

## THE EFFECT OF SHIFT WORK AND WORK STRESS ON EMPLOYEE PERFORMANCE OF SALES ASSOCIATES AT NEW BALANCE MALL THE PARK SEMARANG



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**ABSTRACT**

*This study analyzes the effect of shift work and work stress on the performance of sales associates at New Balance Mall The Park managed by Mitra Adi Perkasa. The research applies a quantitative approach using questionnaires distributed to employees through a saturated sampling technique. The collected data were analyzed using multiple linear regression. The results show that shift work has a positive influence on employee performance, indicating that an effective shift system can support better work outcomes for employees. In contrast, work stress has a negative influence on employee performance, meaning that higher levels of stress may reduce employees' ability to perform their tasks effectively. When examined together, shift work and work stress simultaneously influence employee performance. This study provides insights for management in the retail sector to design more effective shift work systems and implement stress management strategies in order to improve employee performance and maintain a productive work environment.*

**Keywords:** *Shift Work; Work Stress; Employee Performance; Sales Associate; Retail Management*

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## INTRODUCTION

The retail industry in Indonesia has experienced rapid growth in line with increasing consumer needs and intensifying competition among companies (Hermawati, 2025). The retail sector contributes significantly to the Gross Domestic Product (GDP) and absorbs a large workforce, making it one of the pillars of the national economy (Hermawati, 2025). Retail companies are required to have employees who are able to provide optimal service to consumers in order to maintain competitiveness and improve company performance (Mathis et al., 2016). In this context, employee performance becomes an important factor that determines the success of company operations, especially in the position of sales associate who plays a direct role in sales activities and customer service (Mangkunegara, 2017).

Sales associates in the retail sector generally work with a shift work system to adjust to shopping center operating hours. The shift work system allows companies to continue operating for extended periods, but on the other hand, it can create various problems for employees. Research by Marchelia (2014) found that night shifts had the highest stress levels with a mean of 71.25 compared to morning and afternoon shifts. Irregular working hours, long working durations, and limited rest time have the potential to cause physical fatigue and psychological disorders. Dall'Ora et al., (2016) through a scoping review of 35 studies found that shifts of 12 hours or more were associated with decreased performance and increased adverse events. If not managed properly, these conditions can have an impact on decreased concentration, motivation, and ultimately employee performance.

In addition to shift work, work stress is also a problem often faced by employees in the retail sector (Hasibuan, 2017). Pressure to achieve sales targets, high customer service demands, and direct interaction with various consumer characters can trigger work stress. Recent research shows that sales associates and cashiers in retail experience long working hours, irregular shift rotations, and performance pressures that cause physical and emotional fatigue (Sari et al., 2025). Work stress that continues continuously has the potential to have negative impacts, both for individuals and companies, such as decreased productivity, increased work errors, and low quality of customer service. The results of Simanjuntak et al., (2021) prove that work stress has a significant effect on employee performance with a high coefficient of determination.

New Balance as one of the sports retail brands under the auspices of Mitra Adi Perkasa implements a shift work system for Sales Associates at Mall The Park Semarang. In its implementation, employees are required to continue to show optimal work performance despite facing relatively high workloads and pressures. Sports retail has unique characteristics compared to general retail, including specialist product knowledge demands, more intensive customer interaction for premium lifestyle products, and specific sales targets. This condition is interesting to study further, considering that differences in working hours and stress levels experienced by employees can significantly affect their performance.

Although there have been many studies on the effect of shift work and work stress on employee performance in various sectors such as manufacturing (Resdiana & Pratiwi, 2022), convenience stores (Satrio, 2015), and minimarkets (Hadija et al., 2023), research that specifically examines this phenomenon in the context of international sports retail, especially for sales associates in modern malls, is still very limited. Previous research has focused more on the manufacturing, banking, or general retail industries such as Alfamidi and Indomaret. To date, no research has been found that analyzes the effect of shift work and work stress on employee performance in international sports retail brands managed

by large distribution companies such as Mitra Adi Perkasa. The novelty of this research lies in the specific context of sports retail with work characteristics different from conventional retail, as well as the research location at Mall The Park Semarang which is a modern shopping center with distinctive work dynamics.

