

## The Effect Of Work Stress, Work Load And Work Motivation On Job Satisfaction And Employee Performance Of The Department Of Culture, Youth And Sports Of Kapuas Regency

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### ABSTRACT

#### Keywords:

work stress, workload, work motivation, job satisfaction, employee performance

Roya Mersina (2022). The Influence of Work Stress, Workload and Work Motivation on Job Satisfaction and Employee Performance at the Department of Youth Culture and Sports, Kapuas Regency. Master of Management Masters Program STIE Pancasetia Banjarmasin, under the guidance of H. Nurus Sjamsi and HM Zaid Abdurrahman. The purpose of the study was to determine and analyze the effect of: (1) work stress on job satisfaction (2) workload on job satisfaction (3) work motivation on job satisfaction (4) work stress on performance (5) workload on performance (6) work motivation on performance (7) satisfaction with employee performance (8) work stress on performance through job satisfaction (9) workload on performance through job satisfaction, and (10) work motivation on performance through job satisfaction. Explanatory research method. The research population of all employees is 36 people with total sampling. Data collection through questionnaires and documentation were analyzed quantitatively through path analysis (path analysis). The results showed (1) work stress had a significant effect on job satisfaction (2) workload had a significant effect on job satisfaction (3) work motivation had a significant effect on job satisfaction (4) work stress had a significant effect on employee performance (5) workload has a significant effect on employee performance (6) work motivation has no significant effect on employee performance ((7) job satisfaction has a significant effect on employee performance (8) job satisfaction mediates the effect of work stress on employee performance (9) job satisfaction mediates the effect of workload on employee performance ( 10) job satisfaction mediates the effect of work motivation on employee performance at the Department of Culture, Youth and Sports, Kapuas Regency.

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## INTRODUCTION

Human resources as one of the strategic issues of the organization play an important role in efforts to advance and develop towards a dynamic and active direction. In the organization, these human resources are reflected in employees as implementers of the organization who have high dedication, so that their empowerment is related to the determining elements of the organization's success, but must also reach development as individuals who have loyalty to the work including the effectiveness of the work being carried out. Employees are one of the most important assets. Employees are the workforce for an organization but are sometimes often overlooked as valuable assets. Not infrequently, an organization only considers employees as a burden that must always be

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suppressed to reduce costs. However, that is an inaccurate view. Because employees are the only assets that cannot be duplicated and imitated by other humans because in essence each person is a unique creature created by the Creator with different characteristics. Therefore, human resource management is needed for an organization. The main objective of human resource management in every organization is to facilitate organizational performance. Organizational performance is determined by employee performance as an individual human being where work behavior becomes the main resource in achieving the desired organizational goals. Employee performance is the real behavior produced by each person as a work achievement produced by employees according to their role in the organization. Byars and Rue (2010: 216) said that performance is the result of employee efforts that are influenced by ability and role perception (task). Thus, in certain situations, performance can be seen as the result of the relationship between effort, ability and task perception. Performance is a result that has been achieved in achieving organizational goals that are carried out in accordance with the tasks and responsibilities that have been assigned to each individual or group.

In relation to the above, in order to improve the quality of Human Resources and develop personality according to the demands of the community being served, it is very necessary to have employee work productivity that is able to provide a large contribution to the service of the government apparatus at every opportunity for career and professional development according to the demands of the tasks and responsibilities assigned to maintain the continuity of development of Government Apparatus including Employees at the Department of Culture, Youth and Sports of Kapuas Regency. The success of the employee development does not only lie in the leadership, but the employees must also play an active role so that in turn it will produce State Apparatus that is truly in accordance with what is expected. However, continuous development is not a guarantee of success in creating good State Apparatus, this is closely related to the element of willingness of the subordinates themselves, the role of the leadership here is only to direct in order to ensure the implementation of government tasks, development and community services in an efficient and effective manner. From various employees who occurred, it was found that the work performance of Employees at the Department of Culture, Youth and Sports of Kapuas Regency was still far from adequate and the poor work performance showed that employee work productivity is a dilemma that often occurs in the current bureaucracy which is in the spotlight. There is a response to the work performance of government officials who have not shown high capabilities and are unprofessional and unqualified in carrying out their duties, this can be seen through various deviations that occur in the bureaucracy, such as decreasing work discipