



(RESEARCH ARTICLE)



THE INFLUENCE OF WORK STRESS AND WORK ENVIRONMENT ON JOB SATISFACTION WITH WORK MOTIVATION AS A MEDIATING VARIABLE AMONG EMPLOYEES OF BEBEK UMA SARI RESTO, SINGAPADU, GIANYAR

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ABSTRACT

As a business that relies on service delivery to achieve customer satisfaction, Bebek Uma Sari Resto in Singapadu, Gianyar, requires employees capable of realizing this goal. Job satisfaction encourages employees to work more diligently in serving customers; therefore, company support is crucial for enhancing employee job satisfaction. This study aims to examine and analyze the impact of work stress and the work environment on job satisfaction, with work motivation serving as a mediating variable, among employees at Bebek Uma Sari Resto, Singapadu, Gianyar. The study employs a quantitative descriptive design and is conducted at Bebek Uma Sari Resto, Singapadu, Gianyar. The study population consists of all 48 employees at the establishment; a saturated sampling technique was used, meaning the entire population served as the sample. Data were analyzed using the Partial Least Squares (PLS) statistical method. The results indicate that work stress has a significant negative effect on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. The work environment has a significant positive effect on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. Work stress has a significant negative effect on employee work motivation at Bebek Uma Sari Resto, Singapadu, Gianyar. The work environment has a significant positive effect on employee work motivation at Bebek Uma Sari Resto, Singapadu, Gianyar. Work motivation has a significant positive effect on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. Work motivation mediates the effect of work stress on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. Work motivation mediates the effect of the work environment on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. It is recommended that Bebek Uma Sari Resto in Singapadu, Gianyar, maintain employee job satisfaction by minimizing work-related stress and providing a positive, conducive work environment, thereby enabling employees to work with greater focus and deliver optimal results.

Keywords: Work Stress; Work Environment; Job Satisfaction; Work Motivation

1 INTRODUCTION

As a major tourist destination in Indonesia, Bali possesses tourism-related facilities that support the growth of the tourism industry, including restaurants. According to Statistics Indonesia (BPS) for Bali Province, there are 8,152 restaurants and eateries spread across the province's various regencies and cities. This figure indicates that the restaurant industry in Bali is extensive and highly competitive. Consequently, restaurant operators must enhance service quality to maintain customer satisfaction. Therefore, human resource management plays a crucial role in ensuring the operational success of these restaurants. High work intensity, demands for rapid service, long working hours, and operational pressures at certain times make restaurant employees vulnerable to work-related stress. This situation necessitates human resource management that focuses not only on the technical aspects of the job but also on the psychological aspects and the employees' work environment.

This phenomenon is evident at Bebek Uma Sari Resto in Singapadu, Gianyar, as reflected in the varying customer assessments of the service quality provided. Reviews on TripAdvisor reveal dissatisfaction among some customers regarding both food and service quality, while others offer positive feedback. These differing customer experiences indicate that employee service consistency is suboptimal, potentially reflecting uneven levels of employee job satisfaction. This situation highlights the need to address employee job satisfaction, given its impact on the quality of service delivered to customers. On the other hand, support from the company is also crucial, as employees who feel supported and valued by their superiors tend to be more satisfied with their jobs (1).

Given the importance of job satisfaction, organizations need to understand the factors that influence it. One factor that has the potential to reduce job satisfaction is work stress (2). The phenomenon of work-related stress among employees at Bebek Uma Sari Resto is evident in the high job demands that must be met within tight timeframes, particularly during periods of increased customer volume. The restaurant's busy operational environment requires employees to maintain a rapid work pace, cope with service-related pressures, and consistently uphold service quality. Such conditions can lead to physical fatigue and psychological strain as employees carry out their duties. Furthermore, the requirement to provide swift and satisfying service often subjects employees to work-related stress, especially when dealing with customer complaints or heightened workloads during peak hours. These conditions indicate the presence of work stress which, if persistent, can compromise workplace comfort and diminish employee job satisfaction. Theoretically, this relationship demonstrates that work stress has a direct negative impact on job satisfaction, as sustained emotional pressure erodes employees' positive attitudes toward their work.