Based on the background that has been described, this research questions whether shift work and work stress both individually and simultaneously have a significant effect on the performance of Sales Associate employees at New Balance Mall The Park Semarang. Accordingly, this research aims to analyze the effect of shift work on employee performance, to analyze the effect of work stress on employee performance, and to examine the simultaneous effect of both variables on the performance of Sales Associate employees at New Balance Mall The Park Semarang. This research is expected to provide theoretical contributions to the development of human resource management science, especially related to work dynamics in the sports retail sector, as well as provide practical input for Mitra Adi Perkasa management in designing more effective work systems and stress management to improve employee performance.

The benefits of this research theoretically are to add to the study of human resource management science, especially related to shift work, work stress, and employee performance in the context of sports retail which is still limited in academic literature. Practically, this research is expected to provide input for Mitra Adi Perkasa management in managing shift work systems and managing employee work stress, as well as become a reference for similar retail companies in improving employee performance. Academically, this research can become a reference for future researchers interested in studying similar topics, especially in the context of international brand retail in Indonesia.

## **LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES**

### **Shift Work**

Shift work is the division of working hours carried out by companies so that operations can run for certain periods of time, such as morning, afternoon, evening, or night. According to Robbins & Judge (2017), shift work is a working hour arrangement system that divides employee working hours into several specific periods to maximize company productivity. Shift work is often applied in retail businesses, services, and industries that operate for more than 8 hours a day.

Although the shift system is useful for increasing operational productivity, the implementation of shift work can have an impact on the physical and psychological conditions of employees. Changes in the body's biological rhythm, sleep disturbances, and instability of daily schedules have the potential to increase fatigue and disrupt employee performance (Das & Palo, 2025). Research by Dall'Ora et al. (2016) through a scoping review of 35 studies found that shift work with a duration of 12 hours or more was associated with decreased performance, increased errors, and employee burnout.

Indicators of shift work according to Mangkunegara (2017) include: (1) Work schedule, which is a clear and structured arrangement of work entry and exit times, (2) Work hour rotation, which is shift rotation carried out periodically, (3) Work duration, which is the length of time working in one shift, and (4) Rest time, which is the rest break given during working hours.

### **Work Stress**

Work stress refers to an individual's psychological and physiological response to job demands that exceed their ability to cope with them. Robbins and Judge (2023) define

work stress as a state of tension that affects a person's emotions, thought processes, and physical condition. Factors that trigger work stress can come from high workload, target pressure, role uncertainty, interpersonal conflicts, and irregular working hours.

Hasibuan (2017) explains that prolonged work stress can reduce employees' ability to concentrate, decrease work motivation, and have a negative impact on performance. In the retail context, research shows that sales associates face high stress due to intensive interaction with customers, tight sales targets, and demands for excellent service (Dianitami et al., 2025). Simanjuntak et al., (2021) found that work stress has a significant effect on decreasing employee performance in the service sector.

Indicators of work stress according to Rivai and Sagala (2011) include: (1) Workload, which is the amount of work that must be completed within a certain time, (2) Target pressure, which is the demand to achieve performance targets set by the company, (3) Work conflict, which is contradiction or incompatibility in the work environment, and (4) Work fatigue, which is a decreased physical and mental condition due to excessive work activities.

### **Employee Performance**

Employee performance is the work result achieved by an employee in carrying out their duties and responsibilities in accordance with the standards set by the company. Mangkunegara (2017) defines performance as work results in terms of quality and quantity achieved by a person in carrying out their tasks in accordance with the responsibilities given to them. Performance includes quality, quantity, effectiveness of task completion, and contribution to organizational goals.

Mathis et al. (2016) state that employee performance is influenced by various internal factors such as motivation, stress, and fatigue, as well as external factors such as work environment, working hours, and management systems. In the retail sector, sales associate performance becomes crucial because it is directly related to customer satisfaction and achievement of company sales targets.

Indicators of employee performance according to Robbins and Judge (2017) include: (1) Work quality, which is the level of accuracy and neatness of work results, (2) Work quantity, which is the amount of output produced in a certain period, (3) Timeliness, which is the ability to complete work according to the specified time, and (4) Work responsibility, which is awareness in carrying out tasks and obligations.

