

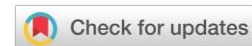
The Effect of Work Stress on Employee Performance: The Mediating Roles of Psychological Detachment and Counterproductive Work Behavior

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ABSTRACT

Keywords:

*Work Stress;
Employee
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Employee performance is a critical factor in achieving organizational goals, particularly in manufacturing companies characterized by high job demands and work pressure. Previous studies have reported inconsistent findings regarding the relationship between work stress and employee performance, indicating the need to examine the underlying psychological and behavioral mechanisms. This study aims to analyze the effect of work stress on employee performance through psychological detachment and counterproductive work behavior among employees of PT One Machinery. A quantitative approach with a cross-sectional design was employed. Data were collected from 72 employees using a structured questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The results indicate that work stress significantly and positively affects psychological detachment and counterproductive work behavior. However, work stress does not have a significant direct effect on employee performance. Psychological detachment positively influences employee performance, whereas counterproductive work behavior negatively affects employee performance. Furthermore, both psychological detachment and counterproductive work behavior significantly mediate the relationship between work stress and employee performance. These findings highlight the importance of psychological recovery and behavioral management in maintaining employee performance under stressful working conditions.

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ABSTRAK

Kinerja karyawan merupakan faktor penting dalam mendukung pencapaian tujuan organisasi, terutama pada perusahaan manufaktur yang memiliki tuntutan pekerjaan dan tekanan kerja yang tinggi. Penelitian terdahulu menunjukkan hasil yang belum konsisten mengenai hubungan antara stres kerja dan kinerja karyawan, sehingga diperlukan kajian yang mempertimbangkan mekanisme psikologis dan perilaku yang mendasarinya. Penelitian ini bertujuan

untuk menganalisis pengaruh *work stress* terhadap *employee performance* melalui *psychological detachment* dan *counterproductive work behavior* pada karyawan PT One Machinery. Penelitian menggunakan pendekatan kuantitatif dengan desain *cross-sectional*. Data dikumpulkan dari 72 karyawan melalui kuesioner terstruktur dan dianalisis menggunakan *Partial Least Squares-Structural Equation Modeling* (PLS-SEM) dengan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *work stress* berpengaruh positif dan signifikan terhadap *psychological detachment* dan *counterproductive work behavior*. Namun, *work stress* tidak berpengaruh signifikan secara langsung terhadap *employee performance*. *Psychological detachment* berpengaruh positif terhadap *employee performance*, sedangkan *counterproductive work behavior* berpengaruh negatif terhadap *employee performance*. Selain itu, *psychological detachment* dan *counterproductive work behavior* terbukti memediasi hubungan antara *work stress* dan *employee performance*. Temuan ini menegaskan pentingnya pemulihan psikologis dan pengelolaan perilaku kerja dalam mempertahankan kinerja karyawan pada lingkungan kerja yang penuh tekanan.

INTRODUCTION

Organizational survival and long-term resilience are increasingly contingent upon the strategic deployment of human resource management to navigate swift technological shifts. Rather than acting as mere operational agents, employees function as the primary engines of corporate success by injecting unique reservoirs of knowledge, skills, and specialized competencies into the enterprise (Chen et al., 2023). Consequently, sustaining a robust competitive advantage within a borderless marketplace hinges on an institution's capacity to optimize and retain its most productive talent. When properly managed, this premium human capital cultivates a healthy operational ecosystem, catalyzes systemic efficiency, and effectively satisfies the diverse demands of corporate stakeholders (Khan et al., 2022; Opolot et al., 2025; Pahira & Rinaldy, 2023).

As a direct barometer of organizational health, employee performance dictates a company's productivity, output quality, and structural agility in volatile commercial environments. Despite its importance, cross-industry indicators reveal a troubling, widespread regression in labor output quality. Macro-level data from the International Labour Organization documented a global productivity contraction of four to six percent in 2023, pointing to an underlying web of occupational anxiety, eroded morale, clinical depression, erratic institutional re-engineering, and macroeconomic instability. Locally, empirical data confirms that occupational strain disrupts cognitive focus for over forty percent of the workforce, directly degrading individual performance metrics (Saleh, 2023). These operational vulnerabilities intensified during the post-pandemic era, where

forced digital transitions and heightened production quotas mandated an abrupt, high-stress alignment with automated work streams (Abdullah ÇALIŞKAN, 2022).

This downward trajectory in workforce efficiency has manifested acutely across Southeast Asia, heavily impacting Indonesian enterprises. Estimates from the Asia Workforce Report (2024) indicate that roughly forty-seven percent of the ASEAN labor force suffered performance deficits triggered by psychological exhaustion and chronic occupational stress. This systemic decline is further aggravated by regional inflation, wage dissatisfaction, and escalating role obligations, which collectively compromise work standards and drive up turnover liabilities (Abagelan & Tullu, 2020). Parallel disruptions are visible within the Indonesian domestic market; for instance, post-pandemic adjustments at PT Kampung Coklat Blitar induced severe employee fatigue and plummeting motivation, damaging front-line service delivery (Burlian, 2024). Similarly, operational bottlenecks, frequent technical errors, and systemic delays at PT Pernas Tasikmalaya were directly linked to unsupportive work settings and psychological distress among staff (Maulana et al, 2023).

