

The Effect of Workload on Job Stress, Work Motivation, and Employee Performance

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ABSTRACT--This study aims to examine and analyze the effect of workload on work stress, motivation and performance of employees. The method used in this research is descriptive method. The object of this research is all employees who worked at Cooperative Mitra Lestari with a population of 75 people. The sampling technique used nonprobability sampling with a sample size of 75 people. The approach used in this research is Structural Equation Model (SEM) analysis tool Smart-PLS. The results showed workload positive and significant effect on work motivation. The workload is positive and significant effect on employee performance. Workload negatively affect work stress. Work stress and no significant negative influence on employee performance. Job motivation and significant positive effect on employee performance.

Keywords--Workload, Job Stress, Motivation, Employee Performance

I. INTRODUCTION

In an organization, employees are very valuable assets and cannot be separated from the business activities of the organization. The organization has a large capital and sophisticated technology without the involvement of human resources, the organization will not be able to run to achieve the stated organizational goals. Quality natural resources are one of the keys to an organization's success in achieving sustainable business growth. The quality factor of human resources determines the success of an organization in achieving its stated goals. Organizations in achieving goals optimally must maintain their survival and develop the company's activities. For this reason, human resources as one of the most important elements that must be developed to improve the performance of employees in the organization. To be able to maintain and improve employee performance, organizations should pay attention to the existence of aspects, namely workload and employee stress. However, in the course of the organization often experiencing obstacles, such as workloads and stress. This will affect the work motivation and performance of employees. According to Sitepu (2013) workload is a group or several activities that must be completed by an organizational unit or position holder within a certain period. Based on the theory, workload affects not only the physical condition of employees but also psychological conditions. In this case, the psychological condition in question is a work motivation factor.

The workload is the amount of work that must be borne by a position or organizational unit and is the product of work volume and time norms. If the ability of workers is higher than the demands of the job, boredom will emerge. But on the contrary, if the ability of workers is lower than the demands of the job, more fatigue will emerge. Workloads charged to employees can be categorized into three conditions, namely workloads that are following standards, workloads that are too high (over capacity) and workloads that are too low (under capacity).

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According to Yurasti (2015), several activities that require mental processes or abilities must be completed within a certain period, both in physical and psychological form. For the performance of each employee to increase, it requires a driver or factors that make the employee's performance as expected. The potential for workload needs attention because excessive workload within the organization will have adverse effects on employees such as the onset of work stress so that it can have an impact on decreasing work motivation and overall employee performance.

According to Melati et al., (2016) work stress is a balance between the demands of the work given and the capabilities they have so that it can cause pressure. Job stress can be a trigger for employees to be difficult in the process of thinking, increased tension in emotions, and chronic anxiety. Menurtut Sari et al., (2012) work stress is a condition of tension that creates physical and psychological imbalances, which affect emotions, thought processes and conditions of an employee. Based on this, the solution that can support the achievement of organizational goals is to solve the problem of the workload to reduce stress on employees which might have an impact on lack of motivation and decrease employee performance.

In addition to the workload and work stress factors that must be considered by the organization is work motivation. Organizations must be able to create motivation for each employee so that enthusiasm for work and improve good quality in running their work. Motivation is encouragement and desires so that staff do an activity or work well in order to achieve the desired goals. A similar understanding states that as a management concept in relation to organizational life, work motivation is work motivation that arises in a person to behave in achieving the specified goals. (Sunyoto, 2009).

According to Hasibuan (2007) states that motivation is a driving force, which creates the excitement of one's work, so they want to work effectively and integrated with all their efforts to achieve satisfaction. Performance is the achievement of an outcome that is characterized by the expertise of one's tasks or groups on the basis of predetermined objectives. Workload and work stress can affect work motivation and employee performance. The workload is needed to resolve problems properly within an organization. With responsibility with one goal at work. Workload and work stress are important factors that can influence the decline in employee motivation and performance.

The phenomenon that occurs in PT XYZ is an increase in workload that will affect work stress, work motivation, and employee performance. This research was conducted in a pre-survey and pre-survey questionnaire, where the employee experienced an increase in excess workload with targets that must be obtained in accordance with the income target set by the company, such as having to reach the target number of customers within a certain period. Moreover, when the due date for payment arrives, it is difficult for customers to be billed and they buy time when paying. Things like that make employees start to get bored and become stressed. So that makes them not excited, and superiors do not provide motivation encouragement, superiors only give the task and say who reaches the target then they will get a bonus. Meanwhile, from within the employee, if more and more bored with the work there is no encouragement from within myself for the spirit of work. So they rarely have free time at work, because of the deadline given by superiors in achieving customer targets. Then for the problem of focus depends on the thoughts in the employee, if the employee can calm down and control stress or emotional self then can get more customers and try to make customers make payments on time, but if the mind is too heavy and saturated, the employee will be difficult to get customers and make them make payments right.

