

The Influence of Work Stress, Work Motivation, and Work Discipline on Employee Performance

Rindiani Safitri^a, Sri Wahyu Lelly Hana Setyanti^{a,*}, Elok Sri Utamia^a

^a*Faculty of Business and Economics, Management Department, Universitas Jember, Indonesia.*

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* Corresponding author:

Sri Wahyu Lelly Hana Setyanti 
E-mail: lelyhana.feb@unej.ac.id

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ABSTRACT

This research aims to analyze the influence of Work Stress, work motivation, and work discipline on employee performance at the Lumajang District Education dan Culture Service. This research uses a quantitative method with a survey method and data collection is carried out through questionnaires to employees of the Education and Culture Service. The number of employees in this research sample was 120 people. The results of data analysis using multiple linear regression show that work stress has a significant positive influence on employee performance. Work motivation also has a positive and significant influence on employee performance. Apart from that, work discipline has also been proven to have a positive and significant effect on employee performance.

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1. INTRODUCTION

Human resources are an important asset compared to other elements, the performance of an organization is highly dependent on its human resources. According to [1], all human potential that can be contributed or given to society to produce products or services is referred to as human resources. Therefore, humans are the driving force and responsible for all organizational operations that must be handled properly to achieve organizational goals.

The phenomenon happening in the development of government organizations today is

strengthening the demand for accountability on government institutions. This can be interpreted as a form of obligation to account for the success or implementation mission of the organization in achieving the goals and objectives that have been previously set, via accountability media that is carried out periodically [2].

Increased competition and demands for professionalism in the work environment as well as economic instability in Indonesia create pressures that have the potential to cause anxiety and stress disorders in employees. Stress, as the result of emotional and mental reactions due to the failure of individual adaptation, has both positive

and negative impacts on performance, in accordance with the Yerkes-Dodson law. Yerkes-Dodson law which describes an inverted U-shaped relationship between stress and performance. In addition to stress, work motivation is also important, because the effort given to motivate employees affects the morale and progress of the agency. Humans in organizations need to maintain survival, development, and profit, which requires motivation in the implementation of performance.

Work discipline also affects employee performance; with high discipline, performance increases because employees work more diligently and efficiently. However, in reality, not all government agencies have a good level of work discipline. Observations at the Lumajang District Education and Culture Office (DISDIKBUD) showed symptoms of work stress due to a less conducive work environment, such as a harsh leader, unsupportive work partners, and a noisy room, which resulted in low employee motivation. Work Stress and heavy workload, coupled with lack of support and recognition from superiors, cause employees to lose enthusiasm and drive to work effectively, resulting in decreased performance. Data shows that discipline levels are low with 27 unauthorized absences in one month in 2023, resulting in the non-achievement of several planned work targets.

Work Stress

Work Stress is any activity and environmental situation that places excessive psychological and physical demands on someone causing stress [3]. Indicators of job stress according to [4], there are several factors that can cause Work Stress, namely: 1) Task Demands, 2) Role Demands, 3) Organizational Structure.

Work Motivation

Motivation is giving them the tools they need to arouse enthusiasm for work and encourage they for collaborate, work efficiently, and work as a team to achieve their goals [5]. Indicators of work motivation according [6] are as follows: 1) Responsibility, 2) Facilities Provided, 3) Work Performance, 4) Opportunities For Advancement, 5) Recognition of Performance, 6) Challenging Work.

Work Discipline

Work discipline is a person's awareness and willingness to follow all company policies and relevant standards are discipline [6]. Indicators of work discipline according [6] include the following: 1) Comply with all rules in the company, 2) Effective use of time, 3) Responsibility in work and duties, 4) Attendance Rate.

Employee Performance

Performance is the result of a process that is mentioned and evaluated within a predetermined period of time based on predetermined rules or agreements [7]. The indicators used to measure employee performance according to [8] are as follows: 1) Quantity of work, 2) Quality of work, 3) Independence (dependability), 4) Initiative, 5) Adaptability, 6) Cooperation.

