

The Impact of Motivation and Work Stress on Employee Performance at the Secretariat of the Regional People's Representative Council of Karawang Regency

Dampak Motivasi dan Stres Kerja terhadap Kinerja Pegawai di Sekretariat DPRD Karawang

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ABSTRACT

This study aims to determine the partial and simultaneous effects of work motivation and work stress on the performance of employees of the Secretariat of the Regional People's Representative Council (DPRD) of Karawang Regency. The method used in this research is descriptive verification method. This research was conducted at the Karawang Regency DPRD Secretariat. The sample of this study amounted to 90 employees of the Karawang Regency DPRD Secretariat. The sampling technique in the study used the saturated sampling method. The analysis model used in this research is multiple linear regression analysis model. The results showed that there was a partial effect of work motivation and work stress on the performance of employees of the Karawang Regency DPRD Secretariat. Simultaneously, the magnitude of the influence of work motivation and work stress on employee performance is 35.6%, while the remaining 64.4% is explained by other factors not examined in this study.

Keywords: Work Motivation, Work Stress, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh secara parsial dan simultan antara motivasi kerja dan stres kerja terhadap kinerja pegawai Sekretariat Dewan Perwakilan Rakyat Daerah (DPRD) Kabupaten Karawang. Metode yang digunakan dalam penelitian ini adalah metode deskriptif verifikatif. Penelitian ini dilakukan di Sekretariat DPRD Kabupaten Karawang. Sampel penelitian ini berjumlah 90 orang pegawai Sekretariat DPRD Kabupaten Karawang. Teknik pengambilan sampel dalam penelitian menggunakan metode sampling jenuh. Model analisis yang digunakan dalam penelitian ini adalah model analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa terdapat pengaruh secara parsial motivasi kerja dan stres kerja terhadap kinerja pegawai Sekretariat DPRD Kabupaten Karawang. Secara simultan, besarnya pengaruh motivasi kerja dan stres kerja terhadap kinerja pegawai adalah sebesar 35,6%, sedangkan sisanya sebesar 64,4% dijelaskan oleh faktor lain yang tidak diteliti dalam penelitian ini.

Kata Kunci: Motivasi Kerja, Stres Kerja, Kinerja Pegawai.

1. Introduction

The success of an organization, both large and small, is not solely determined by the natural resources available, but is largely determined by the quality of human resources (HR) whose role is to plan, implement, and control the organization concerned. Human resources are one of the critical factors influencing the success of an organization, whether it is a government or a non-government organization (Olusadum & Anulika, 2018).

In this era of globalization, the ability to develop quality human resources is crucial, as they play a significant role in organizational activities. High-performing human resources facilitate an organization in achieving its vision, mission, and goals. This aspect of human resources must be a focal point for any organization, as only those with excellent performance can effectively carry out

the necessary activities to achieve organizational objectives (Harini et al., 2020). High-quality human resources contribute to organizational success by enhancing efficiency, effectiveness, and overall quality, allowing the organization to meet its goals effectively (Riyadi, 2015).

To maintain and improve the quality of human resources, organizations must focus not only on enhancing the skills of their employees but also on ensuring that their performance aligns with organizational goals. Employees need to feel a sense of ownership and commitment to the organization, which can help prevent turnover, ensure continuity of performance, maintain work motivation, and increase professionalism and productivity (Syaifuddin, 2016).

Performance is a critical factor in organizational success. It is a measure of the success or failure in carrying out the primary tasks and functions of the organization. Employees with high performance can significantly benefit the organization by effectively completing their tasks and contributing to overall goals. Conversely, poor performance can negatively affect the services provided and the organization's reputation (Destianti et al., 2021).

Observations at the Secretariat of the Regional People's Representative Council (DPRD) of Karawang Regency have indicated that employee performance is not optimal. Preliminary research involving a survey of 30 employees revealed several issues related to performance. Table 1 illustrates that the performance of DPRD Secretariat employees does not consistently reflect superior service, indicating a need for improvement.

One of the factors contributing to suboptimal employee performance is work motivation. Every organization hopes that its employees are motivated because motivation can enhance performance. Robbins and Judge (2015) describe motivation as a process that explains the strength, direction, and persistence of an individual's effort to achieve goals. High motivation is crucial for achieving high performance, as it drives employees to work effectively (Anwar et al., 2015).