This can trigger the onset of work stress experienced by employees at work because the income targets set by cooperatives have not been fully achieved by employees, as well as the lack of motivational support from their superiors at work felt by employees and will have an impact on performance degradation in their work. Thus the employee has an excessive workload that will have an impact on the work stress of the employee and will affect work motivation and also the performance of employees in the company.

Similar research results have been conducted by Anita et al., L (2013) workload has a positive and significant effect on employee work motivation. However, these findings contradict the research conducted by Iskandar and Sembada (2012). Workload has a negative effect on employee motivation. Further research conducted by Azwar and Siswanto (2015) workload has no significant effect on work motivation. Sitepu (2013) workload has an effect on employee performance but is not significant as well as research conducted by Adityawarman (2015) workload has a positive and significant effect on employee performance. Furthermore, research conducted by Aristianto and Suprihadi (2014) workload has a significant effect on employee performance. Kusnadi (2014) and Haryanti et al (2013) workload has a positive effect on work stress. Further research conducted by Kusuma and Seosaty (2014) workload has a positive and significant effect on work stress. But research conducted by Purwaningsih et al (2013) workload is related to work stress.

Chaidir et al (2011) and Abdillah and Wajdi (2011) work stress harms employee performance. Furthermore, research conducted by Prasetya (2015) work stress has a negative and significant effect on employee performance. However, these findings contradict Roboth (2015) and Kusnadi (2014) work stress has a significant positive effect on employee performance. Further research conducted by Noviansyah and Zunaidah (2011) work stress has a positive and significant effect on employee performance. Furthermore, research conducted by Mahardiani and Pradhanawati work stress did not significantly influence employee performance. Furthermore, research conducted by Sitepu (2013) motivation has a significant effect on employee performance. Sumaryoet al., (2015) work motivation has a significant effect on employee performance. However, these findings are contrary to Sari et al (2012) motivation has a positive and significant effect on employee performance.

The problems in this study are: (1) Does workload affect work motivation?; (2) Does workload affect employee performance ?; (3) Does workload affect work stress ?; (4) Does work stress affect employee performance?; (5) Does work motivation affect employee performance? While the objectives of this study are: (1) to find out and analyze the effect of workload on work motivation; (2) knowing and analyzing the effect of workload on employee performance; (3) knowing and analyzing the effect of workload on work stress; (4) knowing and analyzing the effect of work stress on employee performance; (5) find out and analyze the effect of work motivation on employee performance.

II. LITERATURE REVIEW

Workload

Permendagri No. 12/2008 states that workload is the amount of work that must be borne by an office / organizational unit and is the product of work volume and time norms, where the calculation of workload analysis takes into account the factors of work hours, work time, educational background of employees and type of work. If the ability of workers is higher than the demands of the job, boredom will emerge. But on the contrary, if the ability of workers is lower than the demands of the job, more fatigue will emerge. Workloads

charged to employees can be categorized into three conditions, namely workloads that are following standards, workloads that are too high (over capacity) and workloads that are too low (under capacity). Tarwaka (2015) Workload is a level of loading that is too high allowing excess energy consumption and "overstress", on the contrary, the optimum loading intensity that exists between these two extreme limits and of course varies between one individual with another individual.

According to Iskandar and Sembada (2012) workload negatively affects employee motivation. But unlike the research conducted by Azwar and Siswanto (2015) workload does not significantly influence work motivation. Research conducted by Soesatyo and Kusuma (2014) workload has a negative and significant effect on employee performance.

H1: Workload has a negative and not significant effect on work motivation

H2: Workload has a negative and significant effect on employee performance

Job Stress

Robbins and Judge (2014) define stress as a dynamic condition in which an individual is faced with opportunities, demands, or resources related to what the individual desires and whose results are seen as uncertain and important. Meanwhile, according to Mangkunegara (2006), Work stress is a feeling of distress experienced by employees in dealing with employees. According to Sunyoto (2015), Stress is a dynamic condition in which a person is confronted with a confrontation between opportunities, obstacles or requests for what he wants and the results are perceived uncertain and important. Meanwhile, according to Ivancevich (2007) stress is a response is seen in part as a stimulus (stressor).

According to Kreitner and Kinicki (2014), stress is defined as an adaptive response, which is influenced by individual characteristics and psychological processes, which are the result of external actions, situations, or events that impose a person's physical and psychological demands. According to Siagian (2008), stress is a condition of tension that affects the emotions, thoughts and physical conditions of a person. Research conducted by Haryanti et al., (2013) workload has a positive effect on work stress. Likewise, research conducted by Kusuma and Seosatyo (2014) Workload has a positive and significant effect on work stress. Research conducted by Prasetya et al., (2015) work stress has a negative and significant effect on employee performance.