Among the various catalysts of eroded performance, occupational stress stands out as a primary destructive force. This psychological friction occurs when individuals perceive a severe mismatch between incoming professional demands and their immediate cognitive or operational resources (Olafsen & Bentzen, 2022). Factors such as unmanageable workloads, compressed delivery windows, aggressive target-chasing, and an absence of corporate safety nets systematically escalate internal strain. Chronic exposure to these stressors undermines cognitive focus, drains intrinsic motivation, and detaches employees from their roles, ultimately compromising both individual and collective corporate outputs (Alsuwailem & Freeney, 2024). Furthermore, established research consistently links high occupational stress to weakened institutional loyalty, severe burnout syndromes, and inferior work products (Shockley et al., 2024).

Beyond direct paths of deterioration, the stress-performance link is governed by distinct psychological regulatory mechanisms, most notably psychological detachment. This mechanism represents an individual's capacity to completely disengage from professional anxieties and cognitive tasks during off-duty hours. Effective off-the-clock detachment acts as a psychological buffer, encouraging cognitive recovery, neutralizing the toxic residue of workplace anxiety, and preserving next-day performance levels (F. Zhang et al., 2023). Workers who successfully separate their personal life from professional roles show superior psychological health, minimal fatigue, and heightened operational output (Petitta, 2023; J. Zhang et al, 2024). Conversely, a chronic inability to mentally clock out causes stress to accumulate over time, destroying long-term productivity and individual efficacy (Jiang et al., 2022).

Simultaneously, the behavioral manifestation of workplace strain frequently takes the form of counterproductive work behavior (CWB). CWB encompasses both deliberate

and passive deviations that undermine institutional health, such as chronic absenteeism, unpunctuality, operational negligence, and the violation of internal protocols (Babamiri et al 2022). When pushed by excessive professional demands, stressed individuals often resort to deviant workplace behaviors as a maladaptive coping mechanism or a retaliation against perceived pressure (Rahmadani et al 2023). While substantial evidence shows that stress fuels CWB, which in turn erodes individual performance metrics (Mondo et al 2023; Tiwery et al 2024), empirical anomalies remain. Conflicting analytical results regarding the exact trajectory of these variables (Sabi et al 2024; Zhou, Cao et al 2021) present a distinct research gap that requires deeper empirical investigation.

PT One Machinery, a prominent manufacturing entity operating in Surabaya, offers a highly relevant empirical setting for this study due to its ongoing struggle with stress-induced performance drops. Preliminary diagnostics conducted with the Human Resources Department and shop-floor personnel revealed that steep production quotas, intense workloads, rising attrition, absenteeism, and wage friction have damaged the workforce's psychological stability and daily output. This issue is evidenced by complaints from several customers regarding performance that fell short of their expectations. One such instance occurred at the JIPE industrial estate in Gresik during the installation of the company's laser-cut products; errors arose involving both the manufactured components themselves and the installation method issues that had not occurred in previous orders. Furthermore, other performance-related errors took place during the second quarter of 2026, leading to a projected 20% decline in performance compared to the previous year. Furthermore, academic literature rarely examines psychological detachment and counterproductive work behavior as parallel, simultaneous mediators within a single stress-performance model. Addressing this oversight, this study models the direct impact of occupational stress on employee performance, utilizing psychological detachment and counterproductive work behavior as simultaneous mediating pathways among the workforce of PT One Machinery. The resulting insights aim to expand contemporary human resource literature while offering actionable interventions for industrial managers seeking to mitigate stress and recover lost productivity.

LITERATURE REVIEW

Work Stress

Occupational strain represents a debilitating psychological state that materializes when workforce members evaluate incoming professional obligations as disproportionate to their immediate operational resources, individual competencies, or psychological endurance. Catalysts such as unmanageable task volumes, aggressive delivery timelines, ambiguous role structures, and adversarial operational settings function as systemic triggers that erode individual health and organizational output quality (Olafsen & Bentzen, 2022). Persistent exposure to these structural pressures works to degrade

cognitive focus, sap intrinsic drive, and compromise job satisfaction, while simultaneously accelerating emotional burnout and absenteeism liabilities (Alsuwailam & Freeney, 2024). When viewed through the lens of the Resource-Based View (RBV), the psychological stability of the workforce operates as a premium, non-imitable corporate asset vital for generating sustainable institutional value. Consequently, ignoring workplace stress compromises the employee's capacity for cognitive recuperation and fuels dysfunctional behavioral patterns, causing a systemic drop in net corporate output. Empirical literature confirms that escalating occupational pressure severely damages off-duty recovery, stimulates deviant workplace activities, and undermines final performance delivery (Blake et al., 2025; Mondo et al., 2023).

