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# Work Stress, Job Satisfaction, and Employee Performance in the Textile Industry

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A R T I C L E I N F O
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A B S T R A C T
Employee performance is a crucial factor in determining a company's success. Optimal performance is influenced not only by technical skills but also by employees' psychological conditions, including levels of job stress and job satisfaction. High job stress can reduce motivation, concentration, and productivity, while low job satisfaction can affect employees' loyalty and commitment. This study aims to identify, describe, and analyze: (1) the description of job stress, job satisfaction, and employee performance at PT Koriester Textile Indonesia; (2) the simultaneous influence of job stress and job satisfaction on employee performance; (3) the partial influence of job stress on employee performance; and (4) the partial influence of job satisfaction on employee performance. The research population consists of all 131 employees of PT Koriester Textile Indonesia, with a sample of 99 respondents selected using proportionate stratified random sampling. This study employs a quantitative method, with data collected through questionnaires and analyzed using multiple linear regression, multiple correlation tests, the coefficient of determination, and hypothesis testing. The simultaneous testing results indicate that job stress and job satisfaction have a significant influence on employee performance. Partial testing shows that job stress has a significant negative effect on employee performance, while job satisfaction has a significant positive effect on employee performance. These findings highlight the importance of managing job stress and improving job satisfaction to enhance employee performance at PT Koriester Textile Indonesia.



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## INTRODUCTION

Textile manufacturing operates through tightly connected production processes in which delays, quality defects, and communication breakdowns can quickly affect output. Employees are expected to meet production targets, follow precise procedures, coordinate across units, and maintain consistency under time pressure. These demands make employee performance a central organizational concern, but they also create psychological and social pressures that can weaken concentration, motivation, and work quality when they are not managed carefully. PT Koriester Textile Indonesia experienced a fluctuating pattern of employee performance between 2020 and 2024. The company's internal evaluation shows that the proportion of employees assessed in the 'less satisfactory' and 'fairly satisfactory' categories remained substantial, particularly in 2023 and 2024. A preliminary survey also indicated that many employees struggled to complete work according to standards and deadlines, while teamwork was not consistently effective. These observations suggest that the performance issue is not merely a question of technical skill; it is connected to how work is organized and experienced.

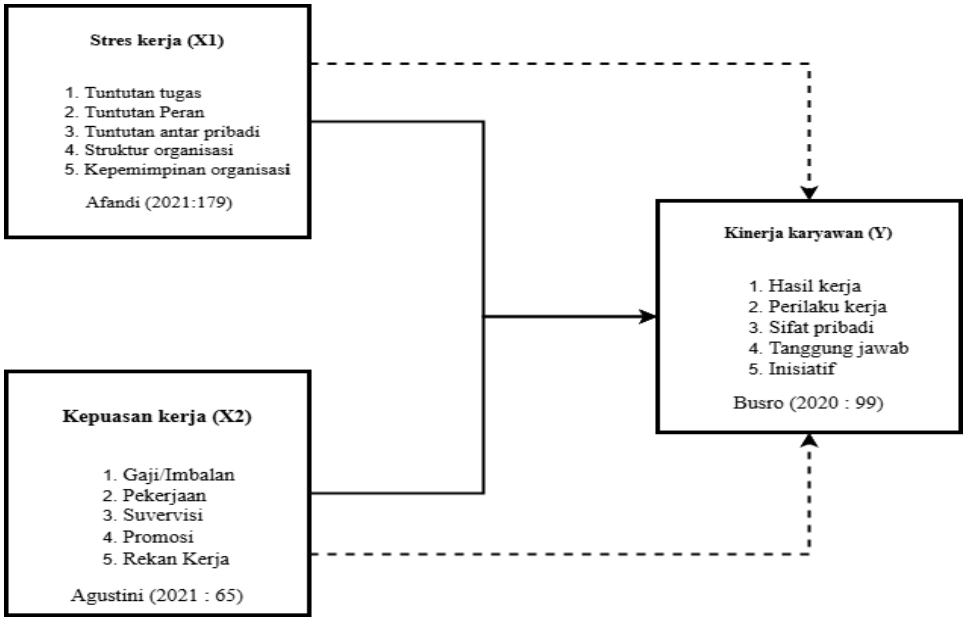
One important source of difficulty is job stress. Employees reported communication gaps, heavy workloads, tight deadlines, and positions that were not always perceived as compatible with their abilities. Job stress emerges when work demands, role ambiguity, interpersonal relations, organizational structure, or leadership pressure exceed an employee's perceived capacity to respond. Moderate pressure can sometimes energize performance, but prolonged or uncontrolled stress can reduce attention, increase errors, and encourage withdrawal. Job satisfaction represents a different but closely related side of the employment experience. Satisfaction reflects how employees evaluate their pay, daily work, supervision, promotion opportunities, and relationships with colleagues. Employees who perceive fairness, support, and meaningful work are more likely to show commitment and persistence. Conversely, dissatisfaction can weaken motivation even when employees possess the technical capacity to perform.

