THE INFLUENCE OF WORK STRESS AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT INDOMARET, TANAH BARU BRANCH, DEPOK

Muhamad Guruh[1], Fitri Sabina[2], Surya Budiman[3]

[1,2,3]Fakultas Ekonomi dan Bisnis, dosen02256@unpam.ac.id, Universitas Pamulang

ABSTRACT

This study aims to analyze the impact of work stress and work motivation on employee performance at the Indomaret Tanah Baru branch in Depok. The study uses a quantitative approach with a survey method involving 60 respondents. The work stress variable is measured through workload, work conflict, work hours, work environment, and career opportunities, while work motivation includes physiological needs, security, sense of belonging, self-esteem, and self-actualization. Employee performance is measured through job knowledge, work outcomes, mental agility, initiative, attitude, and time discipline. The analysis results indicate that work stress significantly affects employee performance. Work motivation also has a significant impact on employee performance. Simultaneously, work stress and work motivation together have an impact on employee performance, showing that 84.6% of the variability in employee performance is influenced by these two variables. The study concludes that good management of work stress and appropriate work motivation can improve employee performance. It is recommended that Indomaret enhance its stress management system and provide relevant motivation to increase employee productivity and efficiency.

Keywords: Work Stress, Work Motivation, Employee Performance

1. INTRODUCTION

Human resources are a central factor in managing any organization. Their significant contributions play a crucial role in a company's success. In light of technological advancements and the increasingly competitive global business environment, organizations are realizing the importance of effective human resource management. Proper management of human resources leads to positive outcomes for the company, including achieving its goals. To meet these objectives, organizations require competitive and competent human resources to support their success. According to Umar and Sudaryo et al. (2018:5), human resource management (HRM) is a branch of organizational management that focuses on human resources. HRM is essential for ensuring efficiency, effectiveness, and productivity within an organization. High-quality human resources are critical, as organizations often face challenges related to their workforce. Managing human resource issues is a challenge because the success of management and other aspects depends on the quality of human resources.

The role of HRM is to manage human factors effectively, ensuring employees are satisfied with their work. Employees are a vital element in any organization, serving as drivers and decision-makers within organizational processes. Regardless of the availability of various necessary factors, an organization cannot operate without human involvement. Therefore, organizations must prioritize the well-being of their human resources to enhance overall performance. Globalization has introduced numerous challenges, including increased demands for mastering new technologies. Employees must work faster, adhere to stricter deadlines, stay focused, and adapt to evolving job demands and regulations. These pressures often lead to workplace stress, a condition that affects employees' mental and physical well-being. According to Mangkunegara (2017:157), work stress is the frustration experienced by employees when dealing with their jobs.

Work stress can negatively affect performance, potentially reducing productivity. To ensure high performance, employees must overcome excessive workloads and manage stress effectively. Stress can manifest physically, mentally, and emotionally, leading to issues such as nervousness, unusual behavior, irritability, emotional instability, and a lack of confidence. Consequently, employees may struggle to perform at their best. Motivation serves as a driving force for employees, enabling them to perform their tasks effectively. According to Sri Widodo (2016:291), motivation is a state or energy within employees that directs them toward achieving company goals. Mahesa, as cited in Irawati (2018:119), argues that motivation energizes employees, aligns their activities with the company's objectives, and ensures alignment between personal and organizational goals. Insufficient motivation can hinder the company from achieving its objectives, while effective motivation can lead to success. However, efforts to motivate employees may not always result in the desired performance. Sinambella (2017:480) defines performance as an employee's ability to carry out specific tasks. A company's success is often reflected in improved employee performance, which serves as a competitive advantage. High-performing employees demonstrate accountability, enthusiasm, and efficiency in their work.

Indomaret, located on Putra Mandiri Regency Street No. 13, Beji District, Depok City, is a minimarket chain providing daily necessities within a sales area of less than 200 square meters. The first Indomaret store, established in Ancol, North Jakarta, on June 20, 1988, is managed by PT Indomarco Prismatama. In 1997, Indomaret pioneered Indonesia's first franchise business, expanding its outlets to over 230. By 2015, Indomaret operated 11,400 outlets, with 60% company-owned and 40% franchised. As of June 2021, the number of outlets reached 18,939, with franchise partners ranging from cooperatives and enterprises to individuals. Indomaret operates under the motto "Easy and Economical," with outlets across Indonesia, from Sumatra and Java to Kalimantan and Sulawesi.

