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Environmental Influence Work and Communication on Work Stress and Employee Performance Inna Bali Heritage Hotel

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Abstract: Currently, Hotel Inna Bali Heritage is facing various dynamics that affect the company's performance. In an effort to optimize performance and address market challenges, strategic management approaches have become essential and cannot be overlooked. This study aims to explore the impact of the work environment and communication on employee job stress and performance at Hotel Inna Bali Heritage. Using a quantitative approach with inferential statistical analysis, the study found that a comfortable and safe work environment has a negative and significant impact on employee job stress, meaning that good facilities can reduce stress levels. Effective communication between management and employees, as well as among coworkers, was also found to reduce job stress, with results indicating that smooth communication creates a more comfortable environment and minimizes confusion. Furthermore, the study results show that a supportive work environment significantly improves employee performance, with employees working in more comfortable conditions demonstrating higher levels of productivity. Clear and open communication also contributes to improving employee performance by helping them understand tasks and expectations. However, the study also found that high job stress negatively affects employee performance, as high levels of stress reduce employees' ability to work effectively.

Keyword: Job Stress, Communication, Work Environment, Employee Performance

INTRODUCTION

In the current era of globalization, competition in the business world is getting tighter, the hotel sector is also not free from these challenges. According to Naryono (2018) describes the shift in the hotel industry triggered by advances in science and technology. This new era requires hotel companies to compete and provide high-quality services to meet the demands of an increasingly exciting market. One example that illustrates this situation is the Inna Bali Heritage Hotel, located on the Island of the Gods, Bali, Indonesia. Currently, this hotel is facing various dynamics that affect the company's performance. In an effort to optimize performance

and answer market challenges, a strategic management approach is something that cannot be ignored.

The geographical location of Hotel Inna Bali Heritage in Bali provides significant potential and advantages. With access to popular tourist destinations around the world, the hotel is able to attract international guests seeking a unique experience on this beautiful island. With quality facilities, such as an inviting tropical swimming pool and pampering spa services, the hotel has created its own attraction for tourists. The emphasis on service principles is also a differentiator that drives an extraordinary stay experience.

Based on initial observations at Hotel Inna Bali Heritage, it can be seen that the current employee list includes several main departments such as Room Department, Food & Beverage, and A & G, with positions such as Front Office Supervisor (1 person), Housekeeping Attendance (3 people), Chef de Partie (1 person), and others. The total workforce is divided into various positions, such as Front Office Attendant (2 people), Room Supervisor (1 person), Housekeeping Attendance (3 people), and a number of other positions in the accounting, engineering, and marketing departments with a total of 23 employees.

Although the work environment at Inna Bali Heritage Hotel supports daily activities, there are other challenges related to the physical condition of the hotel. Old buildings and equipment that do not receive adequate maintenance can affect the effectiveness of employee work. The inability to work efficiently due to inadequate facilities can make some employees feel frustrated, so they choose to resign. This phenomenon is often referred to as an unfriendly work environment (Yuliati in Putra, 2019).

Communication is important in an organization between members and leaders. Leaders and employees talk to each other through communication. Communication, according to Saputra (in Sudrajat's research, 2021), is a way to convey and divide tasks in a company and a solution to decreasing job satisfaction. Communication is also a way to learn someone's behavior.

If communication occurs in an organization, it will form a good communication climate. A good communication climate can increase employee productivity and help the organization achieve its goals. A negative communication climate, on the other hand, can make it difficult to achieve organizational goals. Conversely, members who have a bad communication environment do not dare to communicate openly and with brotherhood. Maharani (2018) It is very important that the communication environment in an organization affects the life of each member, including who they talk to, who they like, feelings, work activities, progress, goals, and adjustments.

Employees face communication problems due to lack of coordination between them and their superiors. In addition, lack of communication causes frequent conflicts between leaders and staff. Communication problems in the company can be seen from the low frequency of communication between superiors and employees. This lack of interaction makes employees tend to have a negative view of their superiors and are reluctant to address problems. In addition, a communication approach that is dominated by unilateral instructions from superiors, without involving feedback from employees, causes stress among staff. This disrupts internal communication channels and disrupts the company's communication system, which reduces overall effectiveness.

