

The Influence of Work Stress and Workload on Work Motivation and Its Impact on the Performance of Class II Land Transportation Management Center Employees in South Sumatra

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Abstract

This study provides valuable insights into the impact of work stress and workload on work motivation and subsequent employee performance at the Class II Land Transportation Management Center in South Sumatra. Employing a quantitative approach with a descriptive research design, the survey method is used to collect data, aligning with the positivist philosophy. Data is gathered through a structured questionnaire administered at the Office of Class II South Sumatra Land Transportation Management Hall from January to February. Results reveal a negative influence of work stress and workload on employee performance, although work motivation shows no significant correlation. Nevertheless, work motivation positively affects employee performance, independent of work stress and workload. These findings have practical implications for improving workplace conditions and enhancing employee productivity and job satisfaction. Recommendations for future research include further exploration of potential mediating factors, in-depth investigations into strategies for reducing work stress and workload, longitudinal studies to track changes in work motivation and performance, and comparative analyses with similar offices to gain insights into transportation sector dynamics.

Keywords: Workload, Work Stress, Motivation, Performance

JEL Code: H63, J24, J53, 015

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1. Introduction

The Land Transportation Management Agency (BPTD) is a Technical Implementation Unit within the Ministry of Transportation that the government developed to facilitate the land transportation sector's rapid expansion. The Class II South Sumatra Land Transportation Management Agency and other BPTD entities oversee the carrying out duties and obligations to raise the standard of land transportation services. This covers road transportation, rivers, lakes, crossings, ports, and traffic management. The establishment of BPTD is intended to improve the general performance, efficacy, and efficiency of land transportation services provided to the public.

Ensuring dependable, comfortable, safe, and secure land transportation is one of the primary responsibilities of the Class II South Sumatra Land Transportation Management Agency. However, the agency has several obstacles in its responsibilities, especially when managing its human resources. An efficient and well-thought-out human resource management is essential to overcoming these obstacles. (Adebowale et al., 2020). The effectiveness of an organization in accomplishing its objectives is correlated with the significance of human resources management. (Yuen et al., 2018). Planning for the requirements of qualified staff in the execution of land transportation is a component of human resources management at the Class II South Sumatra Land Transportation Management Agency. As a result, the management's capacity to manage human resources well and promote active engagement and contribution is critical to the organization's success.

Like many other businesses, Class II South Sumatra Land Transportation Management Agency has difficulties with human resources management. These obstacles might come from specific workers or internal work settings, which can affect output and general performance. (Carson & Bedeian, 1994). Some of the challenges include an overwhelming workload, inadequate human resource expertise, and short turnaround times. (Heslina & Syahrani, 2021). Within the context of Class II South Sumatra Land Transportation Management Agency, these problems include inadequate human resource competency, impeding job execution, an overwhelming workload, and assignment deadlines. Employee performance may suffer because of this phenomenon, and stress at work may result. (Brown & Reilly, 2013). Previous studies show the relationship between employee performance, remuneration, work conflict, and workplace stress. (Mamminanga et al., 2023; Nurhaiyati & Tresani, 2021) More study is necessary to fully grasp the phenomena and problems arising in Class II South Sumatra Land Transportation Management Agency and the effects of job stress, workload, and work motivation on employee performance.

Therefore, critical concerns about the impact of job stress, workload, and work motivation on employee performance in the organization are included in the study issue formulation at the outset. Therefore, given the context of the Class II South Sumatra Land Transportation Management Agency, this research is anticipated to offer a thorough knowledge of the dynamic interactions between these elements and employee performance. Based on the description above, this research aims to analyze the influence of work stress and workload on work motivation and its impact on employee performance at the Class II South Sumatra Land Transportation Management Center.

2. Literature Review

2.1 Human Resource Management

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In human resource management, several components come together as a unified entity. Firstly, the management of employees encompasses mental, emotional, and physical strength. Secondly, the existence of human potential prompts individuals to be aware of their presence. Lastly, human potential is the most valuable asset and capital of an organization. The utilization of human resources to achieve organizational goals is the fifth component, according to Dessler. Human resource management also involves executing, planning, developing, motivating, and retaining employees to enhance workplace performance. Recruiting, hiring, training, compensating, evaluating, and developing employees constitute the six components of human resource management. (Matthews, 2018) Finally, according to Robbins & Coulter, human resources management involves planning, recruitment, selection, training and development, motivation, and maintenance to ensure longevity in an organization.

Human resources are the most important resource for attaining competitive success. They serve as the cornerstone of all systems, methods, and technology employed. A competitive hiring process is the first step towards effective human resource management, which also includes systematic training, improved employee satisfaction, education, and empowerment, and, in the end, suitable retirement assurance.

2.2 Working Stress

According to stress is one of the tense circumstances that has an impact on a person's feelings, mental processes, and physical health (Yuen et al., 2018). As described by stress is a condition that affects workers at work and interferes with their physiology and behavior. As stated by there are two different kinds of stress: constructive and pleasant eustress and negative and destructive distress. (Milinga et al., 2022) Employees may experience behavioral, psychological, and bodily effects from stress. The surrounding environment may be the source of stress due to several variables, including loudness, excessive tension, exhaustion, uncomfortable temperature and humidity, heavy workload, unclear nature of the task, and others.