Research Objectives

1. To determine the effect of job stress on employee performance at the Lumajang District Education and Culture Office.
2. To determine the effect of work motivation on employee performance of the Lumajang District Education and Culture Office.
3. To determine the effect of work discipline on the performance of employees of the Lumajang District Education and Culture Office.

Conceptual Framework

The conceptual framework in this research is as follows :

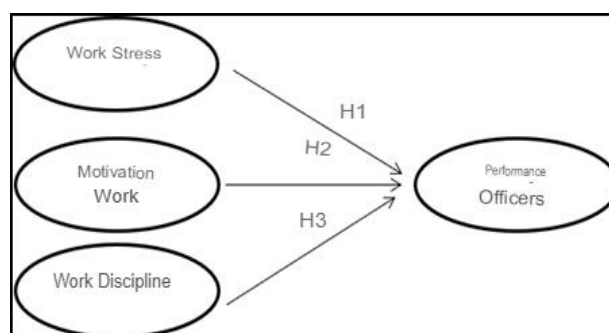


Fig. 1. Conceptual Framework.

Based on the conceptual framework above, the hypotheses proposed in this research are as follows:

H1: Job stress affects employee performance at DISDIKBUD Lumajang District.

H2: Work motivation affects employee performance at DISDIKBUD Lumajang District.

H3: Work discipline affects employee performance at DISDIKBUD Lumajang District.

2. METHODS

Research Design

This research method is designed to examine the influence of work stress, motivation, and work discipline on the performance of DISDIKBUD employees in Lumajang District.

Population and Sample

The research population includes all DISDIKBUD employees who totaled 120 people, with a purposive sampling method used to determine samples based on certain criteria, namely civil servants and contract / temporary workers who have worked for at least one year.

Data Type

Quantitative data was collected through questionnaires given to respondents and processed using statistical methods.

Data Source

Primary data was obtained from interviews and questionnaire answers related to research variables, as well as direct observation by researchers. Secondary data is taken from employee data, research publications previous, profile DISDIKBUD, and related literature.

Data Collection Methods

Data collection was conducted through questionnaires, interviews with key informants from the Human Resource Development Division of DISDIKBUD, literature research using written sources, and observation direct observation of the observed phenomenon.

3. RESULTS AND DISCUSSION

Respondent Characteristics

Table 1. Characteristics of Respondents by Age.

No.	Age	Total	(%)
1	20-25 years	0	0
2	26-30 years	23	19,2
3	31-35 years	27	22,5
4	36-40 years	32	26,7
5	41-45 years	17	14,2
6	46-50 years	21	17,5
Total		120	100

Based on the results, it can be seen that out of a total of 120 respondents, the highest percentage of respondents are in the age range of 36-40 years with 26,7% and 32 respondents, it can be assumed that these respondents are in a mature productive periode of work with stress levels that can be controlled by each individual so that they can realize that the work they are doing at this time can have an impact on financial health at DISDIKBUD Lumajang District.

Table 2. Characteristics of Respondents by Gender.

No.	Gender	Total	(%)
1	Male	57	47,5
2	Female	63	52,5
Total		120	100

Based on the data table of the test results, it can be seen from the 120 respondents, the nmajority of respondents were female totaling 63 respondents with a presentage of 52,5%, while the remaining 57 respondents with a percentage of 47,5% were male. Based on the results of obtaining this data, it can be seen that employees in DISDIKBUD Lumajang District are dominated by women because womwn have multiple roles then, more respondents in this research gave the following answers that women have more sensitive feelings when compaed to men.

Table 3. Characteristics of Respondents by Position.

