

The effects of job stress, work environment, and work discipline on employee performance among mie gacoan employees in Pekanbaru

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ABSTRAK

Penelitian ini menganalisis hubungan stres kerja, lingkungan kerja, dan disiplin kerja dengan kinerja karyawan Mie Gacoan di Pekanbaru. Penelitian menggunakan pendekatan kuantitatif dengan desain cross-sectional melalui data kuesioner yang dikumpulkan dari 105 karyawan pada September 2026. Data dianalisis menggunakan Partial Least Squares Structural Equation Modeling. Hasil penelitian menunjukkan bahwa stres kerja tidak memiliki hubungan yang signifikan dengan kinerja karyawan, sedangkan lingkungan kerja dan disiplin kerja memiliki hubungan positif dan signifikan dengan kinerja karyawan. Di antara prediktor yang dianalisis, disiplin kerja menunjukkan hubungan statistik paling kuat dengan kinerja karyawan. Secara keseluruhan, stres kerja, lingkungan kerja, dan disiplin kerja secara bersama-sama mampu menjelaskan 69,9 persen variasi kinerja karyawan. Temuan ini menunjukkan bahwa konsistensi disiplin kerja dan lingkungan kerja yang mendukung merupakan pertimbangan yang relevan bagi kinerja karyawan dalam operasional restoran. Pengelolaan stres kerja tetap penting sebagai langkah preventif dan dukungan bagi karyawan, khususnya pada periode dengan tekanan operasional yang tinggi.

Kata Kunci: disiplin kerja; kinerja karyawan; lingkungan kerja; PLS-SEM; stres kerja

ABSTRACT

This study examines the relationships of job stress, work environment, and work discipline with employee performance among Mie Gacoan employees in Pekanbaru. A quantitative cross-sectional design was employed using questionnaire data collected from 105 employees in September 2026. The data were analyzed using Partial Least Squares Structural Equation Modeling. The results show that job stress was not significantly associated with employee performance, whereas the work environment and work discipline were positively and significantly associated with employee performance. Among the predictors examined, work discipline showed the strongest statistical association with employee performance. Overall, job stress, work environment, and work discipline jointly explained 69.9 percent of the variance in employee performance. These findings indicate that consistent work discipline and a supportive work environment are relevant considerations for employee performance in restaurant operations. Job stress management remains important as a preventive and employee-support measure, particularly during periods of high operational pressure.

Keywords: work discipline; employee performance; work environment; PLS-SEM; work stress

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1. INTRODUCTION

The food and beverage service industry is one of the economic activities that depends heavily on the quality of human resources because production and service processes occur simultaneously and interact directly with consumer demands. According to Badan Pusat Statistik (2025) recorded approximately 5.28 million food and beverage service businesses in Indonesia in 2024, an increase of around 8.71% from the previous year.

The scale of this industry indicates that employee management is a critical issue, particularly in restaurant businesses that rely on service speed, consistency of quality, cross-functional coordination, and compliance with operational standards.

In restaurant businesses with dynamic transaction volumes, employee performance is reflected not only in the amount of work completed, but also in output quality, timeliness, the ability to maintain service standards, teamwork, and adaptability to changing operational conditions. Koopmans et al. (2013) view individual work performance as a multidimensional construct that includes at least task performance and contextual performance, while subsequent validation indicates that individual performance measures should capture work behaviors that are meaningfully relevant to task accomplishment (Koopmans et al., 2014). Therefore, employee performance in restaurant operations can be understood in relation to the interaction among job demands, job resources, and employee work behavior.

Mie Gacoan Pekanbaru provides a relevant context for examining this issue because work in food and beverage services requires rapid coordination among production, service, cashier, cleaning, and operational supervision functions. During peak hours, time pressure and workload may increase job stress. At the same time, employee performance may also be associated with work environment conditions that either facilitate or hinder task completion, as well as work discipline that encourages employees to arrive on time, use working time productively, and comply with applicable procedures. Conceptually, these three factors represent demands, resources, and behavioral control mechanisms that are closely related to restaurant operations.

Job stress is a psychological response to work pressure and demands that are perceived to exceed or deplete an individual's resources. Parker and DeCotiis (1983) identified the dimensions of time stress and job-related anxiety and showed that job stress can be a direct consequence of job and organizational characteristics. From the perspective of Job Demands-Resources (JD-R) Theory, high job demands consume physical and psychological energy and, when not balanced by adequate resources, may lead to strain and reduced work functioning (Bakker & Demerouti, 2017; Bakker et al., 2023). In the hospitality context, Devi et al. (2024) found a negative and significant relationship between job stress and employee performance, while Lestari and Dewi (2023) reported a similar negative and significant pattern.

However, empirical findings regarding the relationship between job stress and performance are not always consistent. Maftukhatul and Firdaus (2024) reported that job stress was not significantly related to employee performance, whereas Sajad and Safrizal (2024) found a positive and significant relationship in the MSME context. Jonathan et al. (2024) further examined work stress alongside workload and work-environment conditions in explaining employee performance, illustrating the relevance of considering stress together with other workplace factors. These differences suggest that the relationship between job stress and performance may vary according to job characteristics, coping ability, the intensity of demands, and the resources available.