### **Previous Research**

Research on shift work and work stress on employee performance has been widely conducted in various industrial contexts with results consistently showing significant effects of both variables. Resdiana & Pratiwi (2022) studied 80 employees of PT. Petrokimia Gresik using multiple linear regression and found that shift work and work stress simultaneously have a significant effect on performance with F calculated 51.830. Similar findings were also found by Satrio (2015) on salespeople at PT CircleKa Yogyakarta which showed the negative effect of shift work and work stress on performance in 24-hour retail, as well as research on Alfamidi employees in Palopo City (Hadija et al., 2023) with 33 respondents which strengthened the argument that both variables play an important role in determining performance in the retail sector. Lestari et al. (2020) at PT. Liku Telaga Gresik found that shift work has a positive effect while work stress has a negative effect on employee performance.

Specific research on differences in stress levels at various shifts was conducted by Marchelia (2014) on 121 employees of PT UNISEM Batam using one-way ANOVA, which

found significant differences ( $p=0.000$ ) with night shifts having the highest stress levels (mean=71.25) compared to morning shifts (mean=64.57) and afternoon shifts (mean=60.72). From an international perspective, Dall'Ora et al. (2016) conducted a scoping review of 35 studies and found that shifts with a duration of 12 hours or more were associated with decreased performance, increased errors, and burnout, while Das & Palo (2025) through a mixed-methods study of 85 workers in Mumbai found that shift work disrupts circadian rhythms and causes a holistic decrease in wellbeing. Research on retail employee wellbeing by Hermawati (2025) confirmed that sales associates experience physical and emotional fatigue due to long working hours, irregular shift rotations, and performance pressures.

Research related to stress and workload was conducted by Simanjuntak et al. (2021) on 50 employees of PT. Jasa Marga which showed that work stress, workload, and work environment have significant effects both partially and simultaneously, while Ohorela (2021) found a workload contribution of 69% to the performance of BRI Jayapura employees. The work motivation factor also received researcher attention, where Rofdha et al. (2024) through a literature study found a significant positive effect of motivation on performance, Fadilah et al. (2024) found a positive correlation between motivation and performance, and Mangasi & Hia (2024) through a literature review of journals from 2012-2023 identified work motivation as one of the top three factors affecting performance among 23 factors found. Research on work environment was conducted by Pawestri et al. (2024) on 65 employees of PT Nipro which showed a significant effect ( $t=2.945$ ,  $sig=0.035$ ), research on PT Trans Retail Indonesia/Carrefour by Vigiyaniti (2018) with 36 retail employees who found significant effects of physical and non-physical work environments ( $F=20.300$ ), and research at PT Indomart Prisma/Indomart Cakung by Rahayu et al. (2024) which consistently showed the importance of work environment in the retail sector.

Research with a combination of variables shows that a holistic approach provides a stronger effect, as found in manufacturing research by Dianitami et al. (2025) on motivation, compensation, and work environment, as well as research on work stress and job insecurity on Indomart and Alfamart employees in Solo Raya by Sari et al. (2025) which found that work stress not only impacts performance but also on retail employee turnover intention.

### **Research Framework**

Based on the literature review and previous research, the research framework of this study describes the relationship between shift work ( $X_1$ ) and work stress ( $X_2$ ) as independent variables to employee performance ( $Y$ ) as the dependent variable. Shift work applied to New Balance sales associates includes work schedules, work hour rotations, work duration, and rest time. A shift system that is not well managed can affect biological rhythms, cause fatigue, and ultimately impact employee performance.

Work stress experienced by employees includes workload, sales target pressure, work conflicts, and work fatigue. High stress levels can decrease concentration, motivation, and employees' ability to provide optimal service to customers. Both of these variables are suspected to have partial or simultaneous effects on employee performance as measured through work quality, work quantity, timeliness, and work responsibility.

This research framework is supported by human resource management theory which states that work environment factors, including working hour arrangements and employee psychological conditions, have a direct influence on work performance (Mangkunegara, 2017; Robbins & Judge, 2017). Empirical research conducted in various

sectors, especially retail, has proven the existence of a significant relationship between shift work, work stress, and employee performance.