Another significant factor affecting employee performance is work stress. Work stress is the feeling of pressure experienced by employees in their jobs, which can manifest as emotional instability, anxiety, and other negative symptoms (Hasibuan, 2018). High levels of work stress can impede employee performance and, consequently, the organization's overall success (Kirana et al., 2021). Stress can arise from excessive workloads, unfair leadership, inadequate resources, and personal conflicts, among other factors (Suryani & Yoga, 2018).

Previous research has highlighted the relationship between work stress, motivation, and employee performance. For example, a study by Nila Hotiana and Febriansyah (2018) found that motivation positively and significantly affects employee performance, while work stress has an insignificant effect. This suggests that while motivation is crucial for enhancing performance, managing work stress is also essential to prevent negative impacts on employee well-being and productivity (Erawati et al., 2019).

Given the observed performance issues at the DPRD Secretariat of Karawang Regency and the importance of motivation and stress management, this study aims to examine the impact of these factors on employee performance. Understanding these relationships can provide valuable insights for improving organizational practices and enhancing employee performance, ultimately contributing to the success of the organization (Adriansah et al., 2023).

Despite the extensive research on motivation, work stress, and employee performance, there is a gap in understanding the specific context of government organizations like the DPRD Secretariat of Karawang Regency. Many studies focus on private sector organizations, leaving a gap in the literature regarding public sector employee performance and the unique challenges they face (Asmini & Haerani, 2022). This study addresses this gap by focusing on the specific factors influencing performance in a government setting.

The urgency of this research lies in its potential to provide actionable insights for improving employee performance in the public sector. Enhancing the performance of employees at the DPRD Secretariat of Karawang Regency is crucial for delivering high-quality public services and achieving organizational goals. By identifying the key factors affecting performance, this study can inform strategies to boost motivation, manage stress, and ultimately improve the efficiency and effectiveness of public sector organizations (Kawiana et al., 2023).

2. Literature Review

Work Motivation

According to Gray, work motivation is the result of a process that is internal or external to an individual, which causes enthusiasm and persistence in carrying out certain activities (Olusadum & Anulika, 2018). Work motivation is defined as the power that encourages someone to take action, influenced by internal and external factors, and is highly dependent on the toughness of the leader (Robbins & Judge, 2015). Motivation is also described as a deep desire caused by wholeness, desire, and willingness that encourages an individual to use their physical and mental energy to achieve desired goals (Anwar et al., 2015).

Based on these definitions, work motivation can be concluded as an encouragement that comes from both internal and external sources to carry out actions that are useful for achieving a goal (Riyadi, 2015). This motivation is essential for employees to perform effectively and efficiently, ultimately contributing to the success of the organization (Destianti et al., 2021).

Work Stress

Work stress is a condition of tension that affects a person's emotions, processes, thinking, and physical condition. People who experience work stress can become nervous and feel chronic worry. They often become angry, aggressive, unable to relax, or show attitudes that indicate they are not handling stress well (Hasibuan, 2018). Work stress is a state of tension and pressure experienced by individuals both physically and emotionally, leading to an inability to interact positively with their environment, affecting both work and personal life (Suryani & Yoga, 2018).

Symptoms of work stress include unstable emotions, feelings of unease, solitude, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, increased blood pressure, and indigestion (Kawiana et al., 2023). Based on these expert opinions, work stress can be concluded as a state or condition of tension and feelings of pressure experienced by an individual, impacting their physical, emotional, and cognitive functions, ultimately affecting their work performance and overall well-being (Erawati et al., 2019).

Employee Performance

Performance originates from the notion of work results, encompassing not just the outcomes but also the processes involved in achieving them (Harini et al., 2020). According to Armstrong and Baron, performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy (Riyadi, 2015). Performance can be observed through what an employee does in their work, reflecting how well they carry out their job responsibilities (Kirana et al., 2021).

Improved employee performance directly impacts the organization's performance, aiding in the achievement of its goals (Anwar et al., 2015). Based on the opinions of several experts, it can be concluded that performance is an activity carried out by an individual or employee to demonstrate

their work results, thereby contributing to the attainment of the company's or organization's objectives (Syaifuddin, 2016).

3. Methods

The research method employed in this study is the survey method. The nature of the research is both descriptive and verification. Descriptive research is used to provide a detailed description of the first, second, and third problem formulations regarding work motivation, work stress, and employee performance.

