

How Job Stress and Job Satisfaction can Mediating Workload and Employee Performance at Badan Kepegawaian dan Pengembangan SDM (BKPSDM) of Melawi Regency, West Borneo

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Abstract. *The study examines how workload affects performance mediated by job stress and job satisfaction at BKPSDM employees of Melawi Regency, West Borneo. SPSS 22 and path analysis are used for data processing and analysis. While workload influences job stress and job satisfaction, it has no effect on employee performance. Similarly, job stress does not influence employee performance, but job satisfaction does. Workload also influences job satisfaction, which in turn influences employee performance. With an emphasis on lowering stress and raising job satisfaction, the study assists management in developing more effective workload management techniques. This can enhance worker performance when given more responsibilities, which affects the standard of public services and the effectiveness of the organization.*

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

I. INTRODUCTION

Since the present globalization era is changing quickly and places great demands on organizations, it is necessary to have quality human resources. As a result, every firm works to improve quality and community service by integrating it into its performance strategy. Organizational tasks cannot be effectively carried out without the assistance of dependable human resources, even in the presence of excellent facilities and infrastructure. This can suit the needs of the organization and provide effective and efficient performance with good and dependable human resources. Thus, in an attempt to raise employee performance, each firm needs to be aware of its human resources.

According to the findings of observations and interviews with a number of BKPSDM of Melawi Regency employees, there are certain issues with the responsibilities that the organization assigns to its staff. Employees delegate their responsibilities to other employees because they are unable of fulfilling their own responsibilities. Additionally, some workers require assistance from other workers because they are unable to understand the duties assigned to them. These factors might have an impact on worker performance, which in turn can lead to stress and job satisfaction.

Extensive research in multiple studies has demonstrated that a high workload significantly affects job stress, job satisfaction, and employee performance. Employees who believe they have to work too hard and long on too many tasks report greater levels of stress and worse health habits, according to Taylor et al. (1997) in Brown & Benson (2005). According to Jalal and Zaheer's (2017) research, workload significantly improves people's performance. According to a study by Batubara & Abadi (2022), job stress is not the only thing that is impacted by workload; it also acts as a mediator in the relationship between workload and worker performance. Meanwhile, Antonius et al. (2024) extended these findings by showing that job satisfaction can also mediate the relationship between workload and employee performance. Thus, workload affects performance not only directly, but also through mediating factors such as stress and job satisfaction.

Regardless of these findings, study focuses on contextual performance where there is still a dearth of research that explains employee performance with a focus on contextual performance because most of the studies use task performance as a measurement. Borman and Motowidlo (1997) were clear that contextual activities are crucial for organizational effectiveness. They shape the organizational, social,

and psychological context in ways that support the success of the organization.

Research on employee performance has largely focused on task performance. Task performance is concerned with core tasks that are aligned with the job description, whereas contextual performance encompasses voluntary behaviors that contribute to the effectiveness of the organization as a whole (Borman and Motowidlo (1997). However, there is still a significant research gap regarding contextual performance. While workload, job stress and job satisfaction have been widely studied in relation to task performance, the influence of these three factors on contextual performance is less explored. Given that contextual performance plays an important role in creating positive organizational dynamics and supporting productivity, further research is needed to understand how high workload, the resulting stress, and employees' level of satisfaction affect their contributions beyond formal duties, especially in the government sector and the context of public organizations that have different dynamics.

The research question: (1,2,3) does workload affect job stress, job satisfaction and employee performance at BKPSDM of Melawi Regency?. (4,5) does job stress and job satisfaction affect employee performance at BKPSDM of Melawi Regency? (6,7) does workload affect employee performance through job stress and job satisfaction at BKPSDM Melawi of Regency?. The objective of this study is to ascertain the impact of workload on employee performance through job stress and job satisfaction at BKPSDM of Melawi Regency where the novelty aspect of this study is the utilization of contextual performance measurements to assess employee performance.

II. Literature review

Workload

Ingusci et al. (2021) say that workload is a normal part of the job that means having to work faster, be more flexible, do more than one job, and finish more than one project at the same time. Koesomowidjojo in Patria et al. (2024) says that working conditions, use of working time, and targets to be achieved are the three main signs of workload. Previous research (Farhiya et al., 2023; Rima et al., 2023; Safitri et al., 2022) has found a strong link between workload and job stress, employee happiness, and performance. This shows how having a lot of work to do can make workers more stressed, less satisfied with their jobs, and less productive.

