



From Culture to Performance: Unpacking the Role of Job Stress in the Modern Coffee Workplace at Surabaya

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Abstract:

This study investigates how organizational culture and job characteristics influence job performance, mediated by job stress, among employees of Ame Coffee. Data were collected from 115 respondents across Ame Coffee outlets using purposive sampling, with questionnaires distributed via Google Forms. Demographic variables such as gender, age, education, and work tenure were analyzed. Partial Least Squares (PLS) analysis in PLS 4.0 revealed that organizational culture significantly affects job stress and, indirectly, job performance. However, job stress itself does not directly impact performance. Surprisingly, job characteristics showed no significant influence on either job stress or performance when mediated by stress. These findings underscore the critical role of organizational culture in shaping workplace dynamics while suggesting the need for further research on job design and employee well-being.

Keywords: Organizational Culture; Job Characteristics' Job Stress; Job Performance

1. Introduction

In the era of Business 4.0, the competitive landscape across industries has transformed dramatically. The surge of enterprises—both large and small—offering similar products and services has made differentiation increasingly challenging. What sets successful businesses apart is their ability to innovate and optimize internal operations, particularly in managing their workforce. Employees are undeniably the backbone of organizational success, and their performance hinges on a supportive work environment, effective Human Resource Management (HRM), and alignment with corporate goals.

A productive organization is one that cultivates a culture capable of unlocking employee potential while addressing human-centric challenges. However, many companies struggle with issues like job stress, which arises from mismatched expectations, excessive workloads, and inadequate support systems. Unmanaged stress can erode performance, job satisfaction, and overall productivity, underscoring the critical role of HRM in fostering resilience and engagement.

Organizational culture is a powerful determinant of employee performance. As Black & La Venture, (2018) argued, a strong, adaptive culture not only enhances individual output but also reinforces collective purpose and collaboration. Kotter and Heskett (2008) further emphasize that culture—defined by shared values, norms, and behaviors—distinguishes organizations and shapes employee conduct. Job characteristics, such as task variety, autonomy, and significance, also play a pivotal role in performance and satisfaction (Hackman & Oldham, 1974). When these characteristics align with employee capabilities, they foster engagement and reduce stress. Conversely, misalignment can lead to discomfort, diminished productivity, and emotional strain.

Despite the recognized importance of organizational culture and job design, many companies—especially those with young workforces—fail to address the interplay between these factors and job stress. Ame Coffee (one of modern coffees at Surabaya), for instance, employs a predominantly young demographic (aged 18–28), which may be more susceptible to stress due to limited experience and adaptability. This raises critical questions: 1). How does organizational culture influence job performance in such settings? 2). What role do job characteristics play in mitigating or exacerbating stress? and 3). How can organizations bridge the gap between theoretical frameworks and practical implementation?

Existing studies on this topic have yielded inconsistent results, often due to suboptimal work cultures or overlooked mediating factors like job stress. While prior research highlights the individual impacts of culture and job design, few studies explore their combined effects, particularly in dynamic, youth-dominated workplaces like Ame Coffee.

State of the Art this study advances the discourse by: a) Integrating multiple variables: Examining how organizational culture and job characteristics jointly influence performance through the lens of job stress. b) Focusing on a unique demographic: Investigating young employees, a group often underrepresented in HRM literature despite their growing presence in the workforce. c) Providing actionable insights: Offering practical strategies for businesses to enhance productivity by addressing cultural and structural misalignments.

The purpose of this research is to: 1). Examine how job characteristics and organizational culture affect Ame Coffee workers' job performance. 2). Evaluate how job stress functions as a mediator in this relationship. 3). Provide evidence-based suggestions for creating a positive work atmosphere that increases output and lowers stress. By tackling these goals, the research hopes to make a theoretical and practical contribution, assisting firms in navigating the challenges of workforce management in a world that is competitive and changing quickly.

2. Literature review

2.1 Theoretical background

Three major factors impact employees' performance: Ability (skills and competencies), Motivation (intrinsic and extrinsic drive), and Opportunity (supportive environment and autonomy to perform). This is explained by the well-known Ability-Motivation-Opportunity (AMO) model in human resource management. In order to enhance results at the individual and organizational levels, this model makes it clearer how organizational practices can be set up (Bos-Nehles et al., 2023).

