

Personality, Job Stress, and Quality of Work Life as Determinants of Employee Performance

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Abstract

In a professional environment, employee performance is an important factor for a company's success. Employee performance is the key to the company's sustainability and development, but optimal performance is not only influenced by skills and experience, but also by psychological factors and the work environment. Some of the psychological factors that affect performance include personality, work stress, and quality of work life. Previous research on these three variables has produced diverse findings, so further research needs to be done. The purpose of this study is to analyze the influence of personality, work stress, and quality of work life on employee performance at CV Sinar Mas Agung Semarang. This study uses a quantitative approach by distributing questionnaires to 200 employees. The research instrument used the Likert scale and the data were analyzed using SPSS. This study used multiple linear regression analysis to examine the influence of personality, work stress, and quality of work life. The results of the study show that personality has a positive influence on employee performance, work stress has a negative influence on employee performance, and the quality of work life has a positive influence on employee performance. Personality variables, work stress, and quality of work life have a significant influence on employee performance.

Keywords: Personality, Work Stress, Quality Of Work Life, Employee Performance

1. Introduction

An organization's success in achieving its strategic goals depends heavily on the optimal contribution of each member of its human resources. The attainment of optimal work outcomes is not determined solely by the worker's technical skills and professional experience, but is also significantly influenced by the worker's internal psychological state and the characteristics of the work environment. In the context of companies in Indonesia, effective human resource management is urgently needed, particularly given the challenges posed by labor shortages and high workload intensity. Such conditions create complex psychological demands that affect how workers respond to organizational demands, particularly with respect to individual personality characteristics, levels of work-related stress, and perceptions of quality of work life. This research was conducted at CV Sinar Mas Agung Semarang, a company engaged in pipeline distribution, which faces various problems related to the achievement of employee performance. Some of the issues identified include differences in personality characteristics that lead to differing views or misunderstandings in work communication, high levels of work pressure, and work environment conditions that affect employees' comfort and motivation in carrying out tasks. The results of the initial interviews revealed a decline in work achievement in certain periods, indicating the need for serious attention to psychological factors and the quality of the existing work environment.

A review of previous studies showed mixed and inconsistent results regarding the influence of the three main variables that this study focused on. The first factor that needs to be studied is personality. Feist & Feist, (2006) Defines personality as a pattern of traits and a collection of unique characteristics that give consistency and a distinctive personal identity to a person's behavior. A study conducted by Jufrizen and Erika (2021) explains that personality has a positive and significant influence on work achievement. Similar findings were also revealed by Nurkhofifah et al., (2025) which states that personality has a positive and significant impact on improving employee work outcomes. The similarity of the results of the two studies indicates that personality characteristics have an important role in determining the level of employee work achievement. The second factor that is of concern is work pressure or work stress. Work stress refers to the feeling of distress that employees experience when facing the demands of their job. Research conducted by Massie & Areros, (2018) Found that work pressure has a negative and significant influence on the achievement of employee work results. However, different findings were revealed by Ermis et al., (2021) which concludes that work pressure does not have a significant influence on employee work outcomes. These differences in findings illustrate the inconsistencies of the research results and show the urgent need for further studies to clarify the relationship between the two variables.

The third factor that is no less important is the quality of work life. Cascio, (2006) Define *quality of work life* as workers' perceptions of their physical and mental well-being at work. Studies conducted by Asharini et al., (2018) found that the quality of work life did not affect employee work results indirectly. Instead, research Gunawan & Hidayatullah, (2023) stated that several aspects of the quality of work life have a positive influence on the achievement of employee work results. These differences in findings also illustrate the need for more in-depth research, especially in the context of distribution companies that have specific operational characteristics and work dynamics. Based on the literature review that has been conducted, there is a research gap (*Research gap*) which is clearly seen from the inconsistency of previous research results regarding the relationship between personality, work pressure, and quality of work life with the achievement of employee work outcomes. This gap indicates the need for a more comprehensive empirical study to clarify the causal relationship between these variables in a more specific context. In addition, previous studies tend to be conducted in different industry sectors, so the results may not be directly generalized to distribution companies that have unique characteristics in terms of workload, customer interaction, and daily operational dynamics.