H3: Workload has a positive and significant effect on Job Stress

H4: Job stress has a negative and significant effect on employee performance

Work Motivation

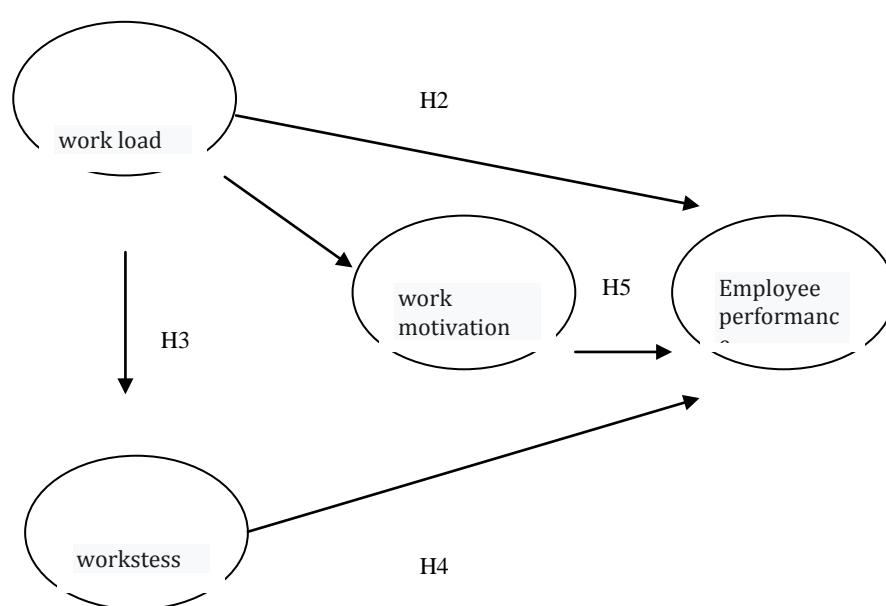
Widodo (2015) Motivation is the strength that exists in a person, which encourages his behavior to take action. Meanwhile according to Mangkunegara (2013) Motivation is a condition that influences arousing, directing and maintaining behavior related to the work environment. According to Suyanto (2009) Motivation is encouragement and desire so that staff do an activity or job well in order to achieve the desired goals. Umam (2010) defines motivation as arising behavior is influenced by the needs that exist in humans, in individuals there are three basic needs that encourage behavior. Notoadmojdo (2009) Motivation is basically a person's interactions with the situation he is facing.

Sitepu (2013) motivation has a significant effect on employee performance. Sumaryo et al., (2015) work motivation has a significant effect on employee performance. As research conducted by Sari et al., (2012) motivation has a positive and significant effect on employee performance.

H5: Work motivation has a positive and significant effect on employee performance.

Employee Performance

Noor (2013) Performance is a record of the effects produced on the work function or activity during a certain period related to organizational goals, the results of activities carried out by employees after being limited by time and goals. The work activities must be limited so that it can be accomplished according to the specified target, and not deviate from the company's objectives. Also, so that work activities are carried out following standards and procedures so that they can run effectively and efficiently. According to Mangkunegara (2010) performance is work performance or work output (output) both quality and quantity achieved by human resources in a period in carrying out their work duties following the responsibilities given to them.



Picture 1. Conceptual framework

III. METHODS

The population in this study was 75 employees who worked at PT XYZ. In the sampling method, the researcher used the Non-probability Sampling method with a sampling technique that is a saturated sampling (census). So the sample used was 75 people.

Data collection techniques

The data to be used in this study are primary data, that is data obtained, observed, and recorded directly by researchers directly from the company that is the object of research. Primary data in this study are interview data on PT XYZ employees regarding the effect of workload on work stress, work motivation, and employee performance.

In this study, researchers conducted data collection techniques with library research and field research. Literature research is conducted to obtain data on theories that support research. Meanwhile, field research was conducted to find out the conditions that occur in the field more clearly and to compare with the theories that have been obtained by conducting observations and surveys directly on the object of research, through interviews of several respondents in KopersiMitra Lestari employees.

Data analysis method

The data analysis method in this study uses Component or Variance based Structural Equation Modeling (SEM) where the data processing uses Partial Least Squares (SmartsPLS) version 3.0 PLS (Partial Least Squares) is an alternative model of covariance-based SEM. According to Ghazali (2014) PLS is intended for causal-predictive analysis in situations of high complexity and low theoretical support. The purpose of PLS is to help researchers to get the value of latent variables for predictive purposes. Although PLS can also be used to confirm theories, it can also be used to explain the presence or absence of relationships between latent variables. According to Ghazali (2014), Partial Least Square (PLS) is a powerful analysis method because it is not based on many assumptions, the data do not have to be multivariate normally distributed, and the sample does not have to be large.