Organizational culture significantly shapes the "opportunity" component of the AMO model. A culture that promotes learning, collaboration, and ethical behavior provides employees with the right conditions to apply their abilities and stay motivated. AMO-enhancing HR practices (e.g., open communication, shared values) are instrumental in building a learning organizational culture (Naqshbandi et al., 2024). When organizations foster a strong culture of trust and inclusion, employees perceive greater opportunities to contribute meaningfully, leading to better outcomes.

Job characteristics such as autonomy, task variety, and significance directly relate to the "opportunity" and "motivation" dimensions of AMO. When jobs are well-designed, employees are more likely to feel empowered and motivated to perform. Research confirms that integrating AMO principles into job design increases engagement and satisfaction, especially when employees are given autonomy and clear goals (Obaid et al., 2022).

The AMO model states that ability (A), motivation (M), and opportunity (O) determine performance (P), so that $AMO = P$. When employees possess the skills, are motivated, and are given the chance to perform, higher productivity and performance are the result (Kellner et al., 2020). This has been supported by findings in both manufacturing and service sectors as well as healthcare and project environments (Lopes Barakat et al., 2021).

Although less frequently discussed in direct AMO terms, job stress can be influenced by deficits or imbalances in any of the AMO elements. Lack of ability can lead to role ambiguity,

low motivation can result in disengagement, and insufficient opportunity can create feelings of powerlessness. Longitudinal studies among healthcare professionals show that supportive environments (opportunity) and strong mentorship (motivation) significantly reduce burnout and enhance well-being (Lin et al., 2025). HRM practices aligned with AMO can help reduce emotional exhaustion and promote job satisfaction (Salas-Vallina et al., 2021).

2.2 Organizational culture

Within a business, employee attitudes, behaviors, and overall performance are greatly influenced by the organizational culture. It acts as a shared system of values, beliefs, and practices that not only define how work is done but also influence how employees relate to one another and to the organization's mission. Culture offers a blueprint for acceptable conduct, serving as both a motivational force and a behavioral compass.

Organizational culture is both deeply embedded and complex, making it difficult to manage or leverage without a nuanced understanding. Beach (1993) similarly emphasized that culture is the core of organizational life, influencing everything from formal directives to informal norms. It prescribes what should or should not be done, forming a behavioral framework that guides daily activities. This idea is echoed by Kreitner et al. (1995), who conceptualize organizational culture as a "social glue" that binds individuals with different personalities and values into a cohesive whole.

More recent empirical studies reinforce these foundational perspectives. For instance, Zebua et al., (2024) found that organizational culture significantly influences employee performance, with 55.3% of performance variance explained by cultural factors in their case study at a public utility firm (Zebua et al., 2024). A similar conclusion was reached by Iskamto, (2023), whose quantitative analysis revealed that culture accounted for 26.6% of employee performance in a government institution in Indonesia (Iskamto, 2023). Organizational culture is not monolithic—it comprises multiple dimensions such as trust in leadership, fairness in task distribution, clarity in vision and mission, and a supportive work environment. These dimensions have been shown to foster both emotional commitment and professional engagement. The specific indicators such as adherence to corporate values, trust in leadership, fair job allocation, and a conducive work environment as key cultural elements influencing employee performance.

Further analysis by Priyadharsan & Nithiya, (2020) found a direct correlation between employee performance and five cultural dimensions: employee participation, job security, supervision quality, work environment, and employee benefits. Their findings suggest that a moderate but well-managed culture can positively shape staff behavior and institutional productivity.

Beyond performance outcomes, organizational culture also plays a mediating role in areas like stress reduction, employee retention, and innovation. Opuala-Charles & Seun Samuel, (2023) emphasize that when employees feel aligned with organizational values, they tend to exhibit stronger commitment and proactive behaviors, which ultimately enhances team synergy and business success.

However, the influence of organizational culture is not uniformly positive. Cultural misalignment—especially in fast-changing or diverse environments—can lead to conflict, stress, and decreased performance. Thus, culture must be actively nurtured and periodically realigned with organizational goals and employee expectations

2.3 Job Characteristics

Job characteristics are the particular qualities of a job that influence how workers feel, think, and act in their employment. Five essential dimensions—autonomy, feedback, job identity, task significance, and skill variety—are rooted in Hackman and Oldham's Job Characteristics Model (JCM) and are found to be crucial for improving performance, motivation, and satisfaction. These factors contribute to the explanation of why some careers are more influential and gratifying than others.