In line with the formulation of the problem that has been determined, the objectives of this study are as follows: First, to analyze and test the influence of personality on the achievement of employee work results at CV Sinar Mas Agung Semarang. Second, to analyze and test the influence of work pressure on the achievement of employee work results at CV Sinar Mas Agung Semarang. Third, to analyze and test the influence of the quality of work life on the achievement of employee work results at CV Sinar Mas Agung Semarang. This research is expected to provide contributions and benefits both theoretically and practically. From a theoretical perspective, this research is expected to enrich the body of knowledge in human resource management, particularly regarding psychological factors and the work environment that influence employee performance. The results of this study are also expected to be a reference for future studies that examine similar topics with different contexts or variables. From a practical point of view, this research is expected to provide strategic input for the management of CV Sinar Mas Agung Semarang in formulating a more effective human

resource management policy. The findings of this study can be used as a basis for the development of programs to improve the quality of work life, work stress management, and optimize employee personality characteristics to improve the achievement of overall work results.

2. Literature Review

2.1 Employee Performance

Employee performance is an optimal outcome aligned with a worker's potential, and it is a top concern for organizational leaders. Various factors that affect the achievement of work results according to Jufrizen & Erika, (2021) Includes abilities and skills possessed, knowledge mastered, designed work design, individual personality characteristics, motivation at work, leadership applied, leadership style used, growing organizational culture, job satisfaction, workplace environment, loyalty to the organization, commitment owned, and discipline at work. According to Maghfirah, (2023), indicators of achievement of work results include the quality of the results produced, the quantity of outputs achieved, the timeliness of completion, effectiveness in the implementation of tasks, and independence in carrying out work. Achieving optimal work results requires a combination of various internal and external factors that support each other in creating productive working conditions.

2.2 Personality

Personality is an individual characteristic that gives rise to consistency in a person's feelings, thoughts, and behavior, as explained by Cascio, (2006). The factors that shape personality include inherited genetic factors and environmental factors. Gunawan & Hidayatullah, (2023) Identify personality dimensions that include extraversion, which shows a tendency to socialize, friendliness, which reflects the ability to cooperate with others, awareness, which describes a level of responsibility, and neuroticism, which shows a person's emotional stability. Positive personality characteristics play an essential role in shaping how employees interact with colleagues, complete tasks, and address challenges in the workplace. Studies conducted by Jufrizen & Erika, (2021) Reveals that personality has a positive and significant impact on employee performance. Similar findings were also presented by Nurkhofifah et al., (2025) which states that personality has a positive and significant influence on work outcomes. Both studies show that positive personality traits can increase a person's effectiveness at work in an organization.

2.3 Job Stress

Work pressure is a condition that arises from the interaction between humans and their work, which is characterized by changes that force them to deviate from their normal functions. Factors that affect work pressure according to Maghfirah, (2023) It consists of three main categories. First, individual factors that include problems in the family, economic problems faced, and personality characteristics inherent in a person. Second, organizational factors include the demands of roles that must be met, perceived pressure from colleagues, and the applicable organizational structure. Third, environmental factors consist of changes in the external environment, political uncertainty, and rapidly developing technological advances. Ermis et al., (2021) Identify work pressure indicators that include the demands of tasks that must be completed, the demands of the roles that are held, the interpersonal demands in interacting, the organizational structure that is applied, and the leadership of the organization that is carried out. Research carried out by Massie & Areros, (2018) It found that work pressure

has a negative and significant impact on the achievement of employee work results. However, different results were found by Ermis et al., (2021) which concludes that work pressure does not have a significant influence on the achievement of employee work results. These differences in findings show the complexity of the relationship between work pressure and the achievement of work results that need to be studied more deeply by considering the specific organizational context and characteristics of the work.

2.4 Quality of Work Life

The quality of work life is a form of workers' perception of the atmosphere and experience they encounter in their work environment, as stated by Asharini et al., (2018). Factors that affect the quality of working life according to Gunawan & Hidayatullah, (2023) covers a wide range of aspects, including a conducive work environment, a positive organizational culture and climate, well-established relationships and cooperation between employees, training and development provided to employees, compensation and awards received, facilities provided by the organization, autonomy in the workplace provided, adequacy of available resources, and perceived job satisfaction and job security. Cascio, (2006) Identify indicators of the quality of work life which include employee participation in decision-making, employee development through various programs, an implemented reward system, and a comfortable and supportive work environment. A good quality of work life creates conditions where employees feel valued, supported, and motivated to make their best contribution to the organization. Research conducted by Asharini et al., (2018) found that the quality of work life did not affect the achievement of employee work results indirectly. Instead Gunawan & Hidayatullah, (2023) found that several aspects of the quality of work life have a positive influence on the achievement of employee work results. The differences in the results of this study indicate that the influence of the quality of working life on the achievement of work outcomes may be mediated or moderated by other factors that need to be identified and explored further in future research.