This study examines job stress and job satisfaction together because the two conditions coexist in everyday work. Reducing pressure without improving the quality of the employment experience may produce only temporary gains. Likewise, satisfaction initiatives may have limited impact if employees continue to face excessive workloads or unclear roles. A combined analysis provides a more realistic explanation of employee performance in a production environment. Job stress is commonly understood as a dynamic condition arising when employees encounter demands, constraints, or uncertainties that they perceive as important and difficult to manage. Afandi (2021) associates work stress with task demands, role demands, interpersonal demands, organizational structure, and organizational leadership. In production settings, stress may appear through excessive workload, insufficient time, unclear responsibility, weak communication, or anxiety created by supervisory pressure.

Employee performance refers to the quality and quantity of work achieved in accordance with assigned responsibilities and organizational

standards (Mangkunegara, 2020; Busro, 2020). Stress can disrupt performance through fatigue, reduced attention, emotional strain, and ineffective coordination. Prior studies generally report that unmanaged job stress reduces employee performance, although the magnitude of the relationship varies across organizational contexts (Sidik et al., 2022; Aurellifa & Permatasari, 2024).

Job satisfaction is an employee's evaluative response to work and the conditions surrounding it. Agustini (2021) emphasizes salary, the work itself, supervision, promotion, and co-worker relationships. Satisfaction can strengthen performance by supporting motivation, organizational attachment, cooperation, and willingness to contribute beyond minimum requirements. Research in Indonesian organizations has frequently found a positive relationship between job satisfaction and employee performance (Prasetyo & Marlina, 2019; Ramadhani & Supriyanto, 2023). Stress and satisfaction are analytically distinct but operationally connected. Excessive pressure can erode satisfaction, while supportive supervision and fair work arrangements can buffer the negative consequences of demanding tasks. Accordingly, employee performance is expected to improve when avoidable stress is reduced and satisfaction is strengthened.




H1: Job stress has a negative and significant effect on employee performance.
H2: Job satisfaction has a positive and significant effect on employee performance.
H3: Job stress and job satisfaction simultaneously have a significant effect on employee performance.

## LITERATURE REVIEW

To provide a robust theoretical foundation for understanding the relationships among job stress, job satisfaction, and employee performance, this study incorporates five relevant theories from organizational behavior and human resource management.

*1. Theory of Employee Performance*

Employee performance refers to the quality and quantity of work achieved by an individual employee in carrying out their assigned duties and responsibilities in accordance with organizational standards (Mangkunegara, 2020; Busro, 2020). Optimal performance depends not only on technical expertise and physical capability, but also on psychological well-being, motivation, and environmental factors. Within a production or textile manufacturing setting, performance encompasses individual output volume, work behaviors, discipline, and initiative (Mangkunegara, 2020).

*2. Job Stress Theory (Demand-Response Framework)*

Job stress is conceptualized as a dynamic psychological and physiological condition that emerges when employees encounter work demands, constraints, or uncertainties that exceed their perceived coping capacity (Afandi, 2021). According to stress appraisal frameworks in organizational behavior, stressors can originate from multiple dimensions, including task demands, role ambiguity, interpersonal friction, organizational structure, and leadership pressure (Afandi, 2021; Robbins & Judge, 2021). While moderate, manageable pressure can sometimes stimulate alertness, prolonged or excessive unmanaged stress leads to emotional exhaustion, reduced concentration, and cognitive overload, which ultimately impairs work quality and productivity (Sidik et al., 2022).

