The Effect of Motivation, Workload, and Work Stress on Employee Performance at PT. Permata Karya Jasa

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Abstract

The purpose of this study is to evaluate the impact that Motivation, Workload, and job stress have on the performance of an organization, both on their own and also in combination. In this study, a descriptive method is used in conjunction with a correlational design, and a quantitative approach is utilised to analyse the data for the purpose of selecting personnel from PT Permata Karya Jasa to serve as research participants—a non-probability sampling approach known as Saturated Sampling was utilised. Validity and reliability tests, descriptive analysis, and inferential statistical analysis are all included in the study, and the data are processed using the SPSS 25.0 software. According to the findings, Motivation has a significant impact on the performance of the organization, while Workload and stress at work also have a substantial effect on performance. Furthermore, when taken into consideration, the factors of Motivation, Workload, and stress at work all have an impact on the performance of the organization simultaneously. As a result of these findings, the essential aspects that influence performance in the workplace have been brought to light, and valuable insights have been provided for future research on how to improve the performance of companies and the well-being of their employees.

Keywords: Motivation; Workload; Job Stress; Company; Performance

Introduction

Motivation, stress at work, and Workload are three characteristics that can significantly impact an individual's performance, and they are also factors that can have an impact on the performance of the firm as a whole. On the other hand, the most prevalent factors influencing an individual's performance are Motivation, Workload—a property of the organization, and job stress, a psychological trait.

Several factors can lead to a reduction in employee performance. This decline is the consequence of several issues that, at times, are not given the attention they deserve and are not prioritised in the firm's operations.

To provide the services that the Company offers, PT Permata Karya Jasa possesses human resources. Within the Company, the personnel are considered to be among the professional staff. The performance evaluations conducted by human resources must be based on the targets established by the firm. This is done to ensure that the expectations are in line with the Company's commitment to providing good employee motivation (Utama & Samad, 2025).

PT. Permata Karya Jasa is a subsidiary of the state-owned corporation PT. Pertamina. PT. Permata Karya Jasa (also known as "Perkasa") is a company affiliated with PT Perusahaan Gas Negara, Tbk (often known as "Pertamina Gas Negara"), and our parent company is PT Permata Graha Nusantara (also known as "Permata"). Since 2015, Perkasa has been present in the market, offering services in the areas of Supporting Services and Outsourcing. As a result, it has been a lengthy process to achieve exceptional standards for its Service Users. To support the oil and gas industry, Perkasa has deployed over three thousand personnel nationwide, spanning from Aceh to Papua. Perkasa's three business segments are the Supporting Services Workforce, Training and Event Management, and Chiller and Maintenance.

One of the most trusted companies in the management of recruitment, remuneration, and payroll processes, as well as in the management of industrial relations that comply with the provisions of laws and regulations, Perkasa can carry the spirit and principle of "Beyond Performance" and always prioritises the satisfaction of our customers with the services that we provide. The Indonesian Outsourcing Business Association (also known as "ABADI") is another organisation that Perkasa is a member of at the moment.

An international event called the Carbon Digital Conference Indonesia ("CDC2023") was successfully hosted by PT Perkasa in Bali in 2023. The conference took place on November 8-10, 2023, and 186 delegates from a variety of nations were present.

Additionally, in addition to activities on an international level, Perkasa is actively involved in establishing business partnerships with global brands, specifically Broad, to bring world-class chillers to Indonesia and introduce gas-fueled cooling products to the people of Indonesia. This is done so that all of us can contribute to the preservation of the Earth through the utilisation of environmentally friendly energy. As evidence of our dedication to making a positive contribution to the nation and state, Perkasa is committed to further expansion and development. We hold the trust of our customers as proof of this commitment.

To provide the services that the Company offers, PT Permata Karya Jasa possesses human resources. The personnel of the firm

are considered to be a part of the professional workforce within the Company. As human resources, it is vital to evaluate their performance because the performance of the personnel is a critical variable for the effectiveness of the organization. As a result of, among other things, the following:

1. The employees of a company, who are considered to be knowledge workers, are typically critics of innovation and productivity within the corporation. They are the ones who receive vital information, the ones who design new products and processes, and the ones who control the production and profitability of the firm (Drucker, 1994, as cited in Ilyas, 2002).

2. The personnel of the Company are the gate, or more specifically, the doorway to treatment within the Organisation. In addition to that, it is a vocation that is immediately and inextricably linked to the Organisation.

3. In addition, the corporation serves as an agent or carrier for the Company, which is a strategic role within the Organisation.

4. When it comes to providing satisfactory service at work, the attitude and approach of the firm, as one of its professional and functional staff members, will play a vital role in achieving service excellence and ensuring that employees are satisfied with their overall experience. Motivation, Workload, and stress at work are some of the characteristics that can be considered in relation to the aspects that influence the performance of the firm.

