

THE EFFECT OF WORKLOAD AND MOTIVATION ON EMPLOYEES' PERFORMANCE THROUGH JOB STRESS AS A MEDIATING VARIABLE

Salahudin, Syahir Natsir, Harnida Wahyuni Adda

Master of Management Study Program, Postgraduate Department, Faculty of Economics and Business,
Tadulako University, Palu

Corresponding Author : salahudinudin241@gmail.com

Abstract

The purpose of this study was to determine the impact of Workload and Motivation on Employee Performance through Work Stress as a Mediating Variable (Study at the Central Sulawesi Provincial Statistics Agency). The subjects in this study were employees of the Central Sulawesi Provincial Statistics Agency and the sample of this study were employees at the Central Sulawesi Provincial Statistics Agency Office, totaling 56 people. The sampling technique in this study used *Purposive Sampling* technique. The data were analyzed by SEM analysis assisted by the SmartPLS3 application. The results of this study indicate that there are 5 (five) direct relationships between influencing variables. The results of the variables that affected directly are: workload has a significant effect on employee performance, it has a significant effect on work stress, work motivation has a significant effect on employee performance, work motivation has a significant effect on work stress, and work stress directly has a significant effect on employees' performance. The results of the analysis of variables that affected indirectly are: workload *indirectly has a* significant effect on employee performance through work stress and work motivation indirectly has a significant effect on employee performance through work stress.

Keywords: *Workload, Performance, Motivation, Job Stress*

INTRODUCTION

Human resources are the most decisive factor in every organization because in addition to human resources as strength but also the main determining factor in achieving organizational goals. Therefore, human resources must have high competence and professionalism. This will be achieved through improvements in various aspects that include aspects. This indicates that an effective human resource management process is needed in an organization. The workload itself includes physical and psychological workloads, but what is more appreciated as something that makes employees uncomfortable is psychological workload, because the physical workload in the form of workspace design, work design, work environment conditions, level of *visual privacy and acoustical privacy* that has been felt in accordance with procedures and felt comfortable, but the work that is appreciated as an employee's workload is psychological workload.

Motivation is one of the efforts to improve employee performance. Motivation and performance are two constructive and correlative elements. Both require each other and cannot be separated from the other. Employee work performance will be low if they do not have the motivation to carry out the work. Conversely, if the employee has high motivation to carry out the work, the level of employee performance is generally very high. Motivation and performance are two constructive and correlative elements. Both require each other and cannot be separated from the other. Motivation is part of human resource management which aims to move employees who want to work together productively to achieve organizational goals. For this reason, so that every employee can improve his career, the employee must try hard to manage himself, not surrender to fate and not also play with collusion and nepotism. So that the effort is not in vain, running on the actual rail, then the career must be planned. With good career planning

in order to develop a career, a person can make tactics, what must be done to reach a certain level, Sedarmayanti (2007).

Based on the results of interviews conducted with employees of the Central Sulawesi Provincial Statistics Agency who work in the production section, it is stated that work stress can occur when there is so much work pressure and a work environment that is not conducive will have a major impact on employee performance. For example, the spread of covid-19, which still occurs in various regions to this day, has undeniably had an impact on all levels of society, including employees. Employees who can survive in their jobs are required to be able to adapt to the new conditions that occur today. In addition, employees must also always be vigilant in carrying out their work in the midst of a pandemic. Various demands to adapt and alert conditions and anxiety that are continuously experienced by employees can cause stress. The stress experienced can have a negative effect on the organization because it involves aspects of the health and work performance of employees in an organization. According to Robbins (2006) in Tonia (2010), stress experienced by employees can have several psychological, physiological and behavioral consequences.