Job Stress

The phrase "job stress" refers to the strain that workers feel as a result of their jobs. Numerous things, such as an unpredictable workload, pressing

deadlines, inadequate supervision, an unhygienic workplace, and insufficient authority, might contribute to this pressure (Mangkunegara, 2020). According to Robbins (2006), task demands, role demands, interpersonal demands, organizational structure, and organizational leadership are the five signs of job stress. Prior studies have demonstrated the impact of occupational stress on worker performance (Yulihardi et al., 2022). The association between workload and employee performance was mediated in part by job stress (Baubara & Abadi, 2022). This demonstrates how an increase in workload can lead to stress, and stress can impair worker performance.

Job Satisfaction

A multifaceted psychological reaction to one's work is job satisfaction (Judge et al., 2021). According to Keith Davis (1985), Wexley and Yuki (1977) in Mangkunegara (2020), job satisfaction is an attitude that either helps or hinders workers in relation to their jobs and working environments. Salary, work itself, coworkers, supervisor, advancement, and working environment are the six signs of job satisfaction (Hariandja, 2002). Kayacilar et al. (2022) say that job satisfaction affects how well employees do their jobs. Anthony et al. (2024) also say that job satisfaction is a factor in the relationship between how well workers do their jobs and how much work they have to do. This shows how how workers feel about their work affects their success by changing how much they enjoy it.

Employee Performance

The general definition of performance relates to the behavior or what employees do, rather than what they produce or the results of their work (Aguinis, 2019). This research uses contextual performance which includes voluntarily performing task activities that are not formally part of the job and helping and cooperating with others in the organization to complete tasks that must be completed (Borman and Motowidlo, 1997). As for the indicators of contextual performance, namely enthusiasm, volunteerism, cooperation, following organizational rules, and supporting and defending organizational goals (Aguinis, 2019).

III. METHODS

The study uses a quantitative, associative method to look into ideas about the link between job stress and job satisfaction and how much work employees have to do at BKPSDM of Melawi Regency, West Borneo. Fifty workers of the BKPSDM of Melawi Regency were chosen at random using saturation sampling to be part of the sample. A

Likert scale from 1 to 5 was used to score the questionnaires. SPSS 22 and path analysis were used to process and analyze the data.

IV. RESULTS

Based on the results of the questionnaire, the results of SPSS processing obtained the following output:

Table 1. The Result of Validity Test

Variable	Items	r count	r table	Description
Workload	X.1	0,847	0,279	Valid
	X.2	0,723	0,279	Valid
	X.3	0,669	0,279	Valid
	X.4	0,544	0,279	Valid
	X.5	0,599	0,279	Valid
	X.6	0,716	0,279	Valid
	X.7	0,741	0,279	Valid
	X.8	0,651	0,279	Valid
Work Stress	Z1.1	0,713	0,279	Valid
	Z1.2	0,758	0,279	Valid
	Z1.3	0,507	0,279	Valid
	Z1.4	0,666	0,279	Valid
	Z1.5	0,758	0,279	Valid
	Z1.6	0,627	0,279	Valid
	Z1.7	0,623	0,279	Valid
	Z1.8	0,782	0,279	Valid
Job Satisfaction	Z2.1	0,756	0,279	Valid
	Z2.2	0,703	0,279	Valid
	Z2.3	0,479	0,279	Valid
	Z2.4	0,505	0,279	Valid
	Z2.5	0,451	0,279	Valid
	Z2.6	0,452	0,279	Valid
	Z2.7	0,625	0,279	Valid
	Z2.8	0,762	0,279	Valid
Employee Performance	Y.1	0,608	0,279	Valid
	Y.2	0,507	0,279	Valid
	Y.3	0,688	0,279	Valid
	Y.4	0,437	0,279	Valid
	Y.6	0,625	0,279	Valid
	Y.7	0,514	0,279	Valid
	Y.8	0,524	0,279	Valid

Source: Processed Data SPSS 22(2024)

Based on the results of the validity test, the table above shows that all variable items are said to be valid, where all item values show $r \text{ count} > r \text{ table}$.

Table 2. The Results of Reliability Test

Variable	Cronbach's Alpha (α)	Results
Workload (X)	0,830	Reliable
Job Stress (Z1)	0,831	Reliable
Job Satisfaction (Z2)	0,739	Reliable
Employee Performance (Y)	0,629	Reliable

Source: Processed Data SPSS 22(2024).

As evidenced by the data presented in the table above, the value of coefficient alpha (α) for each variable is above 0,6 which means that every measurement concept of each variable is reliable.