3. Research Method

This study adopts a quantitative approach to identify how personality characteristics, stress at work, and quality of work life affect employee achievement outcomes. The population that is the subject of this study is all employees who work at CV Sinar Mas Agung Semarang with a total of 200 employees. Given the limited population and to obtain more representative results, this study uses a census technique or saturated sample where all members of the population are used as research respondents. The variables studied in this study consist of bound variables and independent variables. The bound variable in this study is the achievement of employee work results denoted by the symbol Y. Meanwhile, the independent variable consists of three main variables, namely personality characteristics denoted by the symbol X1, pressure at work denoted by the symbol X2, and quality of work life denoted by the symbol X3. The three independent variables are suspected to have an influence on the bound variables both partially and simultaneously. Data collection in this study was carried out through the deployment of questionnaire instruments using the Likert scale with a value range of 1 to 5. A scale of 1 indicates a very high level of disagreement, a scale of 2 indicates disagreement, a scale of 3 indicates a neutral position, a scale of 4 indicates approval, and a scale of 5 indicates a very high level of approval.

This measurement method is chosen based on indicators that have been adjusted to personality

theory *Big Five Personality* which measures the five main dimensions of human personality. To measure pressure at work, this study uses indicators put forward by Gunawan & Hidayatullah, (2023) which includes the demands of tasks that must be completed, the demands of the roles carried out by employees, the interpersonal demands in interacting with colleagues, the organizational structure applied in the company, and the organizational leadership run by the superior. Meanwhile, to measure the quality of work life, this study refers to the indicators put forward by Cascio, (2006) which includes employee participation in the decision-making process, employee development through various training and competency development programs, an award system implemented by the organization as a form of appreciation for work achievements, and work environment conditions that support employee comfort and productivity. The research model used in this study can be described through a conceptual framework that shows the causal relationship between the variables studied, as shown in the following Figure 1:

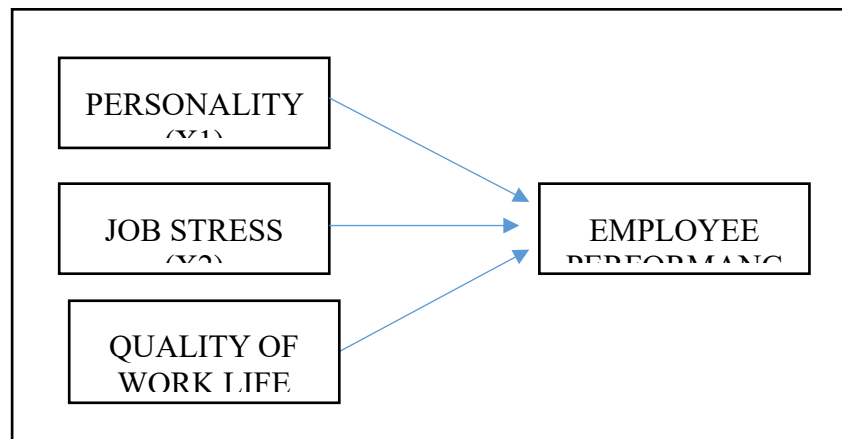


Figure 1. Research Model

To determine the magnitude of the influence of each independent variable on the bound variable, the data that has been collected is then analyzed using *the Statistical Package for the Social Sciences* (SPSS) application. Before hypothesis testing, a series of prerequisite tests are first carried out to ensure that the data collected meets the requirements of parametric statistical analysis. The prerequisite tests carried out include validity tests to measure the accuracy of the instrument in measuring what should be measured, as well as reliability tests to measure the consistency of the instrument in producing stable data. In addition, a classical assumption test was also carried out which included a normality test to ensure that the data was distributed normally, a multicollinearity test to ensure that there was no high correlation between independent variables, a heteroscedasticity test to ensure that residual variance was constant, and a linearity test to ensure that the relationship between variables was linear.