In this study, researchers dug up information from previously conducted studies as a comparison material, both differences and similarities. The first research was conducted by Misa et al (2020) with the research title "The Effect of Workload on Medical Employee Performance with Job Stress as a Mediating Variable at Prof. Dr. W. Z. Johannes Kupang Hospital". This study aims to determine the direct and indirect effects of workload on the performance of medical employees at Prof. Dr. W. Z. Johannes Kupang with work stress as a mediating variable. This research is a causal research type. The sample analyzed was 50 medical employees. Data were collected with a questionnaire instrument. Data analysis techniques using Path Analysis.

RESEARCH METHODS

This research is *field research*, namely research conducted by conducting surveys or going directly to the object of research. The types of research in this study are as follows:

1. The object of this research is the independent variable (X) which consists of workload and work motivation variables, the dependent variable (Y) which consists of employee performance variables, and the mediating variable (Z) which is work stress.
2. The subjects of this research are employees of the Central Sulawesi Provincial Statistics Agency. The research location is the Central Sulawesi Provincial Statistics Agency. The location is located on Jln. Professor Muhammad Yamin No.48 Kata Palu. The research time was conducted in November 2021-January 2022.

The research data used is divided into two, namely qualitative data and quantitative data. According to Sugiyono (2016:8), qualitative data are sentences, gestures, facial expressions, charts, images and photographs. In this research, qualitative data means a number of information mentioned by each employee of the Central Sulawesi Provincial Statistics Agency. Quantitative are numbers with analysis using statistical tools. In this study, the quantitative data in question is in the form of a questionnaire. The data sources used in this research. Primary data is data directly obtained from the main source of research in the form of observation (observation of facts at the research location) and interviews (oral question and answer with research subjects regarding information related to the relationship between the variables studied) to employees of the Central Sulawesi Provincial Statistics Agency.

Secondary data is supporting data in this research which complements the research. This data can be obtained from employees of the Central Sulawesi Provincial Statistics Agency or reading literature, the internet and other sources related to the object of this research. To facilitate this research, several data collection techniques were carried out. First, observation is an activity in order to collect data related to research problems through a direct observation process in the field. In this case, the researcher made observations at the place or location of the Central Sulawesi Provincial Statistics Agency employees. Interview is a data collection method carried out if the researcher wants to conduct a preliminary study to find the problem under study, in this case conducting question and answer interviews directly with employees of the Central Sulawesi Provincial Statistics Agency, the duration of the interview is about 30 minutes. The questionnaire is a list of questions or statements made by the researcher and given to

employees to fill in which will then be used as a basis for obtaining data and information about the answers to the formulation of the problem and the proposed research hypothesis. In this case, the time for filling out the questionnaire is about 3-5 minutes. Documentation, a data collection by looking directly at the relevant document sources. In other words, documentation as data collection through written and electronic documents. Used to support the completeness of other data.

Population and Sample

According to Sugiyono (2018: 130) suggests that population is a general area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are made. Based on the population that we have obtained from the Central Sulawesi Provincial Statistics Agency, the number of employees consists of 56 people. The sampling technique used in this research is *nonprobability* sampling technique with saturated sampling method / census method. Saturated sampling is a sampling technique when all members of the population are used as samples Sugiyono (2012). (2012) So, in this study the sample used was all employees of the Central Sulawesi Provincial Statistics Agency Central.

Sample

A sample is a subset of the population. The elements of the sample members are the members from which the sample is taken. Thus, it can be said that the research sample is all the population taken and is the object focused as a source of data in the study. The method used is saturated sampling, which is a sampling technique when all members of the population are used as samples. This is often done if the population is relatively small or research that wants to make generalizations with very small errors. Another term for a saturated sample is a census, where all members of the population are used as respondents. The respondents in this study were all employees of the Central Sulawesi Provincial Statistics Agency, totaling 56 from all employee work units in the Central Sulawesi Provincial Statistics Agency office.

Operational Definition of Variables

The variables used in this study are 4 variables, namely workload variables, work motivation variables, employee performance variables, and work stress variables which can be explained as follows:

a. Workload

Workload is a number of activities that must be completed by an organizational unit or position holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit. The indicators of workload are:

1. Targets

An individual's view of the amount of work targets given to complete their work. For example, getting performance achievements beyond what has been set. A view of the work results that must be completed within a certain time.