IV. DISCUSSIONS AND FINDINGS

Data Quality Test Results

Evaluate Measurement (outer) Models

a. Convergent Validity Test Results

Testing the Convergent Validity of the measurement model with individual reflection size is said to be high if the correlation is more than 0.70. However, in research, the development of a measurement scale of loading 0.5 to 0.6 is considered sufficient

Table 1.Test Results for Convergent Validity

Variables	Indicators	Outer Loading	Description
Workload (X)	BK1	-0.245	Invalid
	BK2	0.528	Invalid
	BK3	0.731	Valid
	BK4	0.670	Valid
	BK5	0.708	Valid
	SK1	0.819	Valid
	SK2	0.713	Valid
	SK3	0.622	Valid
Job Stress (Y1)	SK4	0.416	Invalid
	SK5	0.726	Valid
	SK6	0.579	Invalid
	SK7	0.149	Invalid
	SK8	0.545	Invalid
	SK9	0.795	Valid

Work Motivation (Y2)	MK1	0.774	Valid
	MK2	0.844	Valid
	MK3	0.764	Valid
	MK4	0.415	Invalid
	MK5	0.821	Valid
	MK6	0.806	Valid
Employee Performance (Y3)	KK1	0.617	Valid
	KK2	0.683	Valid
	KK3	0.644	Valid
	KK4	0.229	Invalid
	KK5	0.705	Valid
	KK6	0.872	Valid
	KK7	0.682	Valid
	KK8	0.754	Valid

Source: PLS Output

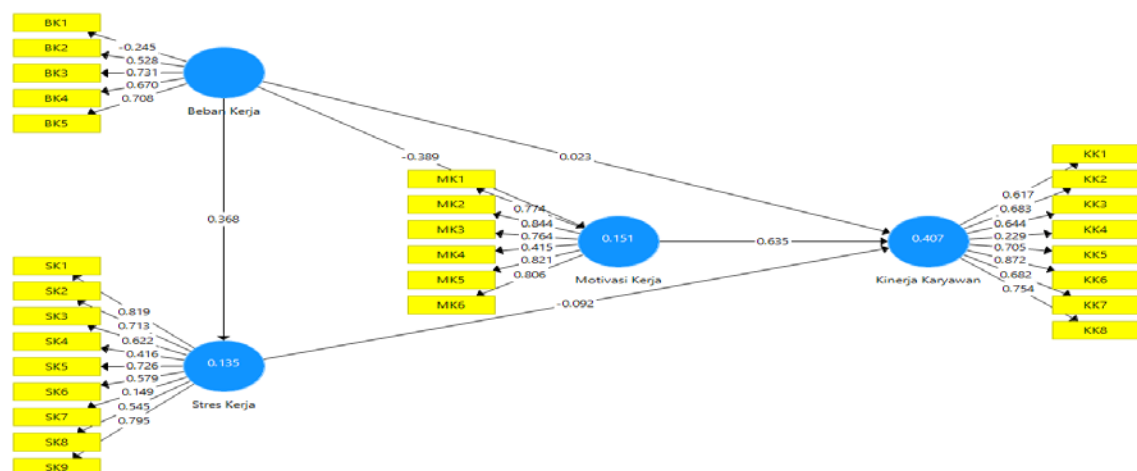


Figure 1. PLS Algorithm Results

Source: PLS Output

Based on Table 1 and Figure 1 above, it can be seen that indicators BK1, BK2, SK4, SK6, SK7, SK8, MK4, and KK4 have a factor loading value of less than 0.60. Therefore, these indicators will be removed from the model. Following are the outputs from the Indicator removal and recalculation:

Table 2. Test Results for Convergent Validity (modification)

Variables	Indicators	Outer Loading	Description
Workload (X)	BK3	0.720	Valid
	BK4	0.763	Valid
	BK5	0.804	Valid
Job Stress (Y1)	SK1	0.863	Valid
	SK2	0.771	Valid
	SK3	0.608	Valid
	SK5	0.746	Valid
	SK9	0.780	Valid
	MK1	0.791	Valid
Work Motivation (Y2)	MK2	0.858	Valid
	MK3	0.779	Valid
	MK5	0.798	Valid
	MK6	0.794	Valid
	KK1	0.621	Valid
	KK2	0.686	Valid
Employee Performance (Y3)	KK3	0.650	Valid
	KK5	0.697	Valid
	KK6	0.871	Valid
	KK7	0.680	Valid
	KK8	0.757	Valid