The second factor is the work environment. The work environment includes physical conditions such as the workspace, safety, cleanliness, facilities, temperature, and comfort, as well as psychosocial aspects such as supervisor support, coworker relationships, communication, and teamwork. Within the JD-R framework, these aspects function as job resources that can help individuals achieve work goals, reduce the impact of job demands, and sustain motivation (Bakker et al., 2023). Studies in the hospitality sector indicate a positive relationship between the work environment and employee performance (Nugraha & Suryawati, 2024). However, Salsabila and Suratman (2023) found a positive but non-significant relationship, while Erawati et al. (2019), in a study of an international restaurant, also showed that the direct relationship between the work environment and performance was not always significant. These findings indicate that the strength and significance of this relationship may vary across organizational and operational contexts, providing a basis for further examination in restaurant operations.

The third factor is work discipline. Work discipline reflects the consistency with which individuals comply with working hours, rules, procedures, and responsibilities established by the organization. In restaurant operations, discipline has direct operational relevance because tardiness, absenteeism, or procedural violations can disrupt interdependent production and service flows. Beyond its practical meaning, work discipline can be interpreted through an organizational control perspective. Ouchi (1979) explains that organizations use control mechanisms to align individual behavior with organizational objectives, including formalized rules and bureaucratic procedures when work processes can be specified and monitored. In this sense, punctuality, attendance, compliance with standard operating procedures, and responsible use of work time represent behavioral control practices that can reduce deviations from expected work standards. Iedil and Fajriah (2024) found a positive and significant relationship between work discipline and performance, while Arnas et al. (2023) also demonstrated the relevance of work discipline and the work environment to employee performance. Nevertheless, previous findings indicate that the relationship between work discipline and performance may vary when other organizational factors are considered. Such variation suggests that organizational context and job characteristics may influence the strength of the relationship between discipline and performance.

The research gap addressed in this study lies in three related aspects. First, empirical findings concerning the relationships of job stress, work environment, and work discipline with employee performance remain inconsistent across previous studies. Second, these factors have frequently been examined in different organizational settings or through models that do not simultaneously represent job demands, job resources, and behavioral control. Third, empirical evidence examining these three predictors simultaneously among restaurant employees in Pekanbaru remains limited. Consequently, further examination is warranted to determine how job stress, work environment, and work discipline are associated with employee performance when considered together within the same structural model and operational context.

Accordingly, the contribution of this study is primarily contextual and integrative. Job stress is positioned as a representation of job demands, the work environment as job resources, and work discipline as a behavioral control mechanism within a single model tested in the food and beverage service context. This positioning combines the JD-R perspective with an organizational control perspective to provide a more comprehensive framework for examining employee performance in restaurant operations. Specifically, this study aims to: (1) analyze the relationship between job stress and employee performance; (2) analyze the relationship between the work environment and employee performance; and (3) analyze the relationship between work discipline and employee performance among Mie Gacoan Pekanbaru employees.

2. LITERATURE REVIEW

A. Employee Performance

Employee performance refers to individual work behaviors and outcomes that are relevant to organizational goals. Koopmans et al. (2013) emphasize that individual performance should not be reduced merely to quantitative output because work also requires behaviors that support organizational effectiveness. In this study, employee performance focuses on task performance and contextual performance that are relevant to restaurant operations, namely the ability to complete tasks according to targets and standards, maintain quality, use time effectively, collaborate with others, and adapt to changing work situations.

In service organizations, employee performance is closely related to the quality of the customer experience because service outcomes are produced and consumed within a relatively simultaneous time frame. Therefore, employee performance in the food and beverage context encompasses not only productivity, but also accuracy, procedural consistency, responsiveness, and coordination. In this study, employee performance is modeled as a reflective construct, with indicators adapted from the Individual Work Performance Questionnaire framework (Koopmans et al., 2013, 2014) and adjusted to the operational context of restaurant employees.

B. Job Stress

Job stress is the experience of psychological pressure that arises when job characteristics, time demands, or organizational situations are perceived as placing pressure on an individual's capacity. Parker and DeCotiis (1983) distinguish job stress into time stress and anxiety. Time stress relates to feelings of being pressed for time and facing numerous demands that must be completed, whereas anxiety relates to tension and worry arising from work.

JD-R Theory explains that job demands require sustained physical or psychological effort and therefore involve physiological and psychological costs (Bakker & Demerouti, 2017). In restaurant operations, time pressure, dense activity levels, the need to maintain speed and accuracy, and interdependence across positions may increase job demands. When such demands continuously deplete energy without adequate supporting resources, employees may experience greater difficulty in maintaining focus, accuracy, and service quality.

1) Job Stress and Employee Performance

Theoretically, excessive job stress may consume the attention and energy resources needed to perform tasks effectively. Employees experiencing high levels of pressure may become more vulnerable to concentration difficulties, fatigue, and work errors. Devi et al. (2024) found a negative and significant relationship between job stress and employee performance in the hospitality sector, consistent with the findings reported by Lestari and Dewi (2023). However, empirical findings are not entirely consistent. Maftukhatul and Firdaus (2024) reported a non-significant relationship, whereas Sajad and Safrizal (2024) found a positive and significant relationship in the MSME context.

From the JD-R perspective, prolonged or excessive job demands may deplete the resources required to maintain effective work functioning. In restaurant operations, where employees are expected to maintain speed, accuracy, and coordination under time pressure, higher job stress is therefore expected to be associated with lower employee performance. Accordingly, the first hypothesis is formulated as follows:

H1: Job stress is negatively associated with employee performance among Mie Gacoan Pekanbaru employees.