No.	Position	Total	(%)
1	Head ofService	1	0,8
2	Secretariat	19	15,8
3	Early Childhood and Education DivisionBasic	16	13,3
4	Culture and Education Community	28	23,3

5	Teacher and Education Personnel Division	31	25,8
6	Education Facilities and Infrastructure Division	25	20,8
Total		120	100

Based on this data tabel, it can be seen that the results of testing respondents based on positions out of total of 120 respondents were dominated by respondents with positions in the field of Teachers And Education Personnel, totalling 31 people with a percentage of 25,8%. This matter can be assumed if the employees contained in the DISDIKBUD Lumajang District conntained in this research are employees who focus on the field of Teachers And Education Personnel in Lumajang District with the nature of a teacher who is more nurturing so that it dominates the respondents of this research.

Table 4. Characteristics of Respondents by Last Education.

No.	Last Education	Total	(%)
1	High School	0	0
2	D3	19	15,8
3	S1	81	67,5
4	S2	20	16,7
5	S3	0	0
Total		120	100

Based on the data table, it can be seen that the results of testing respondents based on the last education of a total of 120 respondents were dominated by respondents with the last education of undergraduate degree (S1) totaling 81 respondents with a percentage of 67.5%, It can be assumed that the employees at DISDIKBUD Lumajang District contained in this research have met the minimum requirements for an employee to be able to work in an official position either in an honorary level position or Civil Servants (PNS) so as to ensure high ability and quality of work individually or in groups.

Table 5. Characteristics of Respondents by Work Period.

No.	Work Period	Total	(%)
1	1-3 years	23	19,2
2	4-6 years	32	26,7
3	7-9 years	30	25,0
4	>10 years	35	29,2
Total		120	100

Based on the data table, it can be known if based on the criteria for length of work criteria contained in this research. There are 35 respondents in the range working period of more than 10 years with percentage of 29.2% of the total 120 respondents contained in this research. This matter can be assumed that employees who respondents in this research have worked for more than 10 years and really become main job of the respondents and have maintained stability and sustainability in work so that can motivate consistency and effectiveness in carrying out and improve their performance by managing work stress levels.

Validity Test

Validity testing is carried out as purpose to be able to determine the level of feasibility of statement items contained in the research questionnaire. The results obtained from validity test results can be declared as a valid statement item if get a coefficient value that is greater than the value of the provisions that have been set in the r table.

Table 6. Validity Test Results.

Variables	Question Item	r Value	r Table	Desc
Work Stress (X1)	X1.1	0,5686	>0,1793	Valid
	X1.2	0,5719	>0,1793	Valid
	X1.3	0,5067	>0,1793	Valid
	X2.1	0,5394	>0,1793	Valid
	X2.2	0,9477	>0,1793	Valid
	X2.3	0,4106	>0,1793	Valid
Work Motivation (X2)	X2.4	0,4013	>0,1793	Valid
	X2.5	0,4101	>0,1793	Valid
	X2.6	0,4936	>0,1793	Valid
	X3.1	0,5647	>0,1793	Valid
Work Dicipline (X3)	X3.2	0,5727	>0,1793	Valid
	X3.3	0,4983	>0,1793	Valid
	Y1	0,5197	>0,1793	Valid
Employee Performance (Y)	Y2	0,5644	>0,1793	Valid
	Y3	0,4927	>0,1793	Valid
	Y4	0,4264	>0,1793	Valid
	Y5	0,4953	>0,1793	Valid
	Y6	0,5090	>0,1793	Valid

Based on the table data above, it can be known if in each indicator research variables included in variables of work stress, work motivation, work discipline, and employee performance has a positive r value or greater than the r table significance 0,1793 so that it can be stated as valid, so that it can be declared feasible to used in the research questionnaire, but if it is not valid then the next step is to do the test so as to obtain data that is valid.

Reliability Test

Reliability testing is a form of testing that is carried out as an effort to be able to determine the reliability value of the questionnaire as a measuring tool used in the same research. Statement items contained in the research variable can be declared reliable if the results of the variable can provide Cronbach Alpha value >0.60.

Table 7. Reliability Test Results.

