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The Effect of Work Stress and Job Demands on Employee Performance Through Job Burnout (A Study of The Reward and System Division at PT. Pesta Pora Abadi Malang)

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Abstract: The growth of the Food and Beverage (F&B) industry in Indonesia has led to a significant increase in work demands on employees. This situation has the potential to lead to high levels of work stress and demands, which can lead to burnout and decreased employee performance. This study aims to analyze the effect of work stress and demands on employee performance through work fatigue as a mediating variable in the Reward and Systems Division at PT Pesta Pora Abadi Malang. This study used a quantitative approach with a survey method involving 60 employees using a saturated sampling technique. Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 3.2.9. The results show that work stress and demands have a positive and significant influence on work fatigue. Both work stress and demands also have a direct influence on employee performance. Furthermore, work fatigue significantly mediates the relationship between work stress and demands on employee performance. These findings suggest that the higher the levels of work stress and demands, the greater the potential for burnout, which can lead to decreased performance.

Introduction

The development of the Food and Beverage (F&B) industry in Indonesia over the past decade has shown a very significant growth trend. This industry has not only grown in terms of the number of businesses, but also in terms of product innovation, network expansion, and the integration of digital technology into operational and marketing systems. Malang, as one of the educational and tourist cities in East Java, has become a strategic area for the growth of the F&B industry. The high number of students, domestic tourists, and productive-age citizens makes Malang a potential market for modern culinary businesses.

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One company that has successfully capitalized on this opportunity is PT Pesta Pora Abadi through its flagship brand, Mie Gacoan. Since its establishment in 2016 in Malang, the company has grown rapidly and opened hundreds of branches in various major cities in Indonesia. Its unique branding strategy, affordable prices, menu innovations with a spicy level system, and modern restaurant concept have made the company very popular among the younger generation. This rapid growth has led to increased organizational management complexity and work demands in various internal divisions of the company.

Business expansion on a national scale certainly requires a professional and adaptive human resource management system. The Reward and System division, as part of the human resource function, has a strategic role in ensuring the smooth running of the payroll system, BPJS management, personnel administration, HRIS, taxation, general affairs, reimbursement, and business travel. The complexity of these tasks requires a high level of precision, data accuracy, and speed of work completion. In conditions of dynamic organizational growth, the administrative workload and strategic responsibilities tend to increase significantly.

Increased work demands that are not balanced with optimal workload management have the potential to cause work stress. Work stress is a condition of physical and psychological tension that arises from an imbalance between work demands and an individual's ability to cope with them. In the context of modern organizations, work stress is often caused by time pressure, high performance targets, rapid policy changes, and management expectations regarding work accuracy and effectiveness. If work stress persists over a long period of time without proper management mechanisms, it will result in decreased motivation, concentration disorders, and decreased employee productivity.

In addition to work stress, another factor that affects employees' psychological condition is job demand. Based on the Job Demands-Resources (JD-R) theory, job demand refers to physical, psychological, social, or organizational demands that require continuous effort and have the potential to cause work pressure. Job demand is not always negative; to a certain extent, it can motivate employees to work more optimally. However, if these demands are excessive and not balanced with adequate resource support, they will cause prolonged work fatigue.

In practice, the combination of work stress and high job demands can trigger job burnout. According to the World Health Organization, burnout is categorized as an occupational phenomenon resulting from chronic work stress that has not been managed effectively. Burnout is characterized by three main dimensions, namely emotional exhaustion, cynical attitudes or depersonalization towards work, and decreased professional effectiveness. This condition has direct implications for individual performance and overall organizational performance.

Burnout that is not identified early on can have serious consequences for the company, including increased absenteeism, decreased work quality, administrative errors, interpersonal conflicts, and employee turnover. In the context of the Reward and System Division, minor errors in payroll data management or administration can have a widespread impact on employee satisfaction and trust across all company branches. Therefore, maintaining the psychological well-being of employees is a crucial aspect in supporting the sustainability of organizational growth.

Previous studies have shown that work stress and job demands have a significant relationship with job burnout and employee performance. However, research findings on the direct impact of work stress and job demands on performance still show variation. Some studies find a significant negative impact, while others show that stress at certain levels can

improve performance (eustress). In addition, there has not been much research specifically examining the role of job burnout as a mediating variable in the context of F&B companies that are experiencing rapid expansion in Indonesia.

