showed non-significant or even negative results. This study also discusses contextual and methodological factors that may act as mediators or moderators in this relationship. Furthermore, this research identifies existing gaps in previous studies and provides directions for future research in understanding the complexity of the role of job stress in organizational settings. These findings have important practical implications for the development of effective stress management strategies, with the goal of optimizing employee performance.

Keywords: *work stress, employee performance*

Abstrak

Studi literatur sistematis ini memiliki tujuan untuk mengkaji dampak stres kerja terhadap peningkatan kinerja karyawan. Dengan mengidentifikasi dan mengevaluasi 20 jurnal yang relevan, penelitian ini menyelidiki temuan-temuan empiris mengenai hubungan antara stres kerja dan berbagai aspek kinerja karyawan. Analisis yang dilakukan mengungkapkan bahwa dari 20 jurnal yang diteliti, 13 di antaranya melaporkan adanya pengaruh signifikan stres kerja terhadap peningkatan kinerja, sementara 7 jurnal lainnya menunjukkan hasil yang tidak signifikan atau bahkan negatif. Studi ini juga membahas faktor-faktor kontekstual dan metodologis yang mungkin berperan sebagai mediator atau moderator dalam hubungan tersebut. Selain itu, penelitian ini mengidentifikasi kesenjangan yang ada dalam penelitian sebelumnya dan memberikan petunjuk untuk riset yang akan datang dalam memahami kompleksitas peran stres kerja dalam lingkungan organisasi. Temuan ini memiliki implikasi praktis yang penting untuk pengembangan strategi manajemen stres yang efektif, guna mengoptimalkan kinerja karyawan.

Kata kunci: stres kerja, kinerja karyawan



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Introduction

In the midst of the rapid development of modern organizations that are increasingly competitive, the pressure and demands of work are often an inseparable element from the lives of employees. The success of a company is also influenced by the performance produced by employees, because there are competent human resources. In a highly competitive business situation, a company can achieve success thanks to the competence and contribution of its staff, even if it is supported by well-equipped facilities (Prestasi et al., 2019). Work stress, which arises in response to these various pressures, has attracted the attention of many researchers, human resource practitioners, and organizational managers. While many people tend to view stress as a negative factor, such as fatigue, and health problems, there are also more complex points of view. This view states that there is a connection between mental stress and employee work outcomes can actually be more complicated.

A thorough mastery of the various elements that interact with each other in the workplace is a key requirement for designing a more effective management strategy. The main goal is to organize tasks and reduce the stress level experienced by team members. The expected result is an increase in total employee productivity. One of the important steps to improve employee performance is to manage the stress experienced at work. Work-related stress can have a detrimental impact on an employee's work effectiveness. By reducing work stress, staff productivity will increase (Lubis et al., 2023). In addition to negatively impacting the company's condition, work stress can also interfere with the health of employees, Managing stress in the work environment is very crucial, well-managed stress can make it difficult for individuals to relate well to the surrounding environment both in the context of work and in social life.

There are several factors that are often a source of work stress among employees, namely high work volume exceeding limits, high demands on work, disputes with clients, conflicts with superiors, and unfair employee perceptions caused by superiors, coupled with long and inefficient working hours for employees (Rini et al., 2021). Actually, the level of work stress greatly affects their performance, the increase in the level of work stress among employees can have a negative impact on the success of the company. This is reflected in declining service quality, high employee turnover rates, poor company image, and low staff satisfaction (Fadli, 2022). Employees are a very meaningful asset to the company. Every job is an integral element of the company, so its duties and roles are very important and irreplaceable. Employee performance has a great influence on the company's success rate (Wibowo & Sutianingsih, 2025). Employee work performance is the result of a series of activities that are used as a benchmark and evaluated in a certain period of time, in accordance with norms or agreements that have been agreed upon (Ibrahim et al., 2021). One of the factors of employee performance is interpersonal communication.



Interpersonal interaction is the exchange of symbols and messages that occurs between individuals, this often occurs in an organizational context where there is interdependence between members or groups (Adiawaty & Daso, 2023).

Nonetheless, it is important to note that responses to work stress are highly individual and influenced by a variety of factors, including personality, problem-solving skills, social support, and the characteristics of the job itself. Excessive or prolonged levels of stress (distress) have consistently been shown to be detrimental to employee well-being and significantly reduce performance. Therefore, a thorough understanding of the complex relationship between work pressure and employee achievement is critical for organizations in crafting an efficient human resource management plan.

