



Effect of Workload, Work Stress Management, And Work Motivation On Employee Performance At PDAM Tirta Bukae Luwu Utara

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ABSTRACT

Purpose: This study aims to examine the influence of workload, work stress control, and work motivation on employee performance at PDAM Tirta Bukae, North Luwu Regency. **Methodology:** Using a quantitative approach, data were collected through questionnaires from 70 employees who formed the total sampling. Data analysis was performed using multiple linear regression using SPSS. **Results and Findings:** Research shows that work stress management and work motivation have a positive and significant effect on employee performance ($p < 0.05$), while workload has no significant effect ($p > 0.05$). These findings emphasize the importance of stress management and increased motivation in boosting work productivity, while disproportionate workload does not directly impact performance. **Novelty and Originality:** The uniqueness of this study lies in its approach, which simultaneously integrates three key variables within the context of regional public organizations, a topic that has not been widely researched before. Compared with previous studies that generally focused on one or two aspects, this research makes an original contribution to the development of employee performance models in the public service sector. **Conclusion:** This study shows that work stress management and work motivation have a significant effect on employee performance at PDAM Tirta Bukae, North Luwu, while workload does not have a significant effect. **Type of Paper:** Empirical Research Articles.

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INTRODUCTION

Human resources (HR) are a crucial factor in supporting the success of an institution or company. Well-managed HR can make an optimal contribution to achieving organizational goals. HR management is a strategic effort to manage and empower the potential of each individual to improve organizational performance effectively and efficiently (Rizka Haqika et al., 2024).

Employee performance is a key element in determining the operational success of an organization. At PDAM Tirta Bukae in North Luwu, as a clean water provider, employee performance plays a vital role in ensuring optimal service delivery to the public. Understanding the factors that

influence employee performance is crucial for improving productivity and service quality. Some key factors affecting employee performance include workload, work-related stress, and work motivation (Rizka Haqika et al., 2024).

Workload is the collection of tasks an employee must complete within a specific timeframe. If workload is not managed properly, employee performance can decline (Nabila & Syarvina, 2022). At PDAM Tirta Bukae, the large number of daily tasks requires effective workload management so that employees can optimally carry out their responsibilities. Early signs of this problem can be seen in the potential for a decline in service quality or delays in task completion due to an unbalanced workload, which can impact employee performance.

Furthermore, work stress is a state of tension that arises from the interaction between people and their work, which can affect physical and psychological balance. Prolonged work stress can negatively impact employees' physical and mental health, thus affecting their performance (Ardiansyah et al., 2024). This is a particular concern at PDAM Tirta Bukae, given that high work demands often create stress for employees. The absence of adequate stress management strategies can exacerbate this situation, leading to decreased productivity and work quality.

In addition to workload and work stress, work motivation is also a factor that impacts employee performance. When motivation is low, employees may be less enthusiastic, proactive, and committed to their work. These three issues—a potential unbalanced workload, unmanaged work stress, and varying levels of work motivation—can collectively hinder the achievement of optimal employee performance at PDAM Tirta Bukae, North Luwu.

Previous studies, such as those conducted by (Ramadani & Abadi, 2025) at PMI Lamongan and (Jamhari, 2025) at PT. Telkom Witel Bekasi, indicate that factors such as employee involvement, discipline, and work environment affect employee performance both directly and through the moderating role of job satisfaction. Furthermore, a study by (Bakker et al., 2025) within the Job Demands-Resources Model framework emphasizes the importance of balancing job demands and resources in determining employee well-being and performance. Similarly, research by (Ryan & Deci, 2020) also highlights the importance of intrinsic motivation in enhancing individual engagement and performance in an organizational context.

However, a significant research gap remains. While extensive general research on this topic has been conducted, there is little specific discussion of the influence of workload, work stress management, and work motivation on employee performance in local-level public service organizations, particularly at PDAM Tirta Bukae, North Luwu Regency. The unique characteristics of PDAM (Regional Water Company) as a public service provider with unique work pressures, along with the local socio-cultural context in North Luwu, may yield different findings compared to previous research, which has primarily been conducted in the private sector or urban areas.