Compensation, recognition, comfort, acceptance of status, and surroundings are the five components that make up the motivational elements that might affect the performance of the Organisation. Since the Company is required to provide services that are both professional and of high quality to carry out its functions, the employees must demonstrate a high level of performance. From the perspective of the Company's Motivation, the Performance of each Company is distinct. This is because the length of their work period or the area of expertise in which they are engaged can have a significant impact on their performance. On the other hand, the performance of companies with more extended working periods demonstrates a higher level of trust. There are two types of Workload: physical and mental. Physical Workload is a human reaction to physical work that requires physical energy from human muscles. Mental Workload, on the other hand, is an indicator of the amount of attention or mental demands that are required to complete a job and can induce stress at work.

Excessive mental and physical workloads cause employees to work slowly, become less agile, and easily forget things. This is because other problems can affect the Company's performance, which is hindered by limited facilities that could assist in working more efficiently and effectively. For service firms like the Company, the performance that consumers experience is the moment when the process of producing and consuming services takes place. The theory that three primary factors influence the lives of workers in terms of behaviour and performance can be extracted from Gibson (1987) in Yaslis (2002). This is the point that can be considered the halfway point of the theory. Three factors can be better

coordinated: (1) Individual factors, (2) Psychological Aspects, and (3) Organisational Aspects. These aspects contribute to the maintenance of human resources. This writing highlights the characteristics of compensation, recognition, comfort, and a comfortable environment, which are crucial for fostering work motivation in the Perkasa company.

Workplace stress is a psychological factor that can be discussed, while workload is an organisational feature that can also be examined. Each of Gibson's three facets should be taken into consideration as a factor that influences individual performance.

The issues identified in this research can be understood within the context of the problem's historical background. Firstly, the presence of boredom and laziness among employees may hinder their ability to perform effectively, leading to a lack of Motivation and innovation within the organisation. This, in turn, negatively impacts the overall productivity and progress of the Company.

Secondly, there is a concern regarding the recruitment process at PT Permata Karya Jasa. It is suspected that the Company has been hiring new employees without adhering to proper selection procedures, which could result in the inclusion of underqualified personnel, ultimately affecting the performance and culture of the organisation.

Thirdly, the uneven distribution of employees within the Company contributes to an imbalance in the Workload, which directly impacts the level of stress experienced by employees. This imbalance can create a stressful work environment, potentially leading to burnout and reduced job satisfaction, further affecting organisational performance.

Lastly, PT Permata Karya Jasa faces challenges due to the limited availability of facilities and resources. The scarcity of tools and equipment necessary for efficient work processes may hinder employees' ability to perform their tasks effectively, thereby limiting the Company's capacity to achieve its goals and maintain a competitive advantage.

These issues highlight the need for strategic interventions to address the underlying causes and improve the organisational performance of PT Permata Karya Jasa.

Research Methodology

A research method is a procedure used in a study to accomplish its goals. It is common to refer to a research technique as a research methodology. A research method is a study design or plan. This strategy encompasses a definition of the object or subject to be examined (Samad, 2025), techniques for data collection, and procedures for data collection and analysis related to specific problem variables. In accordance with the definition provided by Sugiyono (2012:3), a research technique is a scientific approach to the collection of data for particular aims and applications.

This research employed a descriptive methodology, and the study type conducted was a correlational one. This study takes a quantitative approach to its methods. Research that aims to describe a phenomenon, event, or occurrence that is occurring at present is referred to as descriptive research, as stated by Sugiyono (2012:3).

Using the phrase "correlation studies explore the link between two or more variables, specifically the extent to which fluctuations in one variable are associated with variations in another variable," Sugiyono (2012:3) explains the meaning of the descriptive correlation research method."

This corresponds to the statement made by Arikunto (2009:270), "correlation research aims to find out whether there is a relationship and if there is, how close the relationship is and whether the relationship is significant or not."

As a result of research that aims to investigate and look into the influence that Motivation, Workload, and work stress have on the performance of a company, the descriptive correlational method was used for this particular study.

Results and Discussion

Only primary sources of information were employed for this investigation. To collect information regarding the performance of employees at PT Permata Karya Jasa, the primary data for this study were gathered through the distribution of questionnaires.

1. Validity Test

Validity testing is described by Simamora (2004:172) as follows: "Validity is a measure that shows the level of validity and validity of an instrument, it is considered valid if it is able to measure what is to be measured, in other words it is able to obtain accurate data and the variables being studied."

To determine whether or not the questionnaire is accurate, validity testing is carried out. This ensures that there is a high degree of congruence between the data that is obtained and the measures. Within the scope of this investigation, the validity test instrument was a questionnaire that comprised thirty-five questions compiled from the indicators that were developed. A pilot test of the questionnaire was conducted on thirty employees of PT Permata Karya Jasa before it was distributed to the general public.

The validity of a test is determined by whether or not the estimated r is higher than the r in the table. Furthermore, if the correlation between the items and the overall score is lower than the table r, then every question in the instrument is regarded as being invalid. A technique known as moment correlation is utilized for this correlation, specifically:

$$r = n \sum XY - (\sum X)(\sum Y) + [n \sum X2 - (\sum X)2][n \sum Y2 - (\sum Y)2]$$

Remarks:

r: Validity index

x: Score for each question

y: Total score minus the total score

n: Number of samples

EX: Total scores in variable X

EY: Total scores in variable Y

EX2: Sum of squares of each variable X

EY2: Sum of squares of each Y variable

Validity testing using a statistics program with the following criteria:

- If the r count exceeds the r table, then the statement is said to be valid.
- If r count < r table, then the statement is declared invalid.