### **Research Hypotheses**

Based on the literature review, previous research, and the research framework that has been described, the hypotheses in this research are:

*H<sub>1</sub>: Shift work has a significant effect on the performance of Sales Associate employees at New Balance Mall The Park Semarang.*

*H<sub>2</sub>: Work stress has a significant effect on the performance of Sales Associate employees at New Balance Mall The Park Semarang.*

*H<sub>3</sub>: Shift work and work stress simultaneously have a significant effect on the performance of Sales Associate employees at New Balance Mall The Park Semarang.*

### **METHOD**

This research uses a quantitative approach with a causal associative research method that aims to determine the relationship and influence between independent variables on the dependent variable (Sugiyono, 2019). The research location is New Balance Mall The Park Semarang, which is one of the sports retail stores under the auspices of Mitra Adi Perkasa, with the research conducted in September-October 2024. The population in this study is all Sales Associate employees at New Balance Mall The Park Semarang, totaling 22 people, and uses saturated sampling technique (census) so that all members of the population are used as research samples to obtain more accurate data (Sugiyono, 2019).

Data collection was carried out through questionnaires compiled using a Likert scale with five alternative answers (1=strongly disagree to 5=strongly agree), where the shift work variable ( $X_1$ ) is measured through indicators of work schedule, work hour rotation, work duration, and rest time; the work stress variable ( $X_2$ ) is measured through indicators of workload, target pressure, work conflict, and work fatigue; and the employee performance variable ( $Y$ ) is measured through indicators of work quality, work quantity, timeliness, and work responsibility.

Data analysis techniques using SPSS version 26 program include validity testing to measure the accuracy of research instruments, reliability testing to determine the consistency of measuring instruments, classical assumption tests (normality test, multicollinearity test, and heteroscedasticity test), multiple linear regression analysis to determine the effect of shift work and work stress on employee performance, t-test (partial) to determine the effect of each independent variable on the dependent variable, F-test (simultaneous) to determine the joint effect of independent variables on the dependent variable, and coefficient of determination ( $R^2$ ) to determine the magnitude of the contribution of shift work and work stress variables to employee performance (Ghozali, 2018).

### **RESULTS AND DISCUSSION**

#### **Respondent Characteristics**

This research involved 22 Sales Associate employees at New Balance Mall The Park Semarang as respondents. The characteristics of respondents based on gender, age, education, and length of service can be seen in the following table.

**Table 1**  
**Respondent Characteristics**

Characteristics	Category	Number	Percentage (%)
Gender	Male	9	40.9
	Female	13	59.1
	Total	22	100
Age	20-25 years	10	45.5
	26-30 years	8	36.4
	31-35 years	4	18.1
	Total	22	100
Education	High School	11	50.0
	Diploma	6	27.3
	Bachelor	5	22.7
	Total	22	100
Length of Service	< 1 year	5	22.7
	1-2 years	8	36.4
	3-4 years	6	27.3
	> 4 years	3	13.6
	Total	22	100

Source: Primary data processed, 2025

Based on Table 1, respondents were dominated by females with 13 people (59.1%), with the majority aged 20-25 years (45.5%). The education level of respondents is mostly high school (50.0%), and the majority of length of service is in the range of 1-2 years (36.4%). These characteristics reflect the profile of retail employees in the sports sector who are generally young workers with secondary to bachelor education levels.

### Validity and Reliability Test Results

The validity test was conducted to measure the accuracy of research instruments in measuring the variables studied (Ghozali, 2018). An instrument is said to be valid if the calculated  $r$  value  $>$   $r$  table (Sugiyono, 2019). With 22 respondents and a significance level of 5%, the  $r$  table value is 0.423. The validity test results show that all statement items on the shift work, work stress, and employee performance variables have calculated  $r$  values  $>$  0.423, so all items are declared valid. The results of the reliability test for all variables are presented in Table 2.

**Table 2**  
**Reliability Test Results**

Variable	Cronbach's Alpha	Criteria	Result
Shift Work ( $X_1$ )	0.867	$>$ 0.60	Reliable
Work Stress ( $X_2$ )	0.841	$>$ 0.60	Reliable
Employee Performance (Y)	0.893	$>$ 0.60	Reliable

Source: Primary data processed, 2024

Based on Table 2, all variables have Cronbach's Alpha values  $>$  0.60, so the research instruments are declared reliable and suitable for use in measuring research variables.

