

# THE INFLUENCE OF WORKLOAD AND WORK STRESS THROUGH WORK MOTIVATION AS A MEDIATOR ON EMPLOYEE PERFORMANCE

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## ABSTRACT

High performance will make employees more loyal to the organization, more motivated, work with feelings of pleasure and more importantly can increase the possibility of achieving high productivity. Work-related stress is known to exist and is a common and detrimental problem for workers. Workload is one aspect that must be considered by every organization, because workload is one of the factors that affect employee performance, so motivation is needed to reduce workload and work stress. The purpose of this study was to examine and analyze the effect of work stress, workload on employee performance with motivation as a mediator/intervening. The methodology used in this study is a quantitative approach research using multiple linear regression analysis and path analysis, this study involved 40 employees of gas stations 54.611.04 Gresik. The result is that workload and work stress have an insignificant effect on performance, while motivation as workload, work stress, motivation has a significant effect on employee performance at gas stations 54.611.04 Gresik.

**Keyword:** *Workload, Work Stress, Motivation, Performance*

## A. INTRODUCTION

With the rapid advancement of time and increasingly fast-paced technology, human resources must be able to adapt in all aspects, including both the environment and existing technologies. On the other hand Sandra et al., (2023) explain companies must have high-quality human resources with strong competitiveness. Human resources with good performance and strong competencies can support the success of an organization. On the other hand, incompetent human resources with poor performance can cause problems that may lead the company into a loss-making condition. As a result, each individual strives to improve their performance in order to work harder and adapt to ongoing changes. Changes in the work environment can be a contributing factor to the imbalance between physical and mental activities in individuals, which, if left unaddressed for a prolonged period, may lead to new problems, both physical and psychological. (Pratama, Subroto, & Sakti, 2024; Romero-Colmenares & Reyes-Rodríguez, 2022)

High performance can increase employees' loyalty to the organization, enhance their motivation, make them work with a sense of satisfaction, and more importantly, increase the likelihood of achieving high productivity. However, it can sometimes cause individuals to be unable to detach themselves from the pressure they face. If this condition persists continuously, it may lead to anxiety and even stress.

Siagian (2012) states that work stress is a condition of tension that affects a person's emotions, mindset, and physical condition. Job-related stress is known to exist and is a common problem that can be detrimental to workers.

Referring to the statements above, employee performance can essentially be improved in various ways, one of which is by minimizing the level of stress that may be experienced by each individual. In other words, employee performance in a company will be better if the work-related stress they experience is low. One solution that can be implemented is to reduce the workload perceived by employees and to improve the working environment in which they operate. (Jaharuddin & Zainol, 2019; Nurhabiba, 2020; Pratama, Sakti, & Subroto, 2024)

Workload is one of the aspects according to Nuryadi, Pratama, & Anindiyadewi, (2025) that must be taken into consideration by every organization, as it is a key factor influencing employee performance. In general, workload refers to an excessive amount of reasonable work, which is categorized into two types: quantitative workload and qualitative workload. Quantitative workload refers to having too much work to complete or insufficient time to accomplish tasks, while qualitative workload refers to situations in which individuals feel they lack the capability to complete a task due to excessively high standards. (Vărzaru, 2022)

Motivation is the drive to perform an action that can generate enthusiasm to achieve goals. Motivation can help reduce workload and work-related stress. Employees certainly need motivation to remain enthusiastic in carrying out their daily work routines, which can sometimes become monotonous and lead to boredom. This research focuses on a case study at the Public Fuel Filling Station (SPBU) 54.611.04, located on Jl. Raya Veteran No. 11, Gresik.

The large number of competitors operating in the same field makes companies require high productivity, therefore one of them is by minimizing work stress and providing workloads that are in accordance with the abilities of their employees. The company's concerns about employees are related to the influence of competition in the business world and more competent resources in their fields. So, according to Elia, Margherita, & Passiante, (2020) that motivation for employees is important both from the company and other parties. Employees based on Capunitan, Lirado, & Gregana, (2023) who are always motivated will continuously try to step and even run to pursue their goals, it turns out that motivation is sometimes absent in employees until negative things arise in daily activities, such as laziness, sadness, fear, feeling unable and various other negative things, so employees need motivators in carrying out work activities. (Syarifuddin Hasibuan, Lesmana, & Permata Sari, 2021; Urhahne & Wijnia, 2023)

Given that workload and work stress are phenomena that deserve the attention of all related parties due to their impact on employee performance, the following research title can be formulated: *"Motivation as a Mediator between the Influence of Workload and Work Stress on Employee Performance."*