Source: PLS Output

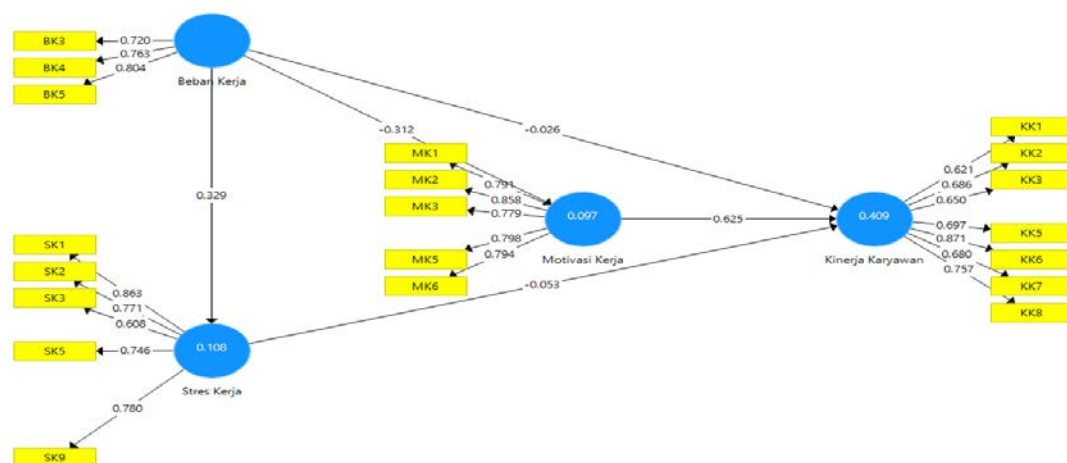


Figure 2. PLS Algorithm Results (Modification)

Source: PLS Output

The results of the modification of the convergent validity test in Figure 3 and in Table 2, can be seen that of all the indicators that have met the convergent validity because it has a factor loading value above 0.60.

a. Discriminant Validity Test Results

Discriminant validity testing is a measurement with reflective indicators assessed based on cross-loading measurements with constructs. An indicator can be said to be valid if it has the highest factor loading of the intended construct compared to loading factors on other constructs. Thus latent constructs predict size in their blocks better than other block sizes

Table 3.Discriminant Validity (Cross Loading) Test Results

	Workload	Job Stress	Work Motivation	Employee Performance
BK3	0.720	0.239	-0.150	-0.123
BK4	0.763	0.295	-0.184	-0.063
BK5	0.804	0.233	-0.333	-0.301
SK1	0.326	0.863	-0.109	-0.221
SK2	0.169	0.771	0.018	-0.021
SK3	0.123	0.608	0.192	0.124
SK5	0.306	0.746	-0.045	0.023
SK9	0.198	0.780	-0.098	-0.090
MK1	-0.102	0.037	0.791	0.470
MK2	-0.278	-0.043	0.858	0.490
MK3	-0.304	-0.117	0.779	0.609
MK5	-0.289	-0.011	0.798	0.482
MK6	-0.243	-0.095	0.794	0.477
KK1	-0.060	0.135	0.385	0.621
KK2	-0.095	-0.192	0.454	0.686
KK3	-0.271	-0.001	0.294	0.650
KK5	-0.171	-0.075	0.458	0.697
KK6	-0.276	-0.150	0.592	0.871
KK7	0.004	-0.107	0.300	0.680
KK8	-0.247	-0.049	0.557	0.757

Source: PLS Output

From Table 3 it can be seen that the construct of workload with its Indicators (BK3 is 0.720, BK4 is 0.763, BK5 is 0.804) higher when compared to other workload indicator correlations, then the correlation of construct stress work with indicators (SK1 is 0.863, SK2 is 0.771, SK3 is 0.608, SK5 is 0.746 and SK9 is 0.780) higher than the correlation of other indicators of work stress. Next to the correlation construct of employee motivation with indicators (MK1 is 0.791, MK2 is 0.858, MK3 is 0.779, MK5 is 0.798, MK6 is 0.794) higher when compared to other employee motivation indicators. Then the construct correlation of employee performance with indicators (KK1 is 0.621, KK2 of 0.686, KK3 of 0.650, KK5 of 0.697, KK6 of 0.871, KK7 of 0.680, KK8 of 0.757) higher when compared to other employee performance indicators.

Another method to be able to see discriminant validity is by comparing the square root of average variance extracted (AVE) values of each construct with the correlation or construct with other constructs from within the model, it is said to have discriminant validity values.

