

# The Effect of Role Overload and Work Stress Toward Employee Performance Through Work Motivation (A Study at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah)

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## Abstract

Employee performance is an achievement undertaken by employee in completing his/her job. Objectives of this current study are as follow: (1) variable description of role overload, work stress, work motivation and employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah, (2) direct effect of role overload, work stress, work motivation toward employee performance, (3) indirect effect of role overload and work stress toward employee performance through work motivation. Instrument employed in this present study is regression analysis. Result of this study demonstrates that (a) role overload has significant effect toward employee performance (b) role overload has significant effect toward work motivation (c) role overload through work motivation has significant effect toward employee performance (e) work stress through work motivation has significant effect toward employee performance (f) work motivation has significant effect toward employee performance.

**Keywords:** Role Overload, Work Stress, Work Motivation, Employee Performance

## 1. Introduction

Employee as the main human resource determines a progress or a deterioration of an instance. Employee performance can be influenced by work motivation of the employee. Employee performance is record of the results achieved from particular work or activity in a certain time (Bernadin dan Russel, 1993).

Employee performance is an accomplishment undertaken by the employee in order to achieve target of the company. Meanwhile, according to Robbin (2008) there are several factors which influence employee performance such as role overload, work stress, and work motivation. The factors might directly impact since if the employee gets role overload and work stress might influence quality of the job while work motivation given to the employee is also insufficient.

Employee's work motivation is manifested from his/her enthusiasm of achieving target of the company. Luthans (2006) stated that work motivation is an encouragement of fulfilling particular determined goal of the company. Additionally, Tansuhaj (1988) revealed that work motivation is human's mental state in giving force and directing as well as distributing and maintaining action and behavior of the employee.

Employee's work stress is a pressure given by a company in high target achievement. According to Fevre Le, et al., (2003) work stress occurs at an individual as the result of excessive workload resulted from the individual's change.

Role overload is excessive task which does not fit to the employee's role. Singh (2000) states that role overload is excessive role. This notion is much compared to human resource around the environment.

Based on the interview at PT Surya Raya Lestari II is one of the largest companies in coconut industry at Regency of South Mamuju Western Sulawesi Province which supplies coconut from Western Sulawesi and East Sulawesi. Moreover, most of the employee state that they rarely get work motivation instead they require working more than their workload. However, the company rarely gives reward and gets late in giving salary.

Based on result of the interview at

Based on the exploration carried above, the researcher gets interested in observing problem about employee performance at PT Surya Raya Lestari II. Objectives of this current study are as follow:

- a. To examine how variable condition of role overload, work stress, work motivation and employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah
- b. To investigate the impact of role overload toward employee performance
- c. To know the effect of role overload toward work motivation
- d. To observe the indirect effect of role overload toward employee performance through work motivation
- e. To identify the influence of work stress toward employee performance
- f. To know the impact of work stress toward work motivation
- g. To investigate the indirect effect of work stress toward employee performance through work motivation
- h. To examine the influence of work motivation toward employee performance

## 2. Methodology

### 2.1 Conceptual Model

This study employs survey research of quantitative approach using explanatory research. Survey research is a research which takes sample from one population and utilizes questionnaire as data collection tool (Sugiyono, 2013). Quantitative research of explanatory approach functions to describe state of respective variables i.e. Role Overload (X1) and Work Stress (X2) toward Employee Performance (Y) through Work Motivation (Z). This research model can be seen in figure 2.1 below:

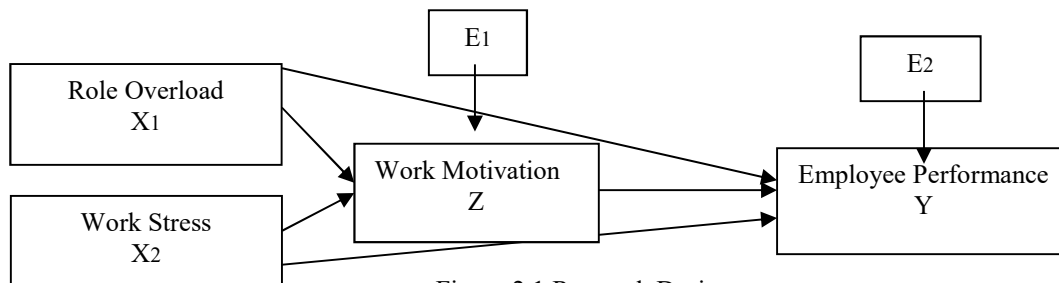


Figure 2.1 Research Design

In figure 2.1 conceptual framework has been developed through research variable. To determine arguments between the researcher and theory combined with result of the study, some theories related to the discussion above are carried below:

#### a. Role overload

Role overload involves a condition where an employee gets under pressure due to many responsibilities they have in their life. Another argument conveys that role overload might obstruct the employee's personality development and ability to perform effectively, above all greater workload toward the employee where they carry their job home, work long hour at their workplace, and keep working on holiday (Bolino dan Turnly, 2005)

#### b. Work Stress

Work stress is a tension state which creates physical and psychological imbalance which influences the employee's emotion, thinking process, and state in this case the pressure is caused by the employee's workplace environment (Rivai, 2004)

#### c. Work motivation

Gottschalg et al, (2006) reveal that motivation at a company is considered as a vehicle through individual motivation in order to achieve the company target.

#### d. Employee Performance

Performance or work accomplishment is quantitative and qualitative work outcome achieved by an employee in running his/her task as the job desk given to him/her (Mangkunegara, 2005).

### 2.2 Sampling Technique

Technique of sampling in a research is a part of amount and characteristics belonged to the population (Sugiono, 2013). Sampling Technique used in this study is selecting all of the population (saturated sample) that is 155 employees at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah.

### 2.3 Data Collection Technique

#### a. Interview

Interview is main technique in gathering data through direct interview at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah as the object of this study through collecting data using structured-interview as the problem of the study.

#### b. Questionnaire

Collecting data using questionnaire is undertaken by giving written statement to respondents in order to get data which is directly related to the problem occurring.

#### c. Documentation

Documentation is employed to understand and note through collecting supporting documents for this study as data of organization structure list of employees' name.

### 2.4 Data Analysis Technique

Data analysis technique employed is SPSS 22 for Windows. SPSS program is utilized to analyze data which have been decided to examine. To ensure that this study measures determined data of four variables in this study properly, validity and reliability are necessary to consider. Calculation using SPSS to answer the researcher's statement is also employed

## 2.5 Result

### 2.6.1 Descriptive Analyses

#### a. Role overload

Based on descriptive analysis result on table 2.5, the data of role overload is obvious that from the first six questions i.e. 3.2 means enough while the second one i.e. 3.5 means high, the third one i.e. 3.3 means enough, the fourth one means i.e. 3.4 means enough, the fifth one i.e. 3.3 means enough and the sixth one i.e. 3.6 means high. Meanwhile, the whole score of the descriptive analysis can be known from total of mean score of role overload variable i.e. 3.38 (enough) which indicates that the employees get enough role overload at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

Table 2.5.1 Respondents' data on role overload variable

No	Score	Percentage %	Explanation
1	2,6 – 3,4	3,2	Enough
2	3,5 – 4,2	3,5	High
3	2,6 – 3,4	3,3	Enough
4	2,6 – 3,4	3,4	Enough
5	2,6 – 3,4	3,3	Enough
6	3,5 – 4,2	3,6	High
<b>Total</b>		3,38	Enough

Source: processed data 2017

#### b. Work Stress

Based on the result of descriptive analysis on table 2.5.2, the respondents answer the statement on work stress variable i.e. 3.4 which means enough. For the second question, the respondents' answers are 3.5 which mean high. Moreover, in the third question, the respondent's answers are 3.5 which mean high. The respondents' fourth question is stated in 3.4 which mean high. The respondents' fifth question is revealed in 3.3 which mean enough. In the sixth's question, respondents' answers are 3.5 which mean high. In the seventh question, the respondents' answers are 3.5 which mean high. For the eighth question, the respondents' answer is 3.3 which mean enough. Furthermore, the whole total is 3.43 which mean enough of work stress level.