In addition to work stress, the work environment also plays a role in shaping job satisfaction (3). The work environment at Bebek Uma Sari Resto is characterized by high-intensity operational activities, particularly during peak customer hours. Employees are required to work in a fast-paced, dynamic setting while engaging directly with customers for extended periods. Factors such as a cramped workspace, noise levels, and the simultaneous execution of multiple tasks can potentially affect employee comfort. Furthermore, non-physical aspects of the work environment such as inter-employee communication and work coordination present challenges in daily operations. A lack of coordination or support among colleagues can increase the workload and negatively impact the workplace atmosphere. Such unfavorable working conditions can lead to reduced employee comfort and job satisfaction. Consequently, an unsupportive work environment not only directly diminishes job satisfaction but also potentially hinders the development of the work motivation needed to sustain that satisfaction.

Bebek Uma Sari Resto in Singapadu, Gianyar, operates amidst increasingly fierce competition within Bali's restaurant industry. Preliminary observations and an internal pre-survey revealed indications of relatively high work stress, a work environment that is not yet fully conducive, and generally low levels of both work motivation and job satisfaction. This situation is corroborated by a preliminary employee survey, which revealed that the majority of respondents nine out of ten perceived their workload as heavy, while eight out of ten frequently felt pressured at work. These findings indicate relatively high levels of work-related stress among employees. Furthermore, only a small proportion of respondents four out of ten described the work environment as comfortable, and just three out of ten reported receiving support from supervisors when facing work-related difficulties. These conditions reflect a suboptimal work environment particularly regarding communication and leadership support aligning with work stress indicators related to interpersonal and leadership demands, as well as work environment indicators concerning workplace relationships and social support.

Furthermore, pre-survey results indicate that employee work motivation tends to be low. This is evidenced by the fact that only three respondents felt motivated to perform better each day, while only two expressed enthusiasm about coming to work. This low level of motivation relates to key indicators such as the achievement of work targets, work quality, sense of responsibility, and the role and support of leadership which ultimately have the potential to influence employee job satisfaction. Meanwhile, online reviews describing unsatisfactory service experiences suggest inconsistencies in service quality during periods of heightened operational pressure. Such reviews may reflect potential

inconsistencies in work standards that arise when operational demands intensify. From a human resource management perspective, these customer feedback dynamics can be linked to the work pressure employees face, the effectiveness of coordination, and the level of workplace support available. These conditions have the potential to affect employee motivation, ultimately impacting job satisfaction and the quality of service provided.

This study aims to determine the impact of work stress and the work environment on job satisfaction, with work motivation serving as a mediating variable, among employees at Bebek Uma Sari Resto in Singapadu, Gianyar. The findings are expected to provide recommendations for the management of Bebek Uma Sari Resto regarding policy formulation specifically aimed at enhancing employee satisfaction, thereby enabling the delivery of satisfying service to customers.

2 MATERIAL AND METHODS

2.1 Job Satisfaction

Job satisfaction reflects the degree of alignment between an individual's expectations regarding their job such as performance outcomes provided by the company and the rewards received for their work and the actual situation (4). It can also be defined as an individual's or employee's assessment, feelings, or attitude toward their job, involving the fulfillment of specific desires and needs through work activities (5).

2.2 Work Stress

Work stress is defined as an individual's dynamic state when facing opportunities, constraints, or demands related to desired outcomes that entail significant and unexpected consequences (6). Excessive workload can manifest as an overwhelming volume of work, high performance targets, tight deadlines, and the need to handle multiple job responsibilities simultaneously (7). In the long run, this condition not only elevates work stress levels but can also diminish employee performance, work motivation, and job satisfaction, while posing risks to health and increasing the likelihood of employees leaving the organization (8).

