

## Effect Of Work Stress And Workload On Employee Performance Mediated By Job Satisfaction

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**Abstrak:** Kinerja karyawan akan terus meningkat jika mereka senang dalam bekerja. Beban kerja dan stres kerja merupakan indikator kepuasan kerja. Penelitian ini bertujuan untuk menganalisis Pengaruh Stres Kerja dan Beban Kerja Terhadap Kinerja Dimediasi oleh Kepuasan Kerja Karyawan Badan Penyelenggara Jaminan Sosial Ketenagakerjaan. Metode penelitian yang digunakan dalam penelitian ini adalah explanatory. Teknik simple random sampling digunakan untuk memilih 100 pegawai BPJS Ketenagakerjaan Cabang Palembang. Instrumen penelitian berupa kuesioner yang telah diuji CFA baik reliabilitas maupun validitasnya. Pada penelitian ini, teknik PLS-SEM diterapkan untuk menguji model kausalitas kompleks. Temuan penelitian ini menghasilkan model kecocokan konseptual yang menunjukkan bahwa kepuasan kerja tidak berperan sebagai pemediasi pada pengaruh stres kerja dan beban kerja. Hasil ini dapat membantu organisasi khususnya BPJS Ketenagakerjaan Cabang Palembang dalam meningkatkan produktivitas pegawai.

**Kata kunci:** Stres Kerja, Beban Kerja, Kepuasan Kerja, Kinerja Karyawan

**Abstract:** Employee performance will continue to increase if they are happy at work. Workload and work stress are indicators of job satisfaction. This study aims to analyze the Effect of Work Stress and Workload on Performance Mediated by Job Satisfaction Employees of the Employment Social Security Administering Body. The research method used in this research is explanatory. The simple random sampling technique was used to select 100 employees of the Palembang Branch of Employment BPJS. The research instrument was a questionnaire that had been tested by CFA for both reliability and validity. In this study, the PLS-SEM technique was applied to test complex causality models. The findings of this study resulted in a conceptual fit model which indicates that job satisfaction does not act as a mediator in the influence of work stress and workload. These results can help organizations, especially the Palembang Branch of Employment BPJS in increasing employee productivity.

**Keywords:** Work Stress, Workload, Job Satisfaction, Employee Performance

### 1. INTRODUCTION

The rapid growth of modernisation and technological innovation has made organizations more competitive in the current globalization era. Companies must improve their role performance in order to achieve goals and improve company performance [1]. Performance is defined as the amount of work completed by an employee in a given time period in accordance with the main tasks and functions determined by applicable regulations in order to achieve organizational goals [2]. Having high-performing employees is one way to achieve

organizational goals[3]. Good performance can assist in meeting organizational goals in accordance with what has been planned [4]. Employee performance has a large influence on an organization's development; the organization is expected to encourage employees to work well in order to improve performance and achieve goals [5]. Human resources are the assets of a company that are unique, vulnerable, and difficult to predict. In carrying out its activities, a company will always deal with humans as dynamic resources with the ability to develop [6]. Human resources are the most important factor in achieving company objectives.

Humans who play an active and dominant role are inextricably linked to the achievement of company goals [7]. Organizations require human resources or employees to achieve their objectives effectively and efficiently [8]. The availability of professional resources has evolved into a strategic requirement for businesses or organizations [9]. This requirement stems from the realization that humans are the primary determinant of all organizational performance [10]. Creating professional human resources for a company can be difficult at times. These impediments can be caused by organizational factors or by employees themselves.

Work stress and workload are two influencing factors in improving employee performance [11]. Employees' performance can suffer as a result of high work stress and workload. As a result, management must be capable of ensuring that employees do not harm the system as a result of high work stress and employee workload [12]. Because stress is an unavoidable part of human life, it can affect anyone and at any time. Work stress is a situation that humans in general, and employees in particular, may encounter in an organization or company [7].