Tabel IV.4
Hasil Uji Validitas Variabel Motivasi. , Beban kerja, Stres Kerja, dan Kinerja Karyawan

	r tabel	R hitung
KI1	0.361	0.749
KI2	0.361	0.732
KI3	0.361	0.732
KI4	0.361	0.750
KI5	0.361	0.745
BK1	0.361	0.736
BK2	0.361	0.743
BK3	0.361	0.747
BK4	0.361	0.717
BK5	0.361	0.749
BK6	0.361	0.728
BK7	0.361	0.729
BK8	0.361	0.738
BK9	0.361	0.719
SK1	0.361	0.746
SK2	0.361	0.753
SK3	0.361	0.731
SK4	0.361	0.730
SK5	0.361	0.738
SK6	0.361	0.754
K1	0.361	0.721
K2	0.361	0.737
K3	0.361	0.736
K4	0.361	0.717
K5	0.361	0.727
K6	0.361	0.730
K7	0.361	0.730
K8	0.361	0.717
K9	0.361	0.721
K10	0.361	0.723
K11	0.361	0.724
K12	0.361	0.728
K13	0.361	0.725
K14	0.361	0.744
K15	0.361	0.722

According to the explanation in Table IV, all calculated r values exceed the r table value (0.361), indicating that the statements regarding the variables of Motivation, Workload, work stress, and employee performance are valid.

2. **Reliability Test**

Simamora (2004:177) defines dependability as the degree to which a questionnaire may be relied upon to provide accurate results. If a questionnaire is dependable, it will give the same results when it is tested multiple times on the same set of people. To conduct additional analysis of the reliability test, statistical computer software is utilized.

Table IV.5

Results of the Validity and Reliability Test of Motivation, Workload, and Job Stress on Performance

Cronbach's Alpha	N of Items
0.74	35

In the table above, the Cronbach's Alpha value (0.74) > 0.334. Therefore, the statement items in the variables Motivation, Workload, Job Stress, and Employee Performance are declared reliable.

3. Descriptive Analysis

The descriptive statistics used in this study explain the information gathered concerning the replies of respondents to the items included in the study. Researchers can determine the average item score for each variable by calculating the highest and lowest values obtained from the questions. The maximum possible score for each item in this investigation is five, and the lowest possible score is one. After that, it is possible to ascertain the range of item scores for each level category. This is accomplished by subtracting the highest score from the score that is considered to be the most beautiful, and then dividing

the result by the expected interval class division point. This can be seen by looking at the calculations that are listed below:

$$I = \frac{Bmax - Bmin}{K1}$$

Information :

I = Interval

Bmax = Highest range

Bmin = Lowest range

K1 = Number of classes

$$I = \frac{5 - 1}{5} = 0.8$$

Descriptive Analysis Results

	N	Minimum	Maximum	Mean	Std. Deviasi
Motivasi.	43	13	22	18.05	1.877
Beban Kerja	43	28	40	33.47	2.613
Stres Kerja	43	12	25	17.98	3.09
Kinerja Karyawan	43	53	74	60.58	4.656
Valid N	43				

- The statement in the motivation variable has a minimum value of 13, a maximum value of 22, an average value of 18.05, and a standard deviation value of 1.877.
- The statement in the workload variable has a minimum value of 28, a maximum value of 40, an average

value of 33.47, and a standard deviation value of 2.613.
- The statements in the work stress variable have a minimum value of 12, a maximum value of 25, an average value of 17.98, and a standard deviation value of 3.09.
- The statement in the employee performance variable has a minimum value of 53, a maximum value of 74, an average value of 60.58, and a standard deviation value of 4.656.

4. Inferential Statistical Analysis

For the purpose of testing the hypothesis, this study employs inferential statistical data analysis techniques. The findings of these techniques are then applied to the population, and these statistics are used to assess the influence of variables that are free and bound at PT. The purpose of this study is to investigate the impact that factors such as Motivation, Workload, and job stress have on employee performance through the use of inferential statistics.

1. Classical Assumption Test

The purpose of the classical assumption test is to determine the state of the data used in the investigative process. This action is taken to obtain an adequate analytical model. This is the normality test. To assess whether the dependent variable, the independent variable, or both variables are distributed, the data normality test is performed.

Statistical approaches can be used to determine whether a sample is typical, close to normal, or not regular. The

Kolmogorov-Smirnov normality test is a straightforward statistical test that is frequently utilized for the purpose of testing the assumption of normality.

Table IV.7

Normality Test Results

	Asymp. Sig. (2-tailed)
Motivation.	0.461
Workload	0.203
Work Stress	0.215
Employee performance	0.105

a. Test distribution is Normal.

A normal distribution of the data is indicated by the fact that the significance value is higher than alpha (0.05 or 5%), as this is demonstrated in the table located above.

