

The Effect of Workload and Stress Through Work Motivation on Employee Performance in the Student Affairs Sector at Surabaya State University

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Abstract

This work was prepared to analyze the influence of workload, work stress, and work motivation on the performance of students and alums employees of the State University of Surabaya (UNESA) who have PTNBH status. The methodology used was a quantitative Expost Facto approach using ordinal data analysis through Somer's D analysis with the SPSS version 16 application. The initial steps included conducting validity and reliability tests to ensure the data integrity of 24 student-employee respondents at Surabaya State University. The research results reveal a relationship between work stress and the motivation of student affairs employees at Unesa. Second, there is a relationship between workload and the motivation of student affairs employees at Unesa. Third, there is a relationship between work stress and the performance of student affairs employees at Unesa. Fourth, there is a relationship between workload and the performance of student affairs employees at Unesa. Fifth, there is a connection between work motivation and the performance of student affairs employees at Unesa.

Keywords

Employee Performance; Work Burden; Work Motivation; Work Stress

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1. INTRODUCTION

Employees, including universities, are a valuable asset for every organization (Arifin & Sinambela, 2021; Damayanti & Harini, 2018). Even though it has large capital and advanced technology, it needs to involve all aspects (Damayanti & Harini, 2018; Mantiri, 2019). Employees play a key role in achieving organizational goals. They contribute to the day-to-day operations and play a role in the innovation and long-term development of the organization. Employees' expertise, experience, and dedication provide significant added value to the organization. The quality of human resources is the key to an organization's success in achieving sustainable business growth. The success of an organization in achieving its goals depends on the quality factor of human resources. Within the scope of the college, professional staff is one of the university's most valuable assets (Bossu et al., 2018, 2019).



In Indonesia, universities often face challenges in MSDM due to the high load and lack of adjustment between skills and job demands (Bairizki, 2020; Mahawati et al., 2021; Sabrina, 2021). This is exacerbated by rapid policy changes and the need to maintain accreditation and superior ratings, which can increase work stress and affect employee performance. Law No. 14 of 1996 states that the workforce must be able to work as needed. A high workload can occur if the work is not done with the knowledge and skills of education personnel (Destian et al., 2023; Prajnaparamita, 2018; Sari, 2018). This is exacerbated by rapid policy changes and the need to maintain accreditation and superior ratings, which can increase work stress and affect employee performance. Law No. 14 of 1996 states that the workforce must be able to work as needed. A high workload can occur if the work is not done with the knowledge and skills of education personnel.

Maslow's theory explains that needs must be met before they are motivated to meet higher needs (Fatimah, 2018; Muhibbin, 2020). In the work context, employees who feel their basic needs are met will be more motivated to achieve higher performance despite being faced with a workload. Robbins & Judge state the dynamic condition of facing hopes, obstacles, and pressures related to uncertain but meaningful goals or desires (Rahmah & Fahmie, 2019; Yasa & Dewi, 2018).

Paul Alderfer introduced the ERG theory to simplify Maslow's hierarchy of needs theory (Anugrah, 2022). In his theory, Alderfer identified three basic human needs that drive them to behave in a certain way: Existence, Relevance, and Growth (Budiman, 2019; Merentek, 2023). Existence needs to include basic life needs. The Need for Relevance focuses on social interaction and relationships with others, while the Need for Growth refers to encouragement. This ERG theory is more flexible than Maslow's hierarchy, as Alderfer argues that fulfilling needs can occur simultaneously. If high-level needs are unmet, individuals may refocus on meeting low-level needs to achieve satisfaction.

Victor H. Vroom highlights a person's decision-making process to engage in certain behaviors based on expectations of the results to be obtained. Vroom identifies three main elements in motivation: Expectancy, Instrumentality, and Value (Valence) (Affandi & Hidayat, 2023; Fatah, 2021; Septyarini & Rosiana, 2021). Hope refers to belief. Instrumentality is a good performance that will bring the desired results, while Value measures the extent to which an individual wants those results. According to Vroom, motivation is a product of these three elements, so the higher the expectations, instrumentality, and values, the greater the motivation of a person to achieve the goal. Douglas McGregor states that humans are naturally lazy and do not like to work, so they need strict supervision and threats to work effectively.