*3. Job Satisfaction Theory (Evaluative Affective Response)*

Job satisfaction represents an employee's evaluative emotional and cognitive response toward their work environment, daily tasks, and overall employment conditions (Agustini, 2021; Robbins & Judge, 2021). Grounded in multi-faceted job satisfaction models, key determinants include financial compensation, the intrinsic nature of the work itself, quality of supervision, career promotion opportunities, and supportive relationships with co-workers (Agustini, 2021). High job satisfaction fosters intrinsic motivation, organizational commitment, cooperation, and extra-role behavior, thereby sustaining positive performance outcomes (Prasetyo & Marlina, 2019).

*4. Person-Environment (P-E) Fit Theory*

The Person-Environment Fit Theory posits that employee attitudes, behaviors, and performance outcomes are shaped by the compatibility or congruence between an individual's characteristics (such as skills, needs, and capacities) and the demands and supplies of their work environment (Robbins & Judge, 2021). When a mismatch occurs—such as excessive workloads paired with inadequate time, unclear responsibilities, or misaligned compensation—strain and dissatisfaction arise. Conversely, structural alignment between job

requirements and employee capabilities enhances both well-being and productivity.

*5. Affective Events Theory (AET)*

Affective Events Theory explains how specific events and conditions in the workplace provoke emotional reactions, which subsequently influence job satisfaction, organizational behaviors, and performance (Robbins & Judge, 2021). In high-pressure operational environments like textile manufacturing, daily events—such as tight production deadlines, communication bottlenecks, leadership feedback, or peer support—trigger positive or negative affective states. These accumulated emotional experiences shape overall job satisfaction and immediately affect concentration, task execution, and daily performance levels.

## RESEARCH METHOD

The study used a quantitative, descriptive-verificative design. The descriptive component was used to portray the condition of job stress, job satisfaction, and employee performance. The verificative component tested the partial and simultaneous effects among the variables. The research site was PT Koriester Textile Indonesia, a textile manufacturing company in Majalaya, Bandung Regency. The population consisted of 131 employees. A sample of 99 employees was selected through proportionate stratified random sampling so that organizational groups were represented in proportion to their size. Primary data were collected through a structured questionnaire using a five-point Likert scale. Secondary data included company records, performance evaluation data, and literature used in the thesis. Job stress (X1) was measured through task demands, role demands, interpersonal demands, organizational structure, and organizational leadership. Job satisfaction (X2) covered salary, the work itself, supervision, promotion opportunities, and co-worker relations. Employee performance (Y) was represented by work results, work behavior, personal qualities, and initiative. Instrument testing compared item correlations with an r-table value of 0.1956. Reliability was assessed using Cronbach's alpha with a threshold of 0.60. Classical assumption tests consisted of the Kolmogorov-Smirnov normality test, tolerance and VIF for multicollinearity, and the Glejser test for heteroskedasticity. Hypotheses were evaluated through multiple linear regression, correlation analysis, the coefficient of determination, the simultaneous F-test, and partial t-tests. The statistical tables in the following section are reproduced from the original thesis output. Their values, variable labels, decimal notation, and test results have not been recalculated or altered. The surrounding discussion is newly written to provide an international-journal narrative while preserving the original empirical evidence.

## RESULTS AND DISCUSSION

### *Instrument Validity*

The item-level validity tests show that all statements used to measure job stress, job satisfaction, and employee performance exceeded the r-table criterion of 0.1956. The complete original tables are retained below.

Table 1. Validity Results For Job Stress (X1)

| Variabel | Pernyataan | R hitung | R Table | Keterangan |
|---|---|---|---|---|
| **Stres Kerja (X1)** | P1 | 0,349 | 0.1956 | Valid |
| | P2 | 0,526 | 0.1956 | Valid |
| | P3 | 0,680 | 0.1956 | Valid |
| | P4 | 0,551 | 0.1956 | Valid |
| | P5 | 0,514 | 0.1956 | Valid |
| | P6 | 0,440 | 0.1956 | Valid |
| | P7 | 0,471 | 0.1956 | Valid |
| | P8 | 0,624 | 0.1956 | Valid |
| | P9 | 0,527 | 0.1956 | Valid |
| | P10 | 0,501 | 0.1956 | Valid |
| | P11 | 0,549 | 0.1956 | Valid |