According to Priansa (2017:312), work stress arises from the imbalance between physical and psychological capabilities in handling assigned tasks, impacting emotions, thoughts, actions, and other aspects of employees. Rahayaan et al. (2019:3) state that while work stress is inevitable, it can be mitigated and managed effectively. Stress is not always detrimental and may sometimes have positive outcomes. To evaluate work stress at Indomaret, researchers conducted a pre-survey involving 20 employees. The pre-survey results indicate that employees at Indomaret Tanah Baru experience work-related stress, as reflected by 18 employees reporting unfavorable working hours and 15 employees experiencing workplace conflicts. Work-related stress is caused by working hours frequently exceeding limits, irregular overtime, sudden tasks, and many unfinished assignments. Workplace conflicts, particularly disagreements among employees, are also common. These conditions affect employees' health and reduce work effectiveness, highlighting the need for specific attention to managing stress to ensure employees remain healthy and productive.

Motivation is a crucial factor in supporting employees to work effectively and efficiently. Motivation does not solely come from within the employees but also from the ability of leaders to inspire and foster enthusiasm for work. With proper motivation, employees are expected to improve their performance and help the company achieve its targets. A pre-survey was also conducted to evaluate the level of work motivation among 20 employees at Indomaret Tanah Baru. The results reflect the need for further efforts to enhance motivation to support the company's overall performance. The pre-survey results indicate that the motivational support provided by Indomaret Tanah Baru is insufficient. This is evident as 17 employees reported dissatisfaction with physiological needs, and 12 employees expressed a lack of a sense of belonging. These issues stem from inadequate company policies on fair wage standards and a lack of camaraderie between employees and management.

Addressing these concerns is crucial, as motivation plays a key role in driving employees to deliver their best, support personal development, and enhance performance. Achieving company goals relies heavily on human factors, as employee behavior significantly impacts the organization's success. High performance is essential for the company to achieve optimal results. Employee performance data from 2020 to 2022 highlights these trends and underscores the need for improved motivational strategies. The data shows that employee performance percentages from 2020 to 2022 have been unstable, with fluctuations in performance across the three years. This variability is influenced by internal and external factors. To address this, company leaders must prioritize maintaining and enhancing employee performance by managing work-related stress and providing appropriate motivational techniques tailored to employees' needs. These efforts are essential for improving employee performance and achieving organizational goals effectively and efficiently.

The urgency of this study lies in its exploration of how work stress and motivation influence employee performance at the Indomaret Tanah Baru branch. Work stress, stemming from factors like excessive workloads, irregular work hours, and workplace conflicts, significantly impacts employees' health and productivity. Simultaneously, insufficient motivation, including dissatisfaction with basic needs and a lack of a sense of belonging, hinders employees from reaching their full potential. As a critical driver of organizational success, employee performance directly correlates with how well stress is managed and motivation is fostered. In the competitive retail industry, addressing these issues is essential to enhance productivity and achieve organizational goals. This study aims to provide actionable insights for improving stress management practices and implementing effective motivational strategies tailored to employees' needs. The findings will not only benefit the Indomaret branch in achieving higher performance but also contribute to broader knowledge on managing human resources in similar organizational settings.

2. METHODS

This study uses an associative approach with a quantitative method, aiming to determine the relationship or influence between two or more variables. The method relies on numerical data and statistical analysis to test the hypotheses set forth. The research is conducted at the Indomaret branch in Tanah Baru, Depok City, over a

period of 8 months, from August to March 2025. The variables examined include Work Stress (X1), Work Motivation (X2), and Employee Performance (Y). Work Stress involves indicators such as workload, work conflicts, working hours, work environment, and career advancement. Work Motivation is measured based on physiological needs, safety, belongingness, self-esteem, and self-actualization. Employee Performance is measured through job knowledge, results achieved, mental agility, initiative, attitude, and time discipline.

This study uses a saturated sample, with all 60 employees at the Indomaret Tanah Baru branch as respondents. Data collection techniques are done through questionnaires, observations, and literature studies. The collected data will be analyzed using validity and reliability tests, as well as classical assumption testing such as normality, multicollinearity, heteroscedasticity, and autocorrelation. To test the relationship between variables, multiple linear regression analysis, t-tests for partial testing, and F-tests for simultaneous testing are used. This test aims to determine whether work stress and work motivation significantly affect employee performance.