Table 2.5.2 respondents' data on work stress variable.

No	Score	Percentage %	Explanation
1	2,6 – 3,4	3,4	Enough
2	3,5 – 4,2	3,5	High
3	3,5 – 4,2	3,5	High
4	2,6 – 3,4	3,4	Enough
5	2,6 – 3,4	3,3	Enough
6	3,5 – 4,2	3,5	High
7	3,5 – 4,2	3,5	High
8	2,6 – 3,4	3,3	Enough
<b>Total</b>		3,43	Enough

Source: processed data 2017

#### c. Work Motivation

In result of descriptive analysis on table 2.5.3, the respondents' answers are 3.5 for work motivation variable which means high. In the second question, the respondents' answers are 3.3 which mean enough. In the third question, the respondents' answers are 3.4 which mean enough. Moreover, 3.3 is the respondents' answers for question four which means enough. Similarly, 3.3 is the respondents' answers for question five which means enough. In question six, the respondents' answers are 3.5 which mean high. Furthermore, the respondents' seventh responses are 3.4 which mean enough.

Table 2.5.3 respondents' data on work motivation variable

No	Score	Percentage %	Explanation
1	3,5 – 4,2	3,5	High
2	2,6 – 3,4	3,3	Enough
3	2,6 – 3,4	3,4	Enough
4	2,6 – 3,4	3,3	Enough
5	2,6 – 3,4	3,3	Enough
6	3,5 – 4,2	3,5	High
7	2,6 – 3,4	3,4	Enough
<b>Total</b>		3,38	Enough

Source: processed data 2017

d. Employee Performance

Based on descriptive analysis on table 2.5.4 shows that statement given to the respondents i.e. 3.3 indicates that the employee performance is sufficient. For the second question, the respondents' answers are 3.4 which mean enough. Moreover, in the third question, the respondent's answers are 3.7 which mean high. The respondents' fourth question is stated in 3.3 which mean enough. The respondents' fifth question is revealed in 3.3 which mean enough. Moreover, 3.4 is the respondents' answers for question six which means enough. Similarly, 3.7 is the respondents' answers for question seven which means high. In question eight, the respondents' answers are 3.3 which mean enough. Furthermore, the respondents' ninth responses are 3.4 which mean enough. The total answer is 3.42 which mean that the respondents' employee performance is quite low

Table 2.5.4 respondents' data of employee performance variable

No	Score	Percentage %	Explanation
1	2,6 – 3,4	3,3	Enough
2	2,6- 3,4	3,4	Enough
3	3,5 - 4,2	3,7	High
4	2,6 – 3,4	3,3	Enough
5	2,6 – 3,4	3,3	Enough
6	2,6 – 3,4	3,4	Enough
7	3,5 – 4,2	3,7	High
8	2,6 - 3,4	3,3	Enough
9	2,6 – 3,4	3,4	Enough
<b>Total</b>		<b>3,45</b>	<b>Enough</b>

Source: processed data 2017

2.6.2 Inferential Analysis

Inferential analysis can be seen from cronbach alpha score –cronbach alpha functions to know consistency of data (reliability). This study has some statements existing at questionnaire which consists of twenty one statements in order to know independent variable for questionnaire of dependent variable i.e. eight statements. Score of reliability test can be seen from cronbach alpha. Score of the questionnaire is acceptable if the score is 0.6. Score of dependent variable is 0.790. Meanwhile, the highest score of independent variable is 0.915 so it demonstrates that consistency of respondents' data is acceptable. In addition, to know the correlation among variables, the researcher proposes some hypotheses as follow:

H1: role overload positively and significantly correlates to employee performance

H2: role overload positively and significantly correlates to work motivation

H3: work stress positively and significantly correlates to employee performance

H4: work stress positively and significantly correlates to work motivation

H5: work motivation positively and significantly correlates to employee performance

H6: role overload positively correlates to employee performance through work motivation

H7: work stress positively and significantly correlates to employee performance through work motivation

This study employs regression analysis to test hypotheses proposed. Result of the regression analysis is displayed on table 2.5.5 as follow:

Table 2.5.5 result of hypothesis analyses

Variables	Beta Score	t score	R square	Significance
Role overload (X1) employee performance (Y)	0,990	25,551	0,801	0,000
Role overload (X1) work motivation (Z)	0,856	20,460	0,732	0,000
work stress (X2) employee performance (Y)	0,908	26.815	0,825	0,000
work stress (X2) work motivation (Z)	0,884	23.447	0,782	0,000
work motivation (Z) employee performance	0,885	23,469	0,783	0,000

Source: processed data 2017

1. Hypothesis Test 1

Role overload positively and significantly correlates to employee performance. It is obvious from table 2.5.5 which indicates that coefficient score is 0.990 along with  $p = 0,000 < 0,05$  which means significant. From the calculation, it can be concluded that role overload positively correlates to employee performance.

2. Hypothesis Test 2

Role overload positively and significantly correlates to work motivation. It can be seen from coefficient score i.e.

0.856 along with  $p = 0.000 < 0.05$  which means significant. It can be concluded from the score that role overload and work motivation positively correlate.

### 3. Hypothesis Test 3

Work stress positively and significantly correlates to employee performance. It is obvious from table 2.5.5 which indicates that coefficient score is 0.908 along with  $p = 0.000 < 0.05$  which means significant. From the calculation, it can be concluded that employee performance and work stress positively correlate.

### 4. Hypothesis Test 4

Work stress positively and significantly correlates to work motivation. It can be seen from coefficient score i.e. 0.880 along with  $p = 0.000 < 0.05$  which means significant. Accordingly, this can be stated that work stress and work motivation positively correlate.

### 5. Hypothesis Test 5

Work motivation positively and significantly correlates to employee performance. It is obvious from table 2.5.5 which indicates that coefficient score is 0.885 along with  $p = 0.000 < 0.05$  which means significant. Therefore, it can be revealed that work motivation and employee performance positively correlate.

Test of direct and indirect influence of role overload, work stress, work motivation, and employee performance variable

Hypothesis testing of 6 and 7 examines direct and indirect influence variable shown on figure 2.5.1 below:

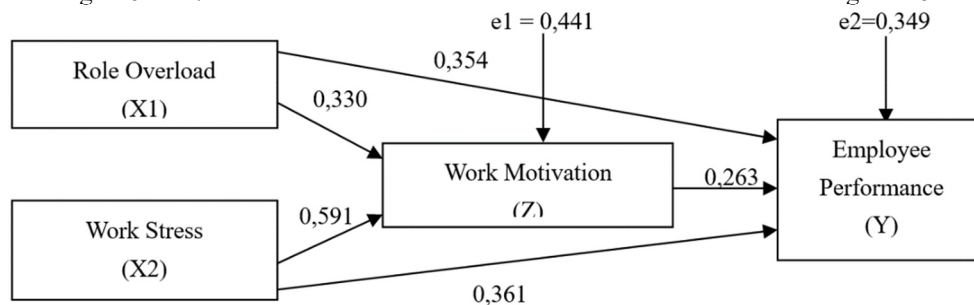


Table 2.5.6 Hypothesis testing of 6 and 7

Formula	Direct Effect	Indirect Effect	Total of the effect
PZX1	0,330		0,330
PZX2	0,591		0,591
PZY	0,263		0,263
PYX1 (through Z)		0,354	0,354
PYX2 (through Z)		0,361	0,361

Source: processed data 2017

Based on the figure 2.5.1, regression analyses on the effect of role overload and work stress toward employee performance through work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah is carried out below:

Score of regression calculation is displayed on table of coefficient. From the table, it is obvious that significance score of the three variables; role overload  $X1 = 0.000$ , and work stress  $= 0.000$  are smaller than 0.05. Thus, it can be concluded that role overload variable (X1) and work stress (X2) significantly influence toward motivation. Meanwhile, score of R square on summary model is 0.805 so, it proves that the effect of role overload and work stress toward work motivation is 80.5% the rest is 19.5% which is scores of the other variables which are not included in the study. In addition, score of  $e1$  can be calculated using formula of  $e1 = \sqrt{1 - 0,805} = 0,441$ . It is resulted from indirect regression analysis.