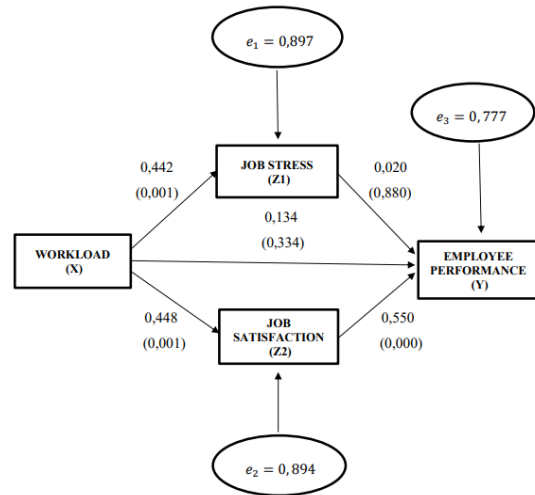


Figure 1. Conceptual Framework

This study used path analysis so that three tests were carried out, name as follows:

1. For the first sub-structure path analysis, the path coefficient value of the Workload to Job Stress is .442, with a value of sig .001 means that the Workload variable has a significant effect on the Job Stress (H1) with the coefficient of residual error term (e_1) = .897.
2. For the second sub-structure path analysis, the path coefficient value of the Workload to Job Stress is .448, with a value of sig .001 means that the Workload variable has a significant effect on the Job Satisfaction (H2) with the coefficient of residual error term (e_2) = .894.
3. For the third sub-structure path analysis, the path coefficient value of the Workload to Employee Performance is .134, with a value of sig .334 mean0073 that the Workload has no significant effect on Employee Performance (H3), the path coefficient value of the Job Stress to Employee

Performance is .020, with a value of sig .880 means that the Job Stress has no significant effect on Employee Performance (H4), and Job Satisfaction to employee performance is .550, with a value of sig .000 means that the Job Satisfaction has a significant effect on Employee Performance (H5). And for the coefficient of residual error term (e_3) = .777.

Table 3. Direct Effect and Indirect Effect

Effect Between Variables and Regression Coefficient	Direct Effect	Indirect Effect
X → Z1	$(0,442)^2 \times 100\% = 19,5\%$	
X → Z2	$(0,448)^2 \times 100\% = 20,1\%$	
X → Y	$(0,134)^2 \times 100\% = 1,8\%$	
Z1 → Y	$(0,020)^2 \times 100\% = 0,04\%$	
Z2 → Y	$(0,550)^2 \times 100\% = 30,3\%$	
X → Z1 → Y		$(0,442)(0,020) \times 100\% = 0,9\%$
X → Z2 → Y		$(0,448)(0,550) \times 100\% = 24,6\%$

- The direct effect of Workload on Employee Performance is 1.8%. Meanwhile, the indirect effect of Workload on Employee Performance through Work Stress is 0.9%. Thus, the effect of the Workload on Employee Performance through the Work Stress is smaller than the direct effect of the Workload on Employee Performance. So, Work Stress variable does not act as a mediating between Workload and Employee Performance.
- The direct effect of Workload on Employee Performance is 1.8%. The indirect effect of the Workload on the Employee Performance through Job Satisfaction is 24.6%. Thus the effect of the Workload on the Employee Performance through the Job Satisfaction is greater than the direct effect of the Workload on Employee

Performance. So, Job Satisfaction acts as a mediating variable between Workload and Employee Performance.

V. DISCUSSION

Workload has significant effect on Job Stress at BKPSDM of Melawi Regency

The results of the first hypothesis back up what Jalal and Zaheer (2017), Farhiya et al. (2023), and Ingusci, M. et al. (2021) already found: that there is a strong link between job stress and workload. To put it another way, a person will feel more stressed at work if they have more work to do, and the other way around too. A lot of the time, people who work at BKPSDM of Melawi Regency have to get a lot of work done quickly. This can make them stressed out and tired. They also find it hard to balance work at home and work at the office, which can make them stressed at work. Taylor et al. (1997) in Brown & Benson (2005) say that employees who think they have to work too hard and for too long on too many tasks are more stressed and have worse health habits.

Workload has significant effect on Job Satisfaction at BKPSDM of Melawi Regency

The result of the second hypothesis backs up what Antonius et al. (2024), Rima et al. (2023), and Usniarti and Nuvriasari (2024) already found, which said that workload has a big impact on job satisfaction. This means that changes in the amount of work that needs to be done, whether they are bigger or smaller, may really affect how happy Melawi Regency workers are with their jobs. This means that workers are more motivated, involved, and effective when the tasks they have to do are challenging enough for their level of skill.