Once all the prerequisite tests are met, the next step is to test the hypothesis using several statistical analysis techniques. First, a t-test or partial test is carried out to test the influence of each independent variable individually on the bound variable. Second, an F test or simultaneous test is carried out to test the influence of all independent variables together on the bound variables. Third, multiple linear regression analysis was carried out to determine the magnitude of influence and the direction of the relationship between the independent variable and the bound variable. Fourth, a determination coefficient (R^2) test was carried out to find out how

much variation in the bound variables could be explained by the independent variables used in the research model. All stages of data analysis were carried out with a significance level of 5% or $\alpha = 0.05$ as the margin of error tolerance in statistical decision-making.

4. Findings and Discussions

4.1 Findings

4.1.1 Respondent Description

This study involved 200 employees of CV Sinar Mas Agung Semarang with a composition based on gender consisting of 114 male respondents (57%) and 86 female respondents (43%). The age distribution showed that the majority of respondents were in the age range of less than 25 years as many as 104 people (52%), followed by the age group of 25-30 years of age as many as 71 people (35.5%), and the age group over 30 years of age as many as 25 people (12.5%). This indicates that most employees are in the productive age category that has the optimal potential to contribute to the achievement of organizational goals.

Based on the service period, as many as 57 respondents (28.5%) had less than one year of work experience, 56 respondents (56%) had worked for 3-5 years, and 87 respondents (43.5%) had more than 3 years of service. This data illustrates that the company has a mix of new employees and experienced employees who can complement each other in the execution of tasks. In terms of income, the majority of respondents earned income in the range of IDR 3,000,000 to IDR 5,000,000, 96 people (48%), while 58 respondents (28%) earned more than IDR 3,000,000, and 46 respondents (23%) had an income below IDR 5,000,000. As shown in the following Table 1. Description of Respondents:

Table 1. Description of Respondents

Respondent characteristic	Frequency	%
Gender		
Male	114	57
Female	86	43
Total		
Age		
< 25 years old	104	52
25–30 years old	71	35.5
> 30 years old	25	12.5
Work Tenure		
< 1 year	57	28.5
3 – 5 years	56	56
> 3 years	87	43.5
Income		
> IDR 3,000,000	58	28
IDR 3,000,000 – IDR 5,000,000	96	48
< IDR 5,000,0000	46	23

4.1.2 Validity Test

Validity testing is carried out to ensure that the research instrument is able to measure what should be measured. According to Sugiyono (2016), validity is the level of certainty between

the data that occurs in the research object and the data that can be reported by the researcher. Thus, the data is declared valid if there is no difference between the data reported by the researcher and the actual conditions of the research object. The validity test in this study used 200 respondents with a significance level of 0.05. The value of the degree of freedom in the r test is N-2, with N being the number of samples, so that the r-Table value (198) is 0.1388. The test results showed that all statement items for the personality variable (X1) had a calculated r-value ranging from 0.600 to 0.828, the work stress variable (X2) showed a calculated r-value between 0.788 to 0.854, the work-life quality variable (X3) had a calculated r-value ranging from 0.760 to 0.816, and the employee performance variable (Y) showed a calculated r-value between 0.659 to 0.778. The overall value of the r calculation is greater than the r of the table and has a significance value of 0.000 which is smaller than 0.05, so it can be concluded that all statement items in this study are declared valid and suitable for use as a data collection instrument. As shown in the following Table 2. Validity Test :

Table 2. Validity Test

Variable	Indicator	r calculated	R Table	Significance	α	Description
Personality (X1)	X1_1	0.802	0.1388	0.000	0.05	Valid
	X1_2	0.828	0.1388	0.000	0.05	Valid
	X1_3	0.600	0.1388	0.000	0.05	Valid
	X1_4	0.780	0.1388	0.000	0.05	Valid
	X1_5	0.783	0.1388	0.000	0.05	Valid
Job Stress (X2)	X2_1	0.828	0.1388	0.000	0.05	Valid
	X2_2	0.788	0.1388	0.000	0.05	Valid
	X2_3	0.835	0.1388	0.000	0.05	Valid
	X2_4	0.816	0.1388	0.000	0.05	Valid
	X2_5	0.854	0.1388	0.000	0.05	Valid
Quality of Work Life (X3)	X3_1	0.800	0.1388	0.000	0.05	Valid
	X3_2	0.816	0.1388	0.000	0.05	Valid
	X3_3	0.799	0.1388	0.000	0.05	Valid
	X3_4	0.799	0.1388	0.000	0.05	Valid
	X3_5	0.760	0.1388	0.000	0.05	Valid
Employee Performance (Y)	Y_1	0.768	0.1388	0.000	0.05	Valid
	Y_2	0.778	0.1388	0.000	0.05	Valid
	Y_3	0.729	0.1388	0.000	0.05	Valid
	Y_4	0.709	0.1388	0.000	0.05	Valid
	Y_5	0.659	0.1388	0.000	0.05	Valid

4.1.3 Reliability Test

The reliability test is an instrument applied to question items that have been validated. Sugiyono (2016) explained that reliability shows the consistency of measurement results if the instrument is used repeatedly on the same object. An instrument is considered reliable if it has a Cronbach's Alpha value of at least 0.60.