2.3 Work Environment

A positive work environment is a factor that fosters, channels, and supports human behavior, encouraging employees to work diligently and enthusiastically to achieve optimal results (9). It is a crucial factor that directly influences employees in the execution of their tasks, ultimately enhancing organizational performance; a work environment is considered favorable when employees can carry out their activities optimally, safely, comfortably, and in a healthy manner (10).

2.4 Work motivation

Motivation is defined as a drive that compels individuals to act or behave in specific ways; it refers to the underlying causes of behavior, such as the factors that prompt a person to perform or refrain from performing a particular action (11). It is viewed as an internal work drive that motivates individuals to act in ways that achieve established corporate goals (12). The motivation provided influences performance, a key corporate objective which can be realized through various means, including quantitative or qualitative output, creativity, adaptability, reliability, and so forth (13).

2.5 Research Gap

Although various studies have examined employee job satisfaction in relation to factors such as the perception of work stress and the physical and non-physical work environment, they share a common characteristic: very few link it to the work motivation provided by the company to its employees. Every employee inevitably reaches a point of work-related burnout that affects their satisfaction levels; therefore, work motivation is essential to reignite employee enthusiasm, alleviate work stress, and maintain a conducive work environment. Meanwhile, empirical research within the tourism industry, specifically regarding local restaurants in Bali; remains limited, as most prior studies have focused on the hotel sector, private companies, banking, and public institutions. Consequently, this study on Bebek Uma Sari Resto in Singapadu, Gianyar, is expected to offer research variety and contribute new empirical insights to the local restaurant industry in Bali.

2.6 Conceptual Framework

The conceptual framework of the career development role model in mediating the influence of self-efficacy and competence on employee performance in the hospitality industry in Gianyar is presented in Figure 1 below.

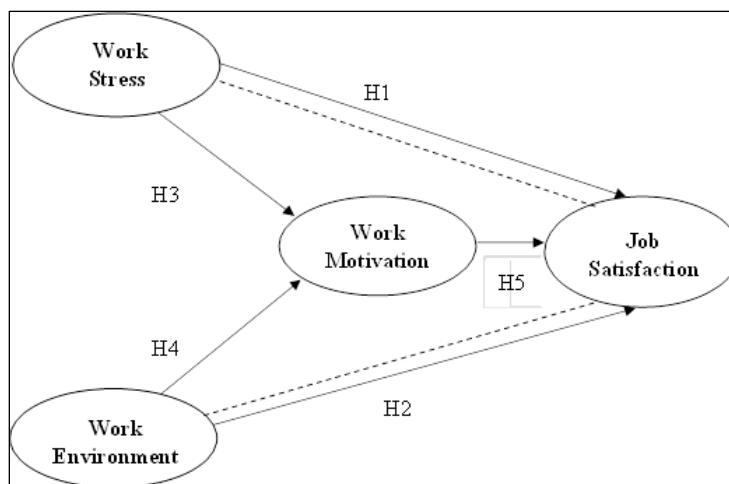


Figure 1: Conceptual Framework

2.7 Hypothesis of Research

- H1: Work stress has a negative impact on employee job satisfaction
- H2: Work environment has a positive effect on employee job satisfaction
- H3: Work stress has a negative effect on employee work motivation
- H4: Work environment has a positive effect on employee work motivation
- H5: Work motivation has a positive effect on employee job satisfaction
- H6: Work motivation mediates the effect of work stress on employee job satisfaction
- H7: Work motivation mediates the influence of the work environment on employee job satisfaction

3 METHOD

This study employs a quantitative approach aimed at objectively measuring and analyzing the causal relationships between variables. The research was conducted at Bebek Uma Sari Resto, located at Jalan Raya Singapadu No. 10, Sukawati, Gianyar, Bali. The study population comprised the restaurant's entire workforce of 48 employees. Given the small population size, a non-probability sampling method, specifically the total sampling technique was used; consequently, all 48 employees of Bebek Uma Sari Resto, Singapadu, Gianyar, were included in the study. All members of the sample served as respondents by completing the distributed questionnaires. The research data by its nature consists of quantitative data from the results of questionnaire distribution, and qualitative data in the form of company data and presentation of the results of questionnaire distribution data. Based on its source, the research data consists of primary data in the form of observation results and questionnaire distribution, as well as secondary data in the form of data and records from company archives.