Work stress is a significant issue because it can impair performance, so it must be addressed in order to achieve company goals and objectives [13]. Humans are more likely to experience stress if they are unable to adjust between desires and reality, both inside and outside of themselves. All forms of stress are primarily caused by humans' failure to recognize their own limitations [14]. The inability to overcome these constraints will result in frustration, conflict, anxiety, and guilt [15]. Workload, leadership attitudes, and working environment conditions can all contribute to stress [16]. Workplace stress will almost certainly be detrimental to the organization in question because the resulting performance will be lower.

The workload factor is another factor that influences employee performance. Workload is a work activity that must be completed by the person

in charge, namely workers, within a specific time frame [17]. Workload can occur as a result of both external and internal factors. The workload of an individual has been determined by company work standards based on the type of work. Employee workload can be classified into three types: standard workload, excessive workload, and insufficient workload [18]. A workload that is too heavy or too light can cause physical and psychological fatigue in employees, causing them to become unproductive because they are too tired, affecting their performance [19]. Whereas a workload that is too low or light will have an impact on work inefficiency, it can also have an impact on employee performance because employees do little work and do not adhere to predetermined work standards [20]. A good workload condition is one in which the workload is consistent with the standards, allowing employees to work efficiently and effectively.

Based on initial observations and interviews conducted by the author with the Head of General Affairs and HR of the Palembang Branch of Employment BPJS, it is known that currently performance is not optimal according to management expectations and the wishes of the employees themselves, while the related problem is that employees experience work stress due to having to meet targets given by management. there is a decrease in employee performance at the Employment BPJS Palembang Branch Office which is based on the results of the value index.

That is, a comparison between the July-September 2021 period (quarterly) of 87.61 and the July-September 2022 period (quarterly) of 80.88, which means that the employee's performance in the July-September 2021 period is better than the employee's performance in the July-September 2022 period. September 2022 with a decrease of 6.73%. Employee performance appraisal is measured using the key performance indicator method. Key performance indicators are a method that is generally applied by most organizations or companies to assess the progress achieved by the company/organization concerned.

In practice, there are several aspects of progress that can be assessed using the KPI method, one of which is employee performance. The KPI method used to measure employee performance is employee KPI. This employee KPI needs to be done to help every employee about all the activities they usually do, namely regarding what work has been done, what work will be done, and what training needs to be given to employees so that the quality of employees is getting better.

Aside from that, another issue is employee workload. Employee workload varies according to their fields, so each field has different problems. Employees of the Palembang Branch of Employment BPJS who are given a workload that is not in line with the work that should be done by other sections are dissatisfied at work, and as a result, they are passive in responding to the work that has been assigned to them by management. Employees are unable to work optimally due to fatigue as a result of work that is not in accordance with their work capacity.

Workload issues arise as a result of a decrease in the number of employees in 2022 compared to 2021; this situation worsens when employees are absent from work or apply for leave, causing other coworkers to finish their work. The problems and conditions described above are thought to have an impact on the performance of the Palembang Branch of the Employment Social Security Administrative Body's employees. Based on this description, the purpose of this study is to investigate the impact of work stress and workload on performance as mediated by job satisfaction among employees of the Employment Social Security Administration.

### 1.1. Framework and Hypotheses

The following explanation is based on a theoretical framework that identifies aspects related to product quality, brand image, and the impact of sales promotion on purchase decisions. The diagram below depicts the framework proposed in this study.



**Figure 1. Research Model Framework**

Based on the above model, the hypothesis proposed as follows:

- H1: Job satisfaction has a significant effect on employee performance
- H2: Workload has a significant effect on job satisfaction
- H3: Workload has a significant effect on employee performance
- H4: Job stress has a significant effect on job satisfaction
- H5: Job stress has a significant effect on employee performance
- H6: Job satisfaction is a significant mediator in the effect of workload on employee performance
- H7: Job satisfaction is a significant mediator in the effect of work stress on employee performance.