Therefore, this study aims to fill this gap by simultaneously analyzing the influence of workload, work stress management, and work motivation on employee performance at PDAM Tirta Bukae, North Luwu. This approach provides a more comprehensive understanding of performance dynamics in the regional public service sector. In addition to providing a conceptual contribution to the human resource management literature, the results of this study are also expected to provide specific and contextual practical recommendations for PDAM management in designing strategies for sustainable employee performance improvement.

Literature Review and Hypothesis Development

This study uses Karasek's theory of work stress, known as the "job demand-control" model. The theory explains that work stress occurs when job demands are high, while employees' control or autonomy over their work is low. The combination of high demands and low control can lead to significant psychological pressure, which ultimately affects employee performance and well-being. This model is relevant for analyzing how workloads, stress management, and work motivation impact employee performance.

In addition, Herzberg's theory of motivation, known as the two-factor theory, is used to understand workload, stress management, and work motivation in relation to employee

performance. Herzberg divides the factors that influence work motivation into two categories: hygiene factors and motivators. Hygiene factors, such as working conditions, can prevent dissatisfaction, while motivators, such as recognition and achievement, can increase job satisfaction. This theory helps explain how motivation can be a tool for overcoming work stress.

The combination of these two theories provides a comprehensive approach to understanding the relationship between workload, work stress control, and work motivation on employee performance. Karasek's theory provides insight into the mechanisms of stress, while Herzberg's theory offers solutions for improving motivation. By integrating these two theories, this study aims to provide practical recommendations that can be applied in the workplace to improve employee well-being and productivity.

Workload

Every organization or company must pay attention to the importance of workload because it directly affects employee performance. Workload is a term that refers to a set of tasks and responsibilities assigned to individuals, departments, organizations, or companies within a certain time frame. It includes tasks, responsibilities, and demands that an individual must fulfill at their workplace (Risma Sukmawati & Cecep Hermana, 2024). Excessive workload can decrease productivity, cause stress, and ultimately lead to a decline in performance. Previous research supports this, as shown by (Zulham Putranto & Wijaya, 2024), and a study (Rizka Haqika et al., 2024) that proves that workload has a significant partial influence on employee performance. Similar findings were also obtained from research (Andarini et al., 2024) which shows that high workload decreases work effectiveness.

H1: It is suspected that workload has a significant effect on employee performance at PDAM Tirta Bukae Luwu Utara.

Work Stress Management

Work stress is defined as the interaction between factors that cause psychological pressure that affects an individual's response, both positively and negatively. Work-related stress can also arise when there is a mismatch between an individual's capabilities and the demands of the job (Fani Meliana & Purwanto, 2022). If not managed properly, work-related stress can reduce concentration, motivation, and employee performance. (Rozak, 2024) found that uncontrolled work-related stress can lower the quality of performance. This finding is supported by research (Noer Septiani & Ayu Pramestidewi, 2025), (Rafini & Rahmayanti, 2025), and (Cahya Perwira & Budiati, 2025), which shows that managing work-related stress has a significant impact on employee performance, especially in high-pressure work environments.

H2: It is suspected that work stress management has a significant effect on employee performance at PDAM Tirta Bukae Luwu Utara.

Work Motivation

Motivation, according to (Rengganis et al., 2023), is an internal drive that increases a person's enthusiasm to work effectively, productively, and sustainably. Motivated employees tend to have high loyalty, complete tasks more quickly, and are able to produce optimal work output. The higher the work motivation, the higher the performance achieved (Suhardi et al., 2025). Research by (Dewi et al., 2022) and (Haqika et al., 2024) shows that work motivation has a positive and significant impact on employee performance. This is also in line with the findings of (Triatmaja & Nelwan, 2022) and the study by (Rizka Haqika et al., 2024), which indicate that work motivation is a key variable in driving optimal performance in various types of organizations.

H3: It is hypothesized that work motivation has a significant effect on employee performance at PDAM Tirta Bukae Luwu Utara.