The substantial correlation between well-designed job characteristics and employee performance has been confirmed by recent empirical research. According to a study by Wirastuti et al., (2023) for example, job characteristics have a considerable impact on employee performance and account for 55% of the variance among Central Yamaha Palu employees (Wirastuti et al., 2023). In a study with 100 participants, K. S. Kim, (2023) also showed a strong positive association between job attributes and employee performance, highlighting the clear link between enriching job attributes and improved performance results. Job characteristics also indirectly impact performance through employee well-being and job satisfaction. Manikrishna & Professor, (2025), in a large-scale study of the Indian banking sector, found that job characteristics such as skill variety and task significance positively influenced employee well-being, which in turn enhanced performance. Notably, autonomy and feedback showed weaker effects in this context, underscoring the importance of tailoring job design to specific environments (Manikrishna, 2025). The motivational potential of job characteristics also interacts with internal factors such as self-evaluation and commitment. According to (Pujol-Cols, 2019), the relationship between core self-evaluation and job satisfaction is mediated by job characteristics, meaning that employees' motivation and sense of purpose are greatly influenced by how they view their roles. Furthermore, Kee et al. (2016) argue that elements such as job promotion opportunities, income, job security, and workplace learning are predictors of organizational commitment, and may function independently or in conjunction with internal marketing strategies to foster performance.

However, findings in the field are not always consistent. A review by Minoo Matilu & Peter, (2018) found that while job characteristics are generally linked to positive psychological outcomes such as motivation and satisfaction, their influence on actual behavioral outcomes like performance and turnover is less conclusive. The review calls for more robust empirical studies, particularly in non-Western and emerging market contexts (Minoo Matilu & Peter, 2018). To effectively assess job characteristics, Idaszak and Drasgow (1987) developed measurement indicators that remain widely used today. These include:

1. Use of high-level, complex skills
2. Completion of whole, identifiable pieces of work
3. Significance and meaning of the job in a broader context
4. Autonomy and independence in task execution
5. Clear feedback on work performance

The literature strongly supports the idea that job characteristics are central to understanding and improving employee performance. Well-designed jobs do more than assign tasks—they shape experiences, boost satisfaction, and drive commitment. Yet, contextual and individual differences mean that job design must be flexible, strategic, and responsive to organizational needs and employee capacities.

2.4 Job Performance

Job performance is widely acknowledged as a critical component of organizational success. It refers to how effectively an employee fulfills their job responsibilities and contributes to achieving organizational goals. According to Waldman and David (1994), job performance reflects both behavior and results aligned with assigned roles. Similarly, job performance as the quality and quantity of work achieved by an employee, while Soeprihantono (1988) emphasizes performance as a measure of output compared to predefined standards or goals.

Recent research continues to expand our understanding of what drives job performance in modern organizations. A key study by Venkatesan and Vishwanathan (2024) highlights work-life balance, rewards, and training and development as significant contributors to employee performance in the IT sector. Their findings suggest that when employees are supported both personally and professionally, they tend to perform better in their roles (Venkatesan & Vishwanathan, 2024).

Song, (2024) offers a broader perspective, arguing that job performance is shaped by a complex interaction of individual attributes, job characteristics, and organizational context. Her

study emphasizes the role of effective job design and job satisfaction as critical in unlocking employee potential and maintaining high levels of performance.

Moreover, empirical evidence points to the significance of training and proactive personality traits in enhancing performance. A study found that continuous development and a proactive mindset positively influence non-executive employees' performance, suggesting that internal motivation and learning play essential roles in sustaining productivity (Baloch et al., 2022). Additionally, job satisfaction has been consistently shown to correlate with better performance outcomes. In a healthcare context, satisfaction with management, working hours, recognition, and job security directly impact how employees perceive and deliver on their performance responsibilities (Karaferis et al., 2022). To assess job performance more concretely, practical indicators that capture both employee behavior and organizational results, such as:

- A fair and professional reward system
- Increased bonuses for high-achieving employees
- Motivating training and development programs
- Low absenteeism
- Consistent achievement or surpassing of company targets
- Profitability and asset growth reflected in financial reports

The literature demonstrates that job performance is a multi-dimensional construct influenced by personal, organizational, and environmental factors. From intrinsic traits like motivation to external enablers like training and reward systems, performance is not static—it is cultivated. For organizations aiming to thrive in competitive environments, investing in job design, employee support systems, and continuous development emerges as a strategic imperative

2.5. Job Stress

In a variety of professional contexts, job stress is becoming a more common worry. When job demands don't align with an employee's resources, needs, or talents, it refers to the emotional and physical responses that follow. Occupational psychology and human resource management study on job stress is crucial since it can eventually affect both individual well-being and organizational productivity.