**2. METHOD**

This study used numerical data from a sample or population to provide an overview of the object under study. In this study, the cross-sectional survey method was used to conduct explanatory research [21]. This study was carried out at the BPJS Employment Office, Palembang Branch. The population of this study is BPJS Ketenagakerjaan employees from the Palembang branch, but the sample size chosen must represent the population with a slight bias, with a sample size of 100-200 respondents, so that the findings can be interpreted using the Structural Equation Model (SEM) [22], [23]. The total number of research participants was 100, who were chosen at random using simple random sampling. Job Satisfaction, Employee Performance, Work Stress, Workload, and questionnaires assessed with a Likert scale were among the instruments and data analysis used in the study, with the construction of each variable explained in detail

**Table 1.** Research Instruments Grid

No.	Variable	Indicators	Code
1	Work Stress	Leadership attitude	A1
		Work equipment	A2
		Employment Conditions	A3
		A Job and Career	A4
2.	Workload	Working Conditions	B1
		Use of Working Time	B2
		Targets to be achieved	B3
3.	Employee Performance	Quality	Y1
		Quantity	Y2
		Reliable or not	Y3
		Cooperative Attitude	Y4
4.	Job satisfaction	Job Satisfaction	Z1
		Satisfaction with Rewards	Z2
		Satisfaction with Supervisor Supervision	Z3
		Satisfaction with Colleagues	Z4
		Promotion Opportunity	Z5

This study employs a complex causality model, which would be impossible to implement using linear regression. SEM was calculated using analysis of variance in conjunction with a covariance matrix, which produced more accurate results than linear regression analysis [24]. They were given questionnaires about the quality of service, customer satisfaction, and customer loyalty. Smart PLS 3 software was used to analyze the data, and PLS SEM estimation was used. Latent variable and confirmatory factor analysis (CFA) were used to assess the reliability and validity of the identified measurement items [25].

Internal reliability, factor reliability, and concurrent validity are used to test the reflection measurement model. The greater a model's factor loading value, the more similar its manifestation to the construct. By removing or removing these identifiers from the model, the reliability coefficient

score and average variance extract can be increased (AVE) [26].

### 3. RESULTS AND DISCUSSION

The results of research and testing are discussed in the form of theoretical descriptions, both qualitatively and quantitatively. Graphs or tables should be used to display experimental results.

#### 3.1. Validity and Reliability of Data

In this study, AVE is used to assess the validity of the survey items, and combined reliability is used to assess the overall reliability of the questionnaire. This reliability test employs the Composite Reliability Score derived from the regression model's factor loading. The reliability and validity indices for each construct are shown in the table below.

**Table 2.** Validity and Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	AVE
Job satisfaction	0.870	0.906	0.660
Employee Performance	0.846	0.894	0.679
Workload	0.887	0.930	0.816
Work Stress	0.842	0.895	0.681

According to the data in table 2, all variables have a high level of validity and reliability. All variables with an Average Variance Extract (AVE) greater than 0.50 and a Composite Reliability (CR) greater than 0.80 indicate this. Furthermore,

Cronbach's Alpha for all variables is greater than 0.7, indicating that the study's cumulative instruments can effectively measure variables. The validity of the items in each variable is shown in the table below.

**Table 3.** Variable Item Loading Factor Value

Item Code	Job Satisfaction	Performance	Workload	Work Stress
A1				0.728
A2				0.884
A3				0.825
A4				0.856
B1			0.867	
B2			0.937	
B3			0.904	
Y1		0.85		
Y2		0.87		