C. Work Environment

The work environment refers to the overall physical and psychosocial conditions surrounding employees while they perform their jobs. Physical aspects include workspace, cleanliness, safety, facilities, temperature, lighting, and layout, whereas psychosocial aspects include the quality of coworker relationships, supervisor support, communication, and the work atmosphere. In JD-R Theory, these factors can constitute job resources when they help employees achieve work goals, reduce the costs associated with job demands, or promote individual development (Bakker et al., 2023).

In restaurants, a safe, clean, and organized work environment supported by adequate facilities can facilitate faster and more accurate task completion. Social support and effective communication are also important because service processes depend on coordination across positions. Therefore, a favorable work environment is expected to support employees in maintaining quality, timeliness, and teamwork.

1) Work Environment and Employee Performance

Empirical evidence indicates that favorable work-environment conditions may be positively associated with employee performance through greater comfort, support, and smoother work processes. Nugraha and Suryawati (2024) reported a positive and significant relationship between the work environment and performance in the hospitality sector. Putra et al. (2024) also found that the work environment and discipline were associated with performance in a hotel setting. Nevertheless, Salsabila and Suratman (2023) reported a positive but non-significant relationship, indicating that the strength of this relationship may vary across organizational contexts.

From the JD-R perspective, work-environment resources can facilitate goal attainment and help employees manage job demands. In restaurant operations, adequate physical conditions, facilities, interpersonal support, and communication may therefore support employees in performing their tasks effectively. Accordingly, this study predicts a positive relationship between the work environment and employee performance.

H2: The work environment is positively associated with employee performance among Mie Gacoan Pekanbaru employees.

D. Work Discipline

Work discipline refers to employees' willingness and consistency in complying with rules, behavioral standards, working hours, and organizational procedures. Discipline does not merely mean avoiding violations; it also reflects self-control in using work time, maintaining attendance, following standard operating procedures, and fulfilling responsibilities. In highly coordinated operations such as restaurants, the discipline of one employee can affect the workflow of other employees because production and service processes are interdependent.

From an organizational control perspective, work discipline can be understood as a form of behavioral control. Ouchi (1979) argues that formal control mechanisms help align individual behavior with organizational objectives when expected actions and procedures can be specified. In restaurant operations, schedules, attendance requirements, SOPs, and direct accountability provide explicit behavioral standards against which employee actions can be guided and evaluated. Accordingly, discipline can reduce avoidable variation in work behavior by encouraging employees to arrive on time, follow procedures, use working time productively, and fulfill responsibilities consistently.

This theoretical position complements JD-R Theory. JD-R explains how job demands and resources are associated with employee strain and motivation, whereas the organizational control perspective explains how formal behavioral standards guide the consistent execution of work. Thus, work discipline is not treated as a job resource itself, but as a distinct behavioral control mechanism that may be associated with more consistent employee performance.

1) Work Discipline and Employee Performance

Iedil and Fajriah (2024) reported a positive and significant relationship between work discipline and employee performance. Arnas et al. (2023) also demonstrated the relevance of discipline and the work environment to employee performance, while Darmawan and Sumartik (2024) similarly examined employee performance in relation to work discipline and work-environment conditions. These findings provide empirical support for examining discipline as a factor associated with employee performance, although the strength of the relationship may vary across organizational contexts.

From the organizational control perspective, such behavioral standardization helps align day-to-day employee actions with expected operational standards (Ouchi, 1979). In restaurant operations, where individual tasks are highly interdependent, greater consistency in punctuality, procedural compliance, productive use of working time, and responsibility is therefore expected to be associated with better employee performance.

H3: Work discipline is positively associated with employee performance among Mie Gacoan Pekanbaru employees.

E. Integrative Theoretical Foundation

The research model integrates Job Demands-Resources Theory with an organizational behavioral-control perspective. Job stress represents the psychological pressure associated with job demands, while the work environment represents job resources that can facilitate goal attainment and help employees cope with work demands. Work discipline is conceptually distinct from these JD-R components and is positioned as a behavioral control mechanism through which formal schedules, rules, SOPs, and accountability standards guide employee actions toward expected organizational behavior (Ouchi, 1979).

This integration is particularly relevant to restaurant operations, where employee performance is associated both with employees' ability to cope with demanding work conditions and with consistent adherence to interdependent operating procedures. JD-R Theory therefore provides the theoretical basis for understanding the roles of job stress and the work environment, while the organizational control perspective provides the basis for understanding work discipline. Taken together, these perspectives provide an integrative framework for examining whether employee performance is associated with psychological work pressure, environmental resources, and disciplined work behavior within the same empirical model (Bakker & Demerouti, 2017; Bakker et al., 2023; Ouchi, 1979).