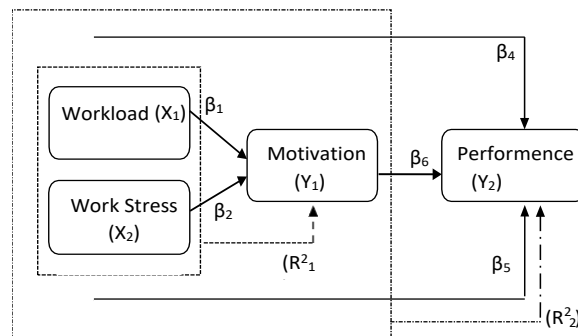
## B. METHODOLOGY

The methodology used in this study is a quantitative approach research using multiple linear regression analysis and path analysis. Multiple regression in the first stage is used to determine the direct influence of workload and work stress variables on motivation (Arifin, Pratama, & Utomo, 2023). In this study, the statistical software SPSS version 25 was used to facilitate the data processing. The program generates outputs in the form of processed data results, which are then interpreted and analyzed. After the analysis is conducted, conclusions are drawn as the final result of the study. The relationship model between these variables can be formulated into a function or equation as follows:

$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$ . In the second stage of regression analysis, it is used to determine the direct influence of workload and job stress variables on employee performance. The relationship model between these variables can be formulated in the following function or equation:

$Y_2 = \beta_4 X_1 + \beta_5 X_2 + \beta_6 Y_1 + e_2$ . The path analysis diagram is illustrated as follows.

Path analysis is an extension of multiple linear regression analysis or path analysis is the use of regression analysis to interpret causal relationships between variables (causal models) that have been previously determined based on theory. (Riduwan, 2016)



## C. RESULTS AND DISCUSSION

### Results

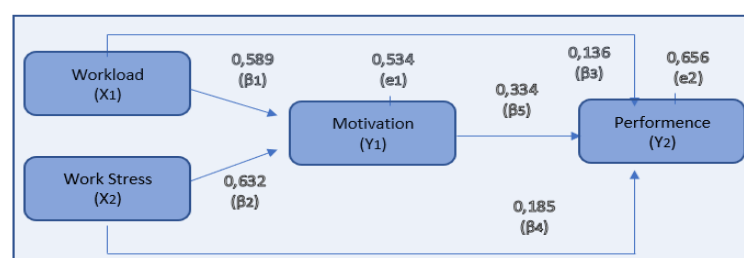
Stage I Path Coefficients : the relationship between workload variables, work stress and motivation, Multiple linear regression analysis in stage I is as follows:

$$Y_1 = 0.076X_1 + 0.020X_2 + 0.534.$$

Stage II Path Coefficients : the relationship between workload variables, work stress and performance through motivation as an intervening variable, Multiple linear regression analysis in stage II is as follows:

$$Y_2 = 0,575X_1 + 0,066X_2 + 0,043Y_1 + 0,934$$

Path Analysis is used to determine the direct dependency relationship between a set of variables.



The magnitude of the total effect of workload involvement and work environment on performance through work stress through the following table:

Influence Model	Direct Influence	Indirect Influence	Total Influence	Status
$X_1 \rightarrow Y_1$	0,589 ( $\beta_1$ )	--	--	Signifikan
$X_2 \rightarrow Y_1$	0,632 ( $\beta_2$ )	--	--	Signifikan
$X_1 \rightarrow Y_2$	0,136 ( $\beta_3$ )	--	--	Signifikan
$X_2 \rightarrow Y_2$	0,185 ( $\beta_4$ )	--	--	Signifikan
$Y_1 \rightarrow Y_2$	0,334 ( $\beta_5$ )	--	--	Signifikan
$X_1 \rightarrow Y_1 \rightarrow Y_2$	--	0,196 ( $\beta_1 \cdot \beta_5$ )	0,332 ( $\beta_3 + (\beta_1 \cdot \beta_5)$ )	Signifikan
$X_2 \rightarrow Y_1 \rightarrow Y_2$	--	0,211	0,396	Signifikan

		( $\beta_2$ , $\beta_5$ )	B4+( $\beta_2$ , $\beta_5$ )	
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## Discussion

This study aims to discuss motivation as a mediator between the influence of workload and work stress on employee performance.