After determining that the significance value on the motivation variable (0.461, or 46.1% of the total) is higher than the alpha value (0.05, or 5%), the distribution of the data on the motivation variable is displayed. Typical. It can be concluded that the distribution of the data about the workload variable is normal if the significance value on the workload variable, which is 0.203 or 20.3%, is greater than the alpha value, which is 0.05 or 5%. The fact that the significance value on the work stress variable (0.215, or 21.5%) is higher than the alpha value (0.05, or 5%) indicates that the distribution of the data on the work stress variable corresponds to a normal distribution. The fact that the significance

value calculated for the employee performance variable (0.105, or 10.5%) is higher than the alpha value (0.05, or 5%) indicates that the distribution of the data about the employee performance variable is normal.

2. **Heteroscedasticity Test**

In the context of a regression model, the heteroscedasticity test seeks to ascertain whether or not there is an inequality in the residual variance from one observation to another. The term "homoscedasticity" refers to the situation in which the variance of the residual from one observation to another remains unchanged. Heteroscedasticity, on the other hand, is the term used to describe the situation when the variances are different.

Figure IV.5 Results of Heteroscedasticity Test
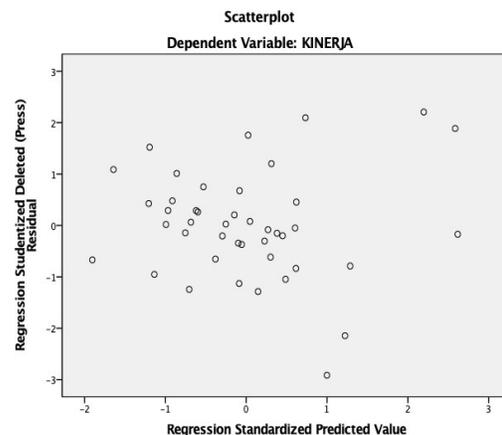
Based on the image displayed above, it is evident that the points are randomly distributed, both above and below the Y-axis number 0. It can be concluded from this that heteroscedasticity does not take place.

1) Multicollinearity Test

Within the context of a regression model, the multicollinearity test seeks to ascertain whether or not there is a connection between the independent variables. Indicative of a problem with multicollinearity is the presence of a correlation. None of the independent variables should be correlated with one another in a suitable regression model. Regarding the multicollinearity test that was carried out in this investigation, a correlation matrix was utilized. The correlation matrix values obtained during data processing were examined, along with VIF (Variance Inflation Factor) and Tolerance values, to conduct the necessary testing for multicollinearity. As long as the value of the correlation matrix does not exceed 0.5, the data being evaluated can be regarded as free from the symptoms of multicollinearity. In addition, if the value of the Variance Inflation Factor (VIF) is less than 10, and the value of the Tolerance measure is very close to 1, then the regression model does not have a multicollinearity issue.

Table IV.8

Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Motivation.	0.916	1,091
Workload	0.920	1,087
Work Stress	0.987	1,013

a. Dependent Variable: Employee Performance

b. Dependent Variable: Employee Performance

As shown in the table above, the workload variable's VIF value is 1.087, indicating it remains below 10. Similarly, the motivation variable's tolerance value is 0.920, close to 1. The conclusion that can be drawn is that the regression model for the workload variable does not demonstrate any signs of multicollinearity.

According to the data presented in the table above, the value of the work stress variable for the VIF value is 1.013, which indicates that it is still far below the threshold of 10, and the Tolerance value of the work stress variable is 0.987, which is relatively close to 1. Because of this, it can be deduced that the regression model for the variable representing work stress does not have an issue with multicollinearity.

3. **Multiple Regression**

For the purpose of predicting the condition (rise and fall) of a dependent variable (criterion), researchers employ multiple regression analysis. This technique is utilized in situations when two or more independent variables serve as predictor factors for modification (raising or reducing their value). Performance on the part of employees is the dependent variable (Y) in this investigation, whereas Motivation, Workload, and stress on the job are the independent variables (X). The following equation function can be used to structurally represent the model of the link between satisfaction and these variables:

$$Y = α + β1X1 + β2X2 + β3X3$$

Information :

Y: Employee performance

α: Constant

β: Regression coefficient

X1: Motivation.

X2 : Workload

X3: Work Stress

Tabel IV.9

Hasil Uji Regresi

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	22.611	9.466	
Motivasi.	0.613	0.340	0.247
Beban Kerja	0.812	0.244	0.456
Stres Kerja	-0.014	0.199	1.009

a. Dependent Variable: Kinerja Karyawan

Based on the table above, it can be seen that the regression equation formed is:

$$Y= 22.611+0.613X1+0.812X2+0.14X3$$

X1: Motivation.

X2: Workload

X3: Work Stress

Y: Employee performance

From this equation, it can be explained that:

- The constant value obtained is 22.611.
- Motivation gives a value of 0.613, which means that the higher the Motivation, assuming other variables remain constant, the higher the Employee Performance will be.
- Workload gives a value of 0.812, which means that the higher the Workload, assuming other variables remain constant, the Employee Performance will increase.
- Job Stress gives a value of 0.14, which means that if Job Stress is higher, assuming other variables remain constant, then Employee Performance will increase.