Data collection was conducted through observation, interviews, questionnaires, and research documentation. Questionnaire data were scored using a Linkert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data were analyzed using the Partial Least Squares (PLS) statistical method with the help of the SEM PLS 3.0 program. Data analysis began with descriptive analysis, which is research conducted to determine the existence of independent variables, whether one or more variables, without making comparisons or linking them to other variables (14). Next, a Structural Equation Model Partial Least Squares (SEM-PLS) analysis was performed, which yielded the following equation:

Substructure 1:

$$M = \beta_1 X_1 + \beta_2 X_2 + e$$

Substructure 2:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 M + e$$

Where:

M = Mediator Variable (Work Motivation)

Y = Dependent Variable (Job Satisfaction)

X1 = Independent Variable (Work Stress)

X2 = Independent Variable (Work Environment)

e = residual value/standard error

4 RESULTS

4.1 Outer Model Evaluation (Measurement Model)

4.1.1 Convergent Validity

Table 1: Outer Loading Value of Model Estimation Results

Indicator	Outer Loading	P Values	Explanation
M1 <- Work Motivation	0.949	0.000	Valid
M2 <- Work Motivation	0.863	0.000	Valid
M3 <- Work Motivation	0.655	0.001	Valid
M4 <- Work Motivation	0.923	0.000	Valid
M5 <- Work Motivation	0.896	0.000	Valid
M6 <- Work Motivation	0.824	0.000	Valid
X1.1 <- Work Stress	0.760	0.000	Valid
X1.2 <- Work Stress	0.777	0.000	Valid
X1.3 <- Work Stress	0.748	0.000	Valid
X1.4 <- Work Stress	0.715	0.000	Valid
X1.5 <- Work Stress	0.735	0.000	Valid
X2.1 <- Work Environment	0.844	0.000	Valid
X2.2 <- Work Environment	0.856	0.000	Valid
X2.3 <- Work Environment	0.713	0.000	Valid
X2.4 <- Work Environment	0.820	0.000	Valid
X2.5 <- Work Environment	0.867	0.000	Valid
X2.6 <- Work Environment	0.836	0.000	Valid
X2.7 <- Work Environment	0.709	0.000	Valid
X2.8 <- Work Environment	0.853	0.000	Valid
Y1 <- Work Satisfaction	0.823	0.000	Valid
Y2 <- Work Satisfaction	0.770	0.000	Valid
Y3 <- Work Satisfaction	0.721	0.000	Valid
Y4 <- Work Satisfaction	0.725	0.000	Valid
Y5 <- Work Satisfaction	0.720	0.000	Valid

Source: processed field data

The outer loading calculation results for each variable's indicators showed an outer loading value > 0.50 and a p-value < 0.05. This proves that the indicators forming the latent variable are valid and significant.

4.1.2 Discriminant Validity

Table 2: Cross Loading Calculation Results

	Work Satisfaction (Y)	Work Environment (X2)	Work Motivation (M)	Work Stress (X1)
M1	0.828	0.661	0.834	0.559
M2	0.814	0.549	0.911	0.647
M3	0.736	0.668	0.849	0.658
M4	0.693	0.593	0.788	0.786
M5	0.730	0.502	0.752	0.606
M6	0.809	0.643	0.910	0.666
X1.1	0.781	0.688	0.801	0.951
X1.2	0.723	0.618	0.623	0.924
X1.3	0.725	0.441	0.726	0.748
X1.4	0.677	0.579	0.680	0.934
X1.5	0.694	0.536	0.636	0.936
X2.1	0.605	0.862	0.535	0.509
X2.2	0.631	0.859	0.625	0.593
X2.3	0.535	0.706	0.399	0.375
X2.4	0.771	0.845	0.713	0.601
X2.5	0.581	0.872	0.556	0.509
X2.6	0.650	0.841	0.640	0.598
X2.7	0.528	0.703	0.444	0.360
X2.8	0.737	0.855	0.695	0.576
Y1	0.839	0.680	0.814	0.566
Y2	0.819	0.554	0.908	0.652
Y3	0.784	0.617	0.590	0.522
Y4	0.778	0.593	0.704	0.863
Y5	0.827	0.722	0.629	0.634