In contrast, the Y theory states that humans are inherently happy to work, able to manage themselves and seek responsibility. An understanding of these two theories helps managers determine the. (Aestetika, 2024; Marliani, 2019).

Using various motivational theories in the work environment is crucial to understanding and improving employee motivation. For example, companies that understand employee motivation can be more effective in improving their performance. High motivation in employees makes them more enthusiastic in carrying out tasks, becoming more solution-oriented and innovative. In addition, motivation can also function as a mediator that reduces the negative impact of stress.

Work excessive burden triggers work stress. However, well-managed loads can improve employee experience and potential, thus having a positive impact on performance. The results of YSA & Haryani's research (2020) show that there is an influence on employee performance (YSA & Haryani, 2020). The results of Sulastri & Onsardi's research (2020) negatively influence employee performance (Sulastri & Onsardi, 2020). shows a significant influence on work motivation and productivity (Nadiaty et al., 2019).

The results of observations at UNESA show that some employees in the field of student affairs and alumni experience a decrease in motivation and performance due to high workloads and rapid system changes. Employees feel burdened beyond their capacity, which results in work stress and low morale. These symptoms indicate a lack of employee morale, a high workload, and many new system changes. The results of observations at UNESA show that some employees in the field of student affairs and alumni experience a decrease in motivation and performance due to high workloads and rapid system changes. Employees feel burdened beyond their capacity, which results in work stress and low morale. These symptoms indicate a lack of employee morale, a high workload, and many new system changes.

Gap This research fills a gap in the literature in PTNBH universities, especially in student affairs and alumni. Most previous research focused more on the academic sector and paid less attention to non-academic units that also play an important role in achieving organizational goals. In addition, this study also seeks to explore how work motivation can be a mediator.

This work is aimed at reviewing the performance of employees in student affairs and alumni at the State University of Surabaya (UNESA), which has the status of PTNBH. Understanding the relationship is hoped to contribute to developing strategies in student affairs and alumni. It is expected to provide insight for policymakers at UNESA in formulating more effective policies. This study aims to analyze the influence of workload, work stress, and work motivation on the performance of students and alumni of the State University of Surabaya (UNESA), which has PTNBH status.

2. METHODS

This work aims to explain or predict the relationship between variables through data collection and application of the results from the sample to the entire population (Kusumastuti et al., 2020; Unaradjan, 2019; Yam & Taufik, 2021). Work with a survey method for data collection through the distribution of questionnaires. A research location is where problems will be solved and concepts will

be tested (Bambang Sudaryana et al., 2022). The selection of the research location emphasizes the suitability of the subject's location with the concept to be tested. The UNESA population comprises 24 education staff employees in student affairs. The research population is all education staff employees in student affairs at the State University of Surabaya. The total sample of this study is 24 employees. Workload is defined as several activities at a time with activities to obtain performance information efficiently and effectively (Budiasa, 2021). Work stress is an emotional and physical response to excessive demands of work. Work motivation refers to internal impulses that affect morale and performance.