Table 2. Validity Results For Job Satisfaction (X2)

| Variabel | Pernyataan | R hitung | R Table | Keterangan |
|---|---|---|---|---|
| **Kepuasa Kerja (X2)** | P1 | 0,349 | 0.1956 | Valid |
| | P2 | 0,571 | 0.1956 | Valid |
| | P3 | 0,582 | 0.1956 | Valid |
| | P4 | 0,393 | 0.1956 | Valid |
| | P5 | 0,534 | 0.1956 | Valid |

Table 3. Validity Results For Employee Performance (Y)

| Variabel | Pernyataan | R hitung | R Table | Keterangan |
|---|---|---|---|---|
| **Kinerja Karyawan (Y)** | P1 | 0,449 | 0.1956 | Valid |
| | P2 | 0,553 | 0.1956 | Valid |
| | P3 | 0,538 | 0.1956 | Valid |
| | P4 | 0,573 | 0.1956 | Valid |
| | P5 | 0,587 | 0.1956 | Valid |
| | P6 | 0,558 | 0.1956 | Valid |
| | P7 | 0,592 | 0.1956 | Valid |
| | P8 | 0,556 | 0.1956 | Valid |
| | P9 | 0,503 | 0.1956 | Valid |
| | P10 | 0,484 | 0.1956 | Valid |
| | P11 | 0,546 | 0.1956 | Valid |
| | P12 | 0,612 | 0.1956 | Valid |

*Reliability and Descriptive Results*

Table 4. Reliability Results

| Variabel | Nilai Cronbach Alpha | Keputusan |
|---|---|---|
| Stres Kerja (X1) | 0,735 | Realibilitas Baik |
| Kepuasan Kerja (X2) | 0,616 | Realibilitas Baik |
| Kinerja Karyawan (Y) | 0,785 | Realibilitas Baik |

Cronbach's alpha was 0.735 for job stress, 0.616 for job satisfaction, and 0.785 for employee performance. Each value exceeded the criterion used in the source study, indicating acceptable internal consistency.

Table 5. Dimension Summary: Job Stress

| No | Dimensi | Skor | Rata - Rata (Mean) | Kategori |
|---|---|---|---|---|
| 1 | Tuntutan Tugas | 669 | 2,23 | Tidak Baik |
| 2 | Tuntutan Peran | 579 | 2,9 | Cukup Baik |
| 3 | Tuntutan Antar Pribadi | 580 | 2,93 | Cukup Baik |
| 4 | Struktur Organisasi | 704 | 3,56 | Baik |
| 5 | Kepemimpinan Organisasi | 538 | 2,69 | Cukup Baik |
| **Rata - Rata** | | | **2,82** | **Cukup Baik** |

Table 6. Dimension Summary: Job Satisfaction

| No | Dimensi | Skor | Rata - Rata (Mean) | Kategori |
|---|---|---|---|---|
| 1 | Gaji | 256 | 2,59 | Tidak Baik |
| 2 | Promosi | 275 | 2,78 | Cukup Baik |
| 3 | Pekerjaan | 255 | 2,58 | Tidak Baik |
| 4 | Supervisi | 274 | 2,77 | Cukup Baik |
| 5 | Rekan Kerja | 289 | 2,92 | Cukup Baik |
| **Rata - Rata** | | | **2,73** | **Cukup Baik** |

Table 7. Dimension Summary: Employee Performance

| No | Dimensi | Skor | Rata - Rata (Mean) | Kategori |
|---|---|---|---|---|
| 1 | Hasil Kerja | 747 | 2,49 | Tidak Baik |
| 2 | Perilaku Kerja | 1025 | 2,66 | Cukup Baik |
| 3 | Sifat Pribadi | 1090 | 2,73 | Cukup Baik |
| 4 | Inisiatif | 269 | 2,72 | Cukup Baik |
| **Rata - Rata** | | | **2,64** | **Cukup Baik** |

The overall job-stress mean was 2.82, categorized in the thesis as 'Cukup Baik'. Task demands received the lowest dimension score (2.23), signaling substantial pressure related to workload and time. Job satisfaction averaged 2.73; salary (2.59) and the work itself (2.58) were the weakest dimensions. Employee performance averaged 2.64, with work results recording the lowest dimension mean (2.49).