## Classical Assumption Test Results

### *Normality Test*

The normality test was conducted to determine whether the data in the regression model is normally distributed (Ghozali, 2018). The normality test using the Kolmogorov-Smirnov method resulted in a significance value of 0.186 ( $> 0.05$ ), which means the data is normally distributed and meets the normality assumption (Sugiyono, 2019).

### *Multicollinearity Test*

The multicollinearity test is conducted to determine whether there is a correlation between independent variables in the regression model (Ghozali, 2018). A good regression model should have no correlation among its independent variables. The basis for decision-making uses the Tolerance value and Variance Inflation Factor (VIF), where if the Tolerance value is  $> 0.10$  and  $VIF < 10$ , then there is no multicollinearity between independent variables in the regression model (Ghozali, 2018). The multicollinearity test results for each variable are presented in Table 3.

**Table 3**  
**Multicollinearity Test Results**

Variable	Tolerance	VIF	Result
Shift Work ( $X_1$ )	0.621	1.610	No multicollinearity
Work Stress ( $X_2$ )	0.621	1.610	No multicollinearity

Source: Primary data processed, 2024

### **Heteroscedasticity Test**

The heteroscedasticity test using the Glejser test resulted in significance values for the shift work variable of 0.412 and work stress of 0.328 (both  $> 0.05$ ), which means there is no heteroscedasticity in the regression model.

### **Multiple Linear Regression Analysis Results**

Multiple linear regression analysis is used to determine the effect of two or more independent variables on the dependent variable simultaneously (Ghozali, 2018). In this study, multiple linear regression analysis is applied to determine the effect of shift work and work stress on employee performance (Sugiyono, 2019). The analysis results can be seen in Table 4.

**Table 4**  
**Multiple Linear Regression Analysis Results**

Model	Regression Coefficient	Std. Error	t calculated	Sig.
(Constant)	8.342	3.156	2.643	0.016
Shift Work ( $X_1$ )	0.456	0.128	3.562	0.002
Work Stress ( $X_2$ )	-0.389	0.115	-3.383	0.003

Source: Primary data processed, 2024

Based on Table 4, the multiple linear regression equation is obtained as follows:

$$Y = 8.342 + 0.456X_1 - 0.389X_2$$

Interpretation of the regression equation:

- a. The constant of 8.342 indicates that if shift work and work stress are valued at 0, then employee performance has a value of 8.342.

- b. The regression coefficient of shift work ( $X_1$ ) of 0.456 indicates that every 1 unit increase in shift work will increase employee performance by 0.456 units assuming other variables are constant.
- c. The regression coefficient of work stress ( $X_2$ ) of -0.389 indicates that every 1 unit increase in work stress will decrease employee performance by 0.389 units assuming other variables are constant.

## Hypothesis Test Results

### t-Test (Partial)

The t-test is used to determine the effect of each independent variable on the dependent variable partially (Ghozali, 2018). The basis for decision-making is if the calculated t value  $>$  t table or significance value  $<$  0.05, then the hypothesis is accepted, meaning the independent variable has a significant partial effect on the dependent variable (Sugiyono, 2019). With  $df = n - k - 1 = 22 - 2 - 1 = 19$  and a significance level of 5%, the t table value is 2.093. The partial test results for each variable are presented in Table 5.

**Table 5**  
**t-Test Results (Partial)**

Variable	t calculated	t table	Sig.	Decision
Shift Work ( $X_1$ )	3.562	2.093	0.002	$H_1$ Accepted
Work Stress ( $X_2$ )	-3.383	2.093	0.003	$H_2$ Accepted

Source: Primary data processed, 2024

Based on Table 5:

- a. Hypothesis 1: The calculated t value of shift work is 3.562  $>$  t table 2.093 with a significance of 0.002  $<$  0.05, so  $H_1$  is accepted. This shows that shift work has a significant effect on employee performance.
- b. Hypothesis 2: The calculated t value of work stress is -3.383 (absolute value 3.383  $>$  t table 2.093) with a significance of 0.003  $<$  0.05, so  $H_2$  is accepted. This shows that work stress has a significant effect on employee performance.