4. **Hypothesis Testing**

The hypothesis to be tested in this study is whether there is a significant influence of the four variables. The null hypothesis (Ho) is generally formulated to be rejected, so the alternative hypothesis

(Ha) can be accepted. This alternative hypothesis is the research hypothesis, namely, a prediction derived from the theory being tested. The hypothesis formulation in this study is as follows:

1) Ho
There is no significant influence of Motivation, Workload, and work stress on employee performance at PT. Permata Karya Jasa.

2) Ha
There is a significant influence of Motivation, Workload, and work stress, both partially and simultaneously, on employee performance. If Ho is rejected, then Ha is accepted, indicating that Motivation, Workload, and work stress influence employee performance.

3) Determining the level of significance
For this problem, the author took a 95% confidence interval so that the error rate of 5% (0.05) is being tested. The hypothesis determination in this study is as follows:

Sig < 0.05 = Ha is accepted

Sig > 0.05 ≠ Ha rejected H0 accepted

a) **t-Test Analysis**
The r value obtained is substituted into the t formula as follows:

$$t = r_s \frac{\sqrt{n-2}}{\sqrt{1-r_s^2}}$$

Tabel IV.10

Hasil Analisis Uji T (secara parsial)

Model	t	Sig.
(Constant)	2.389	0.022
Karakteristik Individu	1.803	0.079
Beban Kerja	3.334	0.002
Stres Kerja	-0.071	0.944

a. Dependent Variable: Kinerja Karyawan

Based on the results of the hypothesis testing conducted on the motivation variable, it is observed that the computed t value of 1.803 is less than the t-table value of 2.03, and the significance level is 0.079. Because the level of significance is higher than 0.05, the hypothesis that was being tested in this investigation is not supported. The results of hypothesis testing for the workload variable show a calculated t of 3.334, which exceeds the t table of 2.03 with a significance level of 0.002. This indicates that the hypothesis Ha Motivation cannot have an effect on employee performance at PT. Permata Karya Jasa suggests that the hypothesis Ha is rejected and the hypothesis H0 is accepted. Given that the significance threshold is lower than 0.05, the hypothesis Ha is accepted in this research investigation. Therefore, this indicates that the hypothesis That Workload affects employee performance at PT is supported. Permata Karya Jasa, also known as Ha, is proven to be correct, whereas the hypothesis H0 is found to be incorrect.

In the process of testing the hypothesis for the job stress variable, the findings indicate that the estimated t value is -0.071, which is less than the t-table value

of 2.03, and the significance level is 0.944. Since the significance threshold is higher than 0.05, the hypothesis Ha, which was being investigated in this study, is not considered. The conclusion that can be drawn from this is that the hypothesis that work stress has no impact on employee performance at PT is supported. Permata Karya Jasa, also known as Ha, is rejected, and the hypothesis H0 is supported.

b) F Test Analysis (Anova)

To determine whether the combined influence of independent and dependent variables is significant.

1) If the calculated F value > F table, then it is stated that there is an influence

2) If the calculated F value < F table, then it is stated that there is no influence.

Tabel IV.11

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	300.399	3	100.133	6.401	0.001^b
Residual	610.066	39	15.643		
Total	910.465	42			

By looking at the table above, the following conclusions can be drawn:

1) F count > F table
The results of the statistical calculations show the calculated F value = 6.401. This means that the calculated F is greater than the F table of 4.07 or (6.401 > 4.07).

2) Significance <0.05
The significance is 0.001. The significance value is less than 0.05. (0.001 < 0.05).

This means that the hypothesis stating that Motivation, Workload, and Work Stress simultaneously influence Employee Performance at PT. Permata Karya Jasa.

5. Results of the Coefficient of Determination

Tabel IV.12
Koefisien Determinasi Variabel Motivasi. terhadap Variabel Kinerja Karyawan

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.370^a	0.137	0.116	4.378

1. Predictors: (Constant), Motivasi.
2. Dependent Variable : Kinerja Karyawan

The Adjusted R Square value is 0.116. This value means that the influence of Motivation on Employee Performance at PT. Permata Karya Jasa is 11.6%, while 88.4% of Employee Performance is influenced by other variables not studied.

Tabel IV.13
Koefisien Determinasi Variabel Beban Kerja terhadap Variabel Kinerja Karyawan

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.523^a	0.274	0.744	4.016

a. Predictors: (Constant), Beban Kerja
b. Dependent Variable : Kinerja Karyawan

The Adjusted R Square value is known to be 0.256. This value indicates the impact of Workload on Employee Performance at PT. Permata Karya Jasa is 74.4%, while 25.6% of Employee Performance is influenced by other variables not studied.

Tabel IV.14
Koefisien Determinasi Variabel Stres Kerja terhadap Variabel Kinerja Karyawan

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.014ᵃ	0.000	-0.024	4.712

a. Predictors: (Constant), Stres Kerja
b. Dependent Variable : Kinerja Karyawan

The Adjusted R Square value is 0.024. This value indicates the impact of Work Stress on Employee Performance at PT. Permata Karya Jasa is 2.4%, while 97.6% of Employee Performance is influenced by other variables not studied.