Workload has no significant effect on Employee Performance at BKPSDM of Melawi Regency

The result of the third hypothesis corroborate those of Antari (2021), Polakitang et al. (2019), and Ahmad et al. (2019) who found no connection between workload and worker performance. According to the statement, shifts in workload whether they are greater or smaller have no direct impact on worker performance at BKPSDM Melawi Regency. Contextual performance, defined as employee performance in terms of behavior that supports the social and psychological environment at work, like cooperation, rule compliance, and voluntary involvement in organizational activities, can help to explain this. Core tasks and workload are not the only factors that affect contextual performance. Therefore, individuals can still

display positive behaviors like supporting coworkers, adhering to rules, and participating in organizational activities even when their workload varies. Thus, shifts in workload do not always affect contextual performance, which could account for the lack of a major impact shifts in workload have on employees' overall performance.

Job Stress has no significant effect on Employee Performance at BKPSDM of Melawi Regency

The result of the fourth hypothesis backs up what Kholis et al. (2024) and Kusumawati et al. (2024) found job stress doesn't affect performance. The study's findings showed that job stress did not affect the work of employees at BKPSDM of Melawi Regency. This means that employees did not change how well they did their jobs when they were stressed. Despite being stressed at work, the worker was still able to make a good contribution to the environment, as shown by their contextual performance, which included helping coworkers and showing dedication to important but non-technical tasks for the company.

Job Satisfaction has significant effect on Employee Performance at BKPSDM of Melawi Regency

The results of fifth hypothesis's outcome confirms the findings of studies by Kayacilar et al. (2022), Antonius et al. (2024), and Utomo et al. (2024) that found a relationship between job satisfaction and performance. At BKPSDM of Melawi Regency, job happiness significantly affects employee performance, particularly when considered from the perspective of contextual performance. Additional workplace behaviors that contribute to a happy and effective work environment but are not directly related to core activities are referred to as contextual performance. Workers who are happy in their positions are usually more willing to participate in these events, take initiative, and actively contribute to the team's success. Consequently, improved contextual performance will result from higher job satisfaction among employees, which will enhance organizational performance as a whole.

Workload has no significant effect on Employee Performance through Job Stress at BKPSDM of Melawi Regency

The result of the sixth hypothesis's outcome confirms Antari's (2021) research, which found no mediation relationship between job stress and employee performance in workload. Despite having a heavy workload, Melawi Regency

employees' contextual performance which includes initiative and supporting colleagues is unaffected by it at BKPSDM. Additionally, there was no moderating effect of work stress in this connection. Put another way, workload has a greater impact on employees' principal responsibilities but does not always translate into a decrease in the extra performance evaluated in contextual performance.

Workload has a significant effect on Employee Performance through Job at BKPSDM of Melawi Regency

The result of the seventh hypothesis's outcome confirms the findings of studies by Utomo et al. (2024) and Antonius et al. (2024), which suggested that job satisfaction acts as a moderator in the relationship between employee performance and workload. Contextual performance, which encompasses actions such as offering assistance to coworkers, showing initiative, and abiding by the law, is used to evaluate employee performance. Even with their heavy workloads, they typically exhibit constructive contextual behavior. The organization assigns work based on the skills of its employees, which influences job satisfaction and, in turn, influences performance at BKPSDM of Melawi Regency

VI. CONCLUSION

The conclusions of study are (1,2)Workload has significant effect on Work Stress and Job Satisfaction at BKPSDM Kabupaten Melawi, (3,4)Workload and work stress have no significant effect on Employee Performance at BKPSDM Kabupaten Melawi, (5)Job Satisfaction has significant effect on Employee Performance at BKPSDM Kabupaten Melawi, (6)Workload has no significant effect on Employee Performance through Work Stress at BKPSDM Kabupaten Melawi, (7)Workload has a significant effect on Employee Performance through Job Satisfaction at BKPSDM Kabupaten Melawi. BKPSDM of Melawi Regency needs to improve human resources and ensure workloads are not too heavy so that employees feel facilitated, satisfied and perform well. Support, direction, motivation, and appreciation from superiors are important to reduce work stress, improve relationships between coworkers and superiors, and create an environment that supports satisfaction and performance. An evaluation of workload, stress, satisfaction and performance is needed to assess their impact. This study was limited to 50 respondents, so further research with a larger

sample is needed to illustrate the real conditions.

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