H1: Work stress significantly influences psychological detachment.

H2: Work stress significantly influences counterproductive work behavior.

H3: Work stress significantly influences employee performance.

Psychological Detachment

Psychological detachment defines the cognitive capacity of an employee to completely break away from professional anxieties, obligations, and work-related thoughts during off-duty hours. This internal recuperation process functions as a restorative valve, allowing personnel to rebuild depleted cognitive reserves, neutralize physical exhaustion, and preserve long-term mental health (F. Zhang et al., 2023). Workers who establish a sharp boundary between personal life and workplace duties report lower anxiety levels, superior emotional control, and heightened vigor upon returning to their tasks (Olafsen & Bentzen, 2022). Under the RBV paradigm, this mental disengagement acts as a highly strategic psychological capital that safeguards continuous labor productivity and corporate efficiency. Prior empirical inquiries uniformly indicate that individuals possessing advanced detachment capabilities show superior performance outputs and greater adaptive resilience against shifting corporate demands (Petitta, 2023; Baktash & Pütz, 2025; J. Zhang et al., 2024).

H4: Psychological detachment significantly influences employee performance.

H6: Psychological detachment mediates the relationship between work stress and employee performance.

Counterproductive Work Behavior

Counterproductive work behavior (CWB) encompasses intentional deviations by organizational members that breach established operational guidelines, causing direct or indirect damage to the corporate ecosystem and its stakeholders. Manifestations of such deviance regularly surface as chronic absenteeism, deliberate tardiness, operational withdrawal, structural sabotage, and miscellaneous behavioral infractions that degrade corporate efficacy (Babamiri et al., 2022). Workforce members subjected to unmanageable occupational stress frequently channel their internal frustration into destructive activities as a maladaptive response to professional strain (Rahmadani et al.,

2023). Grounded in RBV principles, workforce conduct constitutes a pivotal operational resource due to its profound impact on collective output, team synergy, and structural performance. Therefore, a rise in CWB directly sabotages strategic corporate targets and actively erodes individual task execution. Earlier investigations validate that workplace deviance erodes performance outcomes and serves as an underlying behavioral conduit through which chronic stress damages final work results (Rosalina & Jusoh, 2024; Tiwery et al., 2024).

H5: Counterproductive work behavior significantly influences employee performance.

H7: Counterproductive work behavior mediates the relationship between work stress and employee performance.

Employee Performance

Employee performance reflects the precise efficiency with which organizational members satisfy their designated professional mandates and advance corporate missions through successful task completion and prosocial behaviors. This operational output captures not only the objective volume and precision of the deliverables produced, but also the individual's adaptive agility, team cooperation, and commitment to institutional visions (Petitta, 2023; Tiwery et al., 2024). Positioned within the RBV architecture, individual performance serves as the ultimate benchmark of corporate success, emerging from the careful and strategic cultivation of valuable human capital.

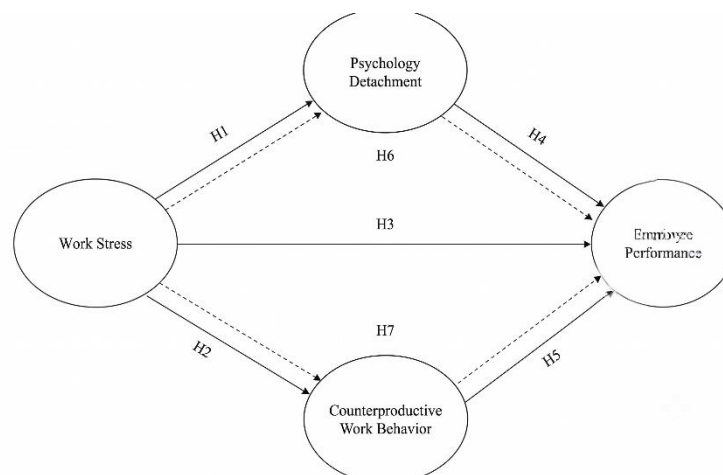


Figure 1. research Framework

METHOD

To dissect the structural intersections among occupational strain, mental disengagement, workplace deviance, and labor output at PT One Machinery, this investigation implemented a quantitative methodology framed within a cross-sectional analytical design. The selection of a quantitative framework was predicated on its

capacity to rigorously validate established theoretical models and empirical hypotheses through the systematic, objective quantification of variables and the subsequent statistical interrogation of numerical datasets (Creswell, 2014). Empirical data collection was executed non-longitudinally at a specific juncture, utilizing a comprehensive questionnaire survey distributed across the months of April and May twenty-twenty-six. The empirical locus was set at PT One Machinery, an industrial manufacturing establishment operating in Surabaya; the entity's aggressive production targets and high-pressure operational environment provided an ideal empirical crucible for examining stress dynamics, behavioral deviations, and workforce performance.

