

The Role Of Work Comfort In Mediating The Influence Of Job Stress And Work Encouragement On The Performance Of Pt Brr Desa Sanur Employees

Gregorius Paulus Tahu¹, Winarsih², Nengah Landra³

Fakultas Ekonomi dan Bisnis, Universitas Mahasaraswati, Denpasar Bali^{1,2,3}

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ABSTRACT

The purpose of this study was to analyze the influence of role, job satisfaction and motivation on working employees at PT. BPR Sanur Village. This study involved 46 employees as respondents, and public information was collected through questionnaires that were analyzed using analytical methods. The results of the study indicate that work stress has a negative effect on employee job satisfaction, while working directly has a positive effect on job satisfaction. Job satisfaction has been proven to be a mediator that connects work stress and work motivation with employee performance. This research report is also equipped with data validity and reliability tests which show that all variables and indicators used are valid and reliable. In addition, normality and multicollinearity tests were also reported with satisfactory results. Regression analysis shows that job satisfaction can explain 61.7% of employee performance variations. This study concludes that controlling work stress and increasing motivation are important in employee development. Therefore, companies need to use strategies to manage stress and create motivation to be better at achieving organizational goals.

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Corresponding Author:

Gregorius Paulus Tahu
Fakultas Ekonomi dan Bisnis, Universitas Mahasaraswati,
Denpasar Bali
gregori_tahu@unmas.ac.id

INTRODUCTION

In the era of globalization, competition in the global market is increasing. Every company struggles to survive and develop in the face of intense competition. In this context, employee performance is one of the key aspects that determines the success of a company. Superior employee performance will help the company achieve its goals, including achieving good product or service quality, ensuring work quality, and meeting customer satisfaction. Therefore, companies should pay special attention to aspects that influence employee performance.

One of the main aspects that influences employee performance is the quality of the organization itself. A good organization involves many aspects, including work standards, work culture, management, and the relationship between managers and employees. An organization with a clear structure and good management will be able to help motivate its

employees. On the other hand, organizations that are not well structured or managed will have problems with employee performance.

Apart from job quality, job support is also an important aspect that influences employee performance. Motivation is an internal or external drive that encourages someone to do something. In the work context, work motivation can come from many sources, such as financial rewards, recognition from managers, opportunities for advancement, or self-satisfaction from completing tasks well. Employees with work motivation and high work enthusiasm will have better performance compared to employees who do not have work motivation. So, companies must develop effective strategies to motivate employees.

However, apart from motivation, there are other aspects that can influence employee performance, such as job demands. Job demands are physical or emotional feelings that occur when workload expectations exceed the worker's ability or resource threshold. Chronic work demands can have a negative impact on employees' physical and mental health, which can affect their performance. Employees who experience work demands cannot concentrate, get tired easily, and perform poorly. So, companies must ensure that workplace design does not cause too much stress for employees.

In an effort to better understand the aspects that influence employee performance, the following research focuses on employees who work at PT. BPR Sanur Village. PT BPR Desa Sanur is a company operating in the financial sector, especially people's banks. As a company operating in the financial services industry, PT. BPR Sunor Village relies on staff to provide excellent customer service. So, it is important for companies to understand what aspects can affect the employees who work at the company.

The aim of the following research is to examine various aspects that can influence the performance of PT employees. Sanur Village BPR, including work quality, work encouragement, and job demands. In the following research, work quality is measured based on several indicators such as design, work culture and management. Work drive is measured by the level of employee satisfaction with the rewards received, recognition from managers, and opportunities for advancement. Meanwhile, job demands are measured based on the employee's work level.

It is hoped that the following research findings can contribute deeper insight into the relationship between work quality, work motivation, and work stressors and influence workers' work performance. Apart from that, it is also hoped that the following research can contribute recommendations for PT management. BPR Sanur Village refers to steps that can be implemented to improve employee performance through improving organizational structure, increasing work motivation, and managing work demands.