1. Based on the t test, the results obtained show that there is an influence of workload on employee motivation, this is indicated by the results of the statistical test t count of  $3.450 > t$  table of 2.080 with a significance of  $0.025 < 0.05$  and a regression coefficient value of 0.589 (positive). The level of correlation is moderate with a Pearson Correlation value of 0.430 between the workload variable and the employee motivation variable at SPBU 54.61104 Gresik. This shows that even though the workload increases after there is motivation from the company, the employee workload feels reduced, thus the hypothesis of workload has a positive effect on motivation in employees at SPBU 54.61104 Gresik.
2. There is an influence of work stress on employee motivation, this is indicated by the results of the statistical test t count of  $2.161 > t$  table of 2.080 with a significance of  $0.044 < 0.05$  and a regression coefficient value of 0.632 (positive). The level of correlation is moderate with a Pearson Correlation value of 0.418 between the work stress variable and the employee motivation variable of SPBU 54.61104 Gresik. This shows that the hypothesis of work stress has a positive effect on motivation, where the motivational conditions provided by the company reduce the level of work stress in employees of SPBU 54.61104 Gresik.
3. There is an influence of workload on employee performance, this is indicated by the results of the statistical test t count of  $3.272 > t$  table of 2.080 with a significance of  $0.002 < 0.05$  and a regression coefficient value of 0.536 (positive). The level of correlation is moderate with a Pearson Correlation value of 0.582 between the work motivation variable and the employee performance variable of SPBU 54.61104 Gresik. This shows that the workload conditions given by the company have a significant positive influence on employee performance, thus the third hypothesis is proven true. (Ulumiyah, Utomo, Arifin, Pratama, & Waloyo, 2025)
4. There is an influence of work stress on employee performance, this is indicated by the results of the statistical test t count of  $2.517 > t$  table of 2.080 with a significance of  $0.026 < 0.05$  and a regression coefficient value of 0.185 (positive). The level of correlation is moderate with a Pearson Correlation value of 0.387 between the work stress variable and the employee performance variable of SPBU 54.61104 Gresik. This shows that the hypothesis of work stress has a positive effect on performance in SPBU 54.61104 Gresik employees.
5. There is an influence of motivation on employee performance, this is indicated by the results of the statistical test t count of  $2.250 > t$  table of 2.080 with a significance of  $0.038 < 0.05$  and a regression coefficient value of 0.334 (positive). The level of correlation is moderate with a Pearson Correlation value of 0.566 between the motivation variable and the employee performance variable of SPBU 54.61104 Gresik. This shows that the hypothesis of motivation has a positive effect on the performance of employees of SPBU 54.61104 Gresik.
6. The results of the Path Analysis show that workload on performance through motivation has an indirect effect of 0.196. Meanwhile, the total indirect effect from workload to performance through motivation is 0.332 and the indirect effect is 0.196, meaning that the indirect effect is greater than the direct effect. Through these results, the hypothesis that workload on performance through motivation has a significant effect on employee performance at SPBU 54.61104 Gresik is supported.
7. The results of the path analysis show that work stress has an indirect effect on performance through motivation of 0.211. Meanwhile, the total indirect effect from work stress to

performance through motivation is 0.396. These results support the hypothesis that work stress has a significant effect on employee performance at the 54.61104 Gresik gas station.

## D. CONCLUSION

The conclusions obtained are as follows:

1. There is an influence of workload on employee motivation, in this case the company has understood the workload that has been done by its employees so that the company has issued a number of costs or compensation as a form of motivation for employees.
2. In this study, work stress has a positive influence on motivation. Stress that has a positive impact can be something enjoyable because it can provide a kind of stimulation and motivation to solve a problem so that optimal results can be achieved.
3. There is a significant positive effect of workload on employee performance. Continuously increasing workloads without proper workload allocation will result in declining employee performance. The higher the workload, the lower the employee's performance level, and vice versa.
4. The work stress experienced by employees in their work environment will affect their performance. People in stressful environments generally face unattainable work demands, experience various bodily reactions, such as headaches, back pain, or even thirst, and experience various subjective feelings, such as dissatisfaction, unhappiness, sadness, and depression. If stress is not managed properly, it can be harmful to employees and the organization as a whole, affecting worker productivity.
5. Motivation stimulates employees to maximize their potential, enabling them to perform optimally. Motivated employees experience high job satisfaction and performance, as well as a strong desire to succeed.
6. Psychologically, workload is a threat, a burden, or a negative thing that exists in the minds of employees, as well as a demand for responsibility in the job. In this case, it will reduce employee performance. Employee stimulation is needed, namely motivation from related parties. Thus, a person's motivation can influence their attitude (commitment) to their performance.
7. Motivation is essential for employees experiencing high levels of work stress, which can ultimately lead to decreased performance. Motivation teaches employees how to encourage them to work harder and utilize all their abilities and skills to advance and achieve company goals. Motivation at work is crucial for a company's productivity.

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