*Classical Assumption Tests*

Table 8. One-Sample Kolmogorov-Smirnov Test

| | | |
|---|---|---|
| N | | 99 |
| Normal Parameters[a,b] | Mean | .0000000 |
| | Std. Deviation | 5.20493194 |
| Most Extreme Differences | Absolute | .061 |
| | Positive | .061 |
| | Negative | -.035 |
| Test Statistic | | .061 |
| Asymp. Sig. (2-tailed) | | .200[c,d] |

The Kolmogorov-Smirnov significance value was 0.200, exceeding 0.05. The residuals were therefore considered normally distributed under the source study's decision rule.

Table 9. Multicollinearity Test

| Model | Coefficie B | ardized Std. Error | Standardized Coefficients Beta | t | Sig. | Collinea Statistic Toleranc e | VIF |
|---|---|---|---|---|---|---|---|
| 1 (Constant) | 54.973 | 5.319 | | 10.335 | .000 | | |
| Stres_kerja | -.760 | .088 | -.645 | -8.623 | .000 | .854 | 1.171 |
| Kepuasan_kerja | .526 | .212 | .186 | 2.481 | .015 | .854 | 1.171 |

Tolerance was 0.854 and VIF was 1.171 for both predictors. These values show that job stress and job satisfaction could be included in the same model without problematic multicollinearity.

Table 10. Glejser Heteroskedasticity Test

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 2.586 | 1.762 | | 1.467 | .146 |
| | Stres_kerja | -.009 | .054 | -.017 | -.159 | .874 |
| | Kepuasan_kerja | .131 | .129 | .111 | 1.014 | .313 |

The significance values for job stress (0.874) and job satisfaction (0.313) were above 0.05, indicating that the model did not show heteroskedasticity according to the criterion applied in the thesis.

*Regression, Correlation, and Explanatory Power*

Table 11. Multiple Linear Regression Coefficients

| Model | | Unstandardized | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 54.973 | 5.319 | | 10.335 | .000 |
| | Stres_kerja | -.760 | .088 | -.645 | -8.623 | .000 |
| | Kepuasan_kerja | .526 | .212 | .186 | 2.481 | .015 |

The estimated regression equation is Y = 54.973 - 0.760X1 + 0.526X2. Holding job satisfaction constant, an increase in job stress is associated with lower performance. Holding job stress constant, higher job satisfaction is associated with better performance.

Table 12. Pearson correlation output

| | | Stres_kerja | Kepuasan_Kerja | Kinerja_karyawan |
|---|---|---|---|---|
| Stres_kerja | Pearson Correlation | 1 | -.382** | -.716** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 99 | 99 | 99 |
| Kepuasan_Kerja | Pearson Correlation | -.382** | 1 | .432** |

Job stress had a strong negative correlation with performance (r = -0.716; p < 0.001). Job satisfaction had a moderate positive correlation with performance (r = 0.432; p < 0.001). Job stress and job satisfaction were negatively related (r = -0.382), suggesting that pressure and satisfaction moved in opposite directions within the sample.

Table 13. Original model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .736[a] | .542 | .532 | 5.25887 |

The multiple correlation coefficient was 0.736. R Square was 0.542 and adjusted R Square was 0.532, meaning that the two predictors explained 54.2% of the variation in employee performance.

Table 14. ANOVA and simultaneous F-test

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3137.011 | 2 | 1568.505 | 56.715 | .000[b] |
| | Residual | 2654.949 | 96 | 27.656 | | |
| | Total | 5791.960 | 98 | | | |

The simultaneous test produced F = 56.715 with p < 0.001. Job stress and job satisfaction therefore have a significant joint effect on employee performance, supporting H3.