An important finding from the following research is that organizational quality has an impact on employee performance. An organization with a clear structure, good work culture and good management will be able to motivate its employees to achieve high performance. On the other hand, organizations with poor quality or work culture will face problems in employee development.

Apart from that, job support has also been proven to have a significant impact on employee performance. Employees who feel motivated by the rewards they receive, recognition from managers, and opportunities for advancement will perform better than employees who are not motivated. So, companies must develop effective strategies to motivate employees at work, such as providing fair rewards, recognizing achievements, and giving workers time to develop.

On the other hand, job demands also have a significant influence on employee performance. Prolonged work demands can have a negative impact on employees' work, because employees who experience stress will not pay attention, get tired easily, and their work will not be good. So, companies must ensure that workplace design does not cause too much stress for employees.

As a next step, companies can consider using various stress management techniques, such as motivating employees, creating a positive work environment, and facilitating work. In this way, companies can help employees cope with work demands and improve their performance.

Apart from that, companies also need to periodically review and evaluate the quality of the organization, work support and employee pressure. It is important to ensure that companies respond to changes in the work environment quickly and appropriately, so that employees can work effectively under stress levels.

Overall, the following research shows that employee performance is influenced by many aspects, including work comfort, work encouragement, and job demands. So, companies must pay attention to these aspects to ensure that employees perform well and the company can compete effectively in a competitive market.

By understanding and controlling the aspects that influence employee performance, companies can not only improve employee performance, but also achieve their goals, such as efficiency, achieving customer satisfaction, and achieving competitiveness in the market. This will certainly contribute to the company's long-term success in facing the challenges and opportunities in the era of globalization.

In conclusion, it is important to remember that employee engagement is not something that can happen. Employee performance is the result of the interaction of many aspects, both from the employee and from the workplace. So, companies should carefully create a good work environment, provide adequate support, and continue to motivate employees to give their best performance in their work. Only in this way, companies can ensure that they stay ahead of the competition in a competitive market.

Analysis of the Impact of Good Work on Employee Performance

The aim of the following research is to identify the extent of the influence of a good organization which includes work structure, work culture and management on employees who work at PT. BPR Sanur Village. By identifying organizations that play a role in encouraging or hindering performance, the following research will provide deeper insight into the steps that companies can take to improve employee performance in the organization.

Evaluation of the Role of Work Encouragement in Improving Employee Performance

The following research also aims to evaluate the role of work encouragement on employee performance. The aim of the following research is to measure the extent to which aspects such as financial rewards, recognition from managers, and personal development can motivate employees, ultimately having a positive impact on their work. It is hoped that the following research results will help companies in developing more effective incentive strategies.

Evaluate the impact of work demands on employee performance

In addition, the following research aims to evaluate the impact of job demands on employee performance. The following research will examine how employee work comfort affects their productivity and how work comfort can be a mediator of stress and work relationships. It is hoped that the results of the following research will help companies develop programs to better manage work demands, in order to manage or improve employee performance.

Literature Review

Job demands

Job demands are the mental and physical conditions experienced by employees when faced with job demands that exceed their abilities or resources. This stress can be caused by many things, such as working too much, closed working hours, conflict at work, or lack of support from managers and subordinates. If not handled, stress at work can have a negative impact on workers' mental and physical health, reduces productivity, and increases the risk of fatigue or burnout. So, it is important for companies to create a good work environment and provide the necessary support so that employees can handle stress well and perform well in their jobs.

Work encouragement

Work drive is an intrinsic or extrinsic drive that motivates someone to achieve goals in their work. This motivation can come from many things, such as financial rewards, recognition of accomplishments, opportunities for improvement, and personal satisfaction in a job well done. Employees who have a high work drive will be more active at work, and more resistant to stress or problems in the workplace. So, it is important for companies to develop effective strategies to motivate employees, such as fair rewards, providing growth opportunities, and work encouragement, so that employees are satisfied and committed to their work.