Source: processed field data

The loading factor test results for the indicators of the job satisfaction, job stress, work environment, and work motivation constructs showed that each indicator had its highest loading factor on its intended construct, and they were consequently deemed valid.

Table 3: Calculation Results $\sqrt{\text{AVE}}$ and Correlation Values Between Variables

Construct	AVE	Coefficient Correlation			
		Y	X2	M	X1
Work Satisfaction (Y)	0.656	0.810	0.810		
Work Environment (X2)	0.673	0.820	0.778	0.821	
Work Motivation (M)	0.710	0.843	0.913	0.717	0.843
Work Stress (X1)	0.813	0.902	0.804	0.640	0.776

Source: processed field data

The Average Variance Extracted (AVE) value for all constructs is > 0.50 , thus fulfilling the validity requirements based on the discriminant validity criteria.

4.1.3 Composite Reliability and Cronbach Alpha

Table 4: Composite Reliability and Cronbach Alpha Test

Construct	Cronbach's Alpha	ρ_A	Composite Reliability
Work Satisfaction (Y)	0.870	0.874	0.905
Work Environment (X2)	0.930	0.940	0.942
Work Motivation (M)	0.917	0.919	0.936
Work Stress (X1)	0.940	0.943	0.956

Source: processed field data

The composite reliability and Cronbach Alpha values of all constructs have shown values greater than 0.70, thus fulfilling the reliable requirements based on the composite reliability criteria.

4.2 Inner Model Evaluation (Structural Model)

4.2.1 R-Square (R2)

Table 5: R-Square (R2)

Construct	R Square	R Square Adjusted
Work Satisfaction (Y)	0.880	0.872
Work Motivation (M)	0.685	0.671

Source: processed field data

The R^2 value for job satisfaction is 0.880; based on the criteria established by Ghazali (2018), this qualifies as a strong model, meaning that variations in the work environment and work stress explain 88.0 percent of the variation in job satisfaction, while the remaining 12.0 percent is explained by variations in other variables. Meanwhile, the work motivation variable has an R-square value of 0.685—also indicating a strong model—meaning that variations in work stress, the work environment, and work motivation explain 68.5 percent of job satisfaction, with the remaining 31.5 percent explained by variations in constructs outside the model.

4.2.2 Q-Square Predictive Relevance (Q2)

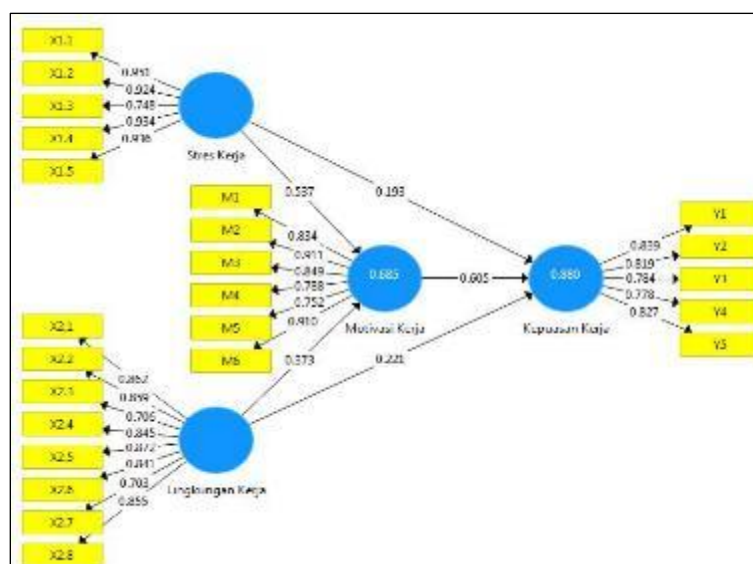
The Q2 calculation results indicate that 96.22% of the variance can be explained by the relationships among the variables of job satisfaction, job stress, work environment, and work motivation, while the remaining 3.78% is attributable to factors outside the research model. Based on these results, the estimated global model falls within the strong category.