No.	Variables	Alpha Value	Desc
1	Work Stress (X1)	0,761	Reliable
2	Work Motivation (X2)	0,849	Reliable
3	Work Dicipline (X3)	0,793	Reliable
4	Employee Performance (Y)	0,904	Reliable

Based on the results obtained from reliability testing shows that each variable has a Cronbach Alpha value above 0.60. This shows that the data collected from respondents answers to the statements in the questionnaire is consistent and reliable.

Normality Test

Table 8. Normality Test Results.

Asymp. Sig. (2-tailed)	Sig	Normally Distributed
0,200	0,05	Reliable

Based on the data table, it can be known that the results of the normality test used in this research using the Kolmogorov-Smirnov Test so that it resulting in a value of Asymp. Sig. (2-tailed) of 0.200. So that it can be assumed if the value obtained is greater than the probability value 0,05, which can be assumed that the data normally distributed, so it is assumed that the data is taken randomly from a normal population and there is no skewed towards a particular direction.

Multiple Linear Regression Analysis

The normality test is carried out with the aim to determine the existence of a normal distribution distribution in the regression model or there are confounding variables. As it happens that the partial t test and simultaneous F test can be

assumed if the residual value follow the normal distribution flow. The form of normality testing is carried out by using the One-Sample Kolmogorov-Smirnov Test.

Table 9. Multiple Linear Regression Analysis Results

	Coefficient	Sig
Constant	16,938	
Variables		
Work Stress	0,245	0,00
Work Motivation	0,165	0,00
Work Dicipline	0,213	0,03

Regression analysis aims to determine the influence between variable X (independent) on variable Y (dependent). In this research aims to determine the influence between the variables of work stress, work motivation and work discipline on employee performance, based on the results of the data =the following equation is obtained;

$$Y = 16,938 + 0,245 + 0,165 + 0,213 + e$$

Based on the multiple linear regression equation that is formed, it can inform some conditions which are as follows :

1. Constant Value = 16.938 so that can be interpreted the value obtained from the estimated performance of employees in the Department of Education and Culture Lumajang District.
2. The coefficient value of the work stress variable (X1) 0.245, the matter is shows that work stress does not inhibit employee performance.
3. The coefficient value of work motivation variable (X2) 0.165, the matter is shows that work motivation can improve employee performance.
4. The coefficient value of the work discipline variable (X3) 0.213, this indicates that work discipline can improve employee performance.shows that work discipline can improve employee performance who are at the Lumajang District Education and Culture of Lumajang District.

Multicollinearity Test

Multicollinearity test is a test which is carried out to fulfill the requirements in classical

assumptions. In this test has a purpose as to whether there is a relationship or correlation between independent variable to the dependent variable. The following are the test results multicollinearity test :

Table 10. Multicollinearity Test Results.

Variables	Tolerance Value	VIF	Test Results
Work Stress	0,149	6,711	No Multicollinearity
Work Motivation	0,199	5,015	No Multicollinearity
Work Dicipline	0,498	2,007	No Multicollinearity

Based on the table above, it can be known the amount of VIF (Variance Inflation Factor) and tolerance. If the VIF value < 10 and tolerance value > 0.10 . Results shown in the table above, known that the variables in this research have a tolerance value greater than 0.1 and VIF below 10, then it can be concluded that the regression model in this research does not occur multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to test whether in the regression model there is an inequality of variance from residuals of one observation to other observations. The statistical test used in this research are with the Glejser Test through regression of the absolute residual value with the independent variable. The sig value is compared with 0,05, statistical results can be seen in the table below :

Table 11. Heteroscedasticity Test Results.

Variables	Sig.	Test Results
Work Stress	0,791	No Heteroscedasticity
Work Motivation	0,101	No Heteroscedasticity
Work Dicipline	0,203	No Heteroscedasticity

Based on the heteroscedasticity test results through the Glejser test in the table above, it can be seen that sig. on each variable is more than 0,05. so it can be said that there is no

heteroscedasticity in the regression model in this research.

Hypothesis Test (t test)

The hypothesis in this research was tested the truth by using the partial test. Testing is done by see the level of significance resulting from calculations below 0,05 then the hypothesis is accepted with meaning that there is an influence, otherwise if the significance level of the calculated results is greater than 0,05, the hypothesis is rejected, meaning that there is no effect.