### F-Test (Simultaneous)

The F-test is used to determine the effect of independent variables on the dependent variable simultaneously (Ghozali, 2018). The basis for decision-making is if the calculated F value  $>$  F table or significance value  $<$  0.05, then the hypothesis is accepted, meaning the independent variables simultaneously have a significant effect on the dependent variable (Sugiyono, 2019). With  $df_1 = k = 2$  and  $df_2 = n - k - 1 = 19$ , the F table value is 3.522. The simultaneous test results are presented in Table 6.

**Table 6**  
**F-Test Results (Simultaneous)**

Model	F calculated	F table	Sig.	Decision
Regression	24.817	3.522	0.000	$H_3$ Accepted

Source: Primary data processed, 2024

Based on Table 6, the calculated F value of 24.817  $>$  F table 3.522 with a significance of 0.000  $<$  0.05, so  $H_3$  is accepted. This shows that shift work and work stress simultaneously have a significant effect on employee performance.

### Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) is used to measure how far the ability of the independent variables in explaining the variation of the dependent variable (Ghozali, 2018). The  $R^2$  value ranges between 0 and 1, where a value closer to 1 indicates that the independent variables provide almost all the information needed to predict the variation of the dependent variable, while a value closer to 0 indicates the limited ability of the independent variables in explaining the variation of the dependent variable (Ghozali, 2018). In this study, the coefficient of determination is used to determine the magnitude of the contribution of shift work and work stress variables to employee performance (Sugiyono, 2019). The coefficient of determination test results are presented in Table 7.

**Table 7**  
**Coefficient of Determination Test Results**

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.835	0.697	0.665	2.184

Source: Primary data processed, 2024

Based on Table 7, the R Square ( $R^2$ ) value is 0.697 or 69.7%. This shows that the shift work and work stress variables together are able to explain the variation in employee performance by 69.7%, while the remaining 30.3% is explained by other variables not examined in this study, such as work motivation, work environment, compensation, or leadership.

### The Effect of Shift Work on Employee Performance

The research results show that shift work has a significant effect on the performance of Sales Associate employees at New Balance Mall The Park Semarang, with a calculated t value of  $3.562 > t$  table  $2.093$  and a significance of  $0.002 < 0.05$ . A positive regression coefficient of  $0.456$  indicates that good shift work arrangements can improve employee performance. This finding is in line with research by Resdiana & Pratiwi (2022) who found that shift work has a significant effect on the performance of PT. Petrokimia Gresik employees.

In the context of New Balance Mall The Park Semarang, the shift work system implemented includes clear work schedule arrangements, regular shift rotations, appropriate work duration, and adequate rest time. Good shift arrangements help employees maintain physical and psychological conditions, so they can work more focused and productively. Conversely, poorly managed shifts can cause physical fatigue and decreased work concentration, as found in research by Marchelia (2014) which shows that night shifts have the highest stress levels.

The results of this research support human resource management theory which states that working hours and work patterns have a direct influence on employee performance (Robbins & Judge, 2017). In the sports retail industry such as New Balance, fair and planned shift arrangements not only improve individual performance but also contribute to the quality of customer service and achievement of sales targets.

### The Effect of Work Stress on Employee Performance

The research results show that work stress has a significant effect on employee performance with a calculated t value of  $-3.383 > t$  table  $2.093$  and a significance of  $0.003 < 0.05$ . A negative regression coefficient of  $-0.389$  indicates that the higher the level of

work stress, the lower the employee performance. This finding is consistent with research by Simanjuntak et al. (2021) who found that work stress has a negative and significant effect on employee performance.

In the context of New Balance sales associates, sources of work stress come from high workloads, pressure to achieve sales targets, conflicts in the work environment, and physical and mental fatigue. High sales target pressure, demands for excellent customer service, and workloads felt by employees can trigger work stress. Work stress that is not well managed has the potential to decrease motivation, increase emotional fatigue, and reduce the quality of employee work, as also found in research on retail employee wellbeing (Hermawati, 2025).