According to a common definition, job stress is the negative mental and physical reactions that occur when job requirements do not match employees' resources or talents. According to Guerra et al., (2024) stress is a psychological condition triggered by demands perceived as taxing or exceeding an individual's adaptive capacity. Wei et al., (2025) further characterize job stress as a near-universal phenomenon with significant implications for health, often surpassing even family or financial pressures in its negative effects. Ibrahim et al., (2022) view stress as an adaptive response influenced by individual differences and emerging from events that place particular demands on a person. These foundational definitions emphasize the multifactorial and subjective nature of stress responses in the workplace.

Several key drivers of workplace stress, including: a). Inadequate compensation; b). Excessive workload; c). Lack of recognition; c). Limited career advancement opportunities. Recent studies have confirmed and expanded upon these factors. For instance, Allan et al. (2025) developed and validated the *Work Precarity Scale*, identifying job insecurity and lack of support as central components of stress in precarious employment settings (Allan et al., 2025). Moreover, Cascella et al., (2025) utilized deep learning models to analyze how psychological stress in anesthesiologists is linked to demographic and workplace variables, highlighting high cognitive demands and lack of control as key predictors of burnout (Cascella et al., 2025).

Cascella et al., (2025) outlined 13 self-reported indicators to assess job stress, including perceived complexity, high workload, overtime frequency, interpersonal conflict, isolation, and lack of managerial support. These indicators have been echoed and expanded in more recent empirical assessments: Karaferis et al., (2022) used both physiological and psychological stress markers to assess the efficacy of exercise-based interventions in managing workplace stress. May

et al., (2025) studied the impact of a mobile health app intervention on DHL employees, linking improvements in job stress to reductions in somatic complaints and enhanced work-life balance. These measurement models confirm that job stress manifests across emotional, behavioral, cognitive, and physiological domains.

Job stress not only deteriorates employee health—leading to anxiety, depression, and cardiovascular issues—but also compromises job satisfaction, performance, and retention. Zhang Yunfeng, (2025) found that chronic stressors significantly increase depression symptoms, linking stress biomarkers like the uric acid to HDL ratio with emotional distress. Similarly, a longitudinal pilot study by May et al., (2025) demonstrated how sociodemographic and work-related stressors predict declines in mental well-being, underscoring the need for proactive mental health strategies in organizations.

In summary, job stress is a multifaceted construct influenced by individual, organizational, and societal variables. While the roots of job stress lie in mismatches between demands and capacities, the pathways through which it impacts individuals are complex and interwoven. The literature consistently emphasizes the need for reliable assessment tools, organizational support, and targeted interventions to mitigate its effects.

3. Research Method

This study utilizes quantitative data. The primary data source consists of employees from modern cafés in Surabaya. Data was collected directly through online questionnaires distributed to employees of Ame Coffee via Google Forms. A total of 115 completed questionnaires met the criteria for further analysis. To analyze the data, the study employed Structural Equation Modeling (SEM) using the SmartPLS 3.0 software. The analysis comprised an evaluation of the structural model (inner model), which looks at the relationships between variables, and the measurement model (outer model), which assesses validity and reliability.

Outer model Analysis

Validity Testing

For the research instrument to measure what it is supposed to assess, validity testing is an essential step. In accordance with methodological principles and suggestions from previous SEM research, the questionnaire's validity is evaluated in this study utilizing convergent and discriminant validity.

Convergent validity assesses if a construct's indicators are highly connected and represent the same underlying idea. Average Variance Extracted (AVE) is typically used to evaluate this; satisfactory convergence is indicated by an AVE value of ≥ 0.50 . $AVE \geq 0.6$ is deemed appropriate for exploratory research, however $AVE \geq 0.7$ may be necessary for confirmatory investigations in order to guarantee better convergent evidence. In this context, AVE represents the average amount of variance that a latent construct explains in its associated indicators.