2. Working conditions

Covers how individuals view their working conditions. For example, making decisions quickly when serving, maintaining goods as well as possible, and overcoming unexpected events such as having to work outside working hours to complete work.

3. Working standards

Impressions that individuals have about their work. For example, the feelings that arise regarding the workload that must be completed within a certain period of time.

a. Work motivation

Work motivation is a desire, the need for an employee to complete the assigned task in accordance with the expectations of the employer that arises or arises because of the responsibility of the Central Sulawesi Provincial Statistics Agency employees. The indicators of workload are:

1. The need to achieve success or achievement (*Need for achievement*)

The ability to achieve a relationship to predetermined company standards is also a struggle for employees to test success. Some people have a desire to achieve success.

2. *Need for power* or work authority (*Need for power*)

The need to make people behave in a reasonable and prudent manner in their respective duties.

3. *Need for affiliation*

The desire to be friendly and get to know colleagues or employees within the organization.

RESULTS AND DISCUSSIONS

Outer Model Evaluation

Mahfud and Ratmono (2013), said that PLS is used to determine the complexity of the relationship between a construct and other constructs, as well as the relationship between a construct and its indicators. PLS is based on two stages, namely the first stage of evaluating the measurement model or *outer model* and the second stage is evaluating the structural model or *inner model*. For the first stage of evaluation or *outer model* serves to determine the specification of the relationship between constructs and their indicators. The following are the results of data processing:

1. Convergent Validity

Convergent validity is determined based on the principle that the measures of a construct should be highly correlated (Ghozali and Latan, 2015). *Convergent Validity* is assessed based on the correlation between *item scores* or *component scores*. Individual reflexive measures are said to be high if they correlate > 0.7

2. Discriminant Validity

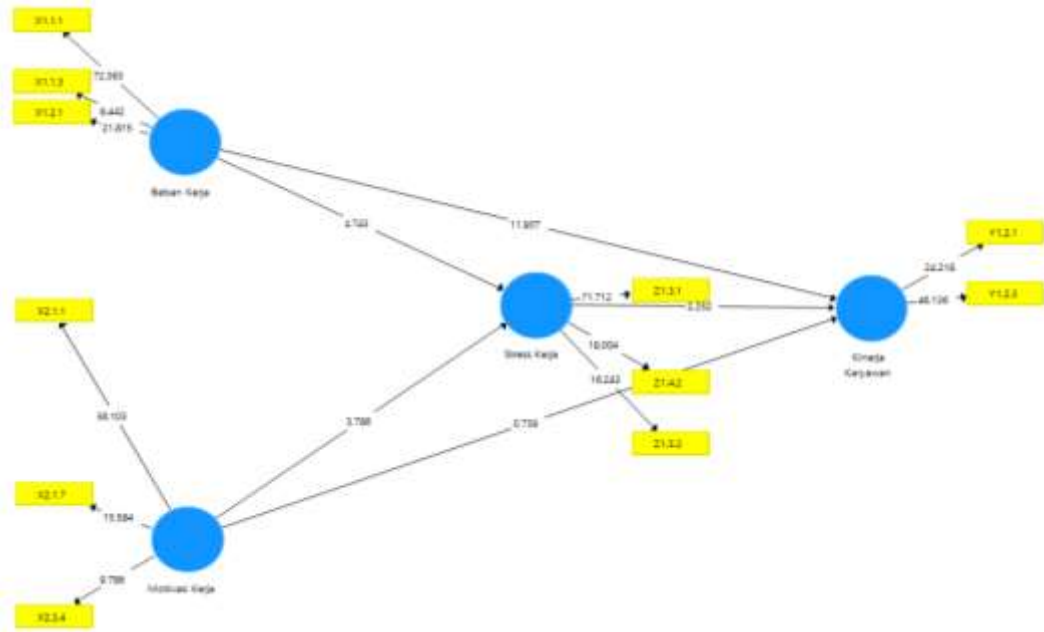
Apart from observing the value of *cross loading* and *convergent validity*, it can also be known through another method, namely by looking at the *average variant extracted* (AVE) value. For each indicator, the value is required to be > 0.5 for a good model.