One of the factors that can influence the development of work stress is emotional intelligence (Ramadani et al., in Riznanda 2023). The role of emotional intelligence acts as a bridge in managing stress experienced by employees. When individuals are faced with stress triggers (*stressors*), emotional intelligence plays an important role in handling the distress. Based on various stress theories and related research, there is a proven relationship between emotional intelligence and work stress. Employees with high emotional intelligence are able to effectively overcome various problems, thereby preventing conflicts that can be a source of

stress (Parasian & Adiputra in Riznanda 2023). Thus, this confirms that emotional intelligence has a significant influence on the occurrence of work stress in employees.

This is in line with various studies that show that there is a negative relationship between emotional intelligence and work stress levels. Research by Baharudin et al., (2020) showed that high emotional intelligence can reduce work stress levels, because individuals who have good abilities in managing emotions and interacting with others tend to be better able to cope with pressure in the workplace. High emotional intelligence also motivates individuals to take actions that not only benefit themselves but also benefit others, increasing overall well-being. Another study (Sanjaya in Khodir, 2023) stated that individuals with high emotional intelligence are better able to manage and cope with work stress more effectively, so they experience lower stress levels. Conversely, those with low emotional intelligence may have difficulty dealing with pressure in the workplace, which can lead to increased stress.

Sari & Oktariani's research (2021) explains that emotional intelligence has a significant relationship with employee work stress. If an employee's emotional intelligence is high, then the work stress they have is low and vice versa if emotional intelligence is low, then work stress is high. Good emotional intelligence will help individuals deal with various problems and be able to manage work stress well. Each individual must have different emotional intelligence, therefore the ability to deal with stress is also different. Emotional intelligence will make employees more productive in doing their work.

According to Issom and Aprillia (2019), emotional intelligence will greatly influence individuals towards the better by motivating themselves, not easily frustrated and will avoid work stress so that they will always be productive and think positively. Emotional intelligence will be able to make someone have strong resistance to pressure. The aspect of work itself is the forerunner of work stress which can result in other problems such as layoffs, health and mental problems, decreased work productivity, and so on. Stress can also be caused by how the organization treats its employees, and employee acceptance of the organization. However, acceptance of the source of stress depends on how the individual manages the stress they receive.

Good stress management will make individuals enthusiastic in doing their work. One of them is with emotional intelligence. Individuals with good awareness and emotional management will find it easier to overcome various problems that arise in their lives (Goleman in Khodir, 2023). In addition, individuals with high emotional intelligence will be able to motivate themselves against the pressure that arises. The ability in social relationships and empathy makes individuals have the enthusiasm to overcome problems. This proves that the theory is in line with the results of this study that high emotional intelligence will be able to overcome work stress experienced by employees.

Andewi et al.'s research (in Khodir, 2023) produced a significant influence between emotional intelligence and work stress, high work stress will be easily handled with high emotional intelligence. Bellinda's research (in Khodir, 2023) produced a negative relationship between work stress and emotional intelligence. A certain amount of stress can lead to innovative ideas and constructive output if the individual has good emotional intelligence.

METHOD

The method used in this study is quantitative research methodology. This strategy uses a quantitative strategy with inferential statistical analysis. One of the statistical sciences known as inferential statistics sets out to estimate study parameters and test study hypotheses to obtain conclusions from the study (Rangkuti, 2017). The explanatory approach is the research methodology used in this study. Explanatory studies are techniques created to examine phenomena that have not been studied before or that have not been adequately explained before. The object of research is something that is of concern in a study because the object of research is the target to be achieved to obtain answers or solutions to the problems that occur.

RESULTS AND DISCUSSION

Descriptive Statistics Results Table

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WORK ENVIRONMENT	24	9	15	11.29	2,095
COMMUNICATION	24	8	15	11.04	2,095
WORK_STRESS	24	3	10	6.92	2.020
EMPLOYEE_PERFORMANCE	24	8	15	11.04	2.177
Valid N (listwise)	24				

Source: Data processed by SPSS, 2025

Based on the results of descriptive statistical testing on 24 respondents, it can be explained as follows. The work environment variable has a minimum value of 9, a maximum value of 15, a mean value of 11.29, and a standard deviation of 2.095. The communication variable has a minimum value of 8, a maximum value of 15, a mean value of 11.04, and a standard deviation of 2.095. The work stress variable has a minimum value of 3, a maximum value of 10, a mean value of 6.92, and a standard deviation of 2.020. The employee performance variable has a minimum value of 8, a maximum value of 15, a mean value of 11.04, and a standard deviation of 2.177. The existence of a mean greater than this standard deviation indicates that it has a relatively small variation.