Table 3.1
Result of Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
<i>Organization Culture (OC)</i>	0,509
<i>Job Characteristic (JC)</i>	0,517
<i>Job Performance (JP)</i>	0,508
<i>Job Stress (JS)</i>	0,652

Source: Created by authors

Based on the table above, it can be concluded that the AVE values obtained indicate that each variable in the study meets the validity criteria. In addition to using the AVE method, the researcher also assessed validity through outer loadings, with a threshold value of ≥ 0.5 for acceptable indicator validity.

Table 3.2
Results of Outer Loadings Convergence Test

	<i>Organization Culture</i>	<i>Job Characteristic</i>	<i>Job Performance</i>	<i>Job Stress</i>
OC1	0,710			
OC2	0,703			
OC3	0,729			
OC4	0,712			
JC1		0,701		
JC2		0,713		
JC3		0,724		
JC4		0,714		
JC5		0,744		
JP1			0,714	
JP2			0,716	
JP3			0,720	
JP4			0,705	
JP5			0,709	
JP6			0,714	
JS1				0,811
JS2				0,870
JS3				0,785
JS4				0,826
JS5				0,862
JS6				0,701
JS7				0,729
JS8				0,837

Source: Created by authors

The data above shows that all indicators have outer loadings >0.5 . Therefore, this study can be considered to have met the requirements for convergent validity testing.

Contrarily, discriminant validity describes how much a construct in the model is actually different from other constructs. It guarantees that phenomena not captured by other variables are captured by a construct. When the square root of the AVE for each concept is higher than the correlations with other constructs, discriminant validity is verified. The cross-loading criterion, which states that each indicator should load more on its own construct than on any other, is another popular technique. As a general rule, adequate discriminant validity is defined as a loading value ≥ 0.70 (Afthanorhan et al., 2021).

Table 3.3
Cross-loading Discriminant Validity Test

	<i>Organization Culture (OC)</i>	<i>Job Characteristic (JC)</i>	<i>Job Performance (JP)</i>	<i>Job Stress (JS)</i>
OC1	0,710	0,405	0,379	-0,530
OC2	0,703	0,486	0,481	-0,231
OC3	0,729	0,394	0,496	-0,259
OC4	0,712	0,364	0,424	-0,293
JC1	0,436	0,701	0,403	-0,204
JC2	0,460	0,713	0,424	-0,302
JC3	0,347	0,724	0,368	-0,140
JC4	0,373	0,714	0,439	-0,134
JC5	0,446	0,744	0,322	-0,189
JP1	0,519	0,350	0,714	-0.113
JP2	0,461	0,437	0,716	-0.154
JP3	0,373	0,317	0,720	-0.229
JP4	0,435	0,320	0,705	-0.077
JP5	0,411	0,468	0,709	-0.212
JP6	0,433	0,443	0,714	-0.263
JS1	-0,321	-0,113	-0.072	0,811
JS2	-0,462	-0,237	-0.216	0,870
JS3	-0,345	-0,131	-0.174	0,785
JS4	-0,485	-0,340	-0.242	0,826
JS5	-0,379	-0,267	-0.162	0,862
JS6	-0,310	-0,265	-0.163	0,701
JS7	-0,236	-0,133	-0.237	0,729
JS8	-0,409	-0,226	-0.258	0,837

Source: Created by authors

The analysis of the cross-loading values reveals that all variables meet the established threshold of ≥ 0.7 , as indicated by the bolded values in the results. This demonstrates strong discriminant validity, confirming that the indicators for each variable are well-aligned with their respective constructs. Such findings underscore the robustness of the measurement model in this study, ensuring that all indicators are both reliable and valid for further analysis.

Reliability testing

In this study, a reliability test was conducted to demonstrate and validate the accuracy of the researcher's measurements. The criteria for reliability were met if the Cronbach's Alpha coefficient exceeded 0.6 and the Composite Reliability value surpassed 0.7. These thresholds ensure the consistency and dependability of the measurement instruments, thereby confirming their suitability for the study.

Table 3.4
Reliability test Results

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
<i>Organization Culture</i>	0,680	0,806
<i>Job Characteristic</i>	0,768	0,843
<i>Job Performance</i>	0,807	0,861
<i>Job Stress</i>	0,923	0,937

Source: Created by authors

Since Cronbach's Alpha is higher than 0.6 and Composite Reliability satisfies the requirement of being greater than 0.7, the results are deemed good based on the data in the above table. This suggests that every variable in the research is trustworthy.