Work comfort

Job comfort is a positive feeling or satisfaction that employees feel about their work, which shows how much hope they have for their work, employment and relationships within the organization. Job comfort is influenced by many aspects, including salary, performance, promotions, recognition, and relationships with coworkers and managers. Employees who are satisfied with their work will be more productive, have more trust in the company, and experience less stress or conflict at work. So, creating a work environment that supports and meets employee needs and expectations is very important for work comfort and, in turn, the overall success of the company.

Employee performance

Employee performance is the work results achieved by an individual or group in an organization, measured based on standards or goals. Employee performance reflects efficiency and effectiveness in carrying out their duties and responsibilities as well as their contribution to achieving organizational goals. Aspects such as skills, knowledge, motivation, management support, and work quality influence employee performance. Employees who perform well not only help the company achieve its operational goals but also contribute to creating a good and efficient work environment. So, companies need to monitor and manage employee performance regularly to ensure everyone can work as well as possible.

The relationship between job demands, work drive, work comfort, and employee performance

There is a relationship between job demands, work encouragement, work comfort, and employee performance and they mutually influence performance and productivity in the workplace. High work demands reduce work motivation and comfort which in the end can have a negative impact on employee performance. For example, a strong work drive and high work comfort can help employees manage stress better, maintain focus, and increase their productivity. So, companies must create a motivation system to achieve high levels of performance by managing stress, motivating employees, and satisfying them with their work.

METHOD

The following research uses various methods including surveys to collect data. Surveys were chosen because they allow collecting data from large numbers of respondents. The aim of the following research is to analyze the relationship between job demands, work motivation, work comfort and performance at PT BPR Desa Sanur. Data was collected through a questionnaire designed to measure these variables. The population in the following research is all employees of PT BPR Sanur Village, totaling 46 people. Because the population is small, the following research uses a saturated sampling technique, where all members of the population are used as research samples. So the following research not only represents the entire population but also provides an overview of PTBPR Sanur Village employees. Data was collected through a questionnaire distributed to all employees. The questionnaire consists of closed questions designed to measure job demands, work motivation, work comfort and employee performance. After data collection, the data was analyzed using descriptive and inferential statistical techniques. Regression analysis techniques are used to identify the influence of each variable on employee performance. In addition, validity and reliability tests were carried out to ensure that the instruments used in the following research met the required standards.

RESULTS AND DISCUSSION

Validity and Reliability Test

Table 1. Validity Test

No	Variable	Indicator	<i>Pearson Correlation</i>	Information
	Employee performance (Y)	Y1	0.919	Valid

No	Variable	Indicator	<i>Pearson Correlation</i>	Information
1		Y2	0.711	Valid
		Y3	0.595	Valid
		Y4	0.752	Valid
		Y5	0.853	Valid
		Y6	0.890	Valid
		2	Job demands (X1)	X1.1
X1.2	0.692			Valid
X1.3	0.924			Valid
X1.4	0.924			Valid
X1.5	0.857			Valid
3	Working comfort (X2)	X2.1	0.859	Valid
		X2.2	0.861	Valid
		X2.3	0.818	Valid
		X2.4	0.864	Valid
		X2.5	0.835	Valid
4	Work thrust (X3)	X3.1	0.839	Valid
		X3.2	0.941	Valid
		X3.3	0.770	Valid
		X3.4	0.900	Valid

Validity tests are carried out to measure the extent to which the instrument measures questionnaire variables correctly. Based on Figure 1, all indicators for all variables in the following research show a Pearson correlation value greater than 0.50, which shows that all indicators are valid. Indicators whose correlation value is greater than 0.50 are considered to have a good relationship with the indicator variable, so they can be trusted to be used in the following research.

In the employee performance variable (Y) there are six indicators with correlations ranging from 0.595 to 0.919. The best correlation for the Y1 indicator is 0.919, which shows that this indicator is very useful in assessing employee performance. The correlation values for other indicators (Y2 to Y6) also show that all of these indicators are valid and able to represent employee work performance as a whole.