2.3 Workload

Workload is defined as an assortment of responsibilities that fall under an organizational unit's or individual employee's purview. Physical and psychological environmental variables have an impact on workload, which may lead to a decline in job quality, an increase in customer complaints, and a rise in absenteeism rates. (Aronsson et al., 2017) . Workplace settings, how working time is used, goals to be met, physical variables, temperature and humidity, an excessive workload, the nature of the profession, independence, and personal challenges are all indicators of workload.

2.4 Work Motivation

In Swaminathan's view, work motivation is influenced by internal and external factors. Work motivation indicators involve responsibility, work achievement, opportunity to advance, recognition of performance, and challenging work.

2.5 Performance

Each individual has needs that must be fulfilled, and work becomes necessary to achieve them. Employee performance encompasses job outcomes in terms of quality and quantity, in line with the assigned tasks and responsibilities. Classifies performance into individual and organizational, with individual performance involving employee work outcomes based on

predetermined standards. According to Haryanto et al. (2023), factors influencing performance include abilities and skills, knowledge, job design, and personality. Performance measurement involves indicators such as job quantity, job quality, timeliness, attendance, and teamwork ability (AM et al., 2022). Employees may exhibit positive or negative reactions when facing stress, and appropriate stress management is crucial to ensure that they can function effectively in the workplace. Performance appraisal serves essential purposes, such as making human resource management decisions, identifying training needs, providing employee feedback, and determining remuneration and compensation policies.

2.5 Relationship Between Research Variables

2.5.1 The Interconnection between Work Stress and Performance

Stress is a crucial aspect in the context of a company as it is interconnected with employee performance. Stress can be positive or negative, depending on how the body responds. Positive stress can enhance employee performance, while negative stress can hinder it. Research by Lambert et al., (2020) Supports the view that work stress negatively and significantly impacts employee performance. Conversely, the study by indicates that work stress has a positive and significant effect on employee performance. These differing research findings highlight the complexity of the relationship between work stress and performance, which may be influenced by context and other factors.

2.5.2 The Interconnection between Workload and Performance

A workload that aligns with employees' capabilities is considered to enhance performance. Providing a workload that exceeds or falls short of employees' capabilities can lead to boredom or fatigue. Allocating a workload that aligns with employees' capabilities will improve employee performance.

2.5.3 The Interconnection between Work Motivation and Performance

It is believed that increasing job motivation is essential to improving work effectiveness. High job motivation motivates employees to work harder and more passionately, which enhances performance. One definition of work motivation is the force behind employees' pursuit of company objectives. The results of this study support the widespread belief that increased motivation might encourage an improvement in worker performance in the workplace.

2.6 Framework of Thought

To describe in a broad way this research on “The Impact of Work Stress, Work Loads and Work Motivation on the Performance of BPTD Officers of Class II South Sumatra” can be seen in the following figure 1.

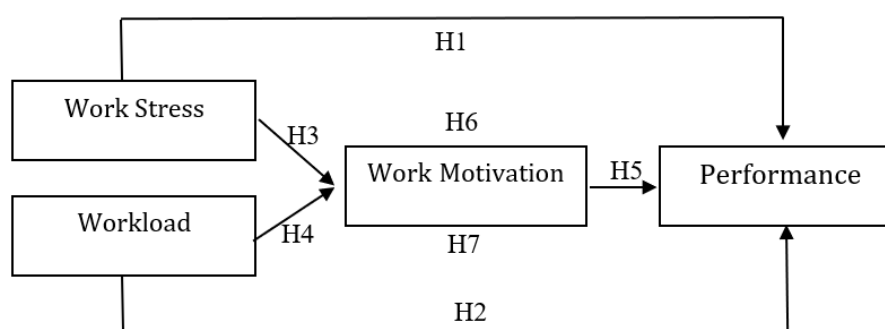


Figure 1. Research Conceptual Model

Source: Author's thoughts

2.7 Hypothesis development

- H1: It is suspected that there is an influence of work stress on employee performance at the South Sumatra Class II Land Transportation Management Office.
- H2: It is suspected that there is an influence of workload on employee performance at the South Sumatra Class II Land Transportation Management Office.
- H3: It is suspected that there is an influence of work stress on employee work motivation at the Class II Land Transportation Management Office, South Sumatra.
- H4: It is suspected that there is an influence of workload on employee work motivation at the South Sumatra Class II Land Transportation Management Office
- H5: It is suspected that there is an influence of work motivation on employee performance at the South Sumatra Class II Land Transportation Management Office
- H6: It is suspected that there is an influence of work stress on performance through employee work motivation at the Class II Land Transportation Management Office, South Sumatra
- H7: It is suspected that there is an influence of workload on performance through employee work motivation at the Class II Land Transportation Management Office, South Sumatra.

3. Research Method

3.1 Method

This research uses a quantitative approach with descriptive research design, applying survey methods as a means of data collection. This quantitative approach is consistent with the philosophy of positivism and aims to explore a particular population or sample. Data is obtained through a specifically designed questionnaire to gain an in-depth understanding of the related variables.

The use of the survey method is aimed at collecting natural data from the location of the research, namely, the Office of Class II South Sumatra Land Transportation Management Hall located in Jalan Bypass Alang-Alang Bharar, Talang Kelapa, district of Alang-Alan Bhar, Palembang City. The duration of the study lasted about two months, starting in January to February. Approaches and methods are expected to provide a comprehensive picture of the impact of work stress, workload, and work motivation on staff performance in the environment.