Based on empirical phenomena and research gaps, this study is relevant to conduct. This research aims not only to examine the direct relationship between work stress, job demands, and employee performance, but also to analyze the role of job burnout as a mediating variable that explains the mechanism of this relationship. The focus of this research on the Reward and System Division at PT Pesta Pora Abadi provides a contextual contribution to understanding the psychological dynamics of employees in a rapidly growing F&B company.

Theoretically, this study is expected to strengthen the development of Job Demands-Resources theory in the context of the F&B industry in Indonesia. Practically, the results of this study are expected to serve as a basis for management considerations in designing workload management policies, stress management programs, and employee welfare improvement strategies to maintain optimal organizational performance amid the dynamics of competitive business growth.

Research Method

Research Type and Approach

This research applies a quantitative approach to test the hypothesis that explains the causal relationship between work stress and job demand on employee performance (Y) with job burnout (Z) as a mediating variable. The data analysis method used is Structural Equation Modeling (PLS-SEM), which allows researchers to measure the influence in the form of direct and indirect effects between variables using SmartPLS 3.0 software.

Population and Sample

The population in this study consists of 60 employees of the Reward and System Division at PT. Pesta Pora Abadi. The next step is to determine the sample, which is a part of the population taken for further analysis. The sampling technique used in this study is saturated sampling. This technique was chosen considering that the entire research population has characteristics relevant to the research objectives. Given that the existing population is not too large, all members of the population were included as research samples.

Types and Sources of Data

This research utilizes primary and secondary data sources, where primary data was obtained through the distribution of online questionnaires to eligible respondents via WhatsApp. Secondary data was obtained from a literature review that included scientific journal references, online articles, previous research results, and other supporting information.

Data Collection Methods

This research collected data through an online questionnaire survey created using Google Forms. The questionnaire was distributed via WhatsApp. Before filling out the questionnaire, respondents received informed consent that included an explanation of the research objectives, data confidentiality guarantees, and a statement of willingness to participate voluntarily. This research used a Likert scale measurement. There were two types of questions in this measurement: positive questions were given a value of 5 to 1, while negative questions were given a value of 1 to 5.

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Data Analysis Method

This research uses the PLS-SEM approach with the help of the SmartPLS application. PLS-SEM was chosen because it is suitable for predictive research involving causal relationships and mediating variables. Before testing the relationships between variables, initial instrument validation was carried out through outer model evaluation. Indicators were deemed to meet the criteria if they had an outer loading value >0.70, Composite Reliability (CR) > 0.70, and Average Variance Extracted (AVE) > 0.50 as evidence of convergent validity. Meanwhile, discriminant validity was confirmed through the Fornell–Larcker criteria and cross loading, to ensure that each indicator only measured the intended construct. After the measurement model met the criteria, the analysis continued on the inner model to assess the relationship between constructs through path coefficient values, t-statistics, and p-values using bootstrapping.

Result and Discussion

Descriptive Analysis

Table 1. Frequency of Respondents' Answers

No	Characteristics	Category	Frequency	Percentage
1.	Gender	Male	7	11,67%
		Female	53	88,33%
2.	Age	20–30 years old	53	88,33%
		31–40 years old	7	11,67%
3.	Length of Service	< 1 year	27	45%
		1–3 years	31	51,67%
		3–5 years	1	1,67%
		5–7 years	1	1,67%
4.	Position	Staff	53	88,33%
		Supervisor	5	8,33%
		Manager	2	3,33%

Source: processed by researcher, 2026

Referring to the table above, this research involved 60 respondents who were employees working at PT. Pesta Pora Abadi in the Reward and System Division. Based on the data collection results, it was found that the respondents consisted of 11.67% men and 88.33% women. In terms of age, most respondents were in the 20-30 age group (88.33%) and the 31-40 age group (11.67%). Furthermore, in terms of length of service, 45% had been working for less than 1 year, 51.67% had been working for 1-3 years, 1.67% had been working for 3-5 years, and 1.67% had been working for 5-7 years. Finally, in terms of position, there were 53 staff members (88.33%), 5 supervisors (8.33%), and 2 managers (3.33%).