For the job demands variable (X1) there are five indicators with correlations ranging from 0.633 to 0.924. Indicators X1.3 and X1.4 show the best correlation of 0.924 which shows that these two indicators are very useful in performance evaluation. Other indicators also show similar values with values greater than 0.50, so that each indicator can be used to measure job demands accurately.

In the work comfort variable (X2), values were found ranging from 0.818 to 0.864 among the five indicators. The X2.4 indicator shows the best correlation value of 0.864 which shows it is very effective. All measures of job comfort have varying validity, so they can be relied on to explain variance in the following research.

Finally, the work motivation variable (X3) has four indicators, all of which show a correlation above 0.50 with a variance of 0.770 to 0.941. The X3.2 indicator has a very good correlation of 0.941 which shows that it is very useful in measuring performance. All indicators of these variables are valid and reliable in clinical research.

Overall, the evaluation results show that all indicators of employee turnover, job demands, work comfort and motivation are valid and can be used in the following research. The validity of all these indicators supports the belief that the instruments used in the following research can measure the variables studied accurately and provide positive results.

Table 2. Reliability Test

No	Variable	<i>Cronbach Alpha</i>	Information
1	Employee performance (Y)	0.880	Reliable
2	Job demands (X1)	0.863	Reliable
3	Working comfort (X2)	0.898	Reliable
4	Work thrust (X3)	0.864	Reliable

Based on the reliability results listed in Table 2, all variables found showed high Cronbach's alpha values, which shows that the research instruments are reliable. The Cronbach's alpha value for employee performance (Y) is 0.880, job demands (X1) is 0.863, work comfort (X2) is 0.898, and performance (X3) is 0.864, all of which are above the 0.70 threshold which is usually considered reliable. . . This shows that the questionnaire used to measure all variables in the following research is consistent and reliable.

These results provide confidence that there is consistency in the data collected from the PT BPR Sanur Village employee questionnaire. In other words, tools used to measure job demands, work comfort, work motivation and employee performance can be trusted to provide an accurate picture of these changes. This high level of reliability is important to ensure that research findings are not influenced by measurement instrument bias.

Finally, the results of the reliability analysis show that the instruments used in the following research are suitable for analyzing the relationships between the variables studied. With reliable tools, the following research can produce good and reliable results so as to produce good points about job demands, work encouragement and work comfort of employees who work at PT BPR Desa Sanur.

Classical Assumption Test

Table 3. Normality Test

		Unstandardized Residuals
N		46
Normal Parameters, b	Mean	0.0000000
	Std. Deviation	0.30999225
Most Extreme Differences	Absolute	0.068
	Positive	0.068
	Negative	-0.059
Kolmogorov-Smirnov Z		0.460
Asymp. Sig. (2-tailed)		0.984

The normality test results in Table 3 show that the remaining research data below is normally distributed. The Kolmogorov-Smirnov Z value is 0.460 with a significance value (Asymp. Sig.) of 0.984 which exceeds the significance threshold of 0.05. This shows that the data used in the following research is not significantly different from the normal distribution. In other words, the remaining data do not show any contradiction with the assumption of normality, which is an important condition for a correct analysis.

Additional values such as a residual value of 0.0000000 and a standard deviation of 0.30999225 with very small values support these findings. In general, the maximum variance shows a total value of 0.068, with a positive value of 0.068 and a negative value of -0.059, this also supports that the residual value is close to normal. These data confirm that the results of the regression analysis are not influenced by differences in residuals.

Overall, the results of this normalization test confirm that the regression model used in the following research is valid for use in further analysis. Good residual normality makes researchers more confident that the results obtained from regression analysis will be valid and reliable, and the relationship between the variables studied can be understood well without hindering hypothesis violations.