F. Operational Definitions of Constructs

Table 1. Operational definitions of the research constructs

Construct	Conceptual Definition	Conceptual Dimensions/Indicators	Main References
Job Stress (X1)	Psychological pressure arising from time and job demands perceived as taxing an individual's capacity.	Time pressure; work overload; tension; work-related anxiety; difficulty detaching from work	Parker & DeCotiis (1983); Bakker et al. (2023)
Work Environment (X2)	Physical and psychosocial conditions that facilitate or hinder job performance.	Comfort and safety; facilities; cleanliness/layout; coworker relationships; supervisor support/communication	Bakker & Demerouti (2017); Nur Azizah & Prahiawan (2024)
Work Discipline (X3)	Employee consistency in complying with working hours, rules, procedures, and job responsibilities.	Punctuality; attendance; SOP compliance; use of working time; responsibility	Arnas et al. (2023); Iedil & Fajriah (2024)
Employee Performance (Y)	Individual work behaviors and outcomes relevant to the achievement of job objectives.	Target achievement; quality; timeliness; work effectiveness; teamwork/adaptation	Koopmans et al. (2013, 2014)

G. Conceptual Research Model

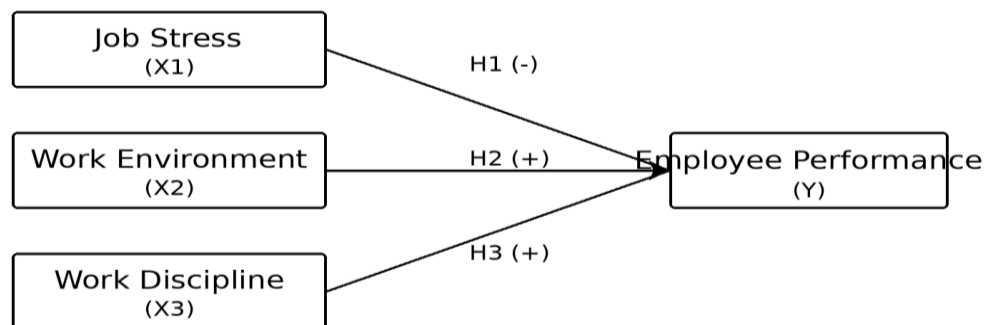


Figure 1. Conceptual Research Model

3. RESEARCH METHOD

A. Research Design, Setting, and Respondents

This study employed a quantitative explanatory approach with a cross-sectional design. The unit of analysis comprised active employees of Mie Gacoan Pekanbaru at the time of data collection. The final sample consisted of 105 respondents with complete questionnaire data. Total sampling (census sampling) was used because all 105 active employees who met the study criteria and could be contacted during the data collection period participated in the questionnaire. The inclusion criterion required respondents to have been actively employed for at least three months, ensuring sufficient work experience to assess job demands, the work environment, work discipline, and employee performance. Data were collected in September 2026.

Participation was voluntary, and respondents' answers were kept confidential. The questionnaire did not request information unrelated to the purpose of the study. On the introductory page, respondents were informed that the data would be used solely for academic purposes and would not affect their employment status or internal evaluations. These procedures were intended to reduce evaluation apprehension and encourage respondents to provide answers based on their actual work experiences.

B. Instrument and Variable Measurement

The instrument used a five-point Likert scale: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA). The questionnaire consisted of 20 items, with five items each measuring Job Stress (X1), Work Environment (X2), Work Discipline (X3), and Employee Performance (Y). The Job Stress items were adapted and paraphrased from the time stress and anxiety framework of Parker and DeCotiis (1983). The Employee Performance items were adapted from the task and contextual performance principles of the Individual Work Performance Questionnaire (IWPQ) (Koopmans et al., 2013, 2014). The Work Environment and Work Discipline items were contextualized from the empirical literature cited in Table 1 and adjusted to the restaurant operational setting. The wording of all items was kept concise and behaviorally specific so that respondents could evaluate conditions they routinely experienced at work.

Higher Job Stress scores indicate higher levels of perceived job stress, whereas higher Work Environment, Work Discipline, and Employee Performance scores indicate more favorable conditions for the respective constructs. The psychometric adequacy of the final 20-item measurement model was evaluated using PLS-SEM through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. The complete operationalization of the questionnaire items is presented in Table 2.

C. Questionnaire Item Operationalization

Table 2. Operationalization of questionnaire items

Variable	Code	Brief Statement	Score Direction
Job Stress	X1.1	I often feel that the time available is insufficient to complete my job demands.	High = high stress
Job Stress	X1.2	I feel that I have to work very quickly when restaurant activity increases.	High = high stress
Job Stress	X1.3	Job demands often make me feel tense.	High = high stress
Job Stress	X1.4	I feel worried when work accumulates or targets must be completed immediately.	High = high stress
Job Stress	X1.5	I find it difficult to stop thinking about work-related problems after working hours.	High = high stress
Work Environment	X2.1	The conditions in my work area support me in working safely and comfortably.	High = favorable
Work Environment	X2.2	The equipment and work facilities I need are adequately available.	High = favorable
Work Environment	X2.3	The cleanliness and arrangement of the work area help my work run smoothly.	High = favorable
Work Environment	X2.4	Coworkers help one another when tasks require coordination.	High = favorable
Work Environment	X2.5	My supervisor provides communication and support that help me perform my job well.	High = favorable
Work Discipline	X3.1	I arrive and begin work according to the established schedule.	High = favorable
Work Discipline	X3.2	I maintain attendance and comply with working-hour requirements.	High = favorable
Work Discipline	X3.3	I perform my work in accordance with applicable SOPs and rules.	High = favorable
Work Discipline	X3.4	I use working time productively to complete my tasks.	High = favorable
Work Discipline	X3.5	I remain responsible for my work even when I am not continuously supervised.	High = favorable
Employee Performance	Y1	I am able to achieve the work targets for which I am responsible.	High = favorable
Employee Performance	Y2	I am able to maintain work quality in accordance with established standards.	High = favorable
Employee Performance	Y3	I am able to complete my work on time under both normal and busy working conditions.	High = favorable
Employee Performance	Y4	I am able to set priorities and use working time effectively.	High = favorable
Employee Performance	Y5	I am able to cooperate and adapt when operational needs change.	High = favorable

D. Data Analysis Technique

Data were analyzed using reflective PLS-SEM (Mode A) in SmartPLS 4 to examine the relationships among latent constructs measured by multiple indicators. The analytical procedure followed the guidelines of Hair et al. (2022) and Hair and Alamer (2022). The analysis was conducted in two stages: evaluation of the measurement model and evaluation of the structural model.