Population and Sampling

The population for this study comprises the employees of the Karawang Regency Regional People's Representative Council (DPRD) Secretariat Office, totaling 90 employees. Given that the population is less than 100, the study uses a saturated sampling technique, meaning all members of the population are included as samples (Saturated Sample). Thus, 100% of the population is taken as the sample.

Data Analysis

Data testing in this study involves descriptive analysis using an ordinal scale and scale range to describe work motivation, work stress, and employee performance among the employees of the Karawang Regency DPRD Secretariat Office. The verification method is used to determine the effect of work motivation and work stress on employee performance.

Verification Analysis

The verification analysis comprises several statistical techniques:

- **Correlation Analysis:** To determine the relationship between work motivation, work stress, and employee performance.
- **Multiple Linear Regression Analysis:** To understand the impact of work motivation and work stress on employee performance.
- **Coefficient of Determination Analysis:** To measure the proportion of variance in employee performance that can be explained by work motivation and work stress.

Before conducting the correlation analysis, data transformation analysis is performed using the MSI method and SPSS software.

4. Results and Discussion

1. Descriptive analysis of all response results from respondents of Work Motivation variable indicators at the Karawang Regency DPRD Secretariat Office is presented in the following table:

Table 4. Recapitulation of Work Motivation Variables

Sub Variables	Indicator	Score	Description
Responsibility in doing work	Work commitment	321	Good
	Job target	322	Good
Achievements made	Seriousness	329	Good
	Innovation	329	Good
Self-development	Increase knowledge	319	Good

	Developing employee potential	325	Good
Independence in action	Worker independence	321	Good
	Work ethic	310	Good
Total Score		2.576	Good
Average Score		322	

Source: Data Processing 2023

Based on table 4, it shows that the work motivation variable obtained a score of 2,576 with an average score of 322 on good criteria. This shows that the work motivation of the Karawang Regency DPRD Secretariat employees has been running well. The indicator with the highest number of scores is seriousness and work innovation with a score of 329. This shows that respondents try to work hard to achieve the best achievements in work and respondents create new ways to improve the success of the work has gone well. However, there is an indicator that has the lowest score, namely work enthusiasm with a score of 310, this shows that the work given encourages respondents to work harder, it has gone well but must be improved again.

2. Descriptive analysis of Work Stress variables at the Karawang Regency DPRD Secretariat Office is presented in the following table:

Table 5. Recapitulation of All Indicators of Work Stress Variables

Sub Variables	Indicator	Score	Description
Workload	Working time	315	Good
	Work standard	290	Good enough
Role conflict	Other duties	308	Good
	Amount of work	319	Good
Role ambiguity	Job target	318	Good
	Expectations of superiors	318	Good
Total Score		1.868	Good
Average Score		311	

Source: Data Processing, 2023

Based on table 5, it shows that the work stress variable obtained a score of 1,868 with an average score of 311 on good criteria. This shows that the work stress of the Karawang Regency DPRD Secretariat employees has been going well. The indicator with the highest number of scores is the amount of work with a score of 319. This shows that the amount of work is in accordance with the abilities that the respondents have gone well. However, there is an indicator that has the lowest score, namely work standards with a score of 290, this shows that respondents feel that the work standards applied by the Karawang Regency DPRD Secretariat are too high. has been going well but must be improved again.

3. Descriptive analysis of employee performance variables at the Karawang Regency DPRD Secretariat Office is presented in the following table:

Table 6. Recapitulation of All Indicators of Employee Performance Variables

Sub Variables	Indicator	Score	Description
Quantity of work	Target achievement	329	Good
	Work procedure	307	Good
	On time	331	Good
Quality of work	Skills	339	Good
	Initiative	331	Good
	Correcting errors	327	Good
Timeliness	Attendance rate	287	Good enough
	Thoroughness	322	Good
	Work effectiveness	308	Good
Total Score		2.881	Good
Average Score		320	

Source: Results of questionnaire data processing 2023

Table 6 shows that the employee performance variable obtained a score of 2,881 with an average score of 320 in the good criteria. This shows that the performance of the Karawang Regency Regional People's Representative Council (DPRD) Secretariat employees has been running well. The indicator with the highest number of scores is skill with a score of 339. This shows that respondents rely on expertise to achieve the best work has gone well. However, there is an indicator that has the lowest score, namely the attendance rate with a score of 287, this shows that respondents arrive at work on time quite in accordance with the schedule determined by the institution has been running quite well but must be improved again.