3. Composite Reliability

To test the validity of the research model in PLS, it can be seen from the results of *composite reliability*. *Composite Reliability* is the part used to test the reliability value of indicators on a variable. A variable is declared to meet *composite reliability* if it has a value of > 0.6 .

4.4.1 Hypothesis Test (Bootstrapping Resampling)

Hypothesis testing is intended to prove the truth of research conjectures or hypotheses. The results of the data processing carried out in this study can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the *t-statistic* and *p-value*. The research hypothesis can be declared accepted if the *p-value* < 0.05 . The following are the results of the hypothesis test obtained in this study:



Source: Appendix III (processed SmartPLS, 2022)

4.1.2 Discussion of Research Results

Based on the results of hypothesis testing that has been carried out, further discussion of the results will be carried out regarding the effect of workload and motivation on employee performance through work stress as a mediating variable study at the Central Statistics Agency of Central Sulawesi Province. From the research results, it is clear that the hypothesis that affects workload has a positive effect on employee performance. Workload has a positive effect on job stress. Work motivation has a negative effect on employee performance, work motivation has a positive effect on work stress. Work stress has a positive effect on employee performance. Workload has a positive effect on employee performance through work stress, and work motivation has a negative effect on employee performance through work stress. The following is an analysis of the influence between variables according to the proposed hypothesis.

4.5.1 The Effect of Workload on Employee Performance

Every employee must have each workload that has been determined by the Agency or their respective superiors. a difference between the capacity or ability of the job and the demands of the work that must be faced. Given the work of humans, each has a job that must be faced. And considering the work of each individual has a different level of difference, the level of load that is too high allows excessive energy usage and over stress. Conversely, a load level that is too low allows boredom and boredom or "under stress". To find out and calculate or estimate the level of optimization of the number and composition of the workforce or a person's workforce against the workload in one work unit through workload analysis. The average activity frequency of each job within a certain period of time workload is a condition of the work with its job description that must be completed at a certain time limit.

4.5.2 The Effect of Workload on Job Stress

Thus, the workload needs to be managed so as not to cause excessive stress. Stress is something that concerns the interaction between individuals and the environment, namely the interaction between stimulation and response. Therefore, it can be said that stress is a consequence of every action and environmental situation that makes psychological and physical demands on a person. Stress is an individual's adaptive response to various external pressures or demands and produces various disorders

including: physical, emotional and behavioral disorders. A situation that threatens someone both physically and psychologically. From a psychological point of view, stress can be defined as an internal state caused by the body's psychological needs or caused by external situations such as environmental or social circumstances that are potentially dangerous, provide challenges, cause changes or require defense mechanisms.

4.5.3 The Effect of Work Motivation on Employee Performance

Motivation is the action of a group of factors that cause individuals to behave in certain ways. Motivation teaches how to encourage the morale of subordinates so that they want to work harder and work by using all the abilities and skills they have to be able to advance and achieve company goals. Motivation at work is very important for the high and low productivity of the company. Without the motivation of employees to work together for the benefit of the company, the goals that have been set will not be achieved. Conversely, if there is high motivation from employees, this is a guarantee of the company's success in achieving its goals.

Some factors that can increase or decrease work motivation experienced by everyone are factors of self-esteem, power, and job security needs. The most dominant work motivation factor that can increase the work motivation experienced by employees of the Central Bureau of Statistics of Central Sulawesi Province is self-esteem, namely in the form of praise from superiors and appreciating every effort made by employees, because with recognition from superiors, this can increase self-confidence and optimism in carrying out every task assigned, so that with confidence and optimism this can increase the work productivity produced by employees.