3.2 Participant and procedure

3.2.1 Data Type

Primary data is information obtained directly from a research object or subject through the distribution of a questionnaire to a South Sumatra Class II BPTD officer, which includes questions related to Impact of Work Stress, Workload, and Work Motivation on Officer Performance. Meanwhile, Secondary Data is data taken from previous research or other sources, such as books, journals, and relevant documents.

3.2.2 The Population and Population

Samples study included 202 ASN staff in the Class II Land Transport Management Room of

South Sumatra. Samples of 80 people were selected using purposive sampling techniques, with samples being determined based on specific considerations in accordance with the purposes of the study.

3.2.3 Operational Definitions of Variables

- **Workload:** The number of tasks or activities that a team or individual needs to complete within a specific period.
- **Job Stress:** The sense of pressure experienced by employees in completing job tasks.
- **Work Motivation:** The level of an individual's readiness to exert maximum effort to achieve organizational goals, aligning with the individual's ability to fulfill personal needs.
- **Performance:** The comparison of outcomes obtained with the contribution of a worker within a specific period, usually calculated per hour.

3.3 Measure

In this research, the data collection method applied is a questionnaire. The questionnaire is chosen as the tool to gather data from respondents, in this case, the employees of Class II South Sumatra Land Transportation Management Agency (BPTD). The use of a questionnaire is considered an effective way to gain a deeper understanding of respondents' views and opinions (The Likert Scale is employed in the questionnaire, where each indicator is measured with values ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (AM et al., 2023) This approach provides a clear assessment framework for the variables under investigation, aligning with the quantitative measurement goals of this research.

- Strongly Disagree (SD) with a value of 1
- Disagree (D) with a value of 2
- Neutral (N) with a value of 3
- Agree (A) with a value of 4
- Strongly Agree (SA) with a value of 5.

3.4 Data analysis procedures

PLS, as a second-generation structural equation model, emerged as a popular alternative in the 1980s to replace the Ordinary Least Squares (OLS) regression method that dominated in. Analysis stages of PLS involve:

3.4.1 Evaluation of Reflective Measurement Model

- **Convergent Validity Test:** Convergent validity is assessed through Loading Factor (LF) and Average Variance Extracted (AVE), with values above 0.70 indicating adequate validity.
- **Discriminant Validity Test:** Fornell-Larcker criteria are used to verify discriminant validity, with the square root of AVE needing to be greater than the correlation with other variables.
- **Reliability Test:** Reliability testing is conducted with Cronbach's Alpha and Composite reliability, with values above 0.70 indicating good accuracy and consistency.

3.4.2 Evaluation of Structural Model

- **R Square Value:** To determine how much variation in independent variables affects dependent variables, the R-Square value is used.

- Effect Size (f^2): Indicates the impact of predictor variables at the structural level, with f^2 values interpreted as weak (0.02), moderate (0.15), or large (0.35).
- Predictive Relevance (Q^2): The Q^2 test is conducted to validate the predictive relevance fit of the model.
- Goodness of Fit (GOF) Index: Used to validate the overall structural model, with small (0.1), moderate (0.25), or large (0.36) GOF values (Am & Setiawati, 2023).

3.4.3 Hypothesis Testing

- Significance Weight Test: Significance weight values are used in hypothesis testing, with a t-statistic > 1.96 or P Value < 0.05 indicating that the independent variable significantly influences the dependent variable (Anwar et al., 2024).

4. Findings and Discussions

The present study commences its investigation by outlining the attributes of the participants who serve as the study's subjects. An overview of the respondents' age, gender, length of employment, and educational attainment is given in Tables 1 to 4 for the Class II South Sumatra Land Transportation Management Agency office. The bulk of research participants—59% are men—have a bachelor's degree (52%), have worked for 11–20 years (36%), and are between the ages of 31 and 40 (48%). These qualities serve as the cornerstone for comprehending the variety of responses that might affect the findings of the study.

Furthermore, Tables 4.5 to 4.8 detail the responses of the participants regarding the variables under investigation, such as Workload, Job Stress, Work Motivation, and Employee Performance. The average responses of the participants for each variable provide insights into their perceptions of workload, stress levels, motivation, and performance. This information serves as the basis for analysis to evaluate the influence of these variables on employee performance in the Class II South Sumatra Land Transportation Management Agency office. The data on respondent characteristics and their responses will support a deeper understanding of the research findings

4.1 Respondent Description

The description of the respondent includes gender, age, years of work, and the respondent's last education.

Table 1. Respondent's Gender

Information	Amount	Percentage
Man	47	59%
Woman	33	41%
Total	80	100%

Table 1 describes the gender of the respondents, showing that of the 80 total respondents, 47 were men (59%), while 33 were women (41%).

Table 2. Respondent's Work Period

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Information	Amount	Percentage
1 – 10 Years	25	31%
11 – 20 Years	29	36%
21 – 30 Years	12	15%
> 30 Years	14	18%
Total	80	100%

Table 2 provides an overview of the respondents' work period, showing that the majority of respondents have a work period of 11-20 years (36%), followed by 1-10 years (31%), 21-30 years (15%), and more than 30 years (18 %).