Table 4. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1(Constant)		
Work Stress	0.630	1,587
Work comfort	0.651	1,537
Work encouragement	0.479	2,087

The multivariate test results shown in Table 4 provide important insights into the relationships between independent variables in the regression model used. The tolerance value is very high and the Variance Index (VIF) shows that there are no significant multivariate problems. Specifically, the highest value for job demands was 0.630 with a VIF of 1.587, for work comfort it was 0.651 with a VIF of 1.537, and for work it was 0.479 with a VIF of 2.087.

A VIF value of less than 10 indicates that collinearity is not a serious problem in this model. Although the labor force VIF value is slightly higher than the other variables, namely 2.087, it is still within the range and does not show a very large correlation effect. This shows that the independent variables in the following research are not correlated with each other, so that the regression model used can contribute valid and accurate estimates.

Overall, the results of this multicollinearity test confirm that there is no strong indication of multicollinearity which could affect the reliability of the regression model. With sufficient tolerance and a VIF that remains within reasonable limits, researchers can measure results without worrying that too many variables will affect the accuracy of the results. This ensures that all independent variables have a positive influence on the model and can explain the relationship between job demands, work comfort, and employee work tension.

Path Analysis Hypothesis Testing

Table 5. Hypothesis Testing for the Variable Coefficient of Work Stress and Work Encouragement on Work Comfort

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Beta		
1(Constant)	,382	,696		,290	,000
Work Stress	-.210	,070	-.679	-1,143	.033
Work encouragement	-.159	,113	,967	,223	,008

a. Dependent Variable: Work comfort

The analysis shown in Table 5 provides important insights into the influence of performance on job demands and job comfort. From the results of the hypothesis test, the odds ratio for job demands is -0.210 with a t value of -1.143 and a significance of 0.033. This coefficient shows that there is a negative influence of job demands on work comfort, the significance of which is less than 0.05. This shows that an increase in work demands is associated with a decrease in employee work comfort.

For work performance, the odds ratio is -0.159 with a value of 0.223 and a significance level of 0.008. Even though the coefficient is negative, the significance is small (less than 0.05) which shows that work support is also related to work comfort. This means that, although work encouragement seems to increase work comfort, the effect is significant, indicating the importance of determining the variance in work comfort.

Overall, the results of this analysis show that both job demands and job support are related to job comfort, while job demands are more related to job drive. These findings are important for companies to develop strategies that can reduce stress and motivate employees to achieve work comfort. By understanding the impact of these changes, companies can create better policies and programs to create a better and more positive work environment.

Table 6. Test of the Determination Coefficient of Work Stress Variables and Work Encouragement on Work Comfort

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827a	0.684	0.664	0.32087

a. Predictors: (Constant), Work Drive, Work Stress

b. Dependent Variable: Work comfort

The analysis results shown in Table 6 provide important information regarding job demands and the effectiveness of job support to explain differences in job comfort. The R value of 0.827 indicates that there is a positive relationship between the independent variables (job demands and work experience) and the dependent variable (work comfort). This shows that the regression model used explains most of the variation in work comfort from these two variables.

The R square value of 0.684 indicates that around 68.4% of the variance in work comfort can be explained by a model that includes job demands and performance. This shows that this regression model has significant explanatory power, and both variables contribute to changes in work comfort. The customized R square value of 0.664 which is adjusted for the number of variables in the model also supports that the model is still relevant and is not significantly affected by the number of items.

With an estimated standard error value of 0.32087, it shows that this model has a small prediction, which means the model predicts work comfort very accurately. Overall, these results indicate that job demands and work performance are determining aspects of job comfort and the model provides a good explanation of the characteristics that influence employee job comfort. The following research highlights the importance of considering these two variables in efforts to increase work comfort in the workplace.

Table 7. Hypothesis Testing for the Variable Coefficient of Job Stress and Work Encouragement Mediated by Job Comfort on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	t
(Constant)	0.212	0.441		0.480
Work Stress	-0.237	0.113	-0.229	-2,092
Work comfort	0.383	0.105	0.393	3,660
Work encouragement	0.333	0.113	0.368	2,943

a. Dependent Variable: Employee performance

The results of the analysis in Table 7 show that there is a direct and indirect influence of job demands and work encouragement on employee performance and individual work comfort. The unstandardized coefficient for job demands is -0.237 with a value of -2.092 and a significance of 0.043, which shows that job demands have a negative effect on employee performance through work comfort. This means that job demands can reduce employee performance, and this effect is related to their high level of performance.