Research by (Wahyuni Mustafa et al., 2018) found that simultaneously, MSMEs and wage levels have a significant influence on labor issues in Palopo City, although the partial influence is not significant. This is consistent with the findings of this study, which indicate that the individual impact

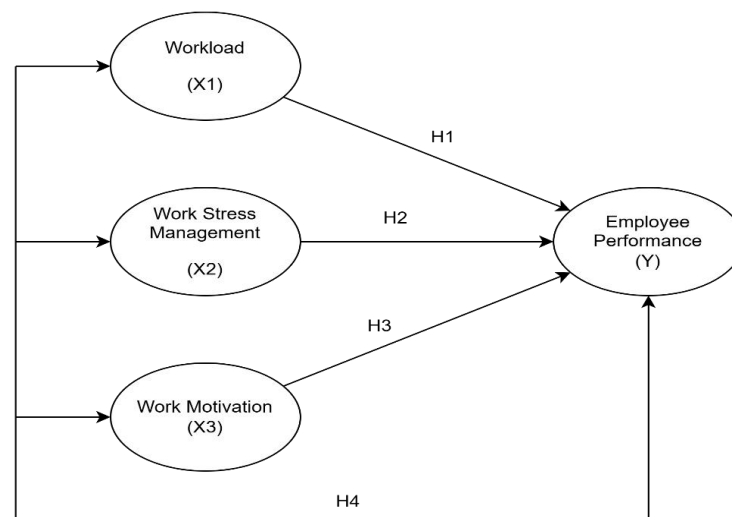
of workloads is not significant, but when examined simultaneously with stress and motivation, these variables have a real impact on employee performance at PDAM Tirta Bukae Luwu Utara.

Employee Performance

Performance is the work output that can be achieved by an individual or group within an organization in accordance with their assigned tasks, responsibilities, and objectives (Risma Sukmawati & Cecep Hermana, 2024). Performance reflects the extent to which employees carry out their roles productively and efficiently. Employees who have a balanced workload, are able to manage stress, and have high motivation are more likely to achieve optimal performance. Previous research generally supports this. Studies by (Triatmaja & Nelwan, 2022), and (Zulham Putranto & Wijaya, 2024) indicate that workload, work-related stress, and work motivation simultaneously have a significant impact on performance. Similarly, research by (Rafini & Rahmayanti, 2025), (Cahya Perwira & Budiati, 2025), and (Andarini et al., 2024) shows that the interaction between these three variables can be the primary determinant of organizational performance success.

H4: It is suspected that workload, work stress control, and work motivation have a simultaneous and significant effect on employee performance at PDAM Tirta Bukae Luwu Utara.

Figure 1 : Research Framework



METHOD

Type of Research

This research uses a quantitative approach, emphasizing numerical calculations and empirical data analysis. According to (Widianti & Herlina, 2023), a quantitative approach uses statistical methods and relies on numerical data. This approach is grounded in the philosophy of positivism and aims to investigate specific populations using standardized instruments and statistical analysis (Restiani Widjaja & Ginanjar, 2022).

Population and Sample

The population in this study was all 70 employees of PDAM Tirta Bukae, North Luwu. Due to the relatively small population, a saturated sampling technique was used, so the entire population was used as a sample.

Data Collection Method

Data were collected using a 1–5 Likert-based questionnaire (1 = strongly disagree to 5 = strongly agree) designed to measure workload, work stress management, work motivation, and

employee performance. To further deepen the results, informal interviews were also conducted with several respondents.

Table 1. Operational Definitions of Variables and Indicators

Variable	Measurement Indicators	Source
Workload (X1)	Targets to be achieved, Work conditions, Time usage, Work standards	(Sulastrri & Onsardi, 2020)
Stress Management (X2)	Task demands, Role demands, Organizational leadership, Organizational structure, Inter-individual demands	Robbins (Paulina Tinambunan Robinson Sipahutar Sevti Mariana Manik, 2022)
Work motivation (X3)	Responsibility, work performance, opportunities, recognition for performance, challenging work	(Anwar et al., 2022)
Employee performance (Y)	Quality of work, quantity of work, punctuality, effectiveness, employee independence	Nurmala (Tamara Julianti, 2023)

Source: Primary data processed by researchers (2025)

Research Instrument Testing

1. Validity Testing

Validity testing was conducted by analyzing the correlation between each item's score and the total score using the corrected item-total correlation. Items were declared valid if the correlation value was >0.30 (Saputra & Marlius, 2023). Invalid items were eliminated from the measurement instrument.