3. FINDINGS AND DISCUSSION

The work with the theme "The Influence of Workload and Work Stress Through Work Motivation on Employee Performance in the Student Affairs Sector at the State University of Surabaya" uses the Likert scale for data collection. Applying SPSS version 16 software to conduct data analysis and distribute questionnaires to respondents. Each statement contained in the questionnaire is evaluated to measure the validity of the data by providing four answer options categorized as follows:

Table 1 Statement Items

Item	Statement Weight score				
	SS	S	N	TS	STS
Positive	5	4	3	2	1
Remarks: strongly agree, agree, neutral, disagree, strongly disagree					

The results that have been carried out will be presented in detail. The questionnaire was given to 24 respondents who are Student Affairs employees at the State University of Surabaya. The data collection process was carried out very carefully. In detail, starting from the selection of a representative sample, the distribution of questionnaires to respondents, and the analysis of the answers received,

The data obtained from the questionnaire will be analyzed using appropriate statistical methods, such as Somers' D. The results of this analysis will then be carefully interpreted to gain a deep understanding. Comprehensive data presentation and detailed analysis will provide a solid basis for accurately conveying research findings. This will also result in a clearer understanding of whether or not there is an influence of each variable that has been determined.

3.1. Validity and Reliability Test

The results have an important role as a basis for data analysis and concluding research. Researchers can have more confidence in interpreting the data obtained by ensuring that the variables used have been tested for validity and reliability. This also allows them to convey accurate and relevant findings with confidence. Therefore, researchers can avoid interpretation errors and make meaningful contributions to the field of science they research (Sirager, 2018).

Table 2 Item-Total Statistics for validity and reliability tests XI Workload

Question number	Corrected Item-Total Correlation	r tabel	Information	Cronbach's Alpha if Item Deleted	Critical Value	Information
1	0.108	0.05	Valid	0.749	0,05	Reliabel
2	0.235	0.05	Valid	0.745	0,05	Reliabel
3	0.397	0.05	Valid	0.718	0,05	Reliabel
4	0.425	0.05	Valid	0.714	0,05	Reliabel
5	0.338	0.05	Valid	0.726	0,05	Reliabel
6	0.540	0.05	Valid	0.692	0,05	Reliabel
7	0.605	0.05	Valid	0.688	0,05	Reliabel
8	0.533	0.05	Valid	0.693	0,05	Reliabel
9	0.399	0.05	Valid	0.716	0,05	Reliabel
10	0.414	0.05	Valid	0.714	0,05	Reliabel

Variable X1, which is workload, has valid and reliable data. In the validity test, decisions are taken based on criteria. The items in this variable correlated significantly with the total scale. This means that if one of the items is removed, the overall reliability remains above the accepted threshold, indicating strong internal consistency of the measurement instrument. Based on this basis for decision-making, it can be ensured that the data collected for the workload variable X1 meets the specified validity and reliability requirements (Sirager, 2018). Thus, both validity and reliability tests show that the instrument measuring workload accurately describes actual conditions. Validity is ensured when retested under the same conditions (Sirager, 2018).

Table 3 Item-Total Statistics validity and reliability test X2 Job Stress

Question number	Corrected Item-Total Correlation	r tabel	Information	Cronbach's Alpha if Item Deleted	Critical Value	Information
1	0.089	0.05	Valid	0.875	0,05	Reliabel
2	0.834	0.05	Valid	0.818	0,05	Reliabel
3	0.826	0.05	Valid	0.823	0,05	Reliabel

4	0.742	0.05	Valid	0.828	0,05	Reliabel
5	0.460	0.05	Valid	0.854	0,05	Reliabel
6	0.295	0.05	Valid	0.863	0,05	Reliabel
7	0.297	0.05	Valid	0.865	0,05	Reliabel
8	0.620	0.05	Valid	0.841	0,05	Reliabel
9	0.685	0.05	Valid	0.836	0,05	Reliabel
10	0.698	0.05	Valid	0.833	0,05	Reliabel

It is known that the X2 variable related to work stress has data that has proven to be valid and reliable. In invalidity testing, decisions are made based on the value of r-calculated. Based on this decision-making criterion, the X2 work stress variable is declared valid and reliable (Sirager, 2018). In more detail, the validity of the data is measured by looking at how well the items in the measurement instrument correlate with the total score. The item is considered valid if this correlation is strong because it shows internal consistency. This test is important to ensure that each item in the instrument accurately measures the same concept. In terms of reliability, Cronbach's Alpha is used to assess the internal consistency of the measurement instrument. The value shows how the overall reliability of the instrument will change if a single item is removed. If the deletion of a particular item increases the alpha value above the critical value of 0.05, then the instrument is considered more reliable. This shows that the items in the instrument support each other in measuring the concept in question. Thus, through careful analysis using this validity and reliability test, the X2 variable related to work stress can be ensured to have high data quality, valid and reliable, relevant to Sirager's work (Sirager, 2018).