For work comfort, the odds ratio value is 0.383 with a value of 3.660 and a significance of 0.001, which shows that work comfort has a positive effect on employee performance. This means that the higher the employee's work comfort, the better their performance will be. This emphasizes the importance of work comfort as an important mediator in the relationship between job demands, work motivation, and employee performance.

The work support coefficient is 0.333 with a t value of 2.943 and a significance of 0.005, indicating that work support also has a positive effect on employee performance. This shows that apart from work comfort, work justice has a direct impact on employee performance. The results of this review confirm that efforts to increase employee motivation and work comfort can improve their performance, and show that managerial pressure is important to achieve good results

Table 8. Test of the Determination Coefficient of Work Stress Variables and Work Encouragement Mediated by Work Comfort on Employee Performance

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704a	.617	.632

a. Predictors: (Constant), Work Drive, Work Stress, Work Comfort

b. Dependent Variable: Employee performance

The results shown in Table 8 show how well a model that includes job demands, work drive, and work comfort as mediators can explain variance in employee performance. The R value of 0.704 indicates that there is a positive relationship between the independent variables (job demands, work experience, and work comfort) and differences between employees (operational work). This shows that the model is able to capture most of the changes in employee performance, indicating the strength of the relationship between the variables in the model.

The R square value of 0.617 indicates that around 61.7% of the variance in employee performance can be explained by the model which is linked to job demands, work performance and work well-being. This shows that the model has very good explanatory power regarding the characteristics that influence employee performance. This significant R-squared shows the importance of work comfort as a mediator of the relationship between job demands and work performance and employee performance.

The corrected R-squared value of 0.632 indicates that the model remains relevant even after taking into account the number of components. The standard error estimate of 6.230 indicates a small margin of error in estimating employee performance from this model. Overall, these results confirm that the model linking job demands, job performance, and job comfort as mediators provides a clear and precise picture of the conditions that influence employees' work as a whole with the importance of monitoring these changes. .

The results of the following research analysis are as follows:

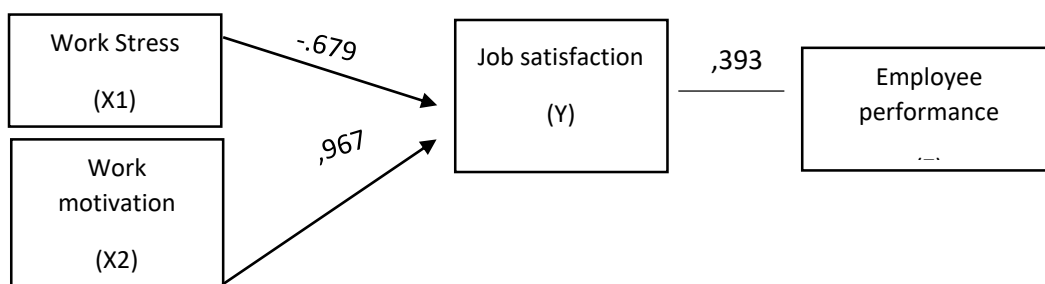


Figure 1. Path Analysis Results

The resulting pathway (control) analysis is shown. The various wines I studied showed a staff beta value of -0.229 for the staff depression function variable indicating a negative measure of wine. This means that the higher the workload, the less the employee's workload.

Apart from that, job demands are also related to work comfort, with a beta value of -0.679 . This shows that the higher the work pressure, the lower the employee's work comfort will be. Meanwhile, the work comfort variable shows a positive influence on employee performance, with a beta value of 0.393 . This means that the higher the work comfort, the better the employee's performance. These results show that work comfort plays an important role in improving employee performance and can reduce the impact of stress on human performance. So, strategies to reduce work demands and increase work comfort may be useful for employees who work at PT. BPR Sanur Village.