Table 3. Response Age

Information	Amount	Percentage
21 – 30 Years	25	31%
31 – 40 Years	38	48%
41 – 50 Years	17	21%
Total	80	100%

Table 3 provides information about the ages of respondents, showing that the majority of respondents were aged 31-40 years (48%), followed by 21-30 years (31%) and 41-50 years (21%).

Table 4. Respondent's Work Period

Information	Amount	Percentage
Stratum II	7	9%
Stratum I	42	52%
Diploma III	22	28%
Senior High School	9	11%
Total	80	100%

Table 4 provides data on respondents' education, showing that most respondents have a bachelor's degree (52%), followed by Diploma III (28%), High School (11%), and Level II (9%).

4.2 Description of Respondents' Answers

In this research, the variables analyzed include Workload, Work Stress, Work Motivation, and Employee Performance. Evaluation is carried out quantitatively by applying an interval scale, where the average score is integrated according to the assessment category.

Table 5. Description of Respondents' Answers Workload Variables

Indicator	SD		D		N		A		SA		Amount		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
BK1	0	0%	0	0%	8	10%	47	59%	25	31%	80	100%	4.13
BK2	0	0%	1	1%	16	20%	39	49%	24	30%	80	100%	
BK3	0	0%	3	4%	8	10%	46	58%	23	29%	80	100%	

Table 5 describes respondents' answers regarding the Workload variable. The average

respondent answer was 4.13, indicating a high level of agreement with the workload.

Table 6. Description of Respondents' Answers Job Stress Variable

Indicator	SD		D		N		A		SA		Amount		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
SK1	0	0%	0	0%	13	16%	45	56%	22	28%	80	100%	4.05
SK2	0	0%	0	0%	11	14%	54	68%	15	19%	80	100%	
SK3	0	0%	3	4%	16	20%	40	50%	21	26%	80	100%	
SK4	0	0%	1	1%	12	15%	49	61%	18	23%	80	100%	

Table 6 provides an overview of respondents' answers regarding the Job Stress variable. The average respondent's answer was 4.05, indicating a high level of agreement regarding work stress.

Table 7. Description of Respondents' Answers Work Motivation Variables

Indicator	SD		D		N		A		SA		Amount		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
MK1	0	0%	3	4%	16	20%	52	65%	9	11%	80	100%	3.83
MK2	0	0%	0	0%	21	26%	50	63%	9	11%	80	100%	
MK3	0	0%	2	3%	12	15%	59	74%	7	9%	80	100%	
MK4	0	0%	1	1%	25	31%	44	55%	10	13%	80	100%	
MK5	0	0%	3	4%	17	21%	53	66%	7	9%	80	100%	

Table 7 provides an overview of respondents' answers regarding the Work Motivation variable. The average respondent's answer was 3.38, indicating a sufficient level of agreement with work motivation.

Table 8. Description of Respondents' Answers Employee Performance Variables

Indicator	SD		D		N		A		SA		Amount		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
KK1	0	0%	2	3%	27	34%	40	50%	11	14%	80	100%	3.77
KK2	0	0%	0	0%	30	38%	47	59%	3	4%	80	100%	
KK3	0	0%	4	5%	16	20%	54	68%	6	8%	80	100%	
KK4	0	0%	3	4%	16	20%	47	59%	14	18%	80	100%	

Table 8 describes respondents' answers regarding the Employee Performance variable. The average respondent's answer was 3.77, indicating a high level of agreement with employee performance.

4.3 Research result

4.3.1 Measurement Model Evaluation Results

Testing the reflective indicator model includes assessing convergent validity, discriminant validity, and reliability.

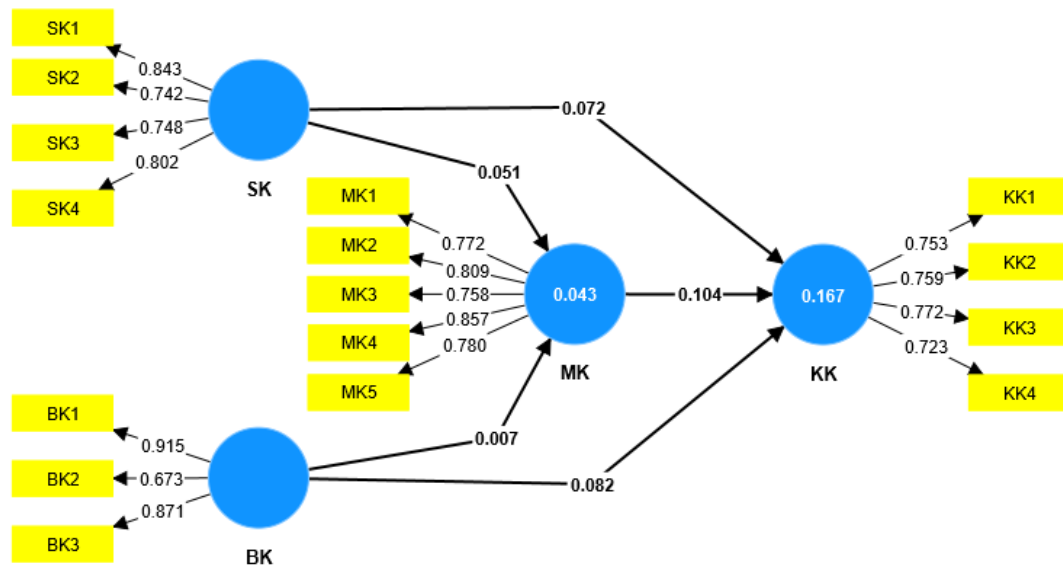


Figure 1. Measurement Model

Source: results, 2024

4.3.2 Convergent Validity Test Results

The loading factor (LF) value needs to be > 0.70 , and the Average Variance Extracted (AVE) value > 0.50 . If the factor loading value is < 0.70 , it must be eliminated or removed from the research model.