Table 4. Testing Results AVE

Variables	AVE
Workload	0.582
Job Stress	0.575
Work Motivation	0.647
Employee Performance	0.508

Table 5. Validity Test Results (FronellLackerCriterium)

	Workload	Job Stress	Work Motivation	Employee Performance
Workload	0.763			
Employee Performance	-0.239	0.713		
Work Motivation	-0.312	0.636	0.805	
Job Stress	0.329	-0.101	-0.064	0.758

Source: PLS Output

From Tables 4 and 5 it can be concluded that the square root of the average variance extracted ($\sqrt{\text{AVE}}$) for each construct is greater than the correlation between one construct and the other constructs in the model. AVE value based on the table above, it can be concluded that the construct in the estimated model meets the discriminant validity criteria.

a. Composite Reliability Test results and Cronbach's Alpha

Composite Reliability and Cronbach's Alpha Testing aims to measure instrument reliability in a research model. If all latent variables have Composite Reliability and Cronbach's Alpha values .70.7 then the construct has good reliability or the questionnaire used as a tool used in this study has been consistent.

Table 6. Composite Reliability Testing Results

Variables	Composite Realibility	Description
Workload	0.806	Reliable
Job Stress	0.870	Reliable
Work Motivation	0.902	Reliable
Employee Performance	0.877	Reliable

Source: PLS Output

Table 7. Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Description
Workload	0.657	Not Reliable
Job Stress	0.823	Reliable
Work Motivation	0.864	Reliable
Employee Performance	0.838	Reliable

Source: PLS Output

Based on Tables 6 and 7 that the composite reliability test results show satisfactory values because all latent variable values have a composite reliability value ≥ 0.7 . But on the other hand, the Cronbach alpha test results show unsatisfactory values, namely, there is one latent variable that is not yet reliable because the value of the latent variable workload has a Cronbach alpha value below 0.7. It appears that the Cronbach alpha value does not meet the criteria, but according to Suherman (2003) by using the degree of reliability as follows:

0.90 - 1.00 The degree of reliability is very high

0.70 - 0.90 Degree of high reliability

0.40 - 0.70 Degree of moderate reliability

0.20 - 0.40 Degree of low reliability

0.00 - 0.20 The degree of reliability is very low

Based on the above degree of reliability, the value of the Cronbach alpha workload of 0.657 can be said to be reliable because the value is at a moderate degree of reliability.

Table 8. Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Description
Workload	0.657	Medium reliability
Job Stress	0.823	High reliability
Work Motivation	0.864	High reliability
Employee Performance	0.838	High reliability

Source: PLS Output Result

Structural Model Testing or Hypothesis Test (Inner Model)

Testing the inner model is the development of concept-based models and theories in order to analyze the relationship between exogenous variables and endogenous variables that have been described in the conceptual framework. The steps in testing the inner model. a The goodness of Fit Model Testing Results
Look at the R-square value which is a goodness-fit model test

Table 9. R² Value of Endogenous Variables

Endogenous Variables	R-square
StresKerja	0.108
Job Stress	0.097
Work Motivation	0.409

Source: PLS Output

From the structural model, it indicates that the variable stress of work and work motivation can be said to be weak because it has a value below 0.190 while the employee performance variable can be said to be moderate because it has a value above 0.330. The model of the influence of the independent latent variable (workload) on work stress gives an R-square value of 0.108 which can be interpreted that the variability of the construct of work stress can be explained by the variability of the workload construct by 10.8% while 89.2% is explained by other variables outside the study. Next, the model of the influence of the independent latent variable (workload) on work motivation gives an R-square value of 0.097 which can be interpreted that the variability of the work motivation construct is explained by the workload variability by 9.7% while 90.3% is explained by other variables outside the study. Furthermore, the model of the influence of the independent latent variable (workload) on employee performance gives an R-square value of 0.409 which can be interpreted that the constructed variable of employee performance gives an R-square value of 40.9% while 59.1% is explained by other variables outside the study.

b) Test Results of Predictive Value Relevance (Q^2)

Testing the Goodness of Fit Structural models in the inner model using predictive-relevance (Q^2) values. A Q^2 -square value greater than 0 (zero) indicates that the model has a predictive relevance value. The R-square value of each endogenous variable in this study can be seen in the following calculations:

Predictive relevance values are obtained using the formula:

$$Q^2 = 1 - (1 - R_1) (1 - R_p)$$

$$Q^2 = 1 - (1 - 0.108) (1 - 0.097) (1 - 0.409)$$

$$Q^2 = 1 - (0.892) (0.903) (0.591)$$

$$Q^2 = 1 - 0.476$$

$$Q^2 = 0.524$$

The calculation results above show the predictive relevance value of 0.524, which is greater than 0 (zero). This means that 52.4% of the variations in the variables of work stress, work motivation and employee performance (the dependent variable) are explained by the independent variables used. Thus it can be said that the model has a predictive value of relevance.

c) Hypothesis testing results (Estimated Path Coefficient)

The estimated value for the path relationship in the structural model must be significant. Significant value in this hypothesis can be obtained by the bootstrapping procedure. Thus the significance of the hypothesis can be seen from the parameter coefficient value and the T-statistical significance value in the bootstrapping reporting algorithm. seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table compared to the T-count (T-statistic).