Tabel IV.15
Koefisien Determinasi Variabel Motivasi. , Beban Kerja, dan Stres Kerja terhadap Variabel KinerjaKaryawan

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.574ᵃ	0.330	0.786	3.955

a. Predictors: (Constant), Karakteristik Indivdiu, Beban Kerja, Stres Kerja
b. Dependent Variable : Kinerja Karyawan

The Adjusted R Square value is 0.278. This value indicates the impact of Motivation, Workload, and work stress on employee performance at PT. Permata Karya Jasa is 78.6%, while 21.4% of employee performance is influenced by other variables not studied.

1. The Influence of Motivation on Employee Performance

It is known that there is no influence of Motivation on employee performance at PT. Permata Karya Jasa is the solution to the hypothesis. This is demonstrated by the fact that the results of the test of the motivation hypothesis showed a significance level of 0.079. The significance level is higher than 0.05, which indicates that the hypothesis in this investigation is rejected, and the null hypothesis, H0, is accepted. Therefore, this suggests that the Ha hypothesis of Motivation has no significant impact on the performance of employees working for PT.

On the other hand, if one considers the results of the determination coefficient test, one finds that the adjusted R-squared value achieved is 0.116. When this value is multiplied by 100%, the result is 11.6%. As a result, it is possible to assert that the variable of employee performance is influenced by Motivation to the extent of 11.6%.

At PT. In Permata Karya Jasa, it was demonstrated that the motivation variable did not have any impact on the performance of the employees. The results of this study are consistent with the findings of research carried out by Danar K (2017), which discovered that Motivation had no impact on performance. Additionally, Lolita A (2021) found that there was no significant relationship between Motivation and performance. This study concludes that employees are required to produce their best performance for the organization, regardless of their reasons for doing so.

According to the findings, Motivation does not have a significant impact on employee performance at PT. Permata Karya Jasa. This can be attributed to the responses that employees gave to the indicator questions of Motivation. Employees have a high response rate, indicating they possess good work skills. Additionally, the majority of employees

are open with their colleagues and leaders, and employees complete their tasks in accordance with their responsibilities. However, the majority of the population researched by this study consists of employees who are either not permanent employees or have partner status. As a result, their motivation remains substantial and positive, with no detrimental impact on their performance; however, their sense of individualism is high. Some respondents chose neutral or disagree options, which affects the results. This suggests that the word "no effect" can be supported by the question item "I feel that as I get older, my productivity decreases." Upon reviewing the results of the questionnaire distributed to respondents in the motivation section, it becomes apparent that some respondents selected these options. A total of 23 out of 43 respondents selected the term "strongly disagree," while 13 individuals used the word "disagree," and nine people selected the word "neutral." Additionally, the question item allows for this observation, stating, "I believe that a longer work period makes me more productive." There were as many as 21 persons out of 43 respondents who selected the phrase "disagree," while 12 people selected the option "neutral." At PT. Permata Karya Jasa suggests that the level of employee motivation does not have a substantial impact on their performance.

2. The Effect of Workload on Employee Performance

Based on the research findings that provide an answer to the hypothesis, it is evident that the amount of work employees have to do has a favorable influence on their performance. The findings of the workload hypothesis test, which showed a significance level of 0.002, provide evidence that this is the case. Given that the significance level is lower than 0.05, the hypothesis being tested in this investigation accepts Ha and rejects H0. The conclusion that can be drawn from this is that the workload Ha theory does, in fact, affect the performance of employees. According to the results of the determination coefficient test, the R-Squared value obtained is 0.744; this value is then multiplied by 100%, resulting in 74.4%. As a result, the amount of work that employees have to do has a 74.4% impact on the employee performance variable.

At PT Permata Karya Jasa, it has been demonstrated that the variable known as "Workload" has a substantial impact on the performance of the employees. According to the findings of this study, which are in agreement with the findings of research carried out by Indah Yulia K (2016), Workload has a strong, favorable effect on performance.

According to Friska A. (2017), whose research findings indicate that Workload has a favorable effect on nursing performance, the findings of this study are in agreement with the opinion given

by Friska A. (2017). In addition, Fety S (2018) mentioned that the amount of work that is being done has a significant impact on performance. In the meantime, Yuliya A (2019) demonstrated that the stress on the job, the amount of work that needs to be done, and the climate of the workplace all have a positive and significant impact on employee performance. In the meantime, Ida N (2021) was quoted as saying that the workload variable is directly related to performance. This implies that a large workload can result in low performance. Furthermore, according to Hakman S (2021), there is a correlation between performance and the amount of work that is being done, the amount of stress that is being experienced at work, and the amount of Motivation that is being experienced at work.