Discussion

The influence of job demands on employee performance

The results of the analysis show that the job demands variable has a negative beta coefficient of -0.229 on employee performance. This means that job demands have a negative impact on employees who work at PT. BPR Sanur Village. This finding is in line with many previous studies which show that work demands can affect workers' mental and physical health and reduce their performance (Sontentag, 2018; De Lange et al., 2003). Job demands can cause fatigue, low energy, and lack of productivity, all of which negatively impact performance.

Overwork, long working hours, and unrealistic work demands can disrupt the balance between work and personal life, and reduce employee motivation (Schaufeli & Bakker, 2004). So, it is important for the management of PT. BPR Sanur City identifies stress in the workplace and develops strategies to reduce its negative impact, such as by managing stress, organizing work activities and in the workplace.

The influence of job demands on work comfort

The beta value of the influence of job demands on work comfort is -0.679 . These data show that work demands reduce employee work comfort. High levels of stress can reduce work comfort because employees are less satisfied with work that causes stress, such as hard work and poor performance (Lazarus & Folkman, 1984).

Job dissatisfaction due to stress can affect many aspects of work, including relationships with coworkers, relationships with managers, and feelings of work comfort (Hack et al., 2001). Decreased work comfort can lead to absenteeism, turnover, and other negative impacts that affect organizational stability and performance. So, it is important to develop policies that can reduce work demands and increase work comfort, such as training managers to deal with work stressors and creating a supportive work environment.

The influence of work comfort on employee performance

The beta value of the influence of work comfort on employee performance is 0.393 . These results show that work comfort has a positive effect on employee performance. Employees who are satisfied with their work will perform better, because work comfort is often associated with motivation and commitment to work (Judge & Bono, 2001). Job comfort can increase morale, engagement, and motivation, all of which contribute to employee productivity.

Job comfort is often influenced by many aspects, such as fair wages, professional development, and a positive work environment (Locke, 1976). Organizations that successfully support a work environment will benefit from increased employee productivity, which can improve overall productivity and performance.

The influence of work encouragement on employee performance

The beta coefficient for promotion between employees is 0.333. These results indicate that job support is beneficial for employees. Work drive motivates employees and exerts effort in their work, thereby influencing performance (Ryan & Dacey, 2000). Motivated employees are more active, cooperative, and productive than disengaged employees.

Aspects that can influence work motivation include identification and satisfaction, work development, and work comfort (Herzberg, 1966). Performance promotion can be achieved through effective feedback, opportunities for growth and development, and praise for employee achievements and participation. By improving performance, organizations can improve employee performance and achieve better business goals.

The role of job comfort as a mediator

The results of path analysis show that work comfort moderates the influence of job demands and employee performance. High work demands have a negative effect on work comfort which has a negative impact on employee performance. For example, high work motivation can create work comfort which can be beneficial for employees. Work comfort as a bridge between stress and work motivation and employee performance.

In this context, work comfort states that stress and motivation can directly influence work performance. A decrease in work comfort due to stress can reduce performance, while a decrease in work comfort due to high motivation can increase performance. This emphasizes the importance of work comfort management in organizational strategies to improve employee performance.

CONCLUSION

The following research shows that work demands have a negative impact on employee performance and reduce work comfort. These findings indicate that job demands can reduce employee satisfaction by reducing work comfort. On the other hand, work support shows that employees directly and indirectly benefit from work comfort. Job comfort plays an important role as a mediator that connects job demands and work motivation with employee performance, thereby influencing overall health. Based on the results of the analysis, it is recommended that PT. BPR Sanur Village uses strategies to manage and reduce work demands and motivate employees in the workplace. Work comfort can be achieved through better stress management, recognition and appreciation for performance, and increased performance. By improving aspects that influence work comfort and motivation, companies can improve employee performance, which in turn will lead to improvement and achievement of performance goals.

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