2. Reliability Test

Reliability testing was conducted using Cronbach's Alpha coefficient. A scale is considered reliable if the alpha value is ≥ 0.60 . The reliability results for each variable are:

- Workload: $\alpha = 0.728$
- Job Stress Management: $\alpha = 0.801$
- Work Motivation: $\alpha = 0.776$
- Employee Performance: $\alpha = 0.811$

Multiple Linear Regression Analysis

To test the hypothesis, a multiple linear regression model was used with the equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

X_1 = Workload

X_2 = Work Stress Management

X_3 = Work Motivation

a = Constant

b_1, b_2, b_3 = Regression Coefficients

e = Error

Hypothesis Testing

1. T-test (Partial)

Used to see the influence of each independent variable on the dependent variable. Criteria:

- If $t_{\text{calculated}} > t_{\text{table}}$ ($\alpha = 0.05$), H_0 is rejected $\rightarrow$ significant influence.

2. F Test (Simultaneous)

Used to see the influence of all independent variables simultaneously on the dependent variable.

- If $F_{\text{calculated}} > F_{\text{table}}$, then H_0 is rejected → there is a significant simultaneous influence.

Determination Coefficient Test

Measures the percentage by which an independent variable explains a dependent variable. The R^2 value indicates the joint contribution of workload, stress management, and motivation to performance.

RESULTS AND DISCUSSION

Research results

1. Validity Test

This is very important for research, especially research that collects data using questionnaires. Validity testing is conducted to evaluate validity, which requires a deep understanding of the relationship between ideas and empirical facts. If an instrument can measure the object to be measured or reveal data from the variables being studied, then the instrument is considered valid. This is called a validity test. As indicated by the low validity level of the instrument, the data collected does not deviate from the intended predictive variables. One way to check validity is to compare each factor or variable with the total factors or variables; this can be done using the product moment correlation (r).

The value of each statement item compared to the overall statement item score was obtained through validity testing conducted using SPSS ver. 27.00, which uses product moment correlation. The results are presented in the following table:

Table 2. Validity Test

Item	rHitung	Sig.	rTabel	Description
X1.1	0.882	0.01	0.2352	Valid
X1.2	0.799	0.01	0.2352	Valid
X1.3	0.721	0.01	0.2352	Valid
X1.4	0.586	0.01	0.2352	Valid
X1.5	0.879	0.01	0.2352	Valid
X2.1	0.720	0.01	0.2352	Valid
X2.2	0.752	0.01	0.2352	Valid
X2.3	0.765	0.01	0.2352	Valid
X2.4	0.632	0.04	0.2352	Valid
X2.5	0.741	0.01	0.2352	Valid
X3.1	0.812	0.01	0.2352	Valid
X3.2	0.730	0.01	0.2352	Valid
X3.3	0.683	0.01	0.2352	Valid
X3.4	0.766	0.01	0.2352	Valid
X3.5	0.716	0.01	0.2352	Valid
Y1	0.627	0.01	0.2352	Valid
Y2	0.867	0.01	0.2352	Valid
Y3	0.887	0.01	0.2352	Valid
Y4	0.847	0.01	0.2352	Valid
Y5	0.787	0.01	0.2352	Valid
Y1	0.879	0.01	0.2352	Valid
Y2	0.877	0.01	0.2352	Valid
Y3	0.910	0.01	0.2352	Valid
Y4	0.867	0.01	0.2352	Valid
Y5	0.908	0.01	0.2352	Valid

Source: Primary data processed by researchers (2025)

The table above shows that the sig. r value of the question item is less than 0.05 ($\alpha = 0.05$) or the calculated r value is greater than the table r (0.3), proving that all variables are valid, so it can be concluded that these items can be used to measure the research variables.