4.2.3 Goodness of Fit (GoF)

Based on the test results, which show a Goodness of Fit (GoF) value of 0.746, and referring to the criteria for the strength of measurement models, this research model is classified as a strong (large) model.

4.3 Hypothesis Test

Measurement of the relationship between variables or models is predicted using the t-test parameter and to explain the hypothesis, it can be seen from the significance value of the comparison of the t-table value with the calculated t-value at a significant level of $\alpha = 0.05$ (alpha 95%). The decision-making criteria for the t-test are H_0 is accepted if: $P\text{-value} \geq 0.05$ and H_1 is accepted if: $P\text{-value} \leq 0.05$. In terms of testing hypotheses, the results of SmartPLS 3.0 data processing are displayed in the form of images, as shown in Figure 2 as follows:



Source: processed field data

Figure 2: Path Diagram**Table 6: Path Analysis**

Construct	Path Coefficient	T Statistics	P Values	Explanation
Work Stress-> Work Satisfaction	-0.442	2.135	0.033	Significant
Work Environment-> Work Satisfaction	0.370	2.102	0.036	Significant
Work Stress-> Work Motivation	-0.443	2.097	0.037	Significant
Work Environment-> Work Motivation	0.546	3.080	0.002	Significant
Work Motivation-> Work Satisfaction	0.547	3.709	0.000	Significant

Source: processed field data

Testing the path coefficient between work stress and the job satisfaction construct yielded a value of -0.442, with a t-statistic of 2.135 < t-table value of 1.96 and a significance value of 0.033 < 0.05; this indicates that work stress has a negative and significant influence on job satisfaction. These results confirm the first hypothesis (H1) stating that work stress has a negative and significant influence on job satisfaction at Bebek Uma Sari Resto, Singapadu Gianyar, as acceptable.

Testing the path coefficient between the work environment and the job satisfaction construct yielded a value of 0.370, with a t-statistic of 2.102 < t-table value of 1.96 and a significance value of 0.036 < 0.05; this indicates that the work environment has a positive and significant influence on job satisfaction. These results confirm the second hypothesis (H2) stating that the work environment has a positive and significant influence on job satisfaction at Bebek Uma Sari Resto, Singapadu Gianyar, as acceptable.

Testing the path coefficient between work stress and the work motivation construct yielded a value of -0.443, with a t-statistic of 2.097 < t-table value of 1.96 and a significance value of 0.037 < 0.05; this indicates that work stress has a negative and significant influence on work motivation. These results confirm the third hypothesis (H3) stating that work stress has a negative and significant influence on the work motivation of employees at Bebek Uma Sari Resto, Singapadu Gianyar, as acceptable.

The test of the path coefficient from the work environment to the work motivation construct yielded a value of 0.546, with a t-statistic of 3.080 < t-table value of 1.96 and a significance value of 0.002 < 0.05; this indicates that the work environment has a positive and significant influence on work motivation. These results confirm the fourth hypothesis (H4) stating that the work environment has a positive and significant effect on the work motivation of employees at Bebek Uma Sari Resto, Singapadu, Gianyar, as acceptable.

The test of the path coefficient from work motivation to the job satisfaction construct yielded a value of 0.547, with a t-statistic of 3.709 < t-table value of 1.96 and a significance level of 0.000 < 0.05; this indicates that work motivation has a positive and significant influence on job satisfaction. These results confirm the fifth hypothesis (H5) which states that work motivation has a positive and significant effect on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar, as acceptable.