In the first stage, the measurement model was evaluated using outer loadings, Cronbach's alpha, composite reliability (rho_c), average variance extracted (AVE), and discriminant validity using the heterotrait-monotrait ratio (HTMT). The practical criteria applied were outer loadings ideally ≥ 0.708 , internal consistency reliability between 0.70 and 0.95, $AVE \geq 0.50$, and $HTMT < 0.90$, with HTMT used as the primary criterion for assessing discriminant validity (Henseler et al., 2015). Indicators with outer loadings between 0.40 and 0.70 were not automatically removed; instead, their retention was evaluated by considering their contribution to internal consistency reliability, AVE, and construct content coverage.

In the second stage, the structural model was evaluated using inner VIF, path coefficients, R^2 and adjusted R^2 , effect size (f^2), and the statistical significance of the bootstrapping results. A VIF value below 5 was used as the threshold for assessing potential collinearity, with lower values indicating less concern. Hypothesis testing was performed using 5,000 bootstrap subsamples, a two-tailed test, a 5% significance level, and 95% confidence intervals. Hypothesis decisions considered the direction and magnitude of the path coefficients, their statistical significance and confidence intervals, effect sizes, and the explanatory power of the model.

To maintain consistency between the theoretical predictions and statistical evaluation, H1 was considered supported when the Job Stress $\rightarrow$ Employee Performance path coefficient was negative and statistically significant; H2 was considered supported when the Work Environment $\rightarrow$ Employee Performance path coefficient was positive and statistically significant; and H3 was considered supported when the Work Discipline $\rightarrow$ Employee Performance path coefficient was positive and statistically significant. Employee Performance was the only endogenous construct in the model; therefore, R^2 indicates the proportion of variance in Employee Performance jointly explained by Job Stress, Work Environment, and Work Discipline. Given the cross-sectional design of the study, the estimated path coefficients are interpreted as directional statistical associations within the specified structural model rather than as definitive evidence of temporal or causal relationships.

4. RESULTS AND DISCUSSION

A. Respondent Characteristics

A total of 105 employees participated in the study, and all responses included in the analysis were complete for the 20 core questionnaire items. The respondents consisted of 59 women (56.2%) and 46 men (43.8%). Most respondents had completed senior high school/vocational high school, totaling 62 employees (59.0%), followed by 35 employees with a bachelor's degree (33.3%) and 8 employees with a D1/D3 diploma (7.6%).

In terms of position or work unit, Crew/Trainee constituted the largest group, with 42 respondents (40.0%), followed by SPV with 22 respondents (21.0%), Server and MT with 15 respondents each (14.3%), and Server Leader with 11 respondents (10.5%). Regarding tenure, the largest group had worked for 1–6 months (32.4%), followed by employees with more than two years of tenure (26.7%), 7 months–1 year (21.9%), and 1–2 years (19.0%).

Table 3. Respondent characteristics

Characteristic	n	% / Summary
Number of respondents	105	100%
Gender	Female 59; Male 46	Female 56.2%; Male 43.8%
Highest education	Senior high school/vocational high school 62; Bachelor's degree 35; D1/D3 diploma 8	Senior high school/vocational high school 59.0%; Bachelor's degree 33.3%; D1/D3 diploma 7.6%
Position/work unit	Crew/Trainee 42; SPV 22; Server 15; MT 15; Server Leader 11	Crew/Trainee 40.0%; SPV 21.0%; Server 14.3%; MT 14.3%; Server Leader 10.5%
Tenure	1–6 months 34; 7 months–1 year 23; 1–2 years 20; >2 years 28	1–6 months 32.4%; 7 months–1 year 21.9%; 1–2 years 19.0%; >2 years 26.7%

B. Descriptive Statistics

Descriptively, Work Discipline had the highest mean score ($M = 4.35$; $SD = 0.82$), followed by Employee Performance ($M = 4.04$; $SD = 0.79$) and Work Environment ($M = 4.00$; $SD = 0.82$). Job Stress had a mean score of 3.44 ($SD = 0.79$). Because higher Job Stress scores indicate higher perceived stress, the mean reflects the respondents' reported level of job stress on the five-point scale. Meanwhile, the relatively high mean scores for Work Environment, Work Discipline, and Employee Performance indicate that respondents tended to provide favorable assessments of these constructs.

The skewness values were negative for all constructs, indicating that responses tended to be concentrated toward the higher end of the measurement scale. This pattern was particularly pronounced for Work Discipline (skewness = -2.29). These descriptive distributional characteristics should be considered

when interpreting the sample responses but do not, by themselves, determine the adequacy of the subsequent PLS-SEM estimation.