Table 10. Hypothesis Testing Results

	Original Sample	Standard Deviation	T- Statistics	P values	Description
Workload→Work Motivation	-0.312	0.110	2.830	0.005	Negative – Significant
Workload→Employee Performance	-0.026	0.200	0.132	0.895	Insignificant
Workload→Job Stress	0.329	0.177	0.329	0.064	Insignificant
Job Stress→Employee Performance	-0.053	0.170	-0.053	0.757	Insignificant
Work Motivation→Employee Performance	0.625	0.237	2.634	0.009	Positive – Significant

Sumber: Output PLS

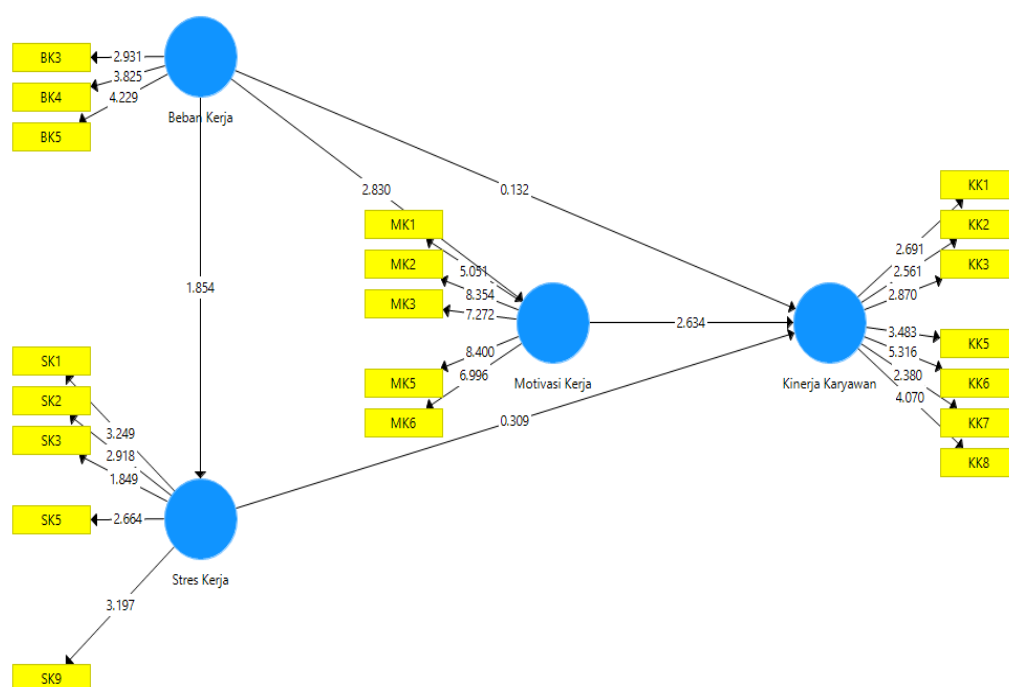


Figure 3. Bootstrapping Test Results Source: PLS Output

V. RESULTS

The Effect of Workload on Work Motivation

The results of this study indicate that the workload has a negative and significant effect on work motivation. This is based on the results of hypothesis testing in this study the results obtained a T-statistic value of 2,830 and the original sample value of -0,312. The T-statistic value is greater than the T-table value of 1.96 and the original sample value shows a negative value. The results of the hypotheses are different from the research conducted by Iskandar and Sembada (2012) workload harms employee motivation. This is because the workload received by employees in this study, for example in achieving the target income demanded high by the cooperative so they are more difficult to achieve the target income so that this will reduce the work motivation of these employees. This means that if the workload is felt high, it will reduce employee motivation. Neither does the opposite if the workload is felt to be low, it will increase employee motivation.

2. Effect of Workload on Employee Performance

The results of this study indicate that the workload has a negative and not significant effect on employee performance. This is based on the results of hypothesis testing in this study, the results obtained a T-statistic value of 0.132 and the original sample value of -0.026. A T-statistic value greater than the T-table value of 1.96 and the original sample value shows a negative value. The results of the hypothesis are different from the research conducted by Soesatyo and Kusuma (2014) workload has a negative and significant effect on employee performance. This is because in completing work the employee must work outside of the organization's operational hours. To fulfill the employee's performance, they have cooperated well, but an insignificant workload experienced by employees in working and outside their working hours will be able to reduce concentration in work so that it can cause the performance of employees to decline.