Table 9. Convergent Validity Test Results

Variabel	Indicator	Loading Factor	AVE
Work Stress (SK)	SK1	0,843	0,616
	SK2	0,742	
	SK3	0,748	
	SK4	0,802	
Work Load (BK)	BK1	0,915	0,682
	BK2	0,673	
	BK3	0,871	
Work Motivation (MK)	MK1	0,772	0,634
	MK2	0,809	
	MK3	0,758	
	MK4	0,857	
	MK5	0,780	
Employee Performance	KK1	0,753	0,566
	KK2	0,759	
	KK3	0,772	
	KK4	0,723	

Based on table 9, all indicators for each variable have a loading factor value > 0.70 , except for the BK2 indicator which has a loading factor value < 0.70 , namely 0.673. A loading factor value ≥ 0.7 is said to be ideal, meaning that the indicator is valid to measure the construct it forms. In

empirical research experience, a loading factor value of ≥ 0.5 is still acceptable, some experts even tolerate a figure of 0.40. The AVE value of all variables is > 0.50 , then all statement items are declared convergently valid.

4.3.3 Discriminant Validity Test Results

Discriminant validity checks are carried out using the Fornell-Larcker criterion, where the square root value of the Average Variance Extract (AVE) must be greater than the correlation value between other variables.

Table 10. Discriminant Validity Test Results

	BK	K.K	MK	SK
BK	0,826			
KK	-0,288	0,752		
MK	0,139	0,199	0,796	
SK	0,249	-0,247	0,247	0,785

Looking at Table 10, it can be concluded that the AVE root values for the variables BK (Workload), KK (Employee Performance), MK (Work Motivation), and SK (Work Stress) are 0.831, 0.753, 0.786, and 0.787, respectively. These values are greater than the correlation between the construct and other constructs, indicating that discriminant validity is met.

4.3.4 Reliability Test

Reliability checks can be carried out using two methods, namely through Cronbach's Alpha and Composite Reliability, where the value of both should be greater than 0.70 to be considered reliable.

Table 11. Reliability Validity Test Results

	Cronbach's alpha	Composite reliability (rho_c)
BK	0,796	0,865
KK	0,783	0,864
MK	0,859	0,896
SK	0,749	0,839

By referring to Table 11, the Cronbach's Alpha and Composite Reliability (rho c) values for all variables have values greater than 0.70, indicating that all variables in this study are reliable or reliable.

4.3.5 Structural Model Evaluation Results

Evaluation of the structural model includes assessment of the R Square value, Effect Size (f^2), Relevance of Predictions (Q^2), Gof Index, and hypothesis testing.

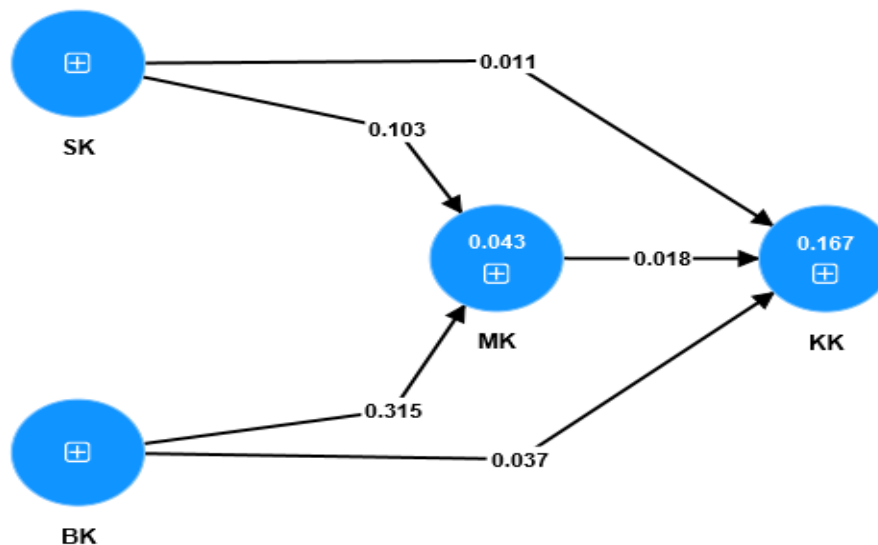


Figure 2. Structural Model

Source: results, 2024

4.3.6 R Square Test Results

The R Square results for the endogenous latent variable in the structural model show a result of 0.67, which can be categorized as vital, 0.33, which is classified as moderate, and 0.19, which is considered weak, as explained by

Table 12. R Square Test Results

	R-square	R-square adjusted
Work Motivation (MK)	0,067	0,043
Employee Performance (KK)	0.208	0.177

Based on table 12, it can be seen that the Adjusted R Square value of the Work Motivation (MK) variable is 0.043, this indicates that the Work Stress (SK) and Workload (BK) variables are able to explain the Work Motivation variable by 4.3%, so it can be concluded that the model considered weak. Meanwhile, the Adjusted R Square value of the Employee Performance (KK) variable is 0.167, this indicates that the Work Stress (SK), Work Load (BK) and Work Motivation (MK) variables are able to explain the Employee Performance variable by 16.7%, so it can be concluded that model is considered weak.