Theoretical Review

Work Stress

If an employee is facing a job that is not very challenging or inadequate, while on the other hand the demands of the job exceed his or her ability to work or ignore the basic need to work, this situation has the potential to lead to mental stress that we refer to as work stress. Stress in the workplace is an ever-fluctuating state, appearing when individuals face high demands, obstacles or ambitions related to their expectations and what feels vague or doubtful despite having significance. Discomfort in oneself is the main factor that causes stress at work, and this can affect a person's emotions. In general, work stress often arises due to stress that can have physical, behavioral, or psychological impacts. This certainly affects the health and well-being of employees and companies (Zakia Surya & Bakar Fahmi, 2022). Work stress often occurs in the organizational environment, as well as the health organization environment or other organizational environments, work stress is also the cause for employee performance not to improve. Work stress is a depressed condition where work stress can result in physical and mental balance disorders, which greatly impacts the mindset, increased emotions, and worsens the individual's overall condition (Saragih & Siahaan, 2021).

Indicators of work stress

Indicators used to assess the level of work pressure according to Puspita (2023) include:

1. This workload refers to the various elements that weigh on a worker, including the type of task to be performed, the conditions and environment in the workplace, and the habits or methods used.
2. Job pressure is related to the demands or expectations faced by employees, which are often influenced by their position in the organizational hierarchy.



3. The problem of work interaction This factor is related to how well the interaction between colleagues in the workplace is. Tension, conflict, or lack of effective communication can be a cause of stress.
4. Ambiguity in organizational structure It occurs when the organizational structure is disorganized, so that the position of employees, the roles they have, the limits of power, and the responsibilities of each are unclear. This situation creates confusion and uncertainty.
5. Poor leadership style, It refers to the way a leader runs an organization that actually creates a stressful work environment, increases anxiety, and causes discomfort among employees.

Employee Performance

Employee performance relates to how well a worker can complete his assigned tasks and obligations within a certain period of time. Employee performance is not only assessed based on how well they complete the work, but also includes how the work is completed, the quality of the results, the level of efficiency, and their contribution to the organization as a whole. Opinions from (Elsafty & Shafik, 2022; Sutianingsih & Widodo, 2024) performance can be understood as the result of work that is commonly done by people or teams in an organization. This achievement is carried out in accordance with the powers and duties held, and aims to achieve organizational goals in a legal way, does not violate regulations, and is in accordance with existing norms and ethics.

The point of the previous discussion is that employee achievement reflects how effective they are at achieving goals and completing tasks. It involves evaluating the quality and quantity of the work produced based on the responsibilities and authority possessed. The development of a company is greatly influenced by the working standards of its employees (Hastuti & Sutianingsih, 2023). Competition in the business world is getting tougher, caused by changes in consumer preferences, technological advancements, and market dynamics, prompting every company to look for people who have high competence and productivity. Thus, companies not only need to ensure customer satisfaction, but also must strive to provide added value for them. For this reason, organizations must build and prioritize qualified employees, as well as develop methods to improve outstanding employee performance through training according to the company's needs.

Employee performance also greatly affects the success rate of a company, where good employee performance will get good results for the development of a company's business (Rifky & Sutianingsih, 2023). In addition, the results of staff work also serve as an indicator of a number of activities assessed in a certain period of time, in accordance with the agreed agreement (Ibrahim et al., 2021).

Employee performance indicators



Indicators used to measure employee performance according to (Ibrahim et al., 2021) include:

1. The quality of work in this aspect shows the extent of an employee's work. This is influenced by the employee's perspective on the quality of the work done and how thorough they are in using their skills.
2. The number of these jobs has to do with the total number of jobs that have been successfully completed in a given period of time. It is usually measured based on the number of units or results produced.
3. The timeliness of this aspect assesses the ability of employees to complete work according to the predetermined deadline. This includes organizing work outcomes and using time as efficiently as possible for other activities.
4. This efficiency relates to how well the company optimizes resources, such as labor, budget, technology, and raw materials to produce results. Work effectiveness also reflects the way employees assess the time it takes to complete the tasks assigned by the company.
5. Proactivity in this aspect shows the ability of employees to complete tasks independently, without having to rely on others.

Research Method/Community Service Method

This research uses the methodology of systematic literature study. This systematic literature study is a careful and detailed approach in identifying, selecting, evaluating, and also synthesizing all relevant empirical evidence to answer specific research questions (Riyan et al., 2021). This method has the goal of identifying all relevant literature. By applying a thorough and structured search strategy across multiple sources, including official publications of the literature, the study seeks to ensure that no important information is missed.