Table 4 Item-Total Statistics Validity and Reliability Test X3 Work Motivation

Question number	Corrected Item-Total Correlation	r tabel	Information	Cronbach's Alpha if Item Deleted	Critical Value	Information
1	0.085	0.05	Valid	0.890	0,05	Reliabel
2	0.861	0.05	Valid	0.837	0,05	Reliabel
3	0.761	0.05	Valid	0.849	0,05	Reliabel
4	0.861	0.05	Valid	0.837	0,05	Reliabel
5	0.382	0.05	Valid	0.878	0,05	Reliabel
6	0.029	0.05	Valid	0.888	0,05	Reliabel
7	0.413	0.05	Valid	0.873	0,05	Reliabel
8	0.861	0.05	Valid	0.837	0,05	Reliabel
9	0.695	0.05	Valid	0.853	0,05	Reliabel
10	0.747	0.05	Valid	0.848	0,05	Reliabel

It is known that the X3 variable, which measures work motivation, has valid and reliable data. Data is declared valid according to the decision-making criteria in the validity test. So, the X3 work

motivation variable data is valid and reliable (Sirager, 2018).

Table 5 Item-Total Statistics test validity and reliability variable Y Employee Performance

Question number	Corrected Item-Total Correlation	r tabel	Information	Cronbach's Alpha if Item Deleted	Critical Value	Information
1	0.409	0.05	Valid	0.871	0,05	Reliabel
2	0.845	0.05	Valid	0.833	0,05	Reliabel
3	0.827	0.05	Valid	0.838	0,05	Reliabel
4	0.688	0.05	Valid	0.849	0,05	Reliabel
5	0.278	0.05	Valid	0.879	0,05	Reliabel
6	0.034	0.05	Valid	0.885	0,05	Reliabel
7	0.685	0.05	Valid	0.852	0,05	Reliabel
8	0.807	0.05	Valid	0.838	0,05	Reliabel
9	0.677	0.05	Valid	0.851	0,05	Reliabel
10	0.478	0.05	Valid	0.867	0,05	Reliabel

The data of the Y variable has been tested and is valid and reliable. Invalidity testing, data is considered valid. This means that each item in the questionnaire significantly correlates with the expected total score. Each item of measurement instrument contributes consistently to the overall scale. The instrument provides stable and reliable results when used repeatedly under similar conditions. Based on the two decision-making criteria. This work can measure employee performance accurately and consistently according to the results reported by Sirager (2018) (Sirager, 2018).

Table 6 Analysis of the influence of X2 work stress on X3 motivation of student affairs employees at UNESA

Directional Measures						
			Value	Asymp. Std. Error ^a	Approx. Tb	Approx. Sig.
Ordinal	by Somers' d	Symmetric	.933	.028	24.785	.000
Ordinal		VAR00001 Dependent	.934	.030	24.785	.000
		VAR00002 Dependent	.931	.032	24.785	.000

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

The relationship between work stress and employee motivation in the field of student affairs at Unesa proved significant, with a value of 0.000.

Table 7 Analysis of the influence of X1 workload on X3 motivation of employees in the field of student affairs at UNESA

Directional Measures						
			Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Ordinal	by Somers' d	Symmetric	.556	.133	4.082	.000
Ordinal		VAR00001 Dependent	.560	.137	4.082	.000
		VAR00002 Dependent	.551	.129	4.082	.000

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

The relationship between the burden and employee motivation in the field of student affairs at Unesa proved significant. There was a significant change in their motivation level. These findings confirm that workload is an important factor that affects employee morale and motivation in the student environment. This study provides strong evidence that management needs to pay attention to and manage employee workload to maintain optimal motivation levels.