4.3.7 Effect Size Test Results (f²)

The results of the f square (f²) value can indicate the extent to which the predictor variable has an impact, whether it is weak (0.02), moderate (0.15), or significantly large (0.35) at the structural level.

Table 13. Effect Size Test Results

	Work Motivation (MK)	Employee Performance (KK)
Workload (BK)	0,051	0,072
Work Stress (SK)	0,007	0,082
Work Motivation (MK)		0,104

The explanation is as follows:

- The influence of Job Stress (SK) on Work Motivation (MK) of 0.051 is considered weak.
- The influence of Workload (BK) on Work Motivation (MK) of 0.007 is considered weak.
- The influence of Job Stress (SK) on Employee Performance (KK) of 0.072 is considered weak.
- The influence of Workload (BK) on Employee Performance (KK) of 0.082 is considered weak.
- The influence of Work Motivation (MK) on Employee Performance (KK) of 0.104 is considered weak.

4.3.8 Prediction Relevance (Q2)

The Prediction Relevance Test (Q2) was used to evaluate the predictive validity of model fit. A Q2 value of 0.02 was considered a weak prediction, 0.15 a moderate prediction, and 0.35 a strong prediction.

Table 14. Prediction Relevance Test Results (Q2)

	SSO	SSE	Q ² (=1-SSE/SSO)
Work Motivation (MK)	400,000	389,630	0,026
Employee Performance (KK)	320,000	294,368	0.080

Based on Table 14, the Q Square value of the Work Motivation (MK) variable is $0.026 > 0$, so it can be concluded that the model has predictive relevance in the weak prediction accuracy category. Meanwhile, the Q Square value of the Employee Performance (KK) variable is $0.078 > 0$, so it can be concluded that the model has predictive relevance in the weak prediction accuracy category.

4.3.9 Gof Index results

GOF Index, as a single indicator to validate the joint performance between the measurement model and the structural model, can be categorized as small GOF (0.1), moderate GOF (0.25), or large GOF (0.36)

Table 15. Gof Index results

Variable	AVE	R Square
BK	0,616	
SK	0,682	
MK	0,634	0,067
KK	0,566	0,199
Average	0,625	0,133

The data in Table 15 obtained a Goodness of Fit (GoF) score of 0.288, suggesting that the overall performance of the study's outer (measurement model) and inner (structural model) models may be classified as moderate GoF.

4.3.10 Hypothesis testing

Hypothesis testing is carried out to evaluate the impact of the independent variable on the dependent variable. If the P value < 0.05 , it can be concluded that the independent variable has

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a significant influence on the dependent variable.

Table 16. Hypothesis Test Results

Hypothesis	T statistics	P values	Description
SK → MK	1,267	0,103	Not significant
BK → MK	0,483	0,315	Not significant
SK → KK	2,296	0,011	Significant
BK → KK	1,783	0,037	Significant
MK → KK	2,109	0,018	Significant
SK → MK → KK	1,000	0,159	Not significant
BK → MK → KK	0,415	0,339	Not significant

Explanation of the results of the hypothesis test as follows:

1. The original sample/path coefficient value of the SK → MK path is 0.226, which is positive, meaning that if the work stress variable (BK) increases, Work Motivation (MK) will increase. The P value is $0.103 > 0.05$, so H1 is rejected, meaning that work stress has no effect on work motivation at the South Sumatra Class II Land Transportation Management Office.
2. The original sample/path coefficient value of the BK → MK path is 0.083, which is positive, meaning that if the workload variable (BK) increases, Work Motivation (MK) will increase. The P value is $0.315 > 0.05$, so H2 is rejected, meaning that workload has no effect on work motivation at the South Sumatra Class II Land Transportation Management Office.
3. The original sample/path coefficient value of the SK → KK path is -0.254, which is negative, meaning that if the work stress variable (BK) increases, employee performance (KK) will decrease. The P value is $0.011 < 0.05$, so H3 is accepted, meaning that work stress influences employee performance at the Class II Land Transportation Management Office, South Sumatra.
4. The original sample/path coefficient value of the BK → KK path is -0.266, which is negative, meaning that if the workload variable (BK) increases, employee performance (KK) will decrease. The P value is $0.037 < 0.05$, so H4 is accepted, meaning that workload influences employee performance at the South Sumatra Class II Land Transportation Management Office.
5. The original sample/path coefficient value of the MK → KK path is 0.299, which is positive, meaning that if the work motivation variable (BK) increases, employee performance (KK) will also increase. The P value is $0.018 < 0.05$, so H5 is accepted, meaning that work motivation influences employee performance at the Class II Land Transportation Management Office, South Sumatra.
6. The original sample/path coefficient value for the SK → MK → KK path is 0.068, which is positive, meaning that if the work stress variable (BK) increases, work motivation (MK) will increase so that employee performance (KK) will increase. The P value is $0.159 > 0.05$, so H6 is rejected, meaning that work motivation does not mediate the effect of work stress on employee performance at the South Sumatra Class II Land Transportation Management Office.
7. The original sample/path coefficient value of the path BK → MK → KK is 0.025, which is positive, meaning that if the workload variable (BK) increases, Work Motivation (MK) will increase so that employee performance (KK) will increase. The

P value is $0.339 > 0.05$, so H_7 is rejected, meaning that work motivation does not mediate the influence of workload on employee performance at the Class II Land Transportation Management Office, South Sumatra.