Table 15. Partial T-Test Coefficients

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 54.973 | 5.319 | | 10.335 | .000 |
| | Stres_kerja | -.760 | .088 | -.645 | -8.623 | .000 |
| | Kepuasan_kerja | .526 | .212 | .186 | 2.481 | .015 |

Job stress was negative and statistically significant (B = -0.760; β = -0.645; t = -8.623; p < 0.001), supporting H1. Job satisfaction was positive and significant (B = 0.526; β = 0.186; t = 2.481; p = 0.015), supporting H2. The larger standardized coefficient for job stress shows that pressure was the more dominant predictor in this model. The results should not be read as an argument for eliminating all demands. Textile production requires discipline, targets, and coordination. The central issue is whether demands are proportionate, clear, and supported by adequate time, communication, equipment, and leadership.

***Discussion: Why Job Stress Reduces Performance***

The negative coefficient of job stress provides strong evidence that unmanaged pressure is costly for employee performance. The effect is also visible in the correlation of -0.716, which places stress among the most influential conditions examined in the study. In a textile operation, high stress can affect performance through several pathways. Employees working under excessive

workload or restricted time may prioritize speed over accuracy, increasing the risk of defects, rework, or missed procedures. Persistent pressure may also reduce concentration and make communication more reactive, especially when tasks move across interdependent production units. The descriptive evidence clarifies the source of this pressure. Task demands received the weakest score among the stress dimensions. This pattern points to workload and time availability rather than organizational structure as the main problem. The structure dimension was rated more favorably, suggesting that formal arrangements may exist, while the daily experience of completing tasks remains demanding. This distinction matters: revising an organizational chart will not resolve stress if target allocation, staffing, scheduling, or production bottlenecks remain unchanged.

The findings are consistent with Sidik et al. (2022), who connect job stress with declining performance, and with Aurellifa and Permatasari (2024), who report a significant relationship between stress and employee outcomes. They also support the broader human-resource view that psychological strain can impair both the quantity and quality of work.

A humane response to job stress does not mean reducing accountability. It means distinguishing productive challenge from avoidable strain. Managers can maintain standards while improving workload planning, clarifying priorities, preventing conflicting instructions, and ensuring that employees have realistic time and resources. Brief recovery periods, fair shift arrangements, and channels for reporting overload can protect attention and reduce the accumulation of fatigue. Leadership behavior is equally important. Employees are more likely to manage pressure when supervisors communicate calmly, explain the reasons behind targets, and provide assistance when obstacles occur. Pressure becomes more damaging when employees fear blame but lack the authority or resources needed to solve operational problems.

***Discussion: How Job Satisfaction Supports Performance***

Job satisfaction had a positive and significant effect on performance, although its standardized coefficient was smaller than that of job stress. This means that improving satisfaction can strengthen performance, but its benefits may be partly constrained when employees continue to experience heavy pressure. Satisfaction is therefore not a substitute for stress management; it is a complementary condition. The descriptive results identify salary and the work itself as the weakest satisfaction dimensions. Perceived salary fairness is particularly important in labor-intensive industries because employees compare compensation with workload, responsibility, attendance demands, and living costs. When pay is viewed as disconnected from effort, motivation may decline even when formal employment conditions are stable.

The low score for the work itself suggests that repetitive tasks, limited variety, or restricted opportunities to use initiative may reduce intrinsic satisfaction. Textile operations necessarily rely on standardization, yet managers can still enrich work through rotation, multi-skilling, problem-solving teams, and employee involvement in quality improvement. These practices create a

sense that employees are contributors rather than merely operators. Co-worker relations received the strongest satisfaction score. This is an important organizational asset. Supportive relationships can facilitate coordination, emotional recovery, and informal learning. The company should protect this strength by discouraging blame-oriented communication and encouraging cross-unit cooperation. The positive finding corresponds with research by Prasetyo and Marlina (2019), Ramadhani and Supriyanto (2023), and Marlin May Nggiri et al. (2024), which connects satisfaction with stronger employee performance. The practical message is that satisfaction grows through ordinary management practices: fair treatment, useful feedback, credible promotion processes, respectful supervision, and recognition of work that is performed well.