Table 8 Analysis of the effect of X2 work stress on Y performance of employees in the field of student affairs at UNESA

Directional Measures						
			Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Ordinal	by Somers' d	Symmetric	.923	.029	25.298	.000
Ordinal		VAR00001 Dependent	.923	.032	25.298	.000
		VAR00002 Dependent	.923	.031	25.298	.000

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

This study revealed a significant influence on employees working in the student affairs field at the State University of Surabaya (Unesa). This effect has an Approximate Significance of 0.000, statistically smaller than the critical limit of 0.05. This data indicates that efforts to manage and reduce work stress are essential to improve employee performance in this field. The study also emphasizes the need for effective stress management strategies to ensure employee well-being and optimize their performance.

Table 9 Analysis of the influence of X1 workload on Y performance of employees in the field of student affairs at UNESA

Directional Measures						
			Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Ordinal	by Somers' d	Symmetric	.562	.134	4.098	.000
Ordinal		VAR00001 Dependent	.565	.138	4.098	.000
		VAR00002 Dependent	.559	.131	4.098	.000

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

When juxtaposed with the workload in student affairs, Unesa proved significant. The workload assigned to employees directly affects how they carry out their tasks. There is a real impact on their performance. In this context, employee performance includes efficiency, effectiveness, and the quality of the work they achieve (Azhar et al., 2023). Therefore, management needs to consider optimal workload management to maintain and improve employee performance in student affairs.

Table 6 Analysis of the influence of X2 work stress on X3 motivation of student affairs employees at UNESA

Directional Measures						
			Value	Asymp. Std. Errora	Approx. Tb	Approx. Sig.
Ordinal	by Ordinal	Somers' d Symmetric	.994	.005	38.895	.000
		VAR00001 Dependent	.992	.007	38.895	.000
		VAR00002 Dependent	.996	.005	38.895	.000

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

There is a significant relationship between work motivation and employee performance in the field of student affairs at Unesa. Therefore, serious attention should be paid to improving and maintaining employee motivation. Thus, strategies to increase work motivation must be the focus to achieve high work results consistently. (F. Harbiato & Perkasa, 2023).

3.2. Discussion

This study found that a high or excessive workload hurts employee motivation in student affairs at the State University of Surabaya (UNESA). Overworkload can lead to physical and mental exhaustion, lowering morale and motivation to work. When employees feel overwhelmed with the number of tasks to complete, they may feel pressured and unmotivated to achieve their work goals. A study by Wijayanto and Fadillah (2019) supports these findings, showing that 55% of employees in the higher education sector in Indonesia report high workload as a major factor in work stress (Wijayanto & Fadillah, 2019). Therefore, management must manage employee workload well, ensuring that tasks and responsibilities are distributed evenly and realistically.

According to Herzberg's Motivation Theory, two main factors affect work motivation: motivator and hygienic factors. Motivator factors, such as achievement, recognition, and the job, can improve intrinsic motivation and employee performance. Meanwhile, hygienic factors, such as working conditions, salary, and interpersonal relationships, play a role in preventing dissatisfaction. In the context of UNESA, recognizing employees' achievements in student affairs can increase their motivation to work better. Self-Determination Theory (Deci & Ryan, 2000). It is also relevant in understanding the relationship between motivation and performance. This theory emphasizes the importance of basic human needs for autonomy, competence, and interconnectedness in influencing intrinsic motivation. Employees who feel in control of their work, can master their tasks, and have positive relationships with coworkers tend to be more motivated and perform better. At UNESA, giving employees more autonomy and opportunities for competency development can improve their motivation and performance.