4.4 Discussion

4.4.1 The Effect of Job Stress on Employee Performance

The research results show that work stress hurts employee performance at the Class II Land Transportation Management Office in South Sumatra. This indicates that the higher the work stress, the employee performance will decrease. Likewise, the lower the work stress, the higher the employee's performance will be. The results of this research are in line with research conducted by Ariansy & Kurnia (2022), which states that work stress significantly negatively affects employee performance. This indicates that when employees experience work stress, employee performance decreases, so employee performance is not considered optimal. According to Putri & Damayanti (2019), Several factors that cause work stress include pressure or intimidation and time pressures from leaders or fellow employees, which can indicate a decline in performance. Work pressure causes employees to feel uncomfortable in the work environment, often absent or even not coming to work. Intimidation from superiors who provide a heavy workload and a short time to complete it can also hinder employees in carrying out their duties. In addition, personal problems such as emotionality and aggressiveness can also affect employee performance, creating conflicts with coworkers. Incompatibility between individuals in one division can also reduce work morale and cause distrust and lack of respect for fellow colleagues, which ultimately results in decreased performance. The research results are not in line with research conducted by Widiarian (2017), which states that work stress does not affect employee performance. This is because employees are forced to meet specified targets, but on average, employees say that they are more concerned with meeting work targets than the quality of their results so that they do not receive reprimands from their superiors. Therefore, there is a need for measuring work results to maintain work quality.

H_1 : Job stress negatively and significantly affects employee performance at the South Sumatra Class II Land Transportation Management Office.

4.4.2 The Effect of Workload on Employee Performance

The research results show that workload hurts employee performance at the Class II Land Transportation Management Office in South Sumatra. This indicates that the higher the workload, the employee performance will decrease. Likewise, the lower the workload, the higher the employee's performance. The results of this research align with research conducted by Alfian & Rahmana (2023), which states that workload has a negative and significant influence on employee performance. These results show that workload can be a very important factor in improving employee performance. These negative results indicate an inverse relationship between workload and employee performance, meaning that increasing workload can reduce employee performance in terms of quality. A negative coefficient indicates that if the workload given is high it will make employees feel more stressed so they cannot work optimally. A high workload can make an employee unable to provide high quality work, with a high workload they try to just "just get it done" without paying attention to the quality of their work. The research results are not in line with research conducted by Surijadi & Musa (2020), which states that workload has a positive and significant effect on employee performance. This means the higher the workload, the better the employee's performance. Even though the daily

workload in the office is quite large, employee performance remains excellent. This is proven by the commitment to continue completing the workload that must be completed.

H2: Workload negatively and significantly affects employee performance at the South Sumatra Class II Land Transportation Management Office.

4.4.3 The Effect of Job Stress on Work Motivation

The research results show that work stress does not affect work motivation at the Class II Land Transportation Management Office in South Sumatra. This indicates that a higher or lower level of work stress does not impact work motivation, meaning that work motivation does not change. The results of this research are in line with research conducted by Novianti (2016) and Saptomo et al (2022), which states that Job Stress does not affect Work Motivation. This is because the work stress experienced by employees does not cause low motivation because motivation is obtained from other things, such as compensation provided by the company, and has been adjusted to the job description (position description/task description).

The research results are not in line with research conducted by Hartanto et al (2022), which states that work stress hurts work motivation; this means that if work stress increases, work motivation will decrease. The research results are not in line with research conducted by Andriani et al (2020) Andriani et al. (2020) state that Job Stress has a positive effect on Work Motivation. This is because, with job stress, employees have quite high work motivation, which is due to the demands or targets that have been set by the company, which keeps them motivated to achieve work targets.

H3: Job stress negatively and significantly affects employee work motivation at the Class II Land Transportation Management Office, South Sumatra.

4.4.4 The Effect of Workload on Work Motivation

The research results show that workload does not affect work motivation at the Class II Land Transportation Management Office in South Sumatra. This indicates that the higher or lower the workload does not impact work motivation, meaning that work motivation does not change. The results of this research are in line with research conducted by Salmawati et al (2023), which states that Workload has no effect on Work Motivation, this is due to the workload experienced by employees in accordance with the job description (position description/task description) and also has according to the compensation received by the employee. The research results are not in line with research conducted by Layuk et al (2019), which states that workload has a negative effect on work motivation. This is due to several factors, namely: first, if employees are under time pressure in completing work, it will reduce employee work motivation in the office. Second, if an employee's work schedule becomes busier, it will cause stress, which will result in a decrease in motivation to work. Third, if the work given is not excessive and is in accordance with the main tasks and functions. Fourth, if very high work pressure is given to employees in the office, it will reduce employee work motivation.