Table 2. Average Variance Extracted (AVE) Values

Variables	Average extracted variance (AVE)	Description
Job Burnout	0.770	Valid
Work Stress	0.684	Valid
Job Demand	0.757	Valid
Employee Performance	0.597	Valid

Source: Data Output Software SmartPLS 3.2.9 Processed (2026)

Referring to the table above, all items used have a loading factor value exceeding 0.50. In general, indicators are considered fulfilled when the loading factor value reaches at least

0.70. However, values above 0.5 or 0.6 are considered adequate for preliminary research (Chin, 1995), so in this study a threshold of > 0.5 was applied. The Average Variance Extracted (AVE) value is also > 0.50. Therefore, it can be stated that all items in this study have met the criteria.

Reliability Test

Table 3. Cronbach's Alpha, Rho_A, and Composite Reliability Values

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Job Burnout	0.949	0.958	0.959
Work Stress	0.948	0.962	0.955
Job Demand	0.936	0.966	0.949
Employee Performance	0.932	0.942	0.942

Source: Data Output Software SmartPLS 3.2.9 Processed (2026)

Based on these overall results, it can be concluded that all constructs in this study, namely Job Burnout, Work Stress, Job Demand, and Employee Performance, have met the reliability criteria. This means that the reliability test was conducted using the Composite Reliability value, with a value > 0.70 being considered reliable (Savitri et al., 2021).

R Square (R^2)

Table 4. R-Square Values

Variables	R-square	Adjusted R-square
Job Burnout	0.212	0.185
Employee Performance	0.263	0.223

Source: Data Output Software SmartPLS 3.2.9 Processed (2026)

The relatively small difference between the R-square and Adjusted R-square values for both constructs indicates that the model does not experience overfitting and remains stable when taking into account the number of predictor variables used. Therefore, it can be concluded that the structural model in this study has adequate predictive power, although there is still room for improvement by adding other relevant variables.

Effect Size (f^2)

Tabel 5. Value of *Effect Size* (f^2)

Variables	*Job Burnout*	*Job Demand*	Employee Performance	Work Stress
Job Burnout			0.181	
Job Demand	0.003		0.014	
Employee Performance				
Work Stress	0.190		0.037	

Source: Data Output Software SmartPLS 3.2.9 Processed (2026)

Based on the results of the effect size (f^2) test, the effect of Job Demand on Job Burnout of 0.003 indicates a very small contribution (below 0.02), so Job Demand is not a major predictor of burnout in this model. Conversely, Work Stress on Job Burnout has an f^2 value of

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0.190, which is classified as a moderate effect, making it a fairly strong factor in explaining the level of employee burnout.

Regarding Employee Performance, the effect of Job Burnout shows an f^2 value of 0.181 (moderate effect), which means that burnout contributes significantly to performance variation. Meanwhile, Job Demand on Performance only has an f^2 of 0.014 (very small), and Work Stress on Performance is 0.037 (small effect). Thus, in this model, Job Burnout plays a more dominant role in influencing performance compared to Job Demand and Work Stress directly.

Predictive Relevance (Q2)

$$Q2 = 1-(1-R12)\,(1-R22)\ldots(1-Rp2)Q^2$$

$$Q2 = 1-\,(1\text{-}0{,}212)\,(1\text{-}0{,}263)$$

$$= 1 - 0{,}580 = 0{,}42$$

Figure 1. Predictive Relevance Value (Q2)

These results show that approximately 42% of the variance in the model can be explained by the variables analyzed, indicating a very high influence in predicting endogenous variables. This means that 42% of employee performance can be explained by work stress, job demand, and job burnout.