The target population for this census comprised the entirety of permanent personnel at PT One Machinery, accumulating to a total of eighty-four individuals. To derive a statistically representative sample from this sampling frame, the Slovin formulation was applied with a five percent margin of tolerance, yielding a final sample size of seventy active respondents. Purposive inclusion criteria mandated that all selected participants must hold permanent employment status and operate under explicitly documented, quantifiable performance targets. Methodologically, the structural model was configured with workplace stress functioning as the exogenous (independent) construct, employee performance designated as the ultimate endogenous (dependent) outcome, while psychological detachment and counterproductive work behavior were modeled simultaneously as parallel intervening (mediating) variables. Primary data generation relied on a highly structured psychometric questionnaire, with items scored on a five-point Likert scale stretching from one (indicative of strong disagreement) to five (indicative of strong agreement). The operational metrics for workplace stress were calibrated based on the work of Parker (Donald F. Parker, 2025), psychological detachment scales were extracted from Shimazu et al. (Shimazu et al., 2012), counterproductive work behavior dimensions were drawn from Koopmans et al. (Koopmans et al., 2013), and individual performance criteria were adapted from the framework established by Wijayati and Rahman (Wijayati & Rahman, 2021).

Table 1. Instrument Table

Variable	Indicator	Instrument
Work Stress	Time Stress	- I have too much work and too little time to finish it. - I feel like I never have time to rest. - I often feel I have to work very quickly to complete tasks. - My job makes it difficult for me to find time for my family or personal life. - I often think about work, even outside of working hours. - I feel that the time demands of my job are very high.
	Job Anxiety	- I feel nervous or anxious because of my job. - My job makes me feel stressed. - I feel that my job affects me emotionally.

		- I feel annoyed or easily angered because of my job. - I find it difficult to relax after work. - I feel like my job drains my energy. - I feel guilty when I am not working or when I take time off.
Psychology Detachment	Psychology Detachment	- I can get away from my job. - I am mentally distancing myself from my work. - I stopped thinking about my work. - I am taking a break from the demands of work.
Counterproductive Work Behavior	Counterproductive Work Behavior	- I complain about trivial things at work. - I blew a minor work issue out of proportion. - I focus more on the negative aspects of the job than on the positive ones. - I talk about negative aspects of the job with my colleagues. - I display a negative attitude toward my work. - I am less enthusiastic about carrying out my work. - I am putting off work that should be completed immediately. - I did not put forth my best effort in completing the work. - I am being uncooperative with my colleagues. - I engaged in actions that could disrupt others' work.
Employee Performance	Employee Performance	- I have adjusted the task in accordance with the specifications and standards. - I have completed the product or service meets customer expectations. - The unit's output meets the organization's expectations. - The output unit for which I am responsible aligns with my skills and capabilities. - I have completed the general task on schedule. - I have completed the task within a reasonable timeframe. - I have delivered the goods or services on time.

The structural and measurement configurations were statistically evaluated using Partial Least Squares–Structural Equation Modeling (PLS-SEM), executed via the SmartPLS computational suite. The analytical protocol commenced with descriptive statistical formatting to delineate the demographic profile of the respondents and the underlying distribution of the data. Subsequently, the estimation of the measurement model (outer model) was subjected to rigorous validation parameters: convergent validity was verified through outer loading coefficients exceeding zero point seventy and an Average Variance Extracted (AVE) greater than zero point fifty; discriminant validity was established using both the traditional Fornell–Larcker criterion and the more stringent Heterotrait–Monotrait Ratio (HTMT) bounded below zero point ninety; while

internal consistency and reliability were confirmed via Cronbach's Alpha and Composite Reliability indices exceeding zero point seventy. Following outer model validation, the structural architecture (inner model) was critiqued through the explanatory power of the coefficient of determination (R^2), predictive relevance metrics (Q^2), and rigorous hypothesis testing utilizing a non-parametric bootstrapping algorithm to generate t-statistics and p-values. Furthermore, to untangle the specific paths of indirect influence, a comprehensive mediation analysis was conducted to measure how psychological detachment and counterproductive work behavior bridge the stress-performance link, supplemented by the calculation of the Variance Accounted For (VAF) index to determine the exact proportion of the variance explained by these indirect pathways.

RESULT AND DISCUSSION

Result

Table 2. Respondent Characteristics (n = 72)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	56	77.8
	Female	16	22.2
Age	20–30 years	37	51.4
	31–40 years	24	33.3
	>40 years	11	15.3
Job Position	Production	32	44.5
	Marketing	6	8.3
	Administration	8	11.1
	Technician	8	11.1
	Others	18	25.0
Length of Service	<1 year	34	47.2
	1–2 years	21	29.2
	>2 years	17	23.6

Source: Processed Research Data (2026)

Table 1 presents the demographic profile of the 72 respondents involved in this study. Based on gender, the majority of respondents were male (77.8%), while female respondents accounted for 22.2%. In terms of age, most respondents were between 20 and 30 years old (51.4%), followed by those aged 31–40 years (33.3%) and over 40 years (15.3%). Regarding job position, respondents were predominantly employed in the production division (44.5%), followed by other positions (25.0%), administration (11.1%), technician (11.1%), and marketing (8.3%). Based on length of service, most respondents had worked at PT One Machinery for less than one year (47.2%), followed by employees with one to two years of service (29.2%) and more than two years of service (23.6%). These findings indicate that the respondent profile was dominated by male employees, young workers aged 20–30 years, production personnel, and employees with relatively short tenure.