The results of the reliability test showed that the personality variable (X1) had a Cronbach's Alpha value of 0.805, the work stress variable (X2) showed a value of 0.882, the quality of

work life variable (X3) obtained a value of 0.854, and the employee performance variable (Y) had a value of 0.777. The entire Cronbach's Alpha value of the four study variables was above the minimum standard of 0.60, which indicates that all instruments used in this study have a good and consistent level of reliability in measuring the constructs studied. As shown in the following Table 3. Reliability Test:

Table 3. Reliability Test

Variable	Cronach's Alpha	Standard	Description
Personality (X1)	0.805	0.60	Reliable
Job Stress (X2)	0.882	0.60	Reliable
Quality of Work Life (X3)	0.854	0.60	Reliable
Employee Performance (Y)	0.777	0.60	Reliable

4.1.4 Multiple Linear Regression Test

Multiple linear regression analysis is used to predict the condition of dependent variables based on changes in two or more independent variables. Sugiyono (2018) stated that multiple linear regression is performed when the number of independent variables is at least two variables. This technique allows researchers to determine the direction and magnitude of the influence of each independent variable on the dependent variable.

Based on the results of multiple linear regression analysis, the following equation was obtained: $Y = 13.107 + 0.240.X1 + (-0.243) X2 + 0.257.X3 + e$. The constant value of 13.107 indicates the initial value of employee performance before being influenced by the three variables in the model. The personality variable (X1) has a regression coefficient of 0.240 with a significance value of 0.000, which means that personality has a positive and significant influence on employee performance. This indicates that the better the employee's personality, the higher the performance produced.

The work stress variable (X2) showed a regression coefficient of -0.243 with a significance value of 0.000, which indicates that work stress has a negative and significant influence on employee performance. This means that the higher the level of stress experienced by employees, the lower the performance produced. Meanwhile, the variable quality of work life (X3) has a regression coefficient of 0.257 with a significance value of 0.000, which indicates that the quality of work life has a positive and significant influence on employee performance. Thus, the better the quality of work life that employees feel, the better their performance will be. As shown in the following Table 4. Multiple Linear Regression Test and t-Test:

Table 4. Multiple Linear Regression Test and t-Test

Type	Unstandardized Coefficients B	Sig
(Constant)	13.107	
Personality (X1)	0.240	0.000
Job Stress (X2)	- 0.243	0.000
Quality of Work Life (X3)	0.257	0.000

4.1.5 F Test

The F test is used to determine whether independent variables together or simultaneously affect the dependent variables. Ghozali (2018) explained that the F test aims to test the feasibility of the regression model used in the research. Based on the results of the F test, the F value of the calculation was obtained of 43.057, while the F value of the table at the significance level of 5% was 2.650. Since the calculated F-value is greater than the F-value of the table ($43.057 > 2.650$) and the significance value of 0.000 is less than 0.05, it can be concluded that the regression model used in this study is simultaneously significant. This shows that personality variables, work stress, and quality of work life together have a significant influence on the performance of CV Sinar Mas Agung Semarang employees. As shown in the following Table 5. F-Test:

Table 5. F-Test

Type	F	Sig.
Regression	43.057	0.000

4.1.6 Determination Coefficient Test (R^2)

The coefficient of determination (R^2) is a measure of how well the model explains the variance in the dependent variable in terms of the independent variables. Sugiyono (2016) stated that the coefficient of determination indicates the proportion of the total variation in the dependent variable that can be explained by the independent variables together.