Table 12. Hypothesis Test (t test) Results.

Variables	Sig.	Test Results	Desc
Work Stress	0,173	H1 Rejected	Insignificant
Work Motivation	0,000	H2 Accepted	Significant
Work Dicipline	0,003	H3 Accepted	Significant

Based on the table above, known the results of the work stress research variable with a significance level more than 0,05 so that the variable is interpreted as not having real influence on employee performance. Meanwhile, work motivation variables and work discipline variables can be seen in the table above that the value of the significance level is less than 0,05. So it can be concluded that work motivation variables and work discipline variable partially have a real influence on employee performance.

The Effect of Job Stress on Employee Performance Employees

This research found that work stress does not affect the performance of DISDIKBUD employees in Lumajang District, as evidenced by the results of the partial t test results which show a significance level higher than 0,05. Although the theory of [9] states that workplace stress in the workplace causes poor performance, the results of this research are not in line. Three indicators were used to measure job stress: task demands, role demands, and organizational structure. DISDIKBUD employees of Lumajang District managed stress through time management, prioritizing tasks, relaxation techniques, communication, and counseling services, so that

stress does not counseling services, so that stress does not affect their performance. The majority of respondents were aged 36-40 years old and female showed a tendency to stress, influenced by work and personal responsibilities. The results of this research differ from some previous research [10, 11, 12] that showed that work stress affects employee performance significantly, but in line with several other research that found work stress does not have a significant effect on performance.

The Effect of Work Motivation on Employee Performance

This research shows that work motivation has a positive effect on the performance of DISDIKBUD employees Lumajang District, as evidenced by the results of hypothesis test results that show a significance level lower than 0,05. [6] and [13].

Theory supports that motivation increases efficiency and collaboration in work. Indicators of motivation include responsibility, adequate facilities, work achievement, opportunities for advancement, recognition of performance, and challenging work. The results of research shows that employees are optimistic about career opportunities, which encourages improved performance and skills. The majority of employees who working as teachers and education personnel education personnel show a lack of motivation due to workload and lack of appreciation. This research in line with the results of previous research by [14, 15, 16, 17, 18, 19, 20] which stated that work motivation has a positive and significant effect on performance. However, this result different from the research of [21] which found that work motivation has no significant effect on employee performance significant effect on employee performance.

The Effect of Work Discipline on Performance Employees of DISDIKBUD Lumajang District

This research shows that work discipline has a positive effect on the performance of DISDIKBUD employees Lumajang District, as evidenced by the results of hypothesis test results which show a significance level lower than 0,05. According to the theory of [6] and [22], high work discipline reflects the awareness of the employees performance and willingness to follow all company policies and relevant standards,

increase enthusiasm and accountability at work. Work discipline indicators include compliance to company rules, effective use of time, and absenteeism rate. Employees of DISDIKBUD Lumajang District consistently demonstrate high discipline in complying with rules and procedures, creating a positive work culture, and professionalism. However, most female respondents are often late due to domestic responsibilities, and employees with more than 10 years of service also show tendency to lack discipline due to saturation or bad habits. This research is in line with the results of previous research by [14, 18, 19, 20 23, 24, 25] which stated that work discipline has a positive and significant effect on employee performance.

4. CONCLUSIONS

Based on the research results, it can be concluded that work stress does not affect employee performance in DISDIKBUD Lumajang Regency, shows that the level of stress experienced by employees does not affect their performance. In contrast, work motivation and work discipline have a positively on employee performance, where an increase in motivation and discipline can improve employee performance. To improve employee performance, researchers suggest that superiors pay attention to the workload of employees to prevent stress, provide motivation through career development and awards, and pay attention to regulations to improve discipline. In addition, improving employee discipline through work motivation can help avoid stress and improve performance by creating a comfortable and effective by creating a comfortable and effective work environment.

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