3. RESULT AND DISCUSSION
A. Profile
Indomaret was established in 1988 to simplify the provision of daily essentials for employees. Over time, the company expanded its operations and studied consumer shopping behavior, finding that customers preferred modern stores for their product variety, quality, competitive prices, and comfortable environments. With this insight, Indomaret was founded under PT Indomarco Prismatama, adopting the vision of "becoming a superior retail network" and the motto "easy and economical."

Initially, Indomaret operated stores near residential areas, offering daily necessities in 200 m² spaces. As demand grew, the network expanded to residential, office, commercial, tourist, and apartment areas. The company gained expertise in operating large-scale retail networks, committing to making Indomaret a national asset run entirely by Indonesians. Its vision evolved into "becoming a national asset through a superior franchise retail network in global competition."

As Indonesia's first minimarket franchise pioneer, Indomaret received widespread public support and government recognition, earning the "Outstanding Franchise Company 2003" award. By August 2023, Indomaret operated 22,077 stores supplied by 42 distribution centers with over 5,000 products. The network is further strengthened by Indogrosir, its wholesale business subsidiary.

B. Characteristics of Respondents
The characteristics of respondents in this study provide a comprehensive understanding of the diversity among employees based on gender, age, and education level. The gender distribution reveals that the majority of respondents are female, accounting for 55% or 33 individuals, while male respondents comprise 45% or 27 individuals. This indicates a slight dominance of female employees within the population studied.In terms of age, the majority of respondents fall within the 20-30 years age group, representing 83% or 50 individuals. This highlights a predominantly younger workforce. Following this, 15% or 9 respondents are aged 31-40 years, while only 2% or 1 respondent is in the 41-50 years age group, indicating a minimal representation of older employees.

Regarding education level, most respondents have completed high school or its equivalent (SMA/SMK), which accounts for 73% or 44 individuals. This is followed by 18% or 11 respondents who hold a bachelor's degree, and 9% or 5 respondents who have a diploma. This distribution reflects a workforce primarily consisting of individuals with a high school education, supplemented by a smaller proportion with higher educational qualifications. These respondent characteristics provide a clear picture of the demographic profile of the employees, which is crucial for understanding their perspectives and aligning the study objectives with the observed conditions.

C. Intruments Test
In this Instrument Testing, there are two types of tests conducted: validity testing and reliability testing.

Table 1. Validity Test

Work Stress			
Statement Item	**r calculated**	**r table**	**Description**
X1.1	0.603	0.2542	Valid
X1.2	0.643	0.2542	Valid

X1.3	0.604	0.2542	Valid
X1.4	0.705	0.2542	Valid
X1.5	0.687	0.2542	Valid
X1.6	0.556	0.2542	Valid
X1.7	0.569	0.2542	Valid
X1.8	0.696	0.2542	Valid
X1.9	0.628	0.2542	Valid
X1.10	0.722	0.2542	Valid
Work Motivation (X2)			
Statement	**r**	**r table**	**Description**
X2.1	0.726	0.2542	Valid
X2.2	0.684	0.2542	Valid
X2.3	0.635	0.2542	Valid
X2.4	0.617	0.2542	Valid
X2.5	0.674	0.2542	Valid
X2.6	0.742	0.2542	Valid
X2.7	0.672	0.2542	Valid
X2.8	0.708	0.2542	Valid
X2.9	0.713	0.2542	Valid
X2.10	0.683	0.2542	Valid
Employee Performance (Y)			
Statement	**r**	**r table**	**Description**
Y.1	0.722	0.2542	Valid
Y.2	0.758	0.2542	Valid
Y.3	0.631	0.2542	Valid
Y.4	0.627	0.2542	Valid
Y.5	0.741	0.2542	Valid
Y.6	0.701	0.2542	Valid
Y.7	0.713	0.2542	Valid
Y.8	0.743	0.2542	Valid
Y.9	0.711	0.2542	Valid
Y.10	0.713	0.2542	Valid

Based on the table above, it is evident that the calculated r-value for the validity of the variables exceeds the r-table value (0.2542). This indicates that the data processed using the SPSS software is deemed valid.