4. Multiple Linear Regression Analysis

The multiple linear regression analysis test in this study can be seen in table 7.

Table 7. Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.871	2.445		3.219	.002
	Motivation_Work	.438	.099	.473	4.432	.000
	Stress_Work	.196	.117	.179	2.680	.007

a. Dependent Variable: Employee Performance

Source: Data Processing Results, 2023

The multiple linear regression equation in the table above is as follows:

$$Y = 7.871 + 0.438X_1 + 0.196X_2 + e$$

The analysis results in table 7 can be concluded if the value of Work Motivation (X_1) and Job Stress (X_2) is 0, then the value of employee performance is 7.871.

a. Partial Effect of Work Motivation on Employee Performance**Table 8. Hypothesis Testing of Work Motivation on Employee Performance**

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	7.871	2.445		3.219
	Motivation_Work	.438	.099	.473	4.432

a. Dependent Variable: Employee Performance

Source: Data Processing Results, 2023

Based on the data in table 8. obtained the t value of the work motivation variable of 4.432 with a significance level of 0.000. The t value is then compared with the t table value with a significant level of 5% ($\alpha = 0.05$), $df = n - 2 = 90 - 2 = 88$, the t table value is 1.984.

If the calculated t value is compared with the t table value, the calculated t value is greater than the t table ($t_{count} > t_{tabel}$ or $4.432 > 1.984$). So that it can be stated that H_{01} is rejected and H_{a1} is accepted, meaning that there is a partial effect of work motivation on the performance of employees of the Secretariat of the Karawang Regency Regional House of Representatives. Or it can also be seen from the alpha (α) value compared to the significance level ($0.000 < 0.05$).

b. Partial Effect of Job Stress on Employee Performance**Table 9. Hypothesis Testing Job Stress on employee performance**

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	7.871	2.445		3.219
	Stress_Work	.196	.117	.179	2.680

a. Dependent Variable: Employee Performance

Source: Data Processing Results, 2023

Based on the data in table 9, the t value of the work stress variable is 2.680 with a significance level of 0.007. The t value is then compared with the t table value with a significant level of 5%, $df = n - 2 = 90 - 2 = 88$, the t table value is 1.984.

If the calculated t value is compared with the t table value, the calculated t value is greater than the t table value ($2.680 > 1.984$ or $t_{count} > t_{tabel}$). So it can be stated that H_{02} is rejected and H_{a2} is accepted, meaning that there is a partial effect of work stress on the performance of employees of the Secretariat of the Karawang Regency Regional House of Representatives. Or it can also be seen from the alpha (α) value compared to the significance level ($0.000 < 0.05$).

c. Simultaneous Effect Between Work Motivation and Work Stress on Employee Performance**Table 10. Simultaneous Significance Test (F-test)**

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	511.539	2	255.769	24.076

Residuals	924.250	87	10.624
Total	1435.789	89	
a. Dependent Variable: Employee Performance			
b. Predictors: (Constant), Work Stress, Work Motivation			

Source: Data Processing Results, 2023

Based on the data in table 10, the calculated F value is 24.076 with a significance level of 0.000. If the calculated F value is compared with the F table value, the calculated F value has a value greater than the F table value ($F_{\text{count}} > F_{\text{tabel}}$ or $24.076 > 3.100$) and the F significance level is greater than alpha (α) or $0.000 < 0.050$. Thus it can be stated that H_{03} is rejected and H_{a3} is accepted, or there is a simultaneous influence of work motivation and work stress on the performance of employees of the Secretariat of the Karawang Regency Regional People's Representative Council.

6. Coefficient of Determination Analysis

The coefficient of determination (CD) analysis is used to determine the effect of Work Motivation and Work Stress on employee performance at the Karawang Regency DPRD Secretariat. The coefficient of determination in this study can be seen in table 11.

Table 11. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.356	.341	3.259
a. Predictors: (Constant), Work Stress, Work Motivation				

Source: Data Processing, 2023

Based on the data in table 11, the effect of work motivation and work stress on employee performance is 0.356 or 35.6%, while the remaining 0.644 or 64.4% is explained by other factors not examined in this study (ϵ). These other factors include job satisfaction, work discipline, work environment, compensation, and others.