Table 4. Descriptive statistics of the constructs

Construct	Mean	SD	Min	Max	Skewness
X1 Job Stress	3.44	0.79	1.00	5.00	-0.78
X2 Work Environment	4.00	0.82	1.00	5.00	-1.39
X3 Work Discipline	4.35	0.82	1.00	5.00	-2.29
Y Employee Performance	4.04	0.79	1.00	5.00	-1.47

C. Measurement Model Evaluation

The measurement model evaluation showed that all constructs met the minimum criteria for internal consistency reliability and convergent validity. Cronbach's alpha values ranged from 0.775 to 0.940, composite reliability (CR) values ranged from 0.834 to 0.955, and average variance extracted (AVE) values ranged from 0.505 to 0.808.

For Job Stress, indicators X1.1 (0.657) and X1.5 (0.568) had outer loadings below the ideal threshold of 0.708, while X1.4 (0.707) was very close to this threshold. Consistent with the measurement-model criteria specified in the methodology, indicators with loadings between 0.40 and 0.70 were not automatically removed. X1.1 and X1.5 were retained because the Job Stress construct maintained acceptable composite reliability (CR = 0.834) and convergent validity (AVE = 0.505), while the two indicators also contributed to the conceptual coverage of time-related pressure and difficulty detaching from work.

Work Discipline showed high internal consistency, with Cronbach's alpha of 0.940 and CR of 0.955. The CR value was marginally above the preferred upper boundary of 0.95, suggesting that some indicators may contain closely related information. However, the construct also demonstrated strong convergent validity (AVE = 0.808), and all Work Discipline indicators had high outer loadings ranging from 0.864 to 0.943. The potential redundancy indicated by the high CR is therefore acknowledged and considered further in interpreting the measurement model.

Table 5. Reliability and convergent validity

Construct	Cronbach's α	CR	AVE	Status
Job Stress	0.775	0.834	0.505	Meets criteria
Work Environment	0.859	0.898	0.639	Meets criteria
Work Discipline	0.940	0.955	0.808	Meets criteria; CR slightly > 0.95
Employee Performance	0.903	0.928	0.721	Meets criteria

Table 6. Indicator outer loadings

Item	Outer Loading	Item	Outer Loading
X1.1	0.657	X3.1	0.864
X1.2	0.799	X3.2	0.903
X1.3	0.794	X3.3	0.943
X1.4	0.707	X3.4	0.899
X1.5	0.568	X3.5	0.885
X2.1	0.808	Y1	0.837
X2.2	0.733	Y2	0.897
X2.3	0.812	Y3	0.819
X2.4	0.842	Y4	0.869
X2.5	0.798	Y5	0.821

D. Discriminant Validity

The HTMT results showed that all construct pairs had values below the threshold of 0.90 applied in this study. The lowest HTMT value was observed between Job Stress and Work Environment (0.443), whereas the highest was observed between Work Discipline and Employee Performance (0.890).

Although the HTMT value of 0.890 remains below the specified threshold, its proximity to 0.90 warrants cautious interpretation. Work Discipline and Employee Performance contain conceptually adjacent behavioral content, particularly regarding productive use of working time, responsibility, timeliness, and task execution.

Nevertheless, the constructs are theoretically differentiated in the research model: Work Discipline concerns consistency in complying with behavioral standards, working hours, and organizational procedures, whereas Employee Performance concerns the effectiveness and quality of work behaviors and outcomes. Thus, discriminant validity was considered acceptable under the criterion applied, although the proximity of the X3–Y HTMT value to the threshold should be acknowledged when interpreting their structural relationship.

Table 7. Heterotrait-monotrait ratio (HTMT)

Construct Pair	HTMT	Status (< 0.90)
X1 ↔ X2	0.443	Meets criteria
X1 ↔ X3	0.559	Meets criteria
X1 ↔ Y	0.472	Meets criteria

Construct Pair	HTMT	Status (< 0.90)
X2 ↔ X3	0.847	Meets criteria
X2 ↔ Y	0.794	Meets criteria
X3 ↔ Y	0.890	Meets criteria; close to threshold

E. Structural Model Evaluation and Hypothesis Testing

The structural model was evaluated through the path coefficients, bootstrapping results, effect sizes, coefficient of determination, and inner VIF values. The hypothesis-testing results are presented in Table 8.

Table 8. Hypothesis testing results

Hyp.	Path	β	t	p	95% CI	f ²	Decision
H1	X1 → Y	0.016	0.237	0.813	[-0.095, 0.175]	0.001	Not supported
H2	X2 → Y	0.193	2.111	0.035	[0.019, 0.378]	0.051	Supported
H3	X3 → Y	0.670	7.228	< 0.001	[0.469, 0.832]	0.550	Supported

The results showed that H1 was not supported. Job Stress was not significantly associated with Employee Performance ($\beta = 0.016$, $t = 0.237$, $p = 0.813$, $f^2 = 0.001$), and its 95% confidence interval included zero [-0.095, 0.175]. Moreover, the estimated coefficient was positive rather than negative as hypothesized. Thus, the data did not support the hypothesized negative association between Job Stress and Employee Performance.

H2 was supported. Work Environment was positively and significantly associated with Employee Performance ($\beta = 0.193$, $t = 2.111$, $p = 0.035$, $f^2 = 0.051$), with a 95% confidence interval that excluded zero [0.019, 0.378]. H3 was also supported, with Work Discipline showing a positive and statistically significant association with Employee Performance ($\beta = 0.670$, $t = 7.228$, $p < 0.001$, $f^2 = 0.550$; 95% CI [0.469, 0.832]). Among the three predictors included in the specified structural model, Work Discipline had the largest estimated path coefficient and effect size.