The factor that can reduce work motivation is the security needs factor, which is caused by uncomfortable workplace conditions such as less cooperative coworkers, hot room conditions, and some damaged facilities, so that the motivation of some employees decreases, so this can reduce employees of the Central Sulawesi Provincial Statistics Agency.

4.5.4 The Effect of Work Motivation on Work Stress

The higher the relationship between employees, the higher the employee performance. When viewed from the characteristics of respondents, it can be seen that the majority of employees of the Central Sulawesi Provincial Statistics Agency are less than 30 years old. This causes employees to get along more easily with fellow employees and have high motivation so that performance will be higher. In addition, most employees of the Central Sulawesi Provincial Statistics Agency have the latest education, namely S1 education, where S1 education has broader thoughts and insights and their skills at work are much better. Thus, they tend to be more able to motivate themselves in their work.

4.5.5 The Effect of Job Stress on Employee Performance

The Central Sulawesi Provincial Statistics Agency employees experienced high levels of stress, it will affect employee performance and vice versa, if employees do not experience stress when doing a job, it does not affect employee performance. When the level of stress experienced by employees of the Central Sulawesi Provincial Statistics Agency is low and there is no stress at all, employees will tend to work at the level of achievement that will be achieved. Stress is needed to increase one's motivation or drive to improve performance. When stress increases to high levels, performance will decrease because the person will use their energy to overcome stress rather than to do their job. Work stress is both beneficial and detrimental to the Central Sulawesi Provincial Statistics Agency, but to some extent the beneficial effects of the Central Sulawesi Provincial Statistics Agency are expected to spur employees to get the job done as well as possible.

4.5.6 The Effect of Workload on Employee Performance Through Work Stress

The work stress and employee workload are important things that need to be considered by companies to achieve good performance and work performance of employees in achieving company goals because the human resources desired by an organization are quality resources and quantitative resources that have the enthusiasm and passion to work so as to achieve optimal performance. It will decrease because

the person will use their energy to overcome stress rather than to do their job. Work stress is both beneficial and detrimental to the Central Sulawesi Provincial Statistics Agency, but to some extent the beneficial influence of the Central Sulawesi Provincial Statistics Agency is expected to spur employees to get the job done as well as possible.

4.5.7 The Effect of Work Motivation on Employee Performance Through Work Stress

One of the factors that affect the success rate of an organization is performance, that performance is a person's success in carrying out a job. Efforts to improve performance are poor communication between fellow employees in a company. Therefore, the company must be able to make employees more solid. Of course, good *teamwork* will support employee performance. Job stress experienced by employees will certainly harm the organization concerned because the resulting performance decreases which ultimately causes losses to the company. Apart from stress, the factor that affects performance is work motivation. Every activity carried out by humans is based on certain motivations. This motivation moves humans to achieve something they want. If motivation is high, the energy it produces will be high. Conversely, if the motivation is low, the energy it produces will also be low. This result shows that high motivation will encourage employees to improve their performance.

CONCLUSION

Based on the results and discussion of this research, it can be concluded as follows:

1. Workload directly has a significant effect on employee performance at the Central Sulawesi Provincial Statistics Agency Office.
2. Workload directly has a significant effect on employee work stress at the Central Sulawesi Provincial Statistics Agency Office.
3. Work motivation indirectly has a significant effect on employee performance at the Central Sulawesi Provincial Statistics Agency Office.
4. Work motivation directly has a significant effect on employee work stress at the Central Sulawesi Provincial Statistics Agency Office.
5. Job stress directly has a significant effect on employee performance at the Central Sulawesi Provincial Statistics Agency Office.
6. Workload indirectly has a significant effect on employee performance through work stress of employees of the Central Sulawesi Provincial Statistics Agency Office.
7. Work motivation indirectly has no significant effect on employee performance through work stress of employees of the Central Sulawesi Provincial Statistics Agency Office.

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