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items	Description
Work Stress	0.838	10	Reliable
Work Motivation	0.874	10	Reliable
Employee Performance	0.888	10	Reliable

The reliability analysis shows that all three variables—Work Stress, Work Motivation, and Employee Performance—are highly reliable, as indicated by their Cronbach's Alpha values exceeding 0.70. The Work Stress variable has a Cronbach's Alpha of 0.838, demonstrating strong internal consistency among its items. Similarly, Work Motivation, with a Cronbach's Alpha of 0.874, and Employee Performance, with the highest Alpha of 0.888, indicate that the items measuring these constructs are highly consistent and dependable. These results confirm that the instruments used are robust and reliable for analyzing the variables in this study.

D. Classic Assumption Test
1. Normality Test

Figure 1. P-P Plot of Normality Test
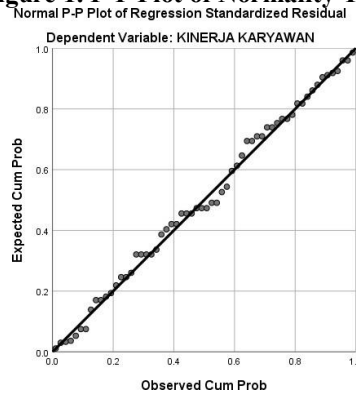
Based on the P-P Plot graph above, the points follow and are close to the diagonal line, indicating that the regression model meets the assumption of normality.

2. Multicollinearity Test

Table 3. Multicollinearity Test

Model		Unstandardized		Standardized Coefficients			Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.571	2.213		1.613	.112		
	Work Stress	.272	.101	.260	2.694	.009	.290	3.453
	Work Motivation	.674	.094	.690	7.141	.000	.290	3.453

Based on the results of the multicollinearity test in the table above, it shows that all independent variables have a Tolerance value > 0.1 and a VIF value < 10 (0.290 > 0.1 and 3.453 < 10). Therefore, it can be concluded that there is no multicollinearity among the independent variables in this study.

**3. Autocorrelation Test**

Table 4. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.920a	.846	.841	2.383	1.911

a. Predictors: (Constant), Work Motivation, Work Stress.
b. Dependent Variable: Employee Performance

Based on the results of the test in the table above, the Durbin-Watson value is dw = 1.911. Then, based on the Durbin-Watson statistic table at a 5% significance level with a sample size (n) = 60, the results show dl = 1.514, dU = 1.652, and 4-dU = 2.348. The calculation shows that the value of d falls between dU and 4-dU, or 1.652 < 1.911 < 2.348, which means that there is no autocorrelation in the regression model used.

4. Heteroscedasticity Test
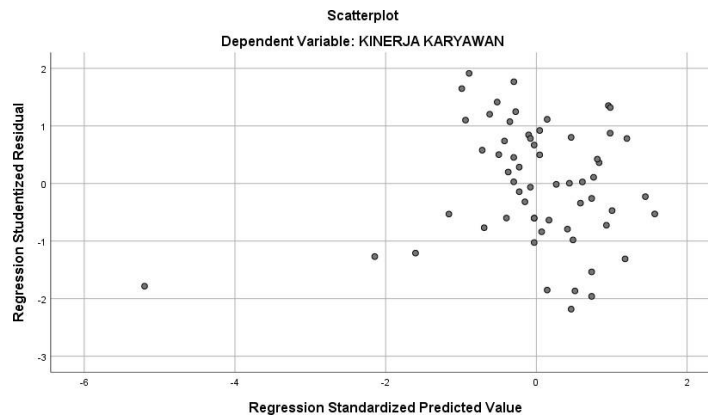
Figure 1. Heteroscedasticity Test

Based on the image above, the pattern of points on the regression scatterplot is scattered with no clear pattern above and below the 0 on the Y-axis. Therefore, there is no issue of heteroskedasticity in this regression model.

C. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B		Std. Error	Beta		
1	(Constant)	3.571	2.213		1.613	.112
	Work Stress	.272	.101	.260	2.694	.009
	Work Motivation	.674	.094	.690	7.141	.000

Based on the multiple linear regression equation provided in column B, the constant value is 3.571, while the coefficients for Work Stress and Work Motivation are 0.272 and 0.674, respectively. Therefore, the regression equation explaining the effect of Work Stress and Work Motivation on employee performance can be written as follows:

$$Y = 3.571 + 0.272X1 + 0.674X2$$

The interpretation of this regression equation is as follows:
1. The constant value indicates that if Work Stress and Work Motivation are both 0, the expected employee performance is 3.571.
2. The positive coefficient for Work Stress (0.272) indicates that for every 1 point increase in Work Stress, employee performance is expected to increase by 0.272.
3. The positive coefficient for Work Motivation (0.674) indicates that for every 1 point increase in Work Motivation, employee performance is expected to increase by 0.674.