Table 9. Coefficient of determination

Endogenous Construct	R ²	Adjusted R ²	Interpretation
Employee Performance	0.699	0.690	69.9% of variance explained by the model

The R² value for Employee Performance was 0.699, with an adjusted R² of 0.690. Thus, Job Stress, Work Environment, and Work Discipline jointly accounted for 69.9% of the variance in Employee Performance within the specified model. The adjusted R² indicates a similar level of explanatory power after accounting for the number of predictors.

Table 10. Inner VIF

Predictor	VIF	Status
Job Stress	1.404	Meets criteria (< 5)
Work Environment	2.409	Meets criteria (< 5)
Work Discipline	2.711	Meets criteria (< 5)

All inner VIF values ranged from 1.404 to 2.711, remaining below the threshold of 5 specified in the methodology. Therefore, problematic collinearity among the predictor constructs was not indicated under the applied criterion. Overall, the structural model results supported the hypothesized positive associations of Work Environment and Work Discipline with Employee Performance, whereas the hypothesized negative association between Job Stress and Employee Performance was not supported.

F. Discussion

1) Job Stress and Employee Performance

The results showed that Job Stress was not significantly associated with Employee Performance ($\beta = 0.016$; $t = 0.237$; $p = 0.813$; $f^2 = 0.001$). In addition to being statistically non-significant, the estimated coefficient was positive and very small, whereas H1 predicted a negative relationship. Therefore, H1 was not supported. Within the specified model, variation in Job Stress did not account for meaningful variation in Employee Performance after Work Environment and Work Discipline were simultaneously considered.

From the perspective of JD-R Theory, this finding suggests that the expected negative relationship between job demands and work functioning was not evident in this sample. One possible explanation is that the level of job stress experienced by employees may not have been sufficient to translate into measurable differences in reported performance, or that available job resources may have helped employees cope with work demands. However, these mechanisms were not directly tested in the present study and should therefore be regarded as theoretical explanations rather than empirical conclusions.

The finding is consistent with Maftukhatul and Firdaus (2024), who reported no significant relationship between job stress and employee performance, but differs from Devi et al. (2024) and Lestari and Dewi (2023), who reported significant negative relationships. These differences indicate that the relationship between job stress and employee performance may vary across organizational and job contexts. In restaurant operations, employees may experience work pressure while still maintaining required performance standards,

but longitudinal evidence would be needed to determine whether sustained exposure to such pressure affects performance over time.

2) Work Environment and Employee Performance

Work Environment was positively and significantly associated with Employee Performance ($\beta = 0.193$; $t = 2.111$; $p = 0.035$; $f^2 = 0.051$), supporting H2. This result indicates that more favorable physical and psychosocial work conditions were associated with higher reported Employee Performance. Although the estimated effect size was relatively small within the specified model, the direction and statistical significance of the relationship support the relevance of the work environment to employee performance.

This finding is consistent with JD-R Theory, in which physical and psychosocial aspects of the work environment can function as job resources that facilitate goal attainment and help employees manage work demands. In restaurant operations, adequate facilities, cleanliness, safety, coworker coordination, communication, and supervisor support may facilitate employees' ability to maintain quality, timeliness, and adaptability. The finding is also consistent with Nugraha and Suryawati (2024), who reported a positive relationship between the work environment and employee performance.

Nevertheless, the relatively small f^2 value (0.051) indicates that the unique contribution of Work Environment was considerably smaller than that of Work Discipline in the present model. This does not imply that the work environment is unimportant; rather, its statistical contribution should be interpreted relative to the other predictors included in the model. Given the cross-sectional and self-report design, the observed relationship should also be interpreted as an association rather than evidence that changes in the work environment necessarily produce subsequent changes in employee performance.

3) Work Discipline and Employee Performance

Work Discipline was positively and significantly associated with Employee Performance ($\beta = 0.670$; $t = 7.228$; $p < 0.001$; $f^2 = 0.550$), supporting H3. Among the three predictors included in the structural model, Work Discipline had the largest estimated path coefficient and effect size. This finding indicates that employees reporting greater consistency in punctuality, attendance, compliance with standard operating procedures, productive use of working time, and responsibility also tended to report higher levels of performance.

The finding is theoretically consistent with the organizational control perspective. Ouchi (1979) argues that formalized behavioral standards can help align individual actions with organizational objectives when expected procedures and behaviors can be specified and monitored. This perspective is particularly relevant to restaurant operations, where production and service activities are interdependent and delays or procedural inconsistencies in one position may affect the work of others. Consistent adherence to schedules, SOPs, and work responsibilities may therefore contribute to greater operational consistency.

The result is also consistent with Iedil and Fajriah (2024) and Arnas et al. (2023), who reported positive relationships between work discipline and employee performance. However, the magnitude of the relationship found in the present study requires cautious interpretation. Work Discipline and Employee Performance were measured through self-reports from the same respondents at the same point in time, and the HTMT value between these constructs was 0.890, close to the threshold applied in this study. Some conceptual proximity also exists between disciplined work behaviors and performance-related behaviors. Therefore, although Work Discipline showed the strongest statistical association with Employee Performance among the predictors examined, the magnitude of this relationship should not be interpreted as definitive evidence that Work Discipline causally determines Employee Performance.