Inner model Analysis

Predicting causal links between the study's variables is the goal of the inner model analysis. To evaluate the inner model, two key assessments are typically conducted: the R-square (R²) test, which measures the explanatory power of the model, and hypothesis testing, as outlined below:

Table 3.5
R-square Test

	<i>R-square</i>	<i>R Square Adjusted</i>
<i>Job Performance</i>	0,444	0,429
<i>Job Stress</i>	0,222	0,208

Source: Created by authors

Based on the data presented in Table 4.14, the R-square value for the Job Performance variable is 0.444, indicating that 44.4% of the variance in Job Performance is explained by Organizational Culture, Job Characteristics, and Job Stress. Meanwhile, the R-square value for Job Stress is 0.222, suggesting that 22.2% of the variation in Job Stress is influenced by Organizational Culture and Job Characteristics.

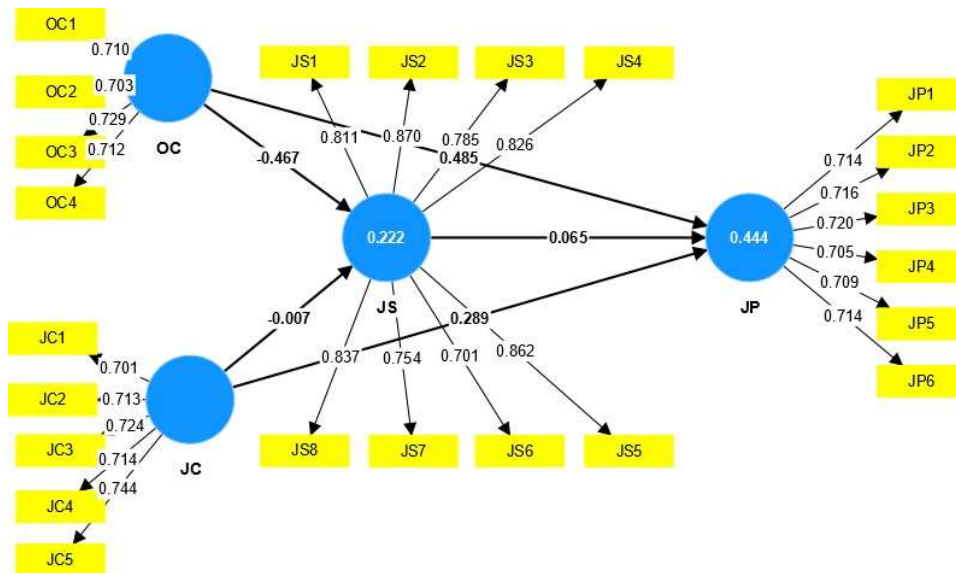
Table 3.6
Hypothesis Test

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STDEV)</i>	<i>P Value</i>	Result
<i>Organization Culture > Job Stress</i>	-0.467	-0.485	0.118	3.962	0.000	Accepted
<i>Job Characteristic > Job Stress</i>	-0.007	-0.011	0.143	0.049	0.961	Not Accepted

<i>Organizationn Culture > Job Stress > Job Performance</i>	0.485	0.478	0.129	3.750	0.000	Accepted
<i>Job Characteristic > Job Stress > Job Performance</i>	0.289	0.315	0.150	1.921	0.055	Not Accepted
<i>Job Stress > Job Performance</i>	0.065	0.064	0.093	0.704	0.481	Not Accepted

Source: Created by authors

4. Result and Discussion



Picture 1. Statistic Result
Source: Created by authors

Discussion

Organizational Culture as a Key Determinant in Reducing Job Stress

The results of this study show that corporate culture has a big impact on employees' workplace stress levels. A positive organizational culture—characterized by mutual respect, clear communication, shared values, and supportive leadership—creates an environment where psychological strain is minimized and employee well-being is enhanced. This reinforces the growing consensus that organizational culture is not merely a symbolic element, but a structural and behavioral force that shapes how employees interpret and cope with stressors in the workplace (Aboramadan, 2022).