***Integrated Discussion and Organizational Implications***

The simultaneous F-test and R Square demonstrate that job stress and job satisfaction form a meaningful combined explanation of performance. Together they account for 54.2% of performance variation. The remaining 45.8% may involve technical competence, training, leadership, discipline, equipment reliability, work environment, motivation, and other factors not included in the model. The results reveal an asymmetry: the negative impact of stress is stronger than the positive impact of satisfaction. This implies that adding benefits or recognition may not fully compensate for excessive pressure. A company can offer supportive programs, but performance may still deteriorate when workload, time pressure, or role ambiguity remain unresolved. The first managerial priority should therefore be to remove preventable stressors, followed by systematic improvement of satisfaction.

An integrated human-resource strategy can begin with a workload and process audit. Management should identify where production targets are repeatedly missed, where overtime is concentrated, and where employees receive conflicting instructions. The findings can then inform staffing, shift design, standard operating procedures, and supervisor training. Employee feedback should be included because numerical targets alone may not reveal the practical causes of pressure.

Satisfaction initiatives should focus on fairness and credibility. Compensation systems need clear criteria, promotion opportunities should be communicated transparently, and supervisors should provide regular feedback. Job rotation and skills development can reduce monotony while expanding organizational flexibility. Recognition does not always require large financial rewards; timely appreciation and visible acknowledgement can also strengthen the meaning of work. The most sustainable approach is preventive rather than reactive. Instead of waiting for absenteeism, errors, or conflict to increase, the company can monitor workload, employee concerns, overtime patterns, quality failures, and turnover intentions as early indicators. This approach respects employee wellbeing while also protecting operational performance.

## CONCLUSION

This study examined the effects of job stress and job satisfaction on the performance of employees at PT Koriester Textile Indonesia. Based on the original statistical evidence, the following conclusions are drawn:

1. The descriptive score for job stress was 2.82. Task demands were the weakest dimension, indicating that workload and time pressure were the main areas of concern, while organizational structure received the most favorable assessment.
2. Job satisfaction obtained an overall score of 2.73. Salary and the nature of the work were rated least favorably, whereas relationships with co-workers represented the strongest element of satisfaction.
3. Employee performance obtained an overall score of 2.64. Work results were the weakest dimension, showing that output quality, quantity, and timely completion still require improvement.
4. Job stress had a negative and significant effect on employee performance. The regression coefficient was -0.760, the standardized coefficient was -0.645, and the t-value was -8.623 with $p < 0.001$.
5. Job satisfaction had a positive and significant effect on employee performance. The regression coefficient was 0.526, the standardized coefficient was 0.186, and the t-value was 2.481 with $p = 0.015$.
6. Job stress and job satisfaction jointly had a significant effect on performance. The model produced $F = 56.715$ with $p < 0.001$ and explained 54.2% of performance variation.

The evidence shows that employee performance is not improved by pressure alone. Performance is stronger when work demands are realistic, roles are clear, employees receive support, and the employment relationship is experienced as fair and meaningful.

### *Managerial Recommendations, Limitations, and Future Research*

First, the company should review workload distribution, production targets, staffing levels, and time allocation. Recurring overload should be addressed through process improvement rather than normalized as an unavoidable part of work. Supervisors should receive practical training in communicating priorities, responding to production obstacles, and preventing conflicting instructions.

Second, compensation and recognition need to be perceived as fair in relation to responsibility and workload. The company should communicate pay and incentive criteria clearly, review internal equity, and connect recognition to measurable contributions such as quality improvement, attendance, teamwork, and problem solving.

Third, job design should provide reasonable variety and development. Rotation, cross-training, quality circles, and small improvement projects can reduce monotony and allow employees to use a wider range of skills. Promotion and career development processes should be transparent so that employees understand how effort and competence can lead to growth.

Fourth, employee wellbeing should be monitored routinely through short pulse surveys, absenteeism data, overtime, error rates, grievances, and supervisor discussions. Confidential channels for reporting overload or interpersonal problems can help management respond before stress affects safety and performance.

This research is limited to one company and uses cross-sectional, self-reported questionnaire data. The design identifies statistical relationships but does not establish long-term causality. The results may also be influenced by conditions specific to the company's production system and workforce. Future research should include additional variables such as leadership style, workload, compensation, work environment, training, organizational commitment, and psychological safety. Longitudinal studies could examine whether changes in workload or satisfaction policies are followed by measurable changes in quality, productivity, absenteeism, and turnover. Comparative studies across textile companies would improve the generalizability of the findings.

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