1. Planning stage
The first step in starting a research is to identify and choose a relevant, interesting topic. Choosing the appropriate topic will be a solid foundation for the entire research process, keeping the focus clear and well-organized. The success at this stage will greatly affect the quality and meaning of the research results that will be carried out.
2. Conducting
In this section, each keyword that has been analyzed using Google Chrome and Base searches with <https://scholar.google.com/> and <https://base-search.net/> sites will be reviewed. This literature review procedure will not take into account literature that does not meet the inclusion requirements that have been set out in the exclusion criteria. The following are the relevant inclusion and exclusion criteria. This action is carried out to determine whether the data obtained can be used in SLR research. The criteria set include publications published in the last five years, i.e. between 2019 and 2025. Related to this term, this shows the



relationship or relationship between two variables, namely work stress as variable X and employee performance as variable Y.

Table 1. Data Search Results

Database Source	Search Intervention	Detected
Google Scholar	• Search by keyword "work stress"; "Employee performance"	12.300
	• Selected articles	25
	• Relevant articles	14
Base	• Search using the keyword "the influence of work stress in improving employee performance"	68
	• Relevant articles	6

The author started the reference search in April 2025. To find a suitable article, the title, summary, and keywords are the focus, as they are very important in determining the essence of an article. An initial search on Google Scholar using the keywords "work stress" and "employee performance" yielded 12.300 articles. After going through the screening process, 25 articles were selected for further study, and of these, 14 articles turned out to be relevant to the research conducted by the author. The author also expanded the search into Base, where the author found 68 additional articles, of which 6 were highly relevant. This brings the initial total found to 12.368 articles. In total, we utilized 20 relevant articles in this study.

The next step is to identify the category of the article by setting the inclusion and exclusion requirements. This process is part of a mapping study that aims to avoid unrelated articles as well as find relevant articles (Fauzi et al., 2018). In this study, the author formulated inclusion and exclusion requirements to facilitate the mapping process.

Table 2. Inclusion and Exclusion Criteria

Inclusion	Exclusion
1) Selected and published journals range in 2019-2024	1) Journals that have been selected and published for more than 5 years
2) Studies related to the term searched	2) Research that is not related to the search terms used
3) Use only journals	3) Without referring to a thesis, book, or thesis

4) Journals that have been published/have a DOI	4) Articles that have not gone through the peer review process
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3. Reporting

In the last stage, namely the reporting stage in systematic literature, this activity includes writing research results by following a predetermined format.

Results and Discussion

Based on a systematic literature analysis, this study evaluated 20 articles that discussed the relationship between work stress and employee performance. Of the 20 articles, it was found that 13 articles (65%) showed a significant influence, meaning work stress had an impact on employee performance. Meanwhile, 7 articles (35%) did not show a significant effect, where work stress did not have enough effect on employee performance.

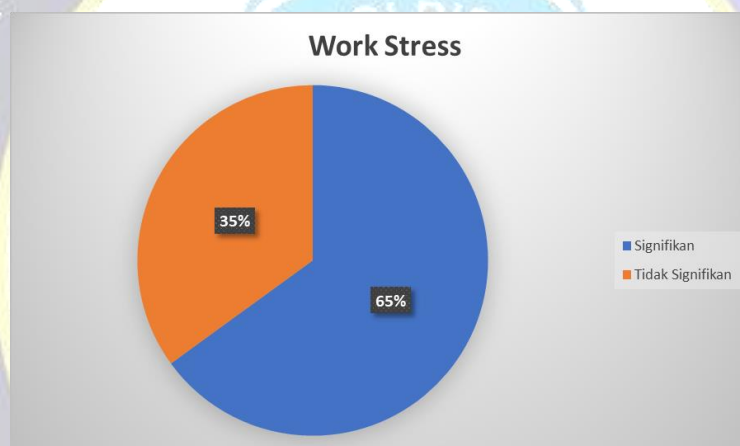


Figure 1. Pie Chart

The Effect of Work Stress in Improving Employee Performance

Work tension refers to a situation in which employees feel a psychological and physical disturbance when responding to a problem or work. This situation can negatively impact their performance in the company, as well as create a mismatch between the personal characteristics of employees and the various aspects of the tasks they undertake (Ari Novarini et al., 2022). The findings of the study show that stress in the workplace has a very detrimental impact on a company, where work stress can lower employee performance levels.