Our results echo earlier findings by J. Kim & Jung, (2022), who suggested that strong organizational cultures can influence employee stress both positively and negatively, depending on their inclusivity, adaptability, and alignment with individual needs. Furthermore, the aspects of organizational culture—such as structure, responsibility, and reward systems—have a

measurable impact on job stress. When these dimensions are misaligned with employee expectations, they can trigger confusion, conflict, and emotional fatigue.

More recent empirical studies also validate these claims. For instance, Abdullah et al., (2021) found that organizational culture significantly moderates the relationship between job demands and stress outcomes in service industries. In particular, cultures that promote psychological safety and open dialogue were associated with lower burnout rates and greater emotional resilience. Similarly, Nguyen et al., (2024) demonstrated that organizations that institutionalize a learning and collaborative culture report significantly lower levels of job stress, especially in high-pressure environments like healthcare and education. Another study by Baloch et al., (2022) confirmed that transformational leadership embedded in a supportive organizational culture reduces employee anxiety and stress by fostering purpose, recognition, and trust. These findings are crucial in today's post-pandemic world where mental health and workplace culture are deeply interconnected.

In sum, this study reinforces the proposition that organizational culture serves as a pivotal mechanism in shaping employees' psychological experiences. When cultivated intentionally, culture acts as a buffer against occupational stress, thereby improving performance, engagement, and organizational sustainability

The Relationship Between Job Characteristics and Job Stress: A Non-significant Influence in Context

The findings of this study indicate that job characteristics do not have a statistically significant influence on job stress among employees at Ame Coffee. This result may be attributed to the possibility that the job design implemented within the organization is perceived as supportive and comfortable by its employees. Well-structured job characteristics such as task variety, autonomy, and feedback may contribute to a sense of control and purpose, thereby minimizing the psychological strain that typically contributes to job stress.

In this context, the non-significant relationship suggests that employees may not perceive their job roles as stress-inducing, but rather as manageable and aligned with their capabilities. This implies that when job characteristics are appropriately designed, they may buffer employees from experiencing high levels of stress, even in demanding work environments. A similar outcome was reported in the study by Peiró et al., (2020), which found that job stress did not mediate the relationship between job characteristics and job performance, and the coefficient of influence was negative and non-significant. Supporting this view, Jamshed et al., (2024) in their research on service-sector employees found that when job roles are clearly defined and adequately supported by management, job stress levels tend to be lower regardless of workload intensity. Furthermore, Liaquat & Escartín, (2025) emphasized that perceived job autonomy and task significance can serve as psychological resources that mitigate stress responses, especially in collaborative team settings.

Thus, the absence of a significant link between job characteristics and job stress in this study does not suggest irrelevance but may reflect the effectiveness of job design practices currently in place. Organizations like Ame Coffee may benefit from continuing to enhance job structures that foster clarity, engagement, and empowerment—elements that not only reduce job stress but also support sustainable performance.

A Mediating Viewpoint on the Effect of Organizational Culture on Job Performance via Job Stress

The results of this study demonstrate that, through a decrease in job stress, organizational culture has a favorable and significant impact on job performance. Ame Coffee has a strong and encouraging corporate culture that helps create a productive workplace where staff members feel safe, appreciated, and at ease. Employee performance and productivity are improved when there is less job stress due to this sense of psychological safety and belonging.

This outcome aligns with the study by Miao & Zhang, (2024), who found that a strong organizational culture significantly improves work productivity by fostering employee comfort and motivation. A positive culture promotes collaboration, mutual respect, and alignment with organizational values—all of which contribute to an increase in individual and collective performance. Furthermore, the organizational culture plays a critical role in achieving strategic goals by enhancing coordination, communication, and alignment between employees and leadership, ultimately reducing work-related stress and improving organizational effectiveness.

Recent studies reinforce these findings. For instance, J. Kim & Jung, (2022) demonstrated that organizational culture significantly moderates the relationship between stress and job performance, especially in high-demand service industries. Their research showed that cultures emphasizing openness, well-being, and employee engagement are linked to reduced stress levels and improved performance outcomes. Similarly, Jiang et al., (2024) found that stress reduction serves as a mediating mechanism between organizational culture and job performance, especially in dynamic and competitive environments.

A strong organizational culture thus not only directly enhances job performance but also indirectly improves it by minimizing psychological strain. By fostering values such as trust, recognition, and shared vision, organizations can create a culture that empowers employees to perform at their best, while maintaining mental well-being and workplace harmony.