Goodness of Fit (GoF)

The GoF value is calculated manually using the formula introduced by Tenenhaus and Lauro (2005) and adapted in Hair et al. (2017), as follows:

GoF=$\sqrt{AVE\ x\ R^2}$

In this study, with an R^2 value of 0.263, the following GoF calculation was obtained:

a. GoF Work Stress (X1)

GoF = $\sqrt{0{,}684\ x\ 0{,}263}$

GoF = 0,424

b. GoF *Job Demand* (X2)

GoF = $\sqrt{0{,}757\ x\ 0{,}263}$

GoF = 0,446

c. GoF Employee Performance (Z)

GoF = $\sqrt{0{,}597\ x\ 0{,}263}$

GoF = 0,396

d. GoF *Job Burnout* (Y)

GoF = $\sqrt{0{,}770\ x\ 0{,}263}$

GoF = 0,450

When the calculation is performed with an R^2 value of 0.212, the following GoF calculation is obtained:

a. GoF Work Stress (X1)

GoF = $\sqrt{0{,}684\ x\ 0{,}212}$

GoF = 0,380

b. GoF *Job Demand* (X2)

GoF = $\sqrt{0{,}757\ x\ 0{,}212}$

GoF = 0,400

c. GoF Employee Performance (Z)

GoF = $\sqrt{0{,}597\ x\ 0{,}212}$

GoF = 0,355

d. GoF *Job Burnout* (Y)

GoF = $\sqrt{0{,}770\ x\ 0{,}212}$

GoF = 0,404

The GoF calculation results show that 7 of the 8 GoF values for the research variables are greater than 0.38 and there is 1 GoF value that meets the moderate criteria, which meets the large GoF criteria according to Tenenhaus (2004), where small GoF = 0.1, moderate GoF = 0.25, and large GoF = 0.38. Thus, the structural model is acceptable because it is consistent with the conditions in the field.

Discussion

Work stress has a significant effect on job burnout

The test results show that work stress has a very significant effect on job burnout. This is evidenced by a T-statistic value of 4.062, which far exceeds the critical value of 1.96, and a P-value of 0.000, which indicates a very strong level of significance. The path coefficient value of 0.499 indicates that work stress is a dominant factor in increasing the level of job burnout, such as emotional exhaustion and decreased motivation at work among employees caused by high target pressure, pressure from superiors, and excessive workloads on an ongoing basis without good management. This occurs because the system in the Reward and System Division is still manual, requiring high precision with tight deadlines and rapid growth in the number of restaurants.

Job demand has no significant effect on job burnout

The results of testing the relationship between job demand and job burnout show that the effect is not statistically significant. This is reflected in the T-statistic value of 0.512, which is smaller than the minimum significance limit of 1.96, and the P-value of 0.608, which far exceeds the threshold of 0.05. The relatively small path coefficient of 0.064 indicates that the high job demands, mental and physical pressure, and task complexity experienced by employees are not strong enough to trigger job burnout, such as physical and mental fatigue and decreased psychological resilience. This occurs because employees in the Reward and System Division have good teamwork, supportive superiors, and a monthly recovery agenda, so that job demands in the context of this study do not directly contribute to an increase in job burnout, thus rejecting the proposed hypothesis.

Work stress does not have a significant effect on employee performance

The test results show that work stress does not have a significant direct effect on employee performance. This is indicated by a T-statistic value of 1.388, which is still below the critical limit of 1.96, and a P-value of 0.165, which exceeds the significance threshold of 0.05. Although the path coefficient is positive at 0.232, the relationship is not statistically strong enough to conclude that there is a direct effect due to mutual encouragement, having a work timeline that has been agreed upon with other divisions, and upholding work-life balance.

Job demand does not have a significant effect on employee performance

The next test results show that job demand also does not have a significant effect on employee performance directly. This is indicated by a T-statistic value of 0.748 and a P-value of 0.454, which does not meet the criteria for statistical significance. The path coefficient value of 0.130 indicates a weak relationship between job demand and employee performance due to innovations related to PKWT (Fixed Term Employment Agreement), which encourage

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work efficiency, increased productivity, and the existence of challenges and enthusiasm to achieve maximum targets. Therefore, the hypothesis stating that job demand has a direct effect on employee performance cannot be proven empirically.

Job burnout has a significant effect on employee performance

Based on the results of testing the significance of the relationship between variables obtained through the bootstrapping procedure by looking at the T-Statistic and P-values, it can be seen that job burnout has a significant effect on employee performance. This is evidenced by a T-statistic value of 2.929, which is greater than the critical value of 1.96 at a significance level of 5 percent, and a P-value of 0.003, which is below the threshold of 0.05. The path coefficient value (original sample) of 0.412 indicates a fairly strong relationship between job burnout and employee performance due to uneven system innovation, discomfort at work, and loss of motivation at work. Thus, the hypothesis that job burnout affects employee performance can be accepted statistically.