Reliability Test

A reliability test shows the level of stability and accuracy of a measuring instrument or test used to determine the extent to which measurements are relatively consistent when repeated. This test also determines the extent to which a person's responses are consistent or stable over time.

The alpha reliability coefficient value is used to test reliability. The decision-making criterion is that a variable is considered reliable if the alpha reliability coefficient value is greater than 0.6.

Table 3. Reliability Test

No	Variable	Cronbach's Alpha	Description
1	Workload (X1)	0.839	Reliable
2	Work Stress Management (X2)	0.765	Reliable
3	Work Motivation (X3)	0.767	Reliable
4	Employee Performance (Y)	0.855	Reliable

Source: Primary data processed by researchers (2025)

Table 3 shows that all variables used in the study have a Cronbach's alpha value greater than 0.6. Previously, all variables used for the study were reliable.

Multiple Linear Regression

This study uses multiple regression to test the proposed hypothesis. Multiple regression is used to examine the effect of more than one independent variable on the dependent variable simultaneously.

Table 4 Multiple Linear Regression

Y = 0.477 + -0.004X1 + 0.520X2 + 0.460X3					
	Coefficients			T	Sig.
	Unstandardized Coefficients		Unstandardized Coefficients		
	B	Std. Error	Beta		
Constants	.477	1.729		.276	.783
Workload	-.004	.087	-.002	-.041	.968
Work Stress Management	.520	.111	.500	4.695	<.001
Work Motivation	.460	.113	.436	4.058	<.001
N	= 70				
R ²	= .814				
Adj R	= .806				
F	= 96.488				
Sig.F	= <.001 ^b				

Source: Primary data processed by researchers (2025)

The above equation can be interpreted as follows:

- The constant value of 0.477 indicates that if the variables of workload, work stress control, and work motivation are at zero, then the employee performance value is 0.477.

The regression coefficient of the workload variable (X1) of -0.004 indicates that workload will increase by -0.004 units for each unit. In other words, assuming that other variables are held constant, employee performance will decrease by -0.04 for each one-unit increase in workload.

The regression coefficient for the work stress control variable (X2) is 0.520, indicating that work stress control increases by 0.520 units for each unit. In other words, assuming that other variables are held constant, employee performance will increase by 0.520.

The regression coefficient for the work motivation variable (X3) is 0.460, indicating that work motivation will increase by 0.460 units for each unit. In other words, assuming that other variables are held constant, employee performance will increase by 0.460.

T-test (Partial)

To determine whether each independent variable significantly affects the dependent variable, a t-test is performed.

The calculated t-value for the workload variable is -0.041

Determine the test criteria because the calculated t-value = -0.041 > t-table = 1.996 with a probability level/significance of $0.968 < 0.05$. Therefore, workload does not significantly influence employee performance in this partial analysis, meaning H1 is rejected and H0 is accepted.

H1: Workload does not significantly influence employee performance

The calculated t-value for the work stress control variable is 4.695. Determine the test criteria because the calculated t-value = 4.695 > t-table = 1.996 with a probability/significance level $0.001 < 0.05$. Therefore, work stress control partially affects employee performance.

H2: Work Stress Management Has a Significant Effect on Employee Performance

The calculated t-value for the work motivation variable is 4.058. Determine the test criteria because the calculated t-value = 4.058 > the table t-value = 1.996 with a probability level/significance $< 0.001 < 0.05$. Therefore, work motivation partially influences employee performance.

H3: Work Motivation Has a Significant Influence on Employee Performance

F Test (Simultaneous)

To determine the significance of the regression analysis results, an F test was performed. The results (simultaneous) are as follows:

The calculated F value is 96.488, while the table F value is 2.74. This indicates that the calculated F value is greater than the table F value, i.e., 96.488 is greater than 2.74, or the F significance value is < 0.001 , which is less than 0.05. If H4 is accepted, it can be concluded that the independent variables—workload, stress management, and work motivation—can simultaneously and significantly influence the dependent variable of employee performance.