3. The Effect of Workload on Work Stress

The results of this study indicate that the workload has a positive and not significant effect on work stress. This is based on the results of the hypothesis test in this study the results of the T-statistic value of 1,854 and the original sample value of 0.329. The T-statistic value is greater than the T-table value of 1.96 and the original sample value indicates a positive and insignificant value of work stress. These results are different from research conducted by Haryanti et al., (2013) and Kusuma and Seosatyo (2014) found that workload has a positive and significant effect on work stress. This is likely because the organization has been able to direct the distribution of workload to each employee in meeting the target opinion provided by the cooperative so this requires employees to complete work outside the company's operating hours. The workload is not significant because in work employees can still concentrate and employees can minimize errors that occur in the work.

4. The Effect of Job Stress on Employee Performance

The results of this study indicate that work stress has a negative and not significant effect on employee performance. This is based on the results of hypothesis testing in this study the results obtained a T-statistic value of 0.309 and the original sample value of -0.053. The T-statistic value is greater than the T-table value of 1.96 and the original sample value shows a negative and insignificant value on employee performance. This result is different from research conducted by Chaidir et al., (2011) work stress harms employee performance. This is because employees feel high pressure in the work they do because of the demands of the cooperative's targeted income. Stress is insignificant because employees are free to determine when they go home from work even if

they are in secret. This means that if work stress is high it will reduce employee performance, and vice versa if work stress is low, it will improve employee performance.

5. The Effect of Work Motivation on Employee Performance

The results of this study indicate that work motivation has a positive and significant effect on employee performance. This is based on the results of hypothesis testing in this study, the results obtained a T-statistic value of 1,128 and an original sample value of 0.142. The T-statistic value is greater than the T-table value of 1.96 and the original sample value shows a positive value. The results of this hypothesis are strengthened by research conducted by Sari et al., (2012) motivation has a positive and significant effect on employee performance. This is because employees obtain motivation from within and from outside, for example, superiors, so that they build enthusiasm for work and have responsibility for their work so that all the demands given by the cooperative are optimal. From these results it can be concluded that if the motivation felt by employees is high then employee performance will increase, likewise if the perceived motivation is low then employee performance will decrease.

VI. CONCLUSION

This research tries to analyze several variables that are interrelated with the workload, work stress, work motivation, and employee performance. The results of this study were obtained from the research of employees who worked at PT XYZ from the calculation of Partial Least Square (PLS). From these results the conclusions can be drawn as follows:

1. Workload has a negative and significant effect on work motivation at PT XYZ. This is because the workload received by employees in this study, for example in achieving the target income demanded high by the cooperative so they are more difficult to achieve the target income so that this will reduce the work motivation of these employees. This means that if the workload is felt high, it will reduce employee motivation. Neither does the opposite if the workload is felt to below, it will increase employee motivation
2. Workload has a negative and not significant effect on employee performance at PT XYZ. This is because in completing work the employee must work outside of the organization's operational hours. To fulfill the employee's performance, they have cooperated well, but an insignificant workload experienced by employees in working and outside their working hours will be able to reduce concentration in work so that it can cause the performance of employees to decline.
3. Workload has a positive and not significant effect on work stress experienced by employees at PT XYZ. This is likely because the organization has been able to direct the distribution of workload to each employee in meeting the target opinion provided by the cooperative so this requires employees to complete work outside the company's operating hours. Insignificant workload because in work employees can still concentrate and employees can minimize errors that occur in the work.
4. Job stress has a negative and not significant effect on employee performance at PT XYZ. This is because employees feel the high pressure in the work they do because of the demands of the targeted income provided by the cooperative. The stress is not significant because employees are free to determine when they go home from work in secret. This means that if work stress is high it will reduce employee performance, and vice versa if work stress is low, it will improve employee performance.

5. Work motivation has a positive and significant effect on employee performance at PT XYZ. This is because employees get motivation from within and from outside, for example, superiors, thus building their enthusiasm in working and having responsibility for their work, so that all the demands given by cooperatives are optimally achieved. From these results it can be concluded that if the motivation felt by employees is high then employee performance will increase, likewise if the perceived motivation is low then employee performance will decrease.

6.

VII. SUGGESTIONS

Leaders should provide appropriate time for their employees in completing their work and analyze and evaluate effectively about the workload given, leaders should be able to recognize the emotions that are happening to employees so they can help control these emotions. Leadership and to motivate on a regular or effective basis so that employees have the spirit of work and be able to take responsibility for the work that has been given. Employees should also have the ability to minimize the boredom that occurs and work conflicts that occur, so employees do not like to complain and exaggerate the problems that occur.

Suggestions for further researchers should be able to redevelop variables and indicators that have not been used in this study, the next researcher can use variables of leadership, organizational culture, job satisfaction, organizational commitment. Then researchers are advised to choose other organizations in other fields such as manufacturers who are willing to provide more information to researchers for research to make it easier to get the data needed by researchers.

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