The empirical data gathered in this inquiry was processed utilizing the SmartPLS 4.0 computational engine, facilitating a rigorous dual-stage evaluation that encompassed both the measurement framework (outer model) and the primary structural pathways (inner model). The statistical configuration modeled the interactions among four distinct latent constructs: occupational strain, mental disengagement, workplace deviance, and final labor output. Specifically, the outer model validation was executed to verify the psychometric precision, internal consistency, and reliability of the measurement indicators. Concurrently, the inner model interrogation was directed at critiquing the validity of the hypothesized causal trajectories and mapping the specific parallel intervening pathways embedded within the theoretical framework. The conceptual mapping and architectural design of this proposed structural network are illustrated in Figure 1.

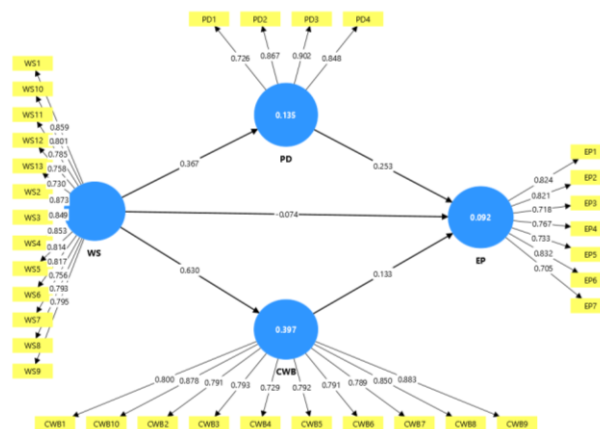


Figure 1. Research Model

Table 3. Construct Reliability and Validity

Variable	Indicator	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Work Stress	WS1	0.857	0.955	0.960	0.960	0.651
	WS2	0.874				
	WS3	0.847				
	WS4	0.853				
	WS5	0.816				
	WS6	0.818				
	WS7	0.754				
	WS8	0.792				
	WS9	0.795				
	WS10	0.801				
	WS11	0.785				
	WS12	0.755				
	WS13	0.734				
Psychological Detachment	PD1	0.719	0.858	0.892	0.904	0.702

Counterproductive Work Behavior	PD2	0.875				
	PD3	0.905				
	PD4	0.842				
	CWB1	0.791				
	CWB2	0.793				
	CWB3	0.796				
	CWB4	0.717				
	CWB5	0.798	0.942	0.947	0.950	0.658
	CWB6	0.800				
	CWB7	0.790				
Employee Performance	CWB8	0.850				
	CWB9	0.885				
	CWB10	0.872				
	EP1	0.829				
	EP2	0.889				
	EP3	0.894	0.945	0.953	0.954	0.750
	EP4	0.882				
	EP5	0.871				
	EP6	0.860				
	EP7	0.836				

Source: SmartPLS 4.0 Output (2026)

The empirical diagnostics compiled in Table 2 outline the psychometric properties of the measurement framework. Every operational indicator successfully achieved outer loading coefficients exceeding the recommended threshold of 0.70, thereby confirming a highly satisfactory level of convergent validity across the dataset. Supporting this, all latent constructs generated an Average Variance Extracted (AVE) value greater than 0.50, which mathematically verifies that each overarching construct accounted for more than 50% of the variance observed among its respective item indicators. The internal consistency and reliability parameters were equally robust, with Cronbach's Alpha, rho_A, and Composite Reliability metrics uniformly exceeding the standard minimum benchmark of 0.70 for every variable under evaluation. Taken together, these preliminary findings demonstrate that the outer measurement model possesses adequate validity and structural reliability, justifying the retention of all original indicators for the subsequent stages of inner structural model modeling.

Once the outer model criteria were fully satisfied, the structural architecture was critiqued through a multi-faceted evaluation that included the calculation of the coefficient of determination (R^2), individual path effect sizes (f^2), direct trajectory testing, and comprehensive parallel mediation analysis. Within this framework, the estimation of the coefficient of determination was specifically used to measure the model's exact explanatory and predictive power regarding the variance of each embedded endogenous construct.

Table 4. Coefficient of Determination (R^2)

Variable	R^2	Adjusted R^2
Employee Performance	0.400	0.392
Psychological Detachment	0.245	0.212
Counterproductive Work Behavior	0.135	0.123

Source: *SmartPLS 4.0 Output (2026)*

Reflecting the empirical metrics compiled in Table 2, the structural architecture accounts for 39.2% of the total variance observed in individual labor output, while explaining 21.2% of the variance in off-duty mental disengagement and 12.3% of the variance in deviant workplace conduct. These statistical proportions demonstrate that the conceptual framework possesses moderate explanatory capabilities regarding ultimate employee performance, whereas its predictive capacity for the parallel intervening constructs remains comparatively modest.