The findings of this research can be summarized and demonstrated in the results of the questionnaire that was issued to the work stress section. The questionnaire posed the question, "I always do the same job every day." The most significant results, in terms of the value of "agree," are from 26 out of 43 employees. Regarding the inquiry "During break time, I still finish the work," the most significant findings in terms of the "agree" value are the responses from 17 out of 43 workers. And in response to the question that reads "the target that I must achieve in work is clear," the results that are the most significant in terms of the value of "agree" are the responses of 28 out of 43 employees.

The issue that received the highest score was "At certain times, I become very busy with my work," which received a response of "agree" from 69.8 percent of the 43 employees who participated in the survey. Therefore, the performance of employees at PT. Permata Karya Jasa will be negatively impacted to a greater extent in proportion to the amount of work they are required to complete.

3. The Effect of Work Stress on Employee Performance

According to the research findings, which aimed to answer the hypothesis, it is evident that the performance of employees at PT. Permata Karya Jasa is not affected by the stress that they experience at work. This is demonstrated by the fact that the results of the test of the work stress hypothesis showed a significance level of 0.944. The significance level is higher than 0.05, which indicates that the hypothesis in this investigation is rejected, and the null hypothesis, H0, is accepted. Therefore, this suggests that the Ha hypothesis of work stress does not have any impact on the performance of employees at PT.

On the other hand, if one considers the results of the determination coefficient test, one finds that the R-squared value achieved is 0.024. When this value is multiplied by 100%, the result is 2.4%. As a result, it is possible to assert that the variable of employee performance is influenced by stress at work by a factor of 2.4%.

It has been demonstrated that the variable of job stress does not have a significant impact on the performance of employees. The findings of this study are consistent with those of Ahmad AW (2018), who found that stress at work had no impact on the performance or happiness of employees. Furthermore, research carried out by Yuliya A. and colleagues (2019) found that performance was simultaneously influenced by work stress, Workload, and the work environment. However, job stress did not have a substantial impact on performance as a whole.

The findings of the research carried out by the researcher indicate that, even though employees at PT. Permata Karya Jasa is subjected to high job demands, yet they do not experience stress as a result, suggesting that their performance is not negatively impacted. The findings of the questionnaire that was distributed in the section on job stress that asks the question "I feel my workload is excessive" reveal that the results that are the greatest in the value of "disagree" of 39.5% is the answer of 17 of 43 employees. This can be demonstrated by the fact that the results of the questionnaire are available. Regarding the inquiry, "Every day, my boss demands that my work must be completed as soon as possible," the most significant findings in terms of the value of "disagree" are the responses from 21 out of 43 workers.

4. The Influence of Motivation, Workload, and Work Stress on Employee Performance

The findings of the test indicate that several independent variables, including factors such as motivation, Workload, and stress at work, influence the performance of employees. The findings of statistical computations, which demonstrate that the F value was calculated to be 6.401, provide evidence of this contention. In other words, the calculated F is higher than the F table value of 4.07, which is denoted by the expression (6.401> 4.07), and the significance level is 0.001. It is observed that the significance value is less than 0.05. The R-Squared value achieved is 0.786, which, when multiplied by 100%, becomes 78.6%. On the other hand, examining the results of the determination coefficient test reveals such a result. This indicates that the theory, which simultaneously claims that Motivation, Workload, and work stress all affect employee performance, has a 78.6% influence on employee performance.

According to the findings of this research, the factors of Motivation, Workload, and stress at work have a substantial impact on the performance of employees. In terms of age, Motivation can be interpreted as the fact that rising age will have an effect on employee performance, and age is related to the degree of performance that employees put forth. To put it another way, as people get older, their productivity at work will decrease. As employees get older, the

effects of their age can be hindered by elements that are external to the environment. This may be the result of a lack of Motivation and encouragement to work hard on the part of both the employees themselves and their bosses, as well as a lack of regular oversight and control of the performance of the employees. Therefore, for employees to perform their jobs effectively and carry out regular supervision and evaluation, leaders must offer them Motivation and encouragement. The fact that there is no discrimination based on gender in the workplace means that gender does not have any impact on employee performance. Therefore, gender does not have any influence on performance. Regarding the duration of service and the degree of education, this indicates that the length of service and the level of education will not have any effect on the performance of the employee.

The workloads of employees need to be controlled to prevent overwork, which can lead to stress and a drop in employee performance. Although they do not directly influence employee performance, they can induce anxiety, which can have a detrimental impact on employee performance. An excessive amount of work can lead to stress, which can ultimately affect performance. A workload that is thought to be excessive will affect employee performance. Several factors are associated with workload, including the quantity of work required, the work capacity aligned with education, and the shifts used to complete tasks in accordance with daily working hours.

Because it enables individuals to improve their work intensity, attentiveness, and creative talents, a moderate amount of stress can help people execute their tasks more effectively. On the other hand, excessive stress levels will cause employees' performance to drop. One of the short-term effects of work stress is high stress, which can influence employee performance. This stress can manifest in both bodily and behavioral manifestations. Stress in employees does not always hurt their performance. However, stress can also provide employees with the Motivation to cultivate a sense of enthusiasm in carrying out each of their jobs, thereby achieving good work performance that advances their careers and contributes to the Company's progress and success.