**Table 3.** Variable Item Loading Factor Value (Advanced)

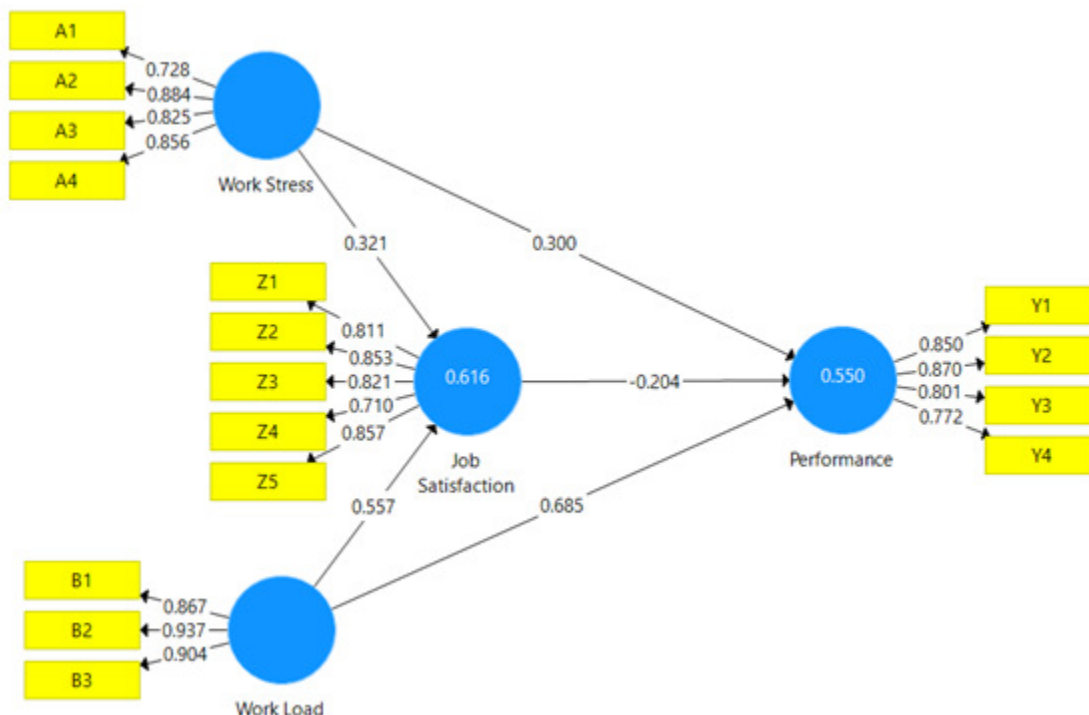
Y3		<b>0.801</b>		
Y4		<b>0.772</b>		
Z1	<b>0.811</b>			
Z2	<b>0.853</b>			
Z3	<b>0.821</b>			
Z4	<b>0.71</b>			
Z5	<b>0.857</b>			

According to Table 3, all items have a loading factor greater than 0.7. This means that all items satisfy valid criteria and can be used to properly calculate variables.

**3.2. Evaluate The Model’s Goodness of Fit**

Using a structural equation model, the

research hypotheses were analyzed and evaluated using the Smart PLS software. Model testing results, including variable formation, show whether there is a positive causal relationship between Job Satisfaction, Job Stress, Workload, and Employee Performance. The following analysis describes the structural model’s results.



**Figure 2. Model Fitment Estimation**

The structural model testing results show that the proposed model fits the empirical data well. Figure 2 demonstrates that, on the whole, this structural model is satisfactory. The results of

testing the model with SMART PLS, which includes the construction of each variable, can be examined to see the model structure of Work Stress, Workload, Job Satisfaction, Employee Performance, and to test

the previously mentioned hypotheses.

### 3.3. Structural Equation Model Hypothesis Testing

Decisions based solely on descriptive analysis results may not be completely reliable. They

can, however, provide a general understanding. The data must be tested in order to reach a more precise conclusion about the hypotheses proposed in this study. Hypothesis testing is referred to as structural model testing in SEM analysis. The overall results of testing the hypothesis of the direct effect of one variable on other variables are shown in Table 4.

**Table 4.** Relationship Hypothesis Testing Summary

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
Job Satisfaction > Performance	-0.204	0.153	1.331	0.184	Not significant
Workload > Job Satisfaction	0.557	0.124	4.474	0.000	Significant
Workload > Performance	0.685	0.112	6.138	0.000	Significant
Work Stress > Job Satisfaction	0.321	0.146	2.197	0.028	Significant
Work Stress > Performance	0.300	0.124	2.421	0.016	Significant

Note: \*significant at a critical ratio > 1.96.