Table 7: Total Indirect Effect

Construct	Path Coefficient	T Statistics	P Values	Explanation
Work Stress → Work Motivation → Work Satisfaction	-0.313	2.026	0.043	Significant
Work Environment → Work Motivation → Work Satisfaction	0.647	2.171	0.030	Significant

Source: processed field data

The test results for the path coefficient from work stress to job satisfaction, mediated by work motivation, yielded a value of -0.313, with a t-statistic of 2.026 < t-table value of 1.96 and a significance value of 0.043 < 0.05. These results demonstrate that work motivation significantly and negatively mediates the effect of work stress on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. Consequently, the sixth hypothesis (H6) is supported.

The path coefficient for the relationship between the work environment and job satisfaction, mediated by work motivation, was 0.647, with a t-statistic of 2.171 < t-table value of 1.96 and a significance value of 0.030 < 0.05. These results demonstrate that work motivation positively and significantly mediates the effect of the work environment on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. Consequently, the seventh hypothesis (H7) is accepted.

5 DISCUSSION

Testing the path coefficient between job stress and the job satisfaction construct reveals that job stress has a significant negative impact on job satisfaction. This implies that the higher the job stress experienced by employees at Bebek Uma Sari Resto, Singapadu Gianyar, the lower their satisfaction with their work. Work stress is a significant factor that can influence employees' attitudes and feelings toward their work, including job satisfaction. Based on Two-Factor Theory developed by Frederick Herzberg (15), job stress can be categorized as a hygiene factor that fundamentally determines the baseline level of employee comfort at work. Stress does not arise in isolation; rather, it typically stems from factors such as job demands, role conflict, time pressure, or workloads that exceed an individual's capabilities. A workload aligned with employee capabilities, combined with a comfortable work environment at Bebek Uma Sari Resto, Singapadu Gianyar, makes the work feel more manageable, given that comfort influences an employee's emotions, thought processes, and overall state while working.

Testing the path coefficient between the work environment and the job satisfaction construct reveals that the work environment has a positive and significant influence on job satisfaction. This implies that the better and more conducive the work environment at Bebek Uma Sari Resto, Singapadu Gianyar, the higher the employees' job satisfaction. The work environment is a key factor that can determine the level of job satisfaction among employees at Bebek Uma Sari Resto, Singapadu, Gianyar. Based on the Two-Factor Theory developed by Frederick Herzberg (15), the work environment also serves as a hygiene factor that fundamentally determines the baseline conditions for employee comfort. A work environment that lacks conduciveness whether in physical or non-physical aspects can exacerbate work-related stress and diminish the morale of employees at Bebek Uma Sari Resto, Singapadu Gianyar. Conversely, a comfortable work environment fosters a sense of security, boosts morale, and enables employees at Bebek Uma Sari Resto, Singapadu Gianyar to work more optimally.

Testing the path coefficient between work stress and the work motivation construct reveals that work stress has a significant negative impact on work motivation. This implies that the higher the work stress experienced by employees, the lower their work motivation at Bebek Uma Sari Resto, Singapadu, Gianyar. Work stress diminishes the work motivation of employees at Bebek Uma Sari Resto, Singapadu, Gianyar, as work-related pressure causes them to lose enthusiasm and interest in their tasks. According to the Two-Factor Theory developed by Frederick Herzberg (15), work motivation is an intrinsic factor crucial for enhancing employee enthusiasm, commitment, and productivity. However, work motivation can decline when employees face high levels of work-related pressure. Excessive work stress can trigger physical and mental fatigue, emotional tension, and a loss of focus, as well as deplete the energy of employees at Bebek Uma Sari Resto, Singapadu, Gianyar, as they carry out their duties.

Testing of the path coefficient between the work environment and the work motivation construct indicates that the work environment has a positive and significant influence on work motivation. This implies that the better and more conducive the work environment at Bebek Uma Sari Resto, Singapadu Gianyar, the higher the employees' work motivation. A favorable work environment can boost work motivation, as employees feel more comfortable and are driven to work more productively. Based on the Two-Factor Theory developed by Frederick Herzberg (15), motivation is an intrinsic factor that encourages employees to perform optimally and feel satisfied with their work. The favorable work environment at Bebek Uma Sari Resto, Singapadu Gianyar fosters a sense of comfort and security among employees, motivating them to perform at their best.