4) Model Explanatory Power and Theoretical Implications

The R^2 value of 0.699 indicates that Job Stress, Work Environment, and Work Discipline jointly accounted for 69.9% of the variance in Employee Performance within the specified model, while 30.1% of the variance remained unexplained by these predictors. The adjusted R^2 of 0.690 indicates that the explanatory power remained similar after accounting for the number of predictors.

Taken together, the findings provide differentiated support for the theoretical perspectives underlying the model. Within the JD-R framework, Work Environment, representing job resources, was positively associated with Employee Performance, whereas Job Stress did not show the hypothesized negative association. Thus, the findings provide empirical support for the relevance of job resources in this sample but do not provide corresponding support for the hypothesized direct relationship between job stress and performance. From the organizational control perspective, Work Discipline showed a strong positive association with Employee Performance, indicating that behavioral consistency was closely related to reported performance within the restaurant operational context.

The integration of these perspectives suggests that employee performance in this sample was more closely associated with environmental resources and disciplined work behavior than with reported job stress. However, this pattern should be interpreted within the boundaries of the specified model, sample, and cross-sectional design. It does not establish that Work Discipline or Work Environment causally determines performance, nor does the non-significant Job Stress coefficient imply that job stress is unimportant for other

employee outcomes. Rather, the findings indicate how these constructs were statistically related to Employee Performance among Mie Gacoan Pekanbaru employees at the time of the study.

G. Managerial Implications

The findings provide several practical considerations for restaurant management, although they should be interpreted as evidence-informed managerial considerations rather than causal prescriptions. Among the predictors examined, Work Discipline showed the strongest statistical association with Employee Performance. Management may therefore pay particular attention to the consistency with which working schedules, attendance requirements, standard operating procedures, and employee responsibilities are communicated and implemented. Such practices should emphasize clear expectations, consistent feedback, and operational coordination rather than discipline being understood solely as punitive enforcement.

The positive association between Work Environment and Employee Performance also highlights the relevance of maintaining physical and psychosocial conditions that support daily operations. Adequate facilities, workplace cleanliness and safety, effective communication across positions, coworker coordination, and supervisor support may facilitate smoother work processes. Although the unique statistical contribution of Work Environment was smaller than that of Work Discipline in the present model, these conditions remain relevant to employees' ability to perform their tasks effectively.

Job Stress was not significantly associated with Employee Performance in the structural model. This finding should not be interpreted as evidence that employee stress can be disregarded. Instead, stress-management practices may remain relevant as preventive and employee-support measures, particularly during periods of high workload or peak restaurant activity. Because the present study did not establish a significant direct relationship between Job Stress and Employee Performance, such initiatives should not be presented as performance-enhancement interventions supported by the current model.

Table 11. Managerial implication framework

Focus	Suggested Program	Implementation	Expected Managerial Output
Job Stress	Peak-hour work-pressure management	Monitor workload during peak hours, conduct briefings, redistribute personnel when necessary, and provide appropriate work breaks.	Preventive support for managing work pressure, particularly during periods of high operational demand.
Work Environment	Workplace teamwork and improvement	Maintain adequate facilities, cleanliness and safety, communication across positions, coworker coordination, and supervisor support.	Better operational support, workplace comfort, and coordination.
Work Discipline	Discipline consistency system	Maintain clear attendance standards, shift punctuality, SOP briefings, consistent feedback, and reinforcement of compliance.	Greater consistency in work processes and employee accountability.
Employee Performance	Performance monitoring and feedback	Monitor targets, quality, timeliness, teamwork, and provide periodic performance feedback.	More systematic and measurable performance monitoring.

5. CONCLUSION

This study examined the relationships of Job Stress, Work Environment, and Work Discipline with Employee Performance among Mie Gacoan Pekanbaru employees. The results showed that Job Stress was not significantly associated with Employee Performance ($\beta = 0.016$; $p = 0.813$); therefore, the hypothesis predicting a negative relationship was not supported. Work Environment was positively and significantly associated with Employee Performance ($\beta = 0.193$; $p = 0.035$), while Work Discipline showed the strongest positive statistical association among the predictors included in the model ($\beta = 0.670$; $p < 0.001$; $f^2 = 0.550$). The model accounted for 69.9% of the variance in Employee Performance ($R^2 = 0.699$). Overall, the findings indicate that more favorable perceptions of the work environment and greater work discipline were associated with higher reported employee performance in this sample, whereas Job Stress did not show a meaningful direct association with performance. Managing work pressure nevertheless remains relevant as a preventive and employee-support measure, particularly in the context of demanding restaurant operations.

These findings should be interpreted in light of several limitations. The cross-sectional design does not establish temporal or causal relationships, and the use of self-reported measures from the same respondents may introduce common method variance and social desirability bias. Particular caution is warranted when interpreting the strong association between Work Discipline and Employee Performance because their HTMT value (0.890) was close to the applied threshold and some behavioral content was conceptually adjacent. In addition, two Job Stress indicators had outer loadings below the ideal threshold, while the high composite

reliability of Work Discipline (CR = 0.955) suggests potential item redundancy. The study was also limited to employees from a single organizational context and included only three predictors. Future research should therefore refine the measurement of Job Stress and Work Discipline, incorporate performance assessments from alternative sources such as supervisors, employ time-lagged or longitudinal designs, examine employees across multiple branches or organizations, and investigate theoretically relevant variables such as workload, leadership, job satisfaction, work engagement, burnout, or organizational commitment as additional predictors, mediators, or moderators.

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