Excessive work stress can hinder a person's ability to deal with their work guidance. The impact of work stress on employees will reduce their work productivity. Generally, individuals who face mental stress often feel excessive anxiety. As a result, they tend to be more irritable and will exhibit uncooperative behavior. Situations like this often make employees feel



uncomfortable and depressed, which triggers work stress for employees. Some employees will show deterioration in their work, which is often shown by a non-negligent attitude and lack of attention to the task at hand. Stress is also a prevalent response of individuals when there is a misalignment between expectations and actual conditions at hand.

Table 3. Selected Research Results

No	Article Title	Author & Year	Research Methods	Research Results
1	Pengaruh Stres Kerja dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan Pada PT Mega Pilar Mas Kota Tangerang	Rina & Handayani (2024)	Quantitative methods	This study indicates that stress in the workplace has a significant impact on the performance of employees (at PT. Mega Pilar Mas Tangerang City).
2	Pengaruh Work Overload terhadap Kinerja Karyawan dengan Stres Kerja Sebagai Variabel Intervening pada PT. Pondasi Maju Bersama Medan	Susanto (2024)	Associative and quantitative approach methods	Studies reveal that the pressures faced in the workplace have a significant positive impact on employee performance at PT. The Foundation of Maju Bersama Medan
3	Pengaruh Komunikasi, Stres Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan pada UD. Dewi Ratih	Partiwi et al. (2022)	Data collection methods are interviews, questionnaires, and literature studies	Analysis of research data revealed that workplace stress has a bad and significant impact on the work performance of employees at UD. The Goddess of Peace.
4	Pengaruh Stres Kerja Terhadap Kinerja Karyawan Marketing Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Pada PT. BPR Restu Artha Makmur Majapahit Semarang)	Pratiwi et al. (2024)	Method census	The study conducted at PT. BPR Restu Artha Makmur Majapahit Semarang has managed to show statistically that high work pressure has a significant negative impact on the way employees carry out their duties and responsibilities.
5	Komunikasi Interpersonal, Konsep Diri Dan	Susanto (2024)	Survey methods	Studies have shown that the pressure of work has a positive and



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No	Article Title	Author & Year	Research Methods	Research Results
	Stres Kerja Terhadap Kinerja Karyawan			significant impact on employee work outcomes.
6	Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Kinerja Karyawan Pada PT.Kisel Group Regional Bali Nusra	Sudiyani & Sawitri (2024)	Sampling method	Analysis of information from the study in (PT. Kisel Group Regional Bali Nusra) showed an unusual result, namely that workload turned out to have a significant positive effect on employee performance.
7	Pengaruh Stres Kerja dan Work Family Conflict Terhadap Kinerja Karyawan yang Dimediasi Oleh Kepuasan Kerja pada PT. Tirta Investama	Mujahidin & Irmawati (2024)	Quantitative methods	This study proves that in PT. Tirta Investama revealed that stress in the workplace turns out to have a significant positive impact on employee performance.
8	Pengaruh Beban Kerja, Stress Kerja, dan Work-Life Balance Terhadap Kinerja Karyawan Gen Z di Kota Denpasar	Permana et al. (2021)	Purposive sampling technique	According to this study, it can be concluded that there is a significant negative relationship between the level of work stress and the performance of generation Z employees in the Denpasar area.
9	Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Karyawan PT. Haji Maming Alma Batulicin	Taher & Taharuddin (2024)	Quantitative approach	The findings of this study emphasize that the workload that causes stress significantly affects the ability of employees of PT. Haji Maming Alma Batulicin.
10	Pengaruh Peran Ganda, Stres Kerja dan Motivasi Kerja terhadap Kinerja Karyawan Perempuan PT Lion Motor Indonesia	Fadhilah & Gunawan (2024)	Quantitative methods	From this study, it can be concluded that work stress has a significant impact on the performance of female employees at PT. Lion Motor Indonesia.
	Pengaruh Stres	Puspita et al.	Quantitative	Studies that have been