Determination Coefficient Test (R²)

The determination coefficient is used to calculate the influence or contribution of the independent variables Workload (X1), Work Stress Management (X2), and Work Motivation (X3) on the dependent variable (Employee Performance). The coefficient of determination (R²) obtained was 0.806 for the adjusted results. This indicates that the independent variables Workload (X1), Work Stress Management (X2), and Work Motivation (X3) will influence 80.6% of Employee Performance.

However, other variables not discussed in this study will influence the remaining 19.4% of Employee Performance. In addition to the coefficient of determination, a correlation coefficient was also found, indicating the strength of the relationship between Workload (X1), Work Stress Management (X2), and Work Motivation (X3) with Employee Performance. This correlation value, with an R value of 0.902, indicates that the relationship between Workload (X1), Work Stress Management (X2), and Work Motivation (X3) with Employee Performance falls into the category of very strong.

Discussion

1. The Effect of Workload (X1) on Employee Performance

The results show that workload does not significantly impact performance. This aligns with research by (Triatmaja & Nelwan, 2022), which states that workload is insignificant as long as working conditions are adequate and completion time is sufficient. Based on Herzberg's Two-Factor Theory, workload is considered a hygiene factor—when met, it does not increase motivation but prevents dissatisfaction.

2. The Effect of Work Stress Management (X1) on Employee Performance

Work stress management significantly impacts performance, as evidenced by significant t-test results and high regression coefficients. This aligns with research by (Nur Oktaviani et al., 2021). From the perspective of Cognitive Appraisal theory (Lazarus & Folkman), employees who are able to manage stress will view work pressure as a challenge, not a threat—increasing productivity.

3. The Effect of Work Motivation (X1) on Employee Performance

Work motivation has a significant effect on employee performance. This effect is caused by responsibilities that increase self-motivation, work achievements recognized by the company, and available career development opportunities, which can encourage employees to continue to perform well and contribute more to the company. This finding is in line with research conducted by (Melinda Sulistyorini & Tajuddin Pogo, 2020), which states that work motivation has a strong influence on improving employee performance, especially when supported by fair incentives, a conducive work environment, and career development opportunities.

4. The Simultaneous Influence of Workload (X1), Work Stress Management (X2), and Work Motivation (X3) on Employee Performance (Y)

Workload, work stress management, and work motivation simultaneously have a significant impact on employee performance. This impact is caused by the interaction between adequate working conditions for completing tasks, task demands that can cause pressure, and a high sense of responsibility. Good working conditions can help reduce pressure, while a high sense of responsibility can increase work motivation, enabling employees to complete tasks more effectively. These findings align with Self-Determination Theory (SDT) developed by (Rifdha et al., 2024), which explains that intrinsic and extrinsic motivation play a significant role in improving individual performance. Employees with high motivation, whether from within themselves or from their work environment, are better able to manage workload and stress effectively, thereby remaining productive.

CONCLUSION

This study shows that work stress management and work motivation significantly influence employee performance at PDAM Tirta Bukae, North Luwu, while workload does not show a significant effect. High stress can improve employee performance if managed effectively, while motivation driven by responsibility, recognized achievements, and career development opportunities also contribute to improved performance. Supportive working conditions and effective motivation management have been shown to play a significant role in increasing productivity. These findings provide evidence that, in addition to workload, psychological factors such as stress and motivation are key to achieving optimal employee performance.

Theoretically, this study contributes to the development of organizational behavior and human resource management, particularly in understanding the role of psychological factors in influencing performance. These findings support a more humanistic approach to employee management, where motivation and stress management are viewed as strategic elements in improving organizational performance.

This study has several limitations, including a limited sample size of 70 employees and only one regional organization, PDAM Tirta Bukae in North Luwu. This limits the generalizability of the research results to other sectors or regions. Furthermore, the potential for respondent bias in completing the questionnaire cannot be completely avoided. For further research, it is recommended that comparative studies be conducted in other public service sectors or different regions to assess the consistency of these findings in a broader context. Future research could also include mediating or moderating variables such as job security, social support, or leadership style to clarify the role of workload in influencing performance, as well as explore qualitative approaches to deepen our understanding of complex work dynamics.

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