It was revealed via conceptual and theoretical research that numerous components or independent variables are associated with employee happiness in their jobs. On the other hand, because of the limited resources available for research, the independent variables that were thought to be associated with employee performance were then restricted. As a result, there was only one independent variable that was highly suspected of influencing the dependent variable.

- Factors that influence employee performance. The scope of this study is restricted to a single variable, namely Motivation, Workload, and job stress. This is because these factors demand more thorough observation and

measurement.

- As of yet, operational definitions and the construction of research instruments have not been able to accurately reflect a single, all-encompassing measurement. This is because there are a significant number of theories that approach modeling in various ways. Consequently, the development of this research instrument involved seeking a compound measure that was more generic and already somewhat well-known. To conduct a more in-depth study, it is anticipated that these deficiencies and limits will be taken into consideration.

- When it comes to the compilation of research instruments, they do not adequately reflect the dimensional qualities that describe a variable in its whole according to the conceptual definition of the variable. This is because there is a dearth of adequate literature on the factors that need to be measured, as well as a restricted amount of time. There is a continuing perception that quantity difficulties, which are a reflection of the number of things labeled as measuring instruments, are not yet complete. In the assessment of the three study variables, each variable is only represented by 15 (Y), 5 (X1), 9 (X2), and 6 (X3) statements and responses, respectively, which should be more because each variable should be represented by more. This is because it is presumed that respondents, particularly employees who have a lot of things going on in their lives, find it highly uninteresting to respond to lengthy and comprehensive surveys of this nature. These kinds of circumstances can make it more difficult for respondents to concentrate on comprehending each question, which can result in results that are less in line with the respondents' proper attitudes.

- The construct validity methods are the only approaches utilized in determining the validity and reliability of each instrument and questionnaire. Several techniques can be used to ascertain the validity and reliability of an instrument, including analytical validity and predictive validity.

- The size of the sample and the population chosen for the study are additional limitations. By conducting this study, the available population of the research object has been estimated, and the sample has been determined to be appropriately representative of the population.

Conclusion

1. In this particular study, the respondents were predominantly male employees, comprising 25 individuals, which is equivalent to 58% of the total respondents. The

average age of the staff members at PT was also noted. Permata Karya Jasa is 45 years old, with an age range of 25 to 74 years old. Twenty-six out of forty-three employees at PT. Permata Karya Jasa falls into the category of having worked for a period of one to five years, which accounts for sixty-five percent of the total number of employees. This category accounts for the majority of our employees' length of service. Partners make up 55.8% of the workforce at PT. Permata Karya Jasa, which is equivalent to 24 out of 43 employees. This indicates that partner employees are the majority of the workforce at PT. At Permata Karya Jasa, the majority of employees have a level of education equivalent to S1, which accounts for 33 out of 43 employees, or 76.7% of the working population.

2. The performance of employees at PT. Their level of Motivation does not impact Permata Karya Jasa. A significance level of 0.079 indicates that the strength of the relationship between Motivation and performance is not significant. This suggests that there is no significant influence of Motivation on performance. However, the magnitude of the impact that Motivation has on employee performance is 11.6%, while 88.4% of employee performance is influenced by other variables that have not been studied. However, this is because there are still a significant number of employees who have partner employment status, which means that they do not have the same targets as employees who have permanent employment status. Furthermore, it is

supported by employees with an average age of 45 years, who are still within the productive age range but are considered older, which affects their performance.

3. The Workload of employees at PT. Permata Karya Jasa has an impact on their performance. Given the significant relationship (p = 0.002) between Workload and performance, it can be concluded that Motivation has a substantial influence on employee performance, accounting for 74.4%, while other unexamined variables contribute 25.6%. As the amount of work increases, the impact on employee performance will also increase.

4. The performance of employees at PT. Permata Karya Jasa is not impacted by employee stress. Because the strength of the relationship between job stress and performance has a significance of 0.944, it can be concluded that job stress does not have a significant effect on performance. However, the magnitude of the impact that job stress has on employee performance is 2.4%. In comparison, 97.6% of employee performance is influenced by other variables that have not been the subject of research.

5. PT. Permata Karya Jasa has found that there is a simultaneous influence of Motivation, Workload, and work stress on employee performance. This influence is 78.6%.

Recommendations

1. It is recommended that PT Permata Karya Jasa engage in outreach or attempts to enhance the level of commitment to the organization, as well as employee awareness of the Company's vision and mission as goals to be reached. This will enable employees to collaborate on implementing the decisions that have been made. Using many forms of communication technologies, outreach can be executed in the form of announcements.

2. To guarantee consistent and precise monitoring, it is recommended that PT Permata Karya Jasa carry out regular employee performance reviews. In addition, these evaluations can be carried out among personnel to guarantee that they have a shared vision and objective, which can assist in minimizing stress and easing the burden of work.

3. It is recommended that PT Permata Karya Jasa develop guidelines or programs and conduct programs to assess the amount of stress that employees face at work.

4. It is recommended that PT Permata Karya Jasa consider feedback and recommendations from all aspects of its work to enhance employee performance.

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