Table 6. F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1778.767	2	889.383	156.554	.000[b]
	Residual	323.816	57	5.681		
	Total	2102.583	59			

Based on the table above, the calculated F-value (Fhitung) is greater than the critical F-value (Ftabel), or (156.554 > 3.16). This is further supported by a probability significance value of 0.000, which is less than 0.05. Therefore, Ho is rejected and Ha is accepted. It can be concluded that Work Stress (X1) and Work Motivation (X2) have a significant simultaneous effect on Employee Performance (Y) at the Indomaret Tanah Baru Depok branch.

D. Discussion

The analysis results indicate that work stress significantly affects employee performance at the Indomaret branch in Tanah Baru, Depok. This finding supports the first hypothesis, which states that work stress contributes to either a decrease or improvement in employee performance. Juliantari (2021) asserts that poorly managed work stress can affect employees' effectiveness in performing their tasks. In this context, work stress often acts as a barrier to productivity, reducing employees' ability to focus and complete tasks on time. Work stress can arise from various sources, including excessive workloads, tight time demands, or interpersonal conflicts in the workplace (Mangkunegara, 2017). The company's inability to manage these factors can result in a significant decline in performance. Therefore, it is crucial for management to identify the causes of work stress and provide adequate support for employees to cope with workplace pressures. Additionally, high levels of work stress can also impact employees' emotional well-being. Rahayaan et al. (2019) mention that work stress not only affects productivity but also mental health, such as anxiety and emotional instability. These effects can potentially reduce employees' self-confidence, preventing them from delivering their best at work.

Work motivation is also found to have a significant effect on employee performance at the Indomaret branch in Tanah Baru, Depok. This finding supports the second hypothesis, which states that work motivation plays an important role in improving employee performance. Santoso (2020) explains that good motivation can drive employees to work harder and with greater commitment. Work motivation encompasses various factors, including recognition from supervisors, financial rewards, and opportunities for growth (Sri Widodo, 2016). When employees feel valued and supported in their work, they are more likely to exhibit higher productivity. Therefore, companies must create a supportive work environment to maintain optimal levels of motivation. Mahesa in Irawati (2018) states that effective work motivation not only influences individual productivity but also enhances overall morale in the workplace. When employee motivation increases, they become more engaged in their work, which in turn can boost the company's overall success.

Simultaneously, work stress and work motivation are found to have a significant effect on employee performance. This finding supports the third hypothesis, indicating that the combination of these two variables has a strong impact on productivity. Kartika and Haryani (2018) reveal that well-managed work stress and high motivation can create a balance that supports optimal performance. The analysis shows that a majority of the variability in employee performance at the Indomaret branch in Tanah Baru, Depok, can be explained by work stress and motivation. Other factors outside the study, such as leadership style or organizational culture, contribute less (Umar & Sudaryo, 2018). This emphasizes the importance of focusing on stress management and motivation to improve performance outcomes. Good motivation can mitigate the negative effects of work stress on employee performance. According to Priansa (2017), motivation acts as a buffer against work pressure, enabling employees to remain focused and productive despite challenges. Therefore, the combination of stress management and motivation enhancement is crucial to achieving organizational goals.

4. CONCLUSION

The research findings highlight the significant impact of work stress and work motivation on employee performance at the Indomaret Tanah Baru branch, Depok. The analysis indicates that work stress, stemming from factors such as excessive workloads, irregular work hours, and workplace conflicts, directly affects employees' productivity and mental well-being. Proper stress management is critical to ensuring employees can perform effectively and maintain their health. Motivation, encompassing aspects like recognition, financial rewards, and personal growth opportunities, is equally essential in enhancing employee performance. The study confirms that motivated employees are more productive, engaged, and aligned with organizational goals. Insufficient motivation, on the other hand, can hinder employees from achieving their full potential, thereby impacting the company's overall performance. When analyzed simultaneously, work stress and motivation together account for a substantial portion of the variability in employee performance. This underscores the importance of addressing both factors to optimize productivity. By implementing effective stress management strategies and providing tailored motivational support, the organization can improve employee satisfaction and achieve better performance outcomes. These findings align with existing literature, demonstrating the critical role of human resource management in fostering a productive and supportive work environment.