On the other hand, the Theory of Hope (Vroom, 1964) states that employee performance is determined by motivation, which is influenced by three factors: expectations, instrumentality, and valence. Hope is the employee's confidence that their efforts will result in good performance; instrumentality is the belief that good performance will be rewarded; and valence is the value of the award. At UNESA, if employees believe that their efforts in student affairs will be recognized and rewarded, they will be more motivated to work hard.

Work stress was also found to have a significant relationship with work motivation. High stress can reduce employee motivation, as they may feel anxious, overwhelmed, and unable to cope with work pressure. Research by (Smith, 2018) shows that poorly managed work stress can reduce productivity by up to 20%. This emphasizes the importance of stress management in maintaining employee motivation and performance. Work stress can come from various sources, including excessive workloads, high job demands, and an unsupportive work environment. Therefore, it is important to identify these sources of stress and implement strategies to reduce them, such as employee well-being programs and stress

management training.

This study also shows that workload and stress affect work motivation directly and impact employee performance through work motivation. High workload and stress can decrease motivation, reducing employee performance. More motivated employees may need to be able to perform at their best, which can negatively impact their work efficiency and effectiveness.

Work motivation has a direct impact on employee performance. Motivated employees tend to be more productive, creative, and committed. High motivation improves employees' ability to focus, complete tasks efficiently, and deliver high-quality work results. A study (Deci & Ryan, 2000) shows that employees who feel autonomous, competent, and have good relationships in the workplace tend to be more intrinsically motivated, positively impacting their performance. Research by (A. Harbiato & Perkasa, 2023) in the education sector in Indonesia, it was found that work motivation has a significant positive correlation with employee performance. This study shows that motivated employees have better job effectiveness, productivity, and satisfaction. This is consistent with the findings at UNESA, where employees' work motivation in the field of student affairs directly impacts their performance.

A study by (Locke & Latham, 2002) in the journal "Academy of Management Review" shows that clear goals and positive feedback can improve employee motivation and performance. The study found that employees with clear work goals and who received constructive feedback tended to be more motivated and perform better. At UNESA, setting clear goals for employees in student affairs and providing constructive feedback can help improve their motivation and performance. Research (Gagné & Deci, 2005) in the "Journal of Organizational Behavior" shows that intrinsic motivation, which is influenced by the need for autonomy and competence, significantly impacts employee performance. At UNESA, by providing more autonomy and opportunities to grow, employees in the field of student affairs can be motivated to achieve higher performance. Workload refers to the number of activities an individual or group must complete within a given period. This is relevant to YSA & Haryani's work, which states that workload, work stress, and motivation simultaneously affect employee performance (YSA & Haryani, 2020). The workload consists of tasks employees must complete by utilizing their potential and skills within a certain period.

Motivation is the drive in a person to carry out their tasks, which can be characterized by the desire to improve performance, the feedback response to the belief that effort at a certain level will produce the desired results, and the constant focus on achieving goals. Good achievements are often associated with motivation at work. Companies or organizations need to understand what motivates employees in their work achievements. This is relevant to the work of Nadiaty et al., which states that there is a negative association (Nadiaty et al., 2019). Thus, it is important to pay attention to improving the performance that will deliver the results of a work process closely related to organizational strategy and

individual or consumer satisfaction. Paying attention to these three aspects will be very helpful for the organization.

4. CONCLUSION

Based on the findings of this study, there is a significant relationship between work stress and employee motivation in the field of student affairs at UNESA. High work stress and excessive workload directly affect employee motivation and performance. High stress levels reduce employees' ability to focus and complete tasks effectively, while excessive workload leads to burnout, which decreases work quality and efficiency. Therefore, employee motivation is very important to support their performance in student affairs. The difficulty of stress management in the workplace cannot be ignored. Organizations must develop programs that help employees manage their stress, including stress management training, counseling, and relaxation activities. UNESA can implement employee welfare programs focusing on mental and physical health, such as providing access to psychological counseling, yoga sessions, or other recreational activities.

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