H4: Workload has a negative and significant effect on employee work motivation at the Class II Land Transportation Management Office, South Sumatra

4.4.5 The Effect of Work Motivation on Employee Performance

The research results show that work motivation positively affects employee performance at the Class II Land Transportation Management Office in South Sumatra. This indicates that the higher the work motivation, the employee performance will increase. Likewise, the lower the

work motivation, the lower the employee's performance will be. The results of this research are in line with research conducted by Wulandari & Bagia (2021), which states that work motivation has a positive effect on employee performance. This indicates that the more motivated a person is to do a job, the more his performance will increase. Employees who have high work motivation will tend to perform better than employees who have low motivation. The existence of motivation in each employee is able to produce good performance in the organization where they work. The characteristics of employees who have high work motivation include liking challenges at work, being responsible for their work, always trying to produce the quantity and quality of work results that exceed the set targets, having initiative, appreciating the opportunity to get a promotion and obtain education and training. The research results are not in line with research conducted by Nurwin & Frianto (2021), which states that work motivation has no effect on employee performance. This is because employees are aware of the obligations that must be carried out so that employees carry out their obligations with self-awareness. On the other hand, employees also feel that the salary and benefits they receive from the company are sufficient so that their needs are met and the motivation provided does not affect employee performance.

H5: Work Motivation has a positive and significant effect on Employee Performance at the Class II Land Transportation Management Office, South Sumatra

4.4.6 The Effect of Job Stress on Employee Performance Through Work Motivation

The research results show that work motivation does not mediate the effect of work stress on employee performance at the Class II Land Transportation Management Office, South Sumatra. This indicates that the higher or lower the level of work stress does not have any impact on work motivation, so that employee performance does not experience any changes. This is because employees have high work motivation, one of the factors that motivates work is obtained by employees from increasing career levels for employees who have the ability and awards for employees who excel and have good performance, so that with high work motivation they can control stress. work experienced by employees and does not have an impact on employee performance, which means that even if employees experience work stress or do not experience work stress it does not have an impact on employee performance through work motivation.

The results of this study are not in line with research conducted by Sugiarto & Nanda (2020) and Novianti (2016), which states that work motivation can mediate the effect of work stress on employee performance. Work stress indirectly has a negative effect on employee performance through work motivation as an intervening variable. Work motivation can reduce the influence of work stress and can improve employee performance. The motivation provided by this company can cover the stress that occurs in each employee so that employee performance can be stable or even increase.

H6: Work Motivation mediates the influence of Job Stress on Employee Performance at the Class II Land Transportation Management Office, South Sumatra.

4.4.7 The Effect of Workload on Employee Performance Through Work Motivation

The results of the research show that work motivation does not mediate the effect of work stress on employee performance at the Class II Land Transportation Management Office, South Sumatra. This indicates that the higher or lower the level of workload does not have any impact on work motivation, so that employee performance does not experience any changes. Each

employee has their own rights and obligations which are different for each employee, where employees who have a large workload will also have large compensation. The workload experienced by employees is in accordance with the job description (position description/task description) and is also in accordance with the compensation received by the employee. The greater the workload experienced by the employee, the greater the compensation. Due to the workload experienced by employees with the compensation provided, employees have high work motivation, so that with high work motivation they still fulfill their obligations, namely carrying out all their duties, meaning that even though employees experience workload or do not experience work stress, it does not have an impact on performance. employees through work motivation.

The results of this study are not in line with research conducted by Dewi et al (2023), which states that work motivation mediates the effect of work stress on employee performance. High workload mediated by low work motivation results in less than optimal performance. On the other hand, low workload mediated by high work motivation supports work targets to be carried out well and produces optimal performance for the company.

H7: Work Motivation mediates the influence of Workload on Employee Performance at the Class II Land Transportation Management Office, South Sumatra.

5. Conclusion

Based on the findings from research carried out at the Class II Land Transportation Management Office in South Sumatra, it can be concluded that workload and work stress hurt employee performance. At the same time, they do not affect work motivation. On the other hand, work motivation is proven to have a positive effect on employee performance, although it does not mediate the relationship between workload and work stress and performance. From this analysis, several research recommendations for the future can be drawn. First, further research could explore the mediating factors between these variables. Second, in-depth research needs to be carried out to assess the effectiveness of the proposed workload and work stress reduction strategies, including in terms of training, position placement and improving the work environment. Third, longitudinal research can provide a better understanding of changes in employee work motivation and performance over time. Finally, a comparative study between the South Sumatra Class II Land Transportation Management Office and similar offices in other regions can provide additional insight into the dynamics involved in improving employee performance in the land transportation sector. The hope is that this research can make a significant contribution to increasing employee productivity and job satisfaction and improving the overall work environment.

It is important to consider the many constraints that this research has. First off, since the information was gathered via a survey based on self-report, respondent bias might exist and skew the results. Additionally, because the research mainly focuses on the South Sumatra Class II Land Transportation Management Office, extra caution must be taken when extrapolating the findings to other organizational contexts. Furthermore, this study does not consider a number of outside variables that might affect employee performance, such as changes in policy or the state of the economy. It is advised that, in light of these constraints, future researchers think about utilizing a wider range of study techniques, such as in-depth interviews or direct observation, in order to obtain a better understanding. A deeper knowledge of the dynamics of the link between workload, job stress, work motivation, and employee performance may also be attained by including differences in organizational context and investigating additional

factors that impact employee performance

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