Simultaneously, the estimation of effect sizes (f^2) uncovers distinct levels of practical impact among the latent paths. Specifically, occupational strain exerts a powerful, heavy impact on counterproductive work behavior ($f^2 = 0.667$), a moderate impact on an individual's capacity for psychological detachment ($f^2 = 0.156$), and an entirely negligible direct impact on final performance metrics ($f^2 = 0.004$). Looking at the predictors of labor productivity, engagement in counterproductive work activities demonstrates a moderate impact on final execution quality ($f^2 = 0.247$), while the capacity for mental disengagement yields a small, distinct impact on individual output levels ($f^2 = 0.114$).

To formally validate the proposed structural trajectories, hypothesis testing was carried out via a non-parametric bootstrapping algorithm executed within the SmartPLS 4.0 computation suite. The statistical relevance and acceptance of each hypothesized path were strictly judged based on whether the generated significance parameters fell below the $p = 0.05$ threshold and whether the underlying empirical critical values exceeded the $t = 1.96$ benchmark.

Table 5. Direct Effect Results

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	Work Stress → Psychological Detachment	0.367	3.036	0.002	Supported
H2	Work Stress → Counterproductive Work Behavior	0.633	7.762	0.000	Supported
H3	Work Stress → Employee Performance	0.074	0.597	0.551	Not Supported
H4	Psychological Detachment → Employee Performance	0.332	2.756	0.006	Supported

H5	Counterproductive Behavior → Performance	Work - Employee	5.282	0.000	Supported
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Source: *SmartPLS 4.0 Output (2026)*

The structural estimation confirms that occupational strain exerts a powerful, statistically meaningful impact on both psychological detachment ($\beta = 0.367$, $p = 0.002$) and deviant workplace actions ($\beta = 0.633$, $p < 0.001$). Conversely, the direct path connecting workplace stress to final individual task execution fails to achieve statistical significance ($\beta = 0.074$, $p = 0.551$), indicating a neutral direct relationship between these two constructs. In terms of direct influences on labor output, advanced capabilities in mental disengagement yield a significant positive return on employee performance metrics ($\beta = 0.332$, $p = 0.006$). In contrast, active engagement in counterproductive work behavior inflicts a severe, statistically significant negative blow to net individual productivity ($\beta = -0.586$, $p < 0.001$).

Following the assessment of these direct trajectories, a rigorous structural mediation analysis was executed to untangle the indirect pathways. This step was critical to determine how occupational strain indirectly shapes ultimate employee performance when transmitted through the parallel intervening mechanisms of off-duty psychological detachment and counterproductive workplace actions.

Table 6. Indirect Effect (Mediation) Results

Hypothesis	Indirect Relationship	β	t-value	p-value	Decision
H6	Work Stress → Psychological Detachment → Employee Performance	0.122	1.966	0.049	Supported
H7	Work Stress → Counterproductive Work Behavior → Employee Performance	-0.371	3.521	0.000	Supported

Source: *SmartPLS 4.0 Output (2026)*

The structural modeling confirms that psychological detachment serves as a statistically meaningful intervening channel bridging the relationship between occupational strain and final labor output, recording an indirect path coefficient of $\beta = 0.122$ and a significance level of $p = 0.049$. This empirical indicator proves that the transmission of workplace stress to employee performance metrics does not occur through a straight line, but is entirely funneled through the individual's capacity to mentally disengage from professional anxieties during off-duty hours. Simultaneously, the calculation reveals that counterproductive work behavior also operates as a highly significant parallel mediator within this stress-performance link, generating an indirect path coefficient of $\beta = -0.371$ and a significance value of $p < 0.001$. The negative direction of this coefficient uncovers a destructive trajectory where escalating professional pressure actively fuels deviant workplace activities, which subsequently trigger a sharp

deterioration in final execution quality. Consequently, both intervening constructs emerge as vital behavioral and psychological mechanisms that fully unpack how workplace stress ultimately shapes individual productivity.

Discussion

Dynamic Alignment Between Occupational Strain and Mental Disengagement

The empirical computation confirms that occupational strain exerts a significant positive influence on an individual's capacity for mental disengagement, with a path coefficient value of zero point three hundred and sixty-seven and a significance level of zero point zero zero two. This statistical evidence provides robust validation for the first hypothesis. Such a trajectory implies that when workforce members are subjected to heightened workplace pressures, they systematically adopt mental detachment as an adaptive, defensive coping strategy to recover from exhausting operational requirements. Evaluated through the lens of the Resource-Based View (RBV), internal psychological assets including cognitive stamina, focus, and emotional equilibrium—function as critical, non-substitutable corporate resources that require careful preservation to maintain long-term labor efficiency. At PT One Machinery, personnel confronted with steep task volumes and aggressive performance standards appear to intentionally sever work-related thoughts during designated rest intervals and post-office hours. This deliberate cognitive withdrawal serves to replenish their depleted energetic reserves. This finding matches the structural patterns reported by Olafsen and Bentzen (2022), which both established that workers navigating intense occupational anxiety rely heavily on off-duty detachment as an essential restorative mechanism.