A Mixed Empirical View on the Impact of Job Features on Job Performance via Job Stress

The study's findings suggest that, when mediated by job stress, job attributes do not significantly affect job performance. This finding may be attributed to the fact that the work environment at Ame Coffee is perceived as relatively comfortable and well-structured, allowing employees to perform their tasks effectively regardless of variations in job characteristics. The supportive nature of the organizational setting, including clear role definitions, manageable workloads, and interpersonal support, may serve to buffer the potential stressors often associated with certain job characteristics.

The job characteristics did not significantly influence employee performance. In well-managed settings, even moderate levels of autonomy, skill variety, or task identity may not critically affect performance outcomes when other environmental factors—such as leadership quality and team cohesion—are present to maintain stability and motivation. It found that job characteristics, particularly those aligned with an individual's skills and capabilities, can significantly enhance performance. When employees perceive their roles as meaningful and are given responsibilities that match their competencies, they are more likely to engage deeply in their work and deliver higher-quality outcomes.

Recent literature continues to reflect this duality. Liaquat & Escartín, (2025) found that job characteristics such as task significance and autonomy positively affect job performance, but the relationship is often mediated by psychological factors like job satisfaction and stress. Meanwhile, emphasized that contextual factors—such as organizational support and leadership style—can either strengthen or weaken the impact of job characteristics on performance.

Therefore, while this study suggests a non-significant relationship in the case of Ame Coffee, it highlights the need to consider contextual moderating variables, such as workplace climate and individual coping capacity, in understanding how job characteristics translate into actual performance.

The Influence of Job Stress on Job Performance: A Non-significant Relationship in a Low-Stress Environment

The findings of this investigation show that Ame Coffee employees' job performance is not statistically impacted by job stress. This outcome is likely due to the relatively low levels of occupational stress experienced by the workforce, as the company fosters a supportive work

environment characterized by psychological comfort, task clarity, and healthy work–life balance. As a result, employee performance remains stable and unaffected by stress-related disruptions. These results are in line with earlier research by Hasdi & Zusmawati (2019), who also found no significant correlation between job stress and job performance. This suggests that stress may not have a substantial impact on individual productivity in some organizational settings. Similarly, Guerra et al., (2024) found that although stress can impact well-being, its direct effect on performance may be minimal, especially when other protective organizational factors are in place, such as strong leadership and team support.

Nevertheless, the literature presents mixed findings on this relationship. While some studies report that high levels of stress can diminish performance (e.g., in high-pressure or toxic work environments), others show that moderate stress, when well-managed, may actually enhance focus and motivation (Wei et al., 2025). However, in the context of Ame Coffee, where job demands appear to be well-regulated and employee well-being is prioritized, job stress does not emerge as a critical determinant of job performance.

Given these mixed results, further research is warranted to explore the boundary conditions under which job stress does or does not influence performance. Future studies could consider the roles of individual coping styles, emotional intelligence, or job type as moderating variables in this dynamic

5. Conclusion

This study examines the impact of organizational culture and job characteristics on job performance at Ame Coffee, with job stress as a mediating variable. Five hypotheses were tested, yielding the following results: **Hypothesis 1:** Organizational culture has a significant positive effect on job stress. A strong and positive workplace culture reduces employees' stress levels, fostering a healthier work environment. **Hypothesis 2:** Job characteristics do not significantly influence job stress. This suggests that Ame Coffee's job design already promotes a comfortable and low-stress work atmosphere, minimizing employee stress. **Hypothesis 3:** Organizational culture positively and significantly affects job performance, mediated by job stress. A supportive culture alleviates work pressure, enabling employees to perform better in a comfortable and harmonious environment. **Hypothesis 4:** Job characteristics do not significantly impact job performance when mediated by job stress. The existing job structure at Ame Coffee is well-designed and aligns with employees' preferences, resulting in consistently high performance without excessive stress. **Hypothesis 5:** Job stress does not significantly affect job performance. The low stress levels among Ame Coffee employees contribute to stable and high-quality job performance. The findings highlight the importance of organizational culture in shaping employee stress and performance, while job characteristics at Ame Coffee already provide a conducive work environment. The study underscores the value of maintaining a positive workplace culture to enhance employee well-being and productivity

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