Result of the second regression analysis is known from coefficient table. Therefore, significance scores of four variables are i.e. *Role Overload*  $X1 = 0.000$ , work stress  $X2 = 0,000$ , work motivation  $Z = 0.000$ , which mean smaller than 0.05. Thus, it can be conveyed that *Role Overload* variable and work stress toward employee performance through work motivation significantly influence. Score of R square in summary model is 0.878. It indicates that the effect of role overload and work stress toward employee performance through work motivation i.e. 87.8%. The rest is 12.2%, the scores which are not investigated of the other variables. Meanwhile, score of  $e2$  can be known by using formula of  $e2 = \sqrt{1 - 0,878} = 0,349$ . It results direct regression analysis.

In the realm of academic management, Karapetrovic & Willborn (1999) constructed a holonic model for quality systems in higher education as to implementing ISO 9000 international standards. Their model contains a set of seven holons to carry out parallel series of tasks on documenting a service organisation. Bell *et al.* (2000) proposed a "holon planning and costing framework" based on system dynamics (SD) and soft systems thinking (SST) to assist in improving the teaching and research qualities given the cost constraints. Montilva *et al.* (2010) used the combination of holonic networks and business models to design an academic organisation devoted to

professional training programmes (PTP) on software engineering.

Despite the flourishing research works listed above, the extension of HMS on the subject of labour planning is barely seen. As the gap in the literature is addressed, this paper intends to formulate a holonic model called Workforce Sizing Plan (WOZIP), which is particularly suitable for job-shop production.

### 3. Discussion

#### 3.1 Role overload, work stress, work motivation and employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

This study employs descriptive analysis to know how variable of *Role Overload* (X1), work stress (X2) and employee performance (Y) through motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. The descriptive analysis demonstrates that mean score of respondents' answer on role overload variable is 3.38 which means enough. Mean score of work stress variable is 3.42 which means enough. Mean score of employee performance variable is 3.42 which means enough. Mean score of work motivation variable is 3.38 which means enough.

#### 3.2 The effect of role overload toward employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

Result of this study utilizes regression analysis to know the effect of role overload (X1) toward employee performance (Y) at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. The analysis demonstrates that there exists significant and positive effect in which the significance score is 0.000 –smaller 0.05. According to Jennings (1998), role overload is workload given to employee more than her/ his real workload so it can give impact to the employee's role in achieving the company's target. From the analysis, it can be concluded that role overload variable toward employee performance significantly correlates. It is because workload given is more than her/ his real workload so it can give impact to decrease of employee performance since workload given is not in line with the employee's ability.

#### 3.3 The effect of role overload toward work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

The above analysis about the effect of role overload toward work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah demonstrates that there exists significant and positive influence in which the significance score is 0.000 –i.e. smaller 0.05. Role overload might occur at a company since human resource is so limited so it triggers excessive workload at the company. Furthermore, Wiramihardja (2005) reveals that work motivation can be defined as psychological need required by the employee so it can give balance toward high workload at workplace.

#### 3.4 The effect of work stress toward employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

The above analysis about the effect of work stress toward employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah demonstrates that there exists significant and positive influence in which the significance score is 0.000 –i.e. smaller 0.05. Nawawi (2006) reveals that work stress is pressure got by an employee in running her his job since the pressure given is high enough so it gives impact to her/his job.

#### 3.5 The effect of work stress toward work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

The analysis demonstrates that there exists the significant and positive effect of work stress toward work motivation at PT Surya Raya Lestari II in which the significance score is 0.000 –smaller 0.05. For Loghan (2002) work stress is undesirable reaction in which she/ he undergoes great pressure or workload given to him/ her. Accordingly, the employee's work stress at PT Surya Raya Lestari II di Kabupaten Mamuju Tengah should be in line with work motivation so the employee is able to work well.