Explanatory Trajectory of Work Stress on Deviant Behaviors

Unmanaged occupational strain is not merely a matter of mental burden; it serves as a destructive catalyst that instantly converts the psychological energy of employees into tangible actions that detrimental to the organization. This is substantiated by the SmartPLS 4.0 analytical output, which demonstrates that workplace stress triggers a direct, powerful positive escalation in counterproductive work behaviors, recording a path coefficient of 0.633 with a highly significant value of $p < 0.001$, thereby successfully validating the research hypothesis. Viewed through the Resource-Based View (RBV) framework pioneered by Barney (1991), human resources constitute a firm's primary strategic asset characterized by being valuable, rare, inimitable, and non-substitutable (VRIN). PT One Machinery possesses this exact strategic leverage through its demographic dominance, where 51.4% of its workforce comprises high-potential young employees aged 20–30 years a rare competitive resource that competitors seldom replicate. However, intense workplace strain severely compromises this strategic advantage; severe stress prevents the organization from optimally utilizing its young human capital, thereby eroding its intrinsic VRIN value and strategic utility. Field observations support this breakdown, revealing that highly stressed personnel regularly

display behavioral deviations, such as chronic tardiness to avoid crucial morning briefings, premature workstation abandonment before lunch breaks, smoking on the shop floor, and using smartphones during cutting machine assembly. These undisciplined actions are further amplified by the fact that the majority of the workforce possesses less than one year of tenure, leaving them without a strong organizational bond to suppress stress-driven impulses. Ultimately, these real-world dynamics mirror the empirical conclusions of E. Sari et al. (2023), and Setyanti et al. (2023), which jointly demonstrated that workplace stress acts as a direct catalyst for increased labor deviance and operational non-compliance, which collectively dismantle the sustainable competitive advantage derived from the firm's human capital.

The Counter-Intuitive Neutrality of Stress on Final Labor Output

The structural equation modeling analysis via SmartPLS 4.0 demonstrates that workplace stress does not exert a significant direct effect on employee performance (path coefficient = 0.074, $p = 0.551 > 0.05$), thereby leading to the rejection of the third hypothesis. This analysis emphasizes that workplace stress lacks a direct relationship with employee performance, a reality that directly contradicts the initial assumption in the research background which predicted that employees were operating under high, extreme pressure whereas empirical field facts prove that the employees' stress levels fall into the moderate category, which clinically has not reached a stage that disrupts or damages actual performance. The absence of this direct influence is reinforced by the organizational control mechanisms at PT One Machinery, where the quantitative aspects of job performance are strictly locked by rigid Standard Operating Procedures (SOP) and rigorous supervision based on Key Performance Indicators (KPI). Furthermore, economic necessity and personal anxieties regarding job security compel employees to prioritize the timely completion and delivery of cutting machines to avoid structural sanctions. Viewed through the Resource-Based View (RBV) framework by Barney (1991), the employees' ability to adapt to moderate stress levels while maintaining their professionalism acts as a socially complex resource an intangible asset with VRIN characteristics that shields the organization's product quality from the interference of psychological pressure. However, the organization's heavy reliance on KPI pressure amid moderate employee stress creates a ceiling effect that hinders the optimization of this human capital's strategic value. Similar previous studies also emphasize that there is no significant relationship between these two variables because a workplace stress level that remains within a reasonable or moderate phase actually serves as a stimulus for normative adaptation within the work environment, which does not interfere with the employees' professional capabilities, as evidenced in the studies by Valencia and Rinamurti (2024), which confirm that external factors such as adherence to work regulation systems and family financial demands are far more dominant in determining performance output compared to the fluctuations of perceived psychological pressure.

The Restorative Premium of Mental Disengagement on Labor Productivity

The statistical evaluation establishes that the capacity for mental disengagement yields a significant positive return on individual labor output, registering a path coefficient of zero point three hundred and thirty-two and a significance value of zero point zero zero six, providing clear support for the fourth hypothesis. This outcome demonstrates that personnel who successfully purge job-related anxieties from their minds during non-working hours exhibit vastly superior efficacy upon returning to their operational duties. In strict alignment with RBV theory, psychological detachment operates as a vital recovery valve that facilitates the reconstruction of depreciated human capital, particularly individual energy, concentration, and intrinsic motivation. Within the corporate environment of PT One Machinery, employees utilize break schedules and off-duty personal time to relax, socialize, and pursue external interests. This complete cognitive break ensures they return to their workstations with renewed cognitive clarity and operational enthusiasm. These insights are highly consistent with the conclusions of Baktash and Pütz (Baktash & Pütz, 2025), which highlighted that off-clock detachment actively suppresses burnout and protects execution quality.