Based on the results of the analysis of table 4, it is concluded as follows:

- ✓ Job satisfaction has no significant effect on employee performance because it has a t value of 1,331 <1.96, and a p value of 0.184 > 0.05.
- ✓ Workload has a significant effect on job satisfaction because it has a t value of 4,474 > 1.96 and a p value of 0,000 <0.05.
- ✓ Workload affects employee performance because it has a t-value of 6,138 > 1.96 and a p-value of 0,000 <0.05.
- ✓ Job stress has a significant effect on job satisfaction, as evidenced by the t-value of 2,197 > 1.96 and the p-value of 0.028 <0.05.
- ✓ Work stress has a major effect on employee performance because it has a t-value of 2,421 > 1.96 and a p-value of 0.016 <0.05.

Employee performance is unaffected by job satisfaction. Other factors may play a more significant role in determining employee performance. For example, an employee's skill level, work experience, and personality traits may be more influential than their level of job satisfaction in determining their performance.

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Workload has a direct effect on job satisfaction and performance, according to the findings. This is due to the fact that happy employees are more likely to be enthusiastic about their jobs, which can boost productivity and motivation. As a result, employees may take on more responsibilities and tasks,

resulting in an increased workload. According to the findings of the study, job stress has a direct impact on employee performance and job satisfaction. This is due to the fact that high levels of stress can have both psychological and physical consequences for employees. According to research, prolonged stress exposure can lead to burnout, which can impair an individual's ability to function effectively at work. Furthermore, stress can result in physical symptoms such as fatigue,

headaches, and muscle tension, which can impair an employee's ability to complete work tasks.

### 3.4 Evaluate The Mediating Effect

The coefficient of determination can calculate both the total and indirect effects (in standard form). The analysis results are shown in the table below.

**Table 5.** The Effects of Mediation

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
Workload > Job Satisfaction > Performance	-0.114	0.098	1.154	0.249	Not significant
Work Stress > Job Satisfaction > Performance	-0.065	0.051	1.291	0.197	Not significant

Table 5 shows that job satisfaction does not act as a mederator variable that mediates the effect of workload on employee performance. This is because it has a t-value of 1.154 < 1.96 and a p-value of 0.249 > 0.05. Furthermore, job satisfaction does not act as a mederator variable that mediates the effect of work stress on employee performance, because it has a t-value of 1.291 < 1.96 and a p-value of 0.197 > 0.05. This is because job satisfaction does not play a significant role in reducing work stress and workload which then has implications for improving the performance of employees of the Employment Social Security Administration.

Social Security Implementing Agency, work stress has a significant impact on job satisfaction and employee performance. Job satisfaction has no effect on the Employment Social Security Implementing Agency's performance when it comes to work stress and workload. The study's findings can help organizations that want to improve employee welfare and performance by emphasizing the importance of overcoming work stress, workload, and job satisfaction.

## 4. CONCLUSION

This study shows that job satisfaction has no effect on the performance of Employment Social Security Implementing Body employees. Workload at the Employment Social Security Implementing Agency has a significant impact on job satisfaction and employee performance. At the Employment

It is suggested that further studies be conducted based on the findings of this study in different settings and populations to strengthen the generalizability of the results. In addition, future research may explore the mechanisms underlying how job stress, workload, and job satisfaction impact employee performance. This can include studying the effects of specific stressors and workload demands on employee well-being and performance, as well as the potential moderating effects of individual differences such as coping styles and resilience. In addition, organizations can benefit from



implementing interventions that target job stress, workload, and job satisfaction. Examples of interventions include providing stress management training, offering flexible work arrangements, and implementing employee engagement programs. This intervention can improve employee well-being and performance by reducing work stress and workload, as well as increasing job satisfaction. Overall, this study adds to the literature on job satisfaction and employee performance by emphasizing the importance of overcoming job stress, workload, and job satisfaction in organizations.

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