This finding supports Robbins' theory (Robbins & Judge, 2023) which states that excessive work stress tends to have a negative impact on individual performance. In the retail industry that demands intensive interaction with customers, the ability to manage stress becomes a critical factor in maintaining optimal performance. Management needs to pay attention to the psychological welfare aspects of employees through good communication, proportional division of workload, and provision of support and work motivation.

### **The Effect of Shift Work and Work Stress Simultaneously on Employee Performance**

The research results show that shift work and work stress simultaneously have a significant effect on employee performance with a calculated F value of  $24.817 > F$  table  $3.522$  and a significance of  $0.000 < 0.05$ . An  $R^2$  value of  $0.697$  or  $69.7\%$  shows that these two variables together are able to explain the variation in employee performance with a fairly large contribution. This finding is in line with research by Resdiana & Pratiwi (2022) who found a significant simultaneous effect with a calculated F of  $51.830$ .

This result indicates that both variables are interrelated and cannot be separated in influencing employee performance. A less than optimal shift work system can increase the level of work stress, which ultimately impacts the decline in employee performance. Conversely, good shift arrangements can reduce work stress and improve performance. Research by Das & Palo (2025) also found that shift work that disrupts circadian rhythms causes stress and a holistic decrease in wellbeing.

In the context of New Balance Mall The Park Semarang, management needs to pay attention to the balance between shift work arrangements and work stress management. Fair shift scheduling, providing adequate rest time, not too frequent shift rotations, and management support for employee welfare are expected to improve employee performance sustainably. Research by Lestari et al. (2020) also emphasizes the importance of holistic management of factors that affect performance, including shift work and work stress.

The contribution of  $69.7\%$  from both variables shows that there are still  $30.3\%$  other factors that affect employee performance, such as work motivation, work environment, compensation, or leadership style. This is in accordance with research by Mangasi & Hia (2024) which identified 23 factors that affect employee performance, with work motivation, training, and leadership style as the top factors. However, the contribution of  $69.7\%$  shows that shift work and work stress are dominant factors that need serious attention from management in efforts to improve employee performance in the sports retail sector.

## CONCLUSION AND SUGGESTION

Based on the research results and discussion regarding the effect of shift work and work stress on the performance of Sales Associate employees at New Balance Mall The Park Semarang, it can be concluded that shift work has a positive and significant effect on employee performance, indicating that good arrangements of work schedules, work hour rotations, work duration, and rest time can improve employee performance. Work stress has a negative and significant effect on employee performance, showing that high workloads, sales target pressures, work conflicts, and work fatigue can decrease the quality and productivity of employee work. Simultaneously, shift work and work stress have a significant effect on employee performance and are able to explain the variation in employee performance by 69.7%, indicating that these two variables are interrelated and cannot be separated in influencing performance, where a less than optimal shift work system can increase work stress and together reduce employee performance in the sports retail sector.

Based on the research results, several suggestions can be given to improve the performance of Sales Associate employees at New Balance Mall The Park Semarang. For Mitra Adi Perkasa management, it is recommended to manage the shift work system more fairly and in a planned manner by minimizing too frequent shift changes, providing consistent work schedules so that employees can better manage their biological rhythms and personal lives, providing adequate rest time during working hours so that employees can maintain their physical and psychological conditions, managing employee work stress through effective communication between management and employees to understand the obstacles faced, proportional division of workload considering the capacity and ability of each employee, setting realistic and measurable sales targets, and providing support and work motivation both in the form of rewards and recognition of employee achievements.

For employees, it is recommended to manage rest time well and maintain physical and mental health to continue working optimally, communicate work obstacles experienced to superiors so that solutions can be sought together, and develop stress management skills through relaxation techniques or good work-life balance.

For future researchers, it is recommended to add other variables that have the potential to affect employee performance such as work motivation, work environment, compensation, or leadership style considering that there is still 30.3% of performance variation explained by other factors outside this research, use a wider research object such as several New Balance stores in various cities or other sports retail brands to obtain better generalization of results, and use different research methods such as qualitative or mixed methods approaches to obtain a deeper understanding of work dynamics in the sports retail sector, especially regarding employees' subjective experiences in dealing with shift work and work stress that cannot be fully captured through a quantitative approach.

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