Testing the path coefficient between work motivation and the job satisfaction construct reveals that work motivation has a positive and significant influence on job satisfaction. This implies that the higher the work motivation possessed by employees at Bebek Uma Sari Resto, Singapadu Gianyar, the higher the job satisfaction they experience. Strong work motivation encourages employees to work with greater enthusiasm and fosters a sense of satisfaction when work targets are achieved. Based on the Two-Factor Theory developed by Frederick Herzberg (15), motivation is an intrinsic factor that drives employees to perform optimally and feel satisfied with their work. Employees at Bebek Uma Sari Resto, Singapadu Gianyar who possess high work motivation tend to exhibit increased satisfaction, greater work enthusiasm, a strong sense of responsibility, and a deeper level of engagement in their work. This state fosters a sense of satisfaction, as employees feel that their needs and goals are being met through their employment.

Testing the path coefficient from the work stress construct to the job satisfaction construct, mediated by work motivation, indicates that work motivation partially mediates the effect of work stress on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. This means that employee work motivation influences the relationship between work stress and the job satisfaction experienced by employees at Bebek Uma Sari Resto, Singapadu, Gianyar. Work stress can affect job satisfaction not only directly but also indirectly through work motivation, which acts as a mediating variable. Based on the Two-Factor Theory developed by Frederick Herzberg (15), work stress and the work environment can be classified as hygiene factors that fundamentally determine the level of comfort employees experience at work. Such conditions can diminish the work motivation of employees at Bebek Uma Sari Resto in Singapadu, Gianyar, as they feel burdened and lose the drive to meet work targets. When work motivation declines, job satisfaction also drops, because employees no longer enjoy their work and feel that work objectives are not being optimally achieved.

Testing the path coefficient from the work environment to the job satisfaction construct, mediated by work motivation, indicates that work motivation partially mediates the influence of the work environment on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. This means that employee work motivation influences the relationship between the work environment and the job satisfaction experienced by employees at Bebek Uma Sari Resto, Singapadu, Gianyar. A positive work environment can enhance job satisfaction not only directly but also through work motivation acting as a mediating variable. Based on Frederick Herzberg's Two-Factor Theory (15), a work environment that is comfortable and safe supported by adequate facilities and harmonious working relationships fosters a conducive atmosphere. Such conditions encourage employees at Bebek Uma Sari Resto in Singapadu, Gianyar, to feel more enthusiastic and driven to perform optimally, thereby boosting their work motivation. When work motivation increases, employees derive greater enjoyment from their tasks and feel that their work goals are attainable, leading to higher levels of job satisfaction.

6 CONCLUSION

Conclusions regarding the work motivation-based job satisfaction improvement model at Bebek Uma Sari Resto, Singapadu, Gianyar, namely: Work stress has a significant negative effect on work motivation and job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. The work environment has a positive and significant effect on work motivation and job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. Work motivation has a positive and significant effect on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar. Work motivation partially mediates the effect of work stress on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar, and also partially mediates the effect of the work environment on job satisfaction at Bebek Uma Sari Resto, Singapadu, Gianyar.

The findings of this study can provide valuable insights for Bebek Uma Sari Resto in Singapadu, Gianyar, encouraging them to assign tasks to employees based on their specific abilities and skills; this approach would allow employees to focus better on their work, resulting in improved service and greater customer satisfaction.

STATEMENTS ON COMPLIANCE WITH ETHICAL STANDARDS

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Disclosure of conflict of interest

The Authors wish to declare that none has any interest to disclose.

Statement of informed consent

Participation in this study was voluntary. All respondents were informed about the purpose of the research. Participant confidentiality and anonymity were maintained throughout the study.

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