Partial Effect of Work Motivation on Employee Performance

Based on hypothesis testing results, there is a partial influence of work motivation on the performance of employees at the Karawang Regency DPRD Secretariat. The regression coefficient for work motivation is 0.438. This indicates that for every one-unit increase in work motivation, employee performance at the Karawang Regency DPRD Secretariat increases by 0.438 units, assuming the value of work stress remains constant.

Motivation reflects the level of responsibility each individual or employee feels towards their job duties. An employee with good internal motivation will exhibit obedience, consistency, and responsibility towards their assigned tasks. This relationship between motivation and performance is supported by previous research findings, which indicate a positive influence of motivation on the performance of employees at the Pinrang Regency DPRD Secretariat. Higher employee motivation correlates with improved performance. Thus, motivation significantly influences performance, as high motivation leads to increased performance, which in turn, aids in achieving organizational goals (Adriansah, Ramli, & Ferils, 2023; Anwar et al., 2015; Asmini & Haerani, 2022).

Partial Effect of Job Stress on Employee Performance

Hypothesis testing also shows a partial effect of work stress on the performance of employees at the Karawang Regency DPRD Secretariat. The regression coefficient for work stress is 0.196, indicating that a one-unit increase in work stress will result in a 0.196-unit increase in employee performance, assuming work motivation remains constant.

Work stress is a condition of tension that creates an imbalance between physical and psychological states, affecting emotions, thought processes, and a person's ability to handle their job. Job stress can either elevate or diminish employee performance, depending on the levels of physical and emotional pressure experienced. Research supports this finding, showing that work stress negatively impacts employee performance at PT Bank BPD Bali Ubud Branch, with higher stress leading to lower performance. This contrasts slightly with other studies, such as those conducted by Lipat and Irriani (2021), which found that work stress had a positive but insignificant effect on employee performance at the Secretariat of the Regional House of Representatives of South Sulawesi Province (Destianti et al., 2021; Erawati, Sitiari, & Indiani, 2019; Harini et al., 2020).

Simultaneous Influence of Work Motivation and Work Stress on Employee Performance

Hypothesis testing indicates a simultaneous influence of work motivation and work stress on employee performance at the Karawang Regency DPRD Secretariat. Work motivation and work stress together explain 35.6% of the variance in employee performance, with the remaining 64.4% attributable to other factors not examined in this study, such as job satisfaction, work discipline, work environment, and compensation.

Motivation drives an individual's intensity, persistence, and direction towards achieving goals. High motivation correlates with better performance, as motivated employees are more likely to excel in their tasks. Conversely, work stress can negatively impact performance by creating physical and emotional pressure that hinders job execution. Symptoms of work stress include unstable emotions, anxiety, difficulty sleeping, and increased blood pressure, which can detract from performance (Kirana, Lukitaningsih, & Londin, 2021; Kawiana et al., 2023).

Factors contributing to work stress include excessive workloads, unfair leadership, inadequate resources, interpersonal conflicts, low rewards, and family problems. These stressors can create a detrimental work environment that affects performance quality (Riyadi, 2015; Olusadum & Anulika, 2018; Syaifuddin, 2016).

The findings of this study align with those of Nila Hotiana and Febriansyah (2018), who found that motivation has a positive and significant effect on employee performance, while work stress has an insignificant effect. However, when combined, motivation and work stress have a significant positive effect on employee performance (Sudjono, 2022; Semaksiani, Handaru, & Rizan, 2019; Wani, 2013; Zeb, 2015).

4. Conclusions

Based on the analysis and discussion presented, it can be concluded that work motivation, work stress, and employee performance at the Secretariat of the Regional People's Representative Council (DPRD) of Karawang Regency are generally favorable. The study found that work motivation is perceived to be functioning well among employees, indicating a positive influence on their performance. Similarly, while work stress also plays a role, its impact on performance, though noted, is not as significant. Overall, these factors—motivation and stress—simultaneously influence employee performance, underscoring the importance of managing both aspects effectively. Moving forward, attention to enhancing work motivation and adequately addressing work-related stress could further improve overall employee performance at the DPRD Secretariat in Karawang Regency.

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