REFERENCES

[1] Ajabar. (2020). Manajemen sumber daya manusia. Yogyakarta: Deepublish. Arikunto, S. (2015). Dasar-dasar evaluasi pendidikan. Jakarta: Bumi Aksara.

[2] Edy, S. (2014). Manajemen sumber daya manusia. Jakarta: Kencana. Elbadiansyah. (2019). Manajemen sumber daya manusia. Purwokerto: CV IRDH.

[3] Faisal, B. D. (2021). Pengaruh stres kerja dan motivasi terhadap kinerja pegawai Dinas Perpustakan dan Arsip Kabupaten Brebes. Skripsi (S1) thesis, Perpustakaan Fakultas Ekonomi dan Bisnis Unpas. Bandung: Repo Unpas.

[4] Fathullah, A. (2015). Pengaruh beban kerja dan stres kerja terhadap turnover di kantor jasa penilai publik Maulana, Andesta & Rekan. Skripsi Manajemen S1, 2015. Tangerang Selatan: Eprints UNPAM.

[5] Harras, H., Sugiarti, E., & Wahyudi. (2020). Kajian manajemen sumber daya manusia untuk mahasiswa. Tangerang Selatan: UNPAM Press.

[6] Hasibuan, M. S. P. (2019). Manajemen sumber daya manusia. Jakarta: Bumi Aksara. Mangkunegara, A. A. (2017). Manajemen sumber daya manusia perusahaan. Bandung: Remaja Rosdakarya.

[7] Mukrodi, H., Hermawati, R., & Alifiah, S. (2019). Manajemen sumber daya manusia II. Tangerang Selatan: UNPAM Press.

[8] Riniwati, H. (2016). Manajemen sumber daya manusia: Aktivitas utama dan pengembangan SDM. Malang: UB Press.

[9] Sedarmayanti. (2019). Manajemen sumber daya manusia. Bandung: Refika Aditama.

[10] Siagian, S. P. (2018). Manajemen sumber daya manusia. Jakarta: Bumi Aksara.

[11] Sugiyono. (2017). Metode penelitian administrasi: Dilengkapi dengan metode R&D. Bandung: Alfabeta.

[12] Sugiyono. (2016). Metode penelitian kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta.

[13] Sugiyono. (2019). Statistika untuk penelitian. Bandung: CV Alfabeta.

[14] Sujarweni, V., & Poly Endrayanto. (2012). Statistika untuk penelitian. Yogyakarta: Graha Ilmu.

[15] Wibowo. (2013). Budaya organisasi: Sebuah kebutuhan untuk meningkatkan kinerja jangka panjang. PT RajaGrafindo Persada.

[16] Agustina, P., Kusjono, G., & Supritno. (2021). Pengaruh motivasi kerja dan kompensasi kerja terhadap produktivitas kerja karyawan PT. Emka Putra Pratama. Jurnal Ilmiah Mahasiswa (JIMAWA), 1(1), 29-35.

[17] Arfani, M. R., & Luturlean, B. S. (2018). Pengaruh stres kerja dan beban kerja terhadap kinerja karyawan di PT Sucifindo Cabang Bandung. E-Proceeding of Management, 5(2), 2770-2785.

[18] Iriani. (2012). Pengaruh gaya kepemimpinan, stres kerja, dan motivasi terhadap kinerja karyawan PT. POS Indonesia Kantor Pos Karanganyar. Jurnal Bisnis dan Manajemen, 22(1).

[19] Juliantari, N. P. R., Sujana, I. W., & Novarini, N. N. A. (2021). Pengaruh kecerdasan emosional dan stres kerja terhadap produktivitas karyawan pada PT Matahari Duta Plaza Denpasar. Jurnal Values, 2(1), 713-720.

[20] Khairizah. (2018). Pengaruh gaya kepemimpinan terhadap kinerja karyawan. (Studi pada karyawan di Perpustakaan Universitas Brawijaya Malang). Jurnal Administrasi Publik (Jap), 3(7), 1268-1272.

[21] Manihuruk, C. P., & Tirtayasa, S. (2020). Pengaruh stres kerja, motivasi kerja, dan lingkungan kerja terhadap semangat kerja pegawai. Jurnal Ilmiah Magister Manajemen, 3(2), 296-307.

[22] Rosinta Ramouali. (2017). Pengaruh pengawasan dan pengalaman kerja terhadap kinerja karyawan pada PT Mitra Karya Anugrah Medan. Jurnal of Innovation, 2(2), 2477-0474.