Simultaneous Testing Results Table

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106,997	3	35,666	363,612	.000 ^b
	Residual	1,962	20	.098		
	Total	108,958	23			

a. Dependent Variable: EMPLOYEE_PERFORMANCE

b. Predictors: (Constant), WORK_STRESS, WORK_ENVIRONMENT, COMMUNICATION

Source: Data processed by SPSS, 2025

Based on the F test on the regression equation, the F table value (nk;k-1) was obtained as 3.47. This shows that the calculated F 363.612 > F table value, which is 3.47 or sig. (0.000) ≤ α (0.05). The results of the F test indicate that the variables of work environment, communication, and work stress simultaneously have a significant influence on employee performance, or it can be said that the multiple regression model has accuracy or suitability with the research data (goodness of fit).

Reliability Results Table

	Cronbach's Alpha	Composite Reliability
WORK ENVIRONMENT	0.835	0.901
COMMUNICATION	0.814	0.890
EMPLOYEE PERFORMANCE	0.850	0.909
WORK STRESS	0.838	0.903

Source: Data processed by SmartPLS, 2025

Based on the table above, it can be seen that the Cronbach's alpha and composite reliability values for the three variables are greater than 0.7. It can be concluded that the three variables are reliable.

R-Square Results Table

	R Square	R Square Adjusted
EMPLOYEE PERFORMANCE	0.981	0.978
WORK STRESS	0.931	0.924

Source: Data processed by SmartPLS, 2025

Based on the table above, it can be seen that the R-Square Adjusted value of the employee performance variable is 0.978, which means that the work environment, communication, and work stress variables influence the employee performance variable by 97.8%, the remaining 2.2% is influenced by variables outside this research model.

F-Square Results Table

	EMPLOYEE PERFORMANCE	COMMUNICATION	WORK ENVIRONMENT	WORK STRESS
EMPLOYEE PERFORMANCE				
COMMUNICATION	0.366			0.487
WORK ENVIRONMENT	0.437			0.298
WORK STRESS	0.539			

Source: Data processed by SmartPLS, 2025

Based on the table above, it can be seen that the F- Square value of the communication variable on employee performance is 0.366 which means that the communication variable has a strong influence on employee performance while on work stress is 0.487 which means that the variable has a strong influence on work stress. The F- Square value of the work environment variable on employee performance is 0.437 which means that the work environment variable has a strong influence on employee performance while on work stress is 0.298 which means that the variable has a moderate influence on work stress. While work stress has an F- Square value of 0.539 which means that the work stress variable has a strong influence on employee performance.

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Discussion

The Influence of Work Environment on Job Stress

Based on the results of partial testing (t-test), it can be seen that the t-value of the work environment variable is $2.375 > 1.64$ and the p-value is $0.009 < 0.05$ and the original sample is negative (-0.429). So it can be concluded that the work environment variable has a negative and significant effect on work stress. Thus, the first hypothesis stating that the work environment has a negative and significant effect on work stress at the Inna Bali Heritage Hotel is accepted.

A comfortable and safe working environment has a significant influence on the level of employee work stress. At Hotel Inna Bali Heritage, the analysis results show that most employees feel comfortable with the facilities provided. This comfort helps employees to work more productively without any disturbances that can increase stress. With a high score on the comfort of facilities, it can be concluded that a work environment that supports employees' physical condition can reduce the potential for stress. In addition, most employees feel that their work environment is free from disturbances that hinder productivity, which further reduces pressure and stress at work. A working condition that is free from disturbances allows employees to focus on tasks without worrying about external factors.

The Influence of Communication on Work Stress

Based on the results of partial testing (t-test), it can be seen that the t-value of the communication variable is $3.079 > 1.64$ and the p-value is $0.001 < 0.05$ and the original sample is negative (-0.549). So it can be concluded that the communication variable has a negative and significant effect on work stress. Thus, the second hypothesis stating that communication has a negative and significant effect on work stress at the Inna Bali Heritage Hotel is accepted.

Good communication between management and employees, as well as between co-workers, has a significant impact on work stress at Hotel Inna Bali Heritage. When communication is smooth, employees feel more comfortable and connected to their work environment, which in turn can reduce stress levels. Effective relationships facilitate a better

understanding of tasks and expectations, so employees can work with more confidence and avoid confusion.