#### 3.6 The effect of work motivation toward employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

Result of this study utilizes regression analysis to know the effect of **work motivation** toward employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. The analysis demonstrates that there exists significant and positive effect in which the significance score is 0.000 –smaller 0.05. Garg and Ratog (2006) in their study entitled *New Model Of Job Design : Motivation Employees Performance* state that motivation as significant correlation to performance. Therefore, it can be concluded that work motivation targeted is achieved since it influences the employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah in which work motivation positively correlates to employee performance.

### 3.7 The effect of role overload toward employee performance through work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

From the above discussion, it can be concluded that the effect of role overload toward employee performance through work motivation at PT Surya Raya Lestari di Kabupaten Mamuju Tengah positively and significantly correlate. It is because significance score of role overload (X1) is 0.000. Meanwhile, significance score of work motivation (Z) is 0.000. Both independent variables are smaller than 0.05 which mean that both have significant correlation. Sastrohadwirjojo (2003) conveys that work motivation is an encouragement to direct in case of achieving better input. Employee performance is an employee's accomplishment so it is suitable for the responsibility given. Thus, there exists positive correlation between role overload toward employee performance through work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah.

### 3.8 The effect of work stress toward employee performance through work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah

From the above discussion, it can be conveyed that the effect of work stress toward employee performance through work motivation at PT Surya Raya Lestari in Kabupaten Mamuju Tengah positively and significantly correlate. It is because significance score of work stress is 0.000 –smaller than 0.05. Meanwhile, significance score of work motivation is 0.000 –smaller than 0.05. Both scores mean that work stress toward employee performance through work motivation positively and significantly correlate. Sunyoto (2001) states that an employee's work stress can be identified from her/ his work. Moreover, work motivation functions to encourage someone so she/he can contribute well toward the company. According to Darmawan (2013) work motivation is employee's behaviour to motivate her/ him in running her/ his job.

## 4. Conclusion

From the discussion carried out above about the effect of role overload and work stress toward employee performance through work motivation at PT Surya Raya Lestari II di Kabupaten Mamuju Tengah can be concluded as follow:

- a. How are role overload, work stress, and employee performance, through work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah? This analysis employs descriptive analysis i.e. statement given to respondents in answering either agree or disagree –which one is most dominant.
- b. The effect of role overload toward employee performance at PT surya raya lestari II in kabupaten mamuju tengah. The analysis indicates that role overload variable toward employee performance significantly correlates. It is because respondents' answers mostly are very agree.
- c. The effect of role overload toward work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. The analysis proves that role overload variable toward work motivation significantly correlates. It is because respondents' answers mostly are agree.
- d. The effect of work stress toward employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. From the analysis it proves that both have significant correlation.
- e. The effect of work stress toward work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. The analysis demonstrates that there exists the significant and positive effect of work stress toward work motivation at PT Surya Raya Lestari II
- f. The effect of work motivation toward employee performance at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. The analysis demonstrates that both have significant and positive effect. It is because respondents' answers mostly are very agree.
- g. The effect of role overload toward employee performance through work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. From the analysis, it can be concluded that the effect of role overload toward employee performance through work motivation at PT Surya Raya Lestari in Kabupaten Mamuju Tengah positively and significantly correlate.
- h. The effect of work stress toward employee performance through work motivation at PT Surya Raya Lestari II in Kabupaten Mamuju Tengah. From the above discussion, it can be conveyed that the effect of work stress toward employee performance through work motivation at PT Surya Raya Lestari in Kabupaten Mamuju Tengah positively and significantly correlate

## 5. Suggestion

Based on discussion carried out above, the researcher formulates some recommendations to people related to this study as follow:

- a. For PT Surya Raya Lestari II in Kabupaten Mamuju tengah, we expect you to lessen role overload and work stress toward the employees so they can give good contribution to PT Surya Raya Lestari II di Kabupaten Mamuju Tengah in order to enhance giving motivation to encourage employees to work well.
- b. For the employees, the researcher suggests you to give high workload as the consequence of role overload

you get and can decrease work stress level through motivating him/herself in order to work well to achieve the company's target.

- c. For the next similar researchers, this study will be beneficial for their references. In addition, the researcher expects them to add new theories relating to role overload, work stress, employee performance, and work motivation.

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