The Destructive Footprint of Deviant Behavior on Individual Performance

The structural analysis reveals that counterproductive work behavior inflicts a severe, statistically significant negative blow to employee performance, generating a path coefficient of minus zero point five hundred and eighty-six and a significance value of less than zero point zero zero one, which strongly validates the fifth hypothesis. This definitive finding confirms that as an employee's engagement in workplace deviance grows, their net performance value drops sharply. From an RBV standpoint, counterproductive actions represent a severe leakage and misuse of premium corporate resources, given that deviating workers actively divert valuable time, cognitive energy, and operational focus away from productive corporate objectives. Specific behavioral patterns recorded at PT One Machinery included unexcused absences, task avoidance, and a failure to conform to standardized operating protocols, all of which directly damaged plant-wide productivity. This negative correlation supports the earlier empirical evidence published by Bagyo and Khusnia (Bagyo, MM, MS, CHRP, CPTM & Khusnia, 2021) and Rosalina and Jusoh (Rosalina & Jusoh, 2024), which verified that workplace deviance functions as a major destructive driver of individual performance.

The Full Intervening Path of Off-Duty Mental Disengagement

The structural mediation modeling reveals that psychological detachment plays a significant intervening role in linking occupational strain to final labor output, yielding an indirect path coefficient of zero point one hundred and twenty-two with a significance value of zero point zero hundred and forty-nine, confirming the sixth hypothesis. The combination of an insignificant direct path from workplace stress to performance and a

highly significant indirect trajectory indicates a mechanism of full mediation. This structural layout implies that workplace stress does not directly damage performance; instead, its transmission occurs entirely through its impact on the employee's ability to mentally step away from their job and rebuild their cognitive capital. Under the RBV paradigm, off-duty detachment functions as a defensive buffer that protects and restores human capital, preventing psychological strain from spilling over into actual task execution. This finding supports previous investigations by Mao et al. (Mao et al., 2026), which positioned psychological detachment as a vital restorative bridge linking workplace stress to final performance outcomes.

The Mediating Conduit of Workplace Deviance under Stress Conditions

Finally, the analytical framework demonstrates that counterproductive work behavior acts as a powerful, significant mediator within the relationship connecting occupational strain to final labor output, generating an indirect path coefficient of minus zero point three hundred and seventy-one with a significance value of less than zero point zero zero one, validating the seventh hypothesis. This structural linkage shows that high job stress indirectly reduces final labor output by multiplying the frequency of deviant workplace behaviors. Personnel trapped in environments with unmanageable stress often respond through maladaptive behaviors such as absenteeism, intentional delays, withdrawal, or deflated operational effort, which subsequently degrade their net performance. From an RBV perspective, this mediation pathway illustrates the active degradation of valuable human capital caused by unmanaged occupational anxiety. This conclusion aligns with the research models of Ikhwan and Winarsunu (Ikhwan & Winarsunu, 2025) and Ningrum et al. (Indy Satya Ayu Esa Ningrum et al., 2025), which established that counterproductive behaviors serve as a critical negative channel through which stress damages individual productivity. Consequently, targeted stress mitigation and the prevention of workplace deviance emerge as core operational strategies for stabilizing workforce output and preserving organizational competitiveness.

CONCLUSION

This study examines the complex structural pathways through which occupational stress relates to employee performance, specifically investigating psychological detachment and counterproductive work behavior (CWB) as parallel intervening mechanisms within the workforce of PT One Machinery. The empirical evidence generated from the structural equation modeling indicates that while occupational stress is positively associated with both psychological detachment and CWB, it does not exert a statistically significant direct effect on ultimate employee performance. Conversely, advanced capabilities in psychological detachment exhibit a significant positive relationship with daily task execution, whereas active engagement in CWB shows a severe, significant negative association with overall employee performance metrics.

The comprehensive structural mediation analysis demonstrates that both intervening constructs function as critical conduits that fully mediate the relationship between stress and performance. These dynamics indicate that workplace pressure does not automatically diminish individual performance output in a linear manner; rather, the final trajectory of performance is closely tied to the specific cognitive coping strategies and behavioral adjustments made by employees. Grounded in the Resource-Based View (RBV) framework, this study provides a crucial scientific contribution to the literature by demonstrating that human capital does not merely react passively to stress, but relies on psychological resilience and behavioral integrity as vital, intangible human assets that require systematic institutional support to maintain sustainable organizational competitiveness.

Based on these empirical indicators, the management of PT One Machinery should consider implementing structured organizational strategies to mitigate excessive stress and curb behavioral deviations through balanced workloads, clear supervisory frameworks, and supportive, formalized recovery windows. Simultaneously, future researchers are strongly encouraged to expand this structural model by exploring alternative recovery dimensions such as physical relaxation techniques and mastery experiences as well as testing organizational culture, job characteristics, and transformational leadership as broader contextual antecedents to employee performance

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