Based on the Model Summary table, the R Square value of 0.397 indicates that the variables personality (X1), work stress (X2), and quality of work life (X3) explain 39.7% of the variance in employee performance (Y). Thus, it can be concluded that the contribution of the three independent variables to employee performance is in the category of quite strong, while the remaining 60.3% is influenced by other variables that were not included in this study, such as work motivation, compensation, leadership, organizational culture, and other factors that can affect employee performance. As shown in the following Table 6. Coefficient of Determination (R^2) Test :

Table 6. Coefficient of Determination (R^2) Test

Type	R	R Square	Adjust R Square	Std. Error of The Estimate
1	0.630	0.397	0.388	1.860

4.2 Discussion

This section explains the influence of personality (X1), work stress (X2), and quality of work life (X3) on employee performance at CV Sinar Mas Agung Semarang based on the findings of the research that has been analyzed.

The results of the study show that personality (X1) has a positive and significant influence on employee performance. These findings are in line with the research of Jufrizen and Erika (2021) which revealed that personality has a positive and significant influence on performance, as well as research Nurkhofifah et al., (2025) which also explains that personality has a positive and significant effect on employee performance. Similar results were also found in the study Gunawan & Hidayatullah, (2023) which states that the Big Five's personality dimensions, in particular *conscientiousness* and *emotional stability*, is a strong predictor of performance in various types of work. Thus, good personality traits such as easy to socialize, easy to work with,

responsible, emotionally stable, creative, and helpful allow employees to work more effectively. This condition supports the creation of a productive work environment so as to increase overall work results Pandey, (2020). These findings are reinforced by research Sugiharti et al., (2023) which suggests that certain personality dimensions can predict performance success in different organizational contexts. Companies need to consider paying attention to personality traits in the recruitment and selection process so that employees have work characteristics that support each other.

The results of the study show that work stress (X2) has a negative and significant effect on employee performance (Permarupan et al., 2020). This is in accordance with research Muskat & Reitsamer, (2019) which states that work stress has a negative and significant effect on employee performance. Similar findings were also put forward by Javanmardnejad et al., (2021) who found that high stress levels were associated with decreased productivity and work quality. Thus, high stress and workload can disrupt focus and affect emotional balance, resulting in decreased performance. In this study, work stress experienced by employees tends to be in the form of excessive pressure, resulting in a negative influence on employee performance. Research Massie & Areros, (2018) It also revealed that prolonged work stress can lead to physical and mental fatigue which ultimately decreases employees' ability to complete tasks optimally. These results are supported by research Maghfirah, (2023) What distinguishes between *Challenge Stressors* and *Hindrance Stressors*, where the pressure is inhibiting (*Hindrance*) proven to significantly degrade performance. Companies need to manage workloads, clarify the distribution of tasks, and create support to reduce employee stress levels. Research Rodriguez-Modroño & López-Igual, (2021) emphasizes the importance of an organizational support system in minimizing the negative impact of stress on employee performance and well-being.

The results of the study on the quality of work life (X3) show that the quality of work life has a positive and significant influence on employee performance. These findings are supported by research Saputri & Sutianingsih, (2024) which states that several aspects of the quality of work life have a positive effect on employee performance. Similar results were also found in the study Maghfirah, (2023) which reveals that satisfaction with various aspects of work life contributes significantly to improving organizational performance and commitment. Thus, employees who feel valued and have good working conditions will show higher loyalty and productivity. Research Massie & Areros, (2018) also emphasized that a conducive work environment and attention to employee welfare increase their motivation and performance (Pandey, 2020). Cascio, (2006) Explain that a good quality of work life includes employee participation, development, a reward system, and a supportive work environment. Companies need to improve aspects of the quality of work life, including work comfort, decent compensation, adequate facilities, and attention to the overall well-being of employees. These findings are also in line with Walton's (1973) research that identified eight key categories of quality of work life that contribute to optimal employee satisfaction and performance.

5. Conclusion

This study concluded that personality factors (X1) and quality of work life (X3) had a positive and significant impact on employee performance, while work stress (X2) showed a significant negative impact. These findings indicate that psychological factors and the quality of the work environment play an important role in determining employee performance at CV Sinar Mas Agung Semarang. Based on the results of the analysis, a good employee personality with a

sociable, responsible, and emotionally stable nature is able to increase work effectiveness. Conversely, excessive work pressure can disrupt employees' focus and emotional balance, lowering their productivity. Meanwhile, a good quality of work life including a comfortable work environment, decent compensation, and attention to employee well-being has been shown to increase loyalty and overall performance. The results of this study are expected to be input for companies to prioritize managing work stress, strengthening employee character, and improving the quality of work life to improve overall performance. The contribution of the three independent variables was able to explain 39.7% of the variance in employee performance, showing that these aspects have a fairly strong influence in the organizational context.

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