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No	Article Title	Author & Year	Research Methods	Research Results
11	Kerja dan Motivasi Terhadap Kinerja Karyawan (UD Mahakam Raya)	(2024)	methods	conducted have produced findings that contradict common perception. The findings of this study suggest that there is a significant positive relationship between higher levels of work stress and improved employee performance.
12	Pengaruh Lingkungan Kerja, Stress Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Bumi Sentosa Denpasar	Pratiwa et al. (2024)	Method census	The study carried out at (PT. Bumi Sentosa Denpasar) produces results that differ from public opinion. Based on data analysis, this study indicates that higher work stress turns out to contribute positively and significantly to employee performance in this company.
13	Pengaruh Beban Kerja, Stres Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan	Indrayana & Putra (2024)	Quantitative methods	The analysis shows that higher work stress significantly and negatively affects the way employees carry out their duties and responsibilities.
14	Stres Kerja, Beban Kerja, dan Lingkungan Kerja terhadap Kinerja Pegawai	Wicaksono & Liana (2024)	Sampling collection method with <i>purposive sampling technique</i>	The analysis conducted showed that there was no statistically strong and consistent relationship between job stress and employee performance. The fluctuations in the stress levels experienced by employees have no significant effect on the way they work.
15	The Influence Of Work Stress, Work Ethic and Supervision On	Latifah et al. (2024)	Analysis of the Regresi Linier Berganda	This sentence shows that there is strong evidence to suggest that stress in the workplace



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No	Article Title	Author & Year	Research Methods	Research Results
	Employee Performance at PT. Bank Central Asia, Main Branch Office Bidakara Tower			has a real and statistically significant influence on how employees perform their duties.
16	The Influence of Job Stress and Work Environment on Employee Performance at PT.SAS Aero Sishan	Syahriza (2025)	Survey methods	Results that show unequivocally that work pressure does not have a strong and statistically reliable correlation with employee performance. This suggests that in the context of this study, the variation in stress levels experienced by employees did not significantly affect the way they worked.
17	Pengaruh Lingkungan Kerja, Stress Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT.Indomaret Co Cabang Nangka	Rahmawati et al. (2021)	Berganda line liner regresi analysis	Explaining that work stress has a significant influence on employee performance
18	Pengaruh Stress Kerja Terhadap Kinerja Karyawan PT.Buana Transperindo Wahana Internasional Melalui Gender Sebagai Variabel Kontrol	Suali & Heryenzus (2022)	Method census	This sentence conveys that the information or studies conducted show that there is a statistically significant and clear relationship between the level of stress felt by employees at work and the way they carry out their duties.
19	Effect of Work Stress, Work Motivation , and Work Environment to Employee Performance Production Part (Case Study at UD.Pratama Karya	Kristanti & Pangastuti (2019)	Sampling method	The study showed that work-induced stress did not have a statistically significant and statistically reliable correlation with employee performance. This suggests that in the context of this



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No	Article Title	Author & Year	Research Methods	Research Results
	Kota Kediri)			study, fluctuations in the stress levels felt by employees did not have a major impact on the way they carried out their work.
20	The Influence Of Reward, Work Discipline and Work Stress On Employee Performance Study On PT.Daya Anugerah Mandiri Manado	Lensun et al. (2022)	Quantitative methods and multiple linear regression	The results of this study explain that there are documents or written data that show that stress in the workplace has a statistically significant and important effect on how employees work. This means that according to the source of the article, changes in the stress levels that employees feel consistently affect their performance.

Conclusion and Recommendation

Conclusion

The conclusions obtained from an in-depth review of various previous studies (systematic literature studies) clearly indicate that work stress that exceeds reasonable limits has a significant adverse impact on employees' ability to perform tasks well. Based on the results of the analysis obtained, against 21 relevant journals on "the effect of work stress in improving employee performance" this sentence states that based on data analysis, it was revealed that there is a good and meaningful relationship between work pressure and employee work results. Therefore, effective stress management is essential to improve employee performance. Companies should strive to build a supportive work environment, be firm in defining functions and duties, and provide adequate facilities. Additionally, companies should encourage work-life balance. Interventions in stress management, both at the individual and organizational level, can help employees cope with work stress in a healthy way and prevent the shift from eustress to distress.

Recommendation

The author realizes that there are several elements that still need to be improved in this study. Thus, the following recommendations are expected to be a reference for future research to achieve better standards. Here are some suggestions that researchers gave:



1. Future studies should be able to clearly distinguish between eustress (positive stress) and distress (negative stress).
2. Further research could find factors that serve as a counterbalance or influence in the relationship between workplace stress and employee performance. These include social support, emotional intelligence, leadership style, and job characteristics.
3. To gain a deeper view of the relationship between work pressure and employee performance, it is recommended to combine the numerical approach with qualitative data collection techniques in the research.

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