Work stress indirectly affects performance through job burnout

The results of the indirect effect test show that work stress has a significant effect on employee performance through job burnout. This is evidenced by a T-statistic value of 2.205, which is greater than the critical value of 1.96, and a P-value of 0.027, which is below the significance threshold of 0.05. The indirect influence coefficient value of 0.205 shows that job burnout plays an important role as an intervening variable. In the Reward and System Division, payroll deadline pressure, data accuracy demands, and responsibility for the rights of PT Pesta Pora Abadi employees encourage employees to maintain their performance even under pressure. This causes the direct effect of work stress on performance to be insignificant, as employees are still able to compensate for the pressure with professionalism and work responsibility.

However, if this stress persists without adequate recovery, it will accumulate and develop into job burnout. Burnout is characterized by emotional exhaustion, decreased motivation, and a reduced sense of self-achievement. At this stage, employees' psychological conditions begin to be significantly disrupted.

In the Reward and System Division, burnout can lead to decreased accuracy in data processing, increased risk of incentive calculation errors, and delays in completing system reports. Because the work in this division is highly dependent on concentration and accuracy, burnout directly reduces the quality and quantity of employee performance. Thus, the results of this study reinforce the role of job burnout as an intervening variable that bridges the relationship between work stress and employee performance. Work stress does not directly reduce performance, but first increases the level of burnout, which ultimately impacts employee performance.

Job demand indirectly affects performance through job burnout

The results of the indirect effect test show that job demand does not have a significant effect on employee performance through job burnout. This is indicated by a T-statistic value of 0.494 and a P-value of 0.621, which do not meet the criteria for statistical significance. The relatively small indirect influence coefficient value of 0.026 indicates that job burnout cannot act as a mediating variable in the relationship between job demands and employee performance.

One of the reasons for this is the systematic, structured, and clear procedure-based (SOP) nature of the work in the Reward and System Division. Good work standardization allows employees to continue completing their tasks even when faced with high job demands. In addition, job demands in this division can be challenging rather than hindering. Demands

such as payroll deadlines, accuracy in incentive calculations, and responsibility for employee rights can actually increase employee focus, discipline, and sense of responsibility. Under such conditions, work demands do not develop into prolonged emotional exhaustion, thus not triggering significant burnout.

Another factor that may explain why burnout does not play a mediating role is the adaptability and professionalism of employees. Employees in the Reward and System Division are required to have good accuracy and analytical skills, so they tend to have adequate strategies for dealing with work pressure. Thus, even though job demands are high, employees are still able to maintain emotional stability and work performance without experiencing chronic fatigue. In addition, the possibility of team support, such as clear task distribution, an integrated work system, and structured supervision, can also reduce the potential for burnout. When work demands are balanced with adequate job resources, the negative impact of job demands on employees' psychological conditions can be minimized.
Based on these findings, it can be concluded that in the context of this study, job demands do not significantly increase job burnout, so burnout cannot bridge the influence of job demands on employee performance. Therefore, the relationship between job demands and performance is more direct or influenced by factors other than burnout.

Conclusion

The research findings indicate that work stress has a positive and significant effect on job burnout, and job burnout has a significant effect on employee performance. Job burnout has also been proven to mediate the effect of work stress on employee performance, suggesting that work stress can reduce performance by increasing burnout. Meanwhile, job demands have no significant effect on either job burnout or employee performance, nor are they mediated by job burnout. These findings confirm that work stress is a major factor that triggers burnout and impacts employee performance.

Recommendations

First, companies are advised to prioritize work stress management through workload management, a balanced work system, and mental health programs to prevent job burnout. Employees are advised to improve their independent stress management skills and maintain a balance between work and personal life. Furthermore, HR and managers are expected to monitor stress and burnout regularly and implement supportive leadership. Finally, future researchers are advised to expand the scope of their research, add other variables such as job resources, and use more diverse research methods..

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