The Influence of Work Environment on Employee Performance

Based on the results of partial testing (t-test), it can be seen that the t-value of the work environment variable is $2.209 > 1.64$ and the p-value is $0.014 < 0.05$ and the original sample has a positive value of 0.313. So it can be concluded that the work environment variable has a positive and significant effect on employee performance. Thus, the third hypothesis stating that the work environment has a positive and significant effect on employee performance at the Inna Bali Heritage Hotel is accepted.

A comfortable and supportive work environment greatly influences employee performance at Hotel Inna Bali Heritage. Employees who feel comfortable with the facilities provided tend to have higher productivity because they feel more supported in completing their tasks. The comfort of the facilities allows employees to work more efficiently without being disturbed by deficiencies or discomfort.

The Influence of Communication on Employee Performance

Based on the results of partial testing (t-test), it can be seen that the t-value of the communication variable is $1.827 > 1.64$ and the p-value is $0.034 < 0.05$ and the original sample has a positive value of 0.307. So it can be concluded that the communication variable has a positive and significant effect on employee performance. Thus, the fourth hypothesis stating that communication has a positive and significant effect on employee performance at the Inna Bali Heritage Hotel is accepted.

Good communication between management and employees, as well as between co-workers, has a direct impact on employee performance at Hotel Inna Bali Heritage. When communication between management and employees runs smoothly, employees feel clearer about expectations and tasks they need to complete, which ultimately improves their performance. This is in line with the results of employee performance analysis, where the majority of employees are satisfied with their achievements at the hotel.

The Influence of Work Stress on Employee Performance

Based on the results of partial testing (t-test), it can be seen that the t-value of the work stress variable is $2.200 > 1.64$ and the p-value is $0.014 < 0.05$ and the original sample is negative (-0.388). So it can be concluded that the work stress variable has a negative and significant effect on employee performance. Thus, the fifth hypothesis stating that communication has a negative and significant effect on employee performance at the Inna Bali Heritage Hotel is accepted.

High work stress can have a significant negative impact on employee performance at Hotel Inna Bali Heritage. Based on descriptive analysis of work stress, most employees reported feeling stressed, especially related to excessive work demands or lack of support. This affects their ability to work effectively, which is reflected in low satisfaction with their performance. Employees who feel stressed are more likely to have difficulty focusing on their tasks, which in turn reduces productivity and work quality.

CONCLUSION

Based on the results of the research and discussions that have been conducted, several things can be concluded as follows:

1. The work environment has a negative and significant influence on employee work stress at Hotel Inna Bali Heritage. This shows that a comfortable and safe work environment can reduce employee stress levels. Adequate facilities and a distraction-free environment help employees to work more productively without excessive pressure. However, there are still

several aspects of the work environment that need to be improved to support employee work effectiveness more optimally.

2. Good communication between management and employees, as well as between coworkers, has a negative and significant impact on work stress. Smooth and effective communication helps employees feel more comfortable and connected to their work environment, thereby reducing stress levels. However, a lack of adequate information can increase uncertainty and confusion, potentially adding to employee stress.
3. The work environment has a positive and significant influence on employee performance. A comfortable and supportive work environment allows employees to work more efficiently and productively. Adequate facilities and a distraction-free environment help employees to focus on their tasks, thereby improving their performance.
4. Good communication between management and employees, as well as between coworkers, has a positive and significant impact on employee performance. Effective communication makes it easier for employees to understand tasks and expectations, so they can work more confidently and produce better performance. However, a lack of clear information can reduce the quality and effectiveness of employee work.
5. Job stress has a negative and significant impact on employee performance. High levels of stress can reduce employee productivity and work quality. Employees who feel stressed tend to have difficulty focusing on their tasks, which ultimately reduces their performance. Therefore, it is important to manage employee stress levels so that they can work optimally.

Suggestion

Based on the research results and conclusions that have been outlined, here are some suggestions that can be considered:

1. Work Environment Improvement

Hotel Inna Bali Heritage is advised to continue to improve the quality of the work environment, especially in terms of facilities and support provided to employees. A comfortable and safe work environment will help reduce employee stress and increase their productivity. In addition, the hotel can consider creating a break room or relaxation area for employees to reduce work pressure.

2. Improved Communication

Hotel management is advised to ensure that communication between management and employees, as well as between co-workers, runs smoothly and effectively. Clear and complete information should be provided to employees so that they can understand their duties and expectations well. In addition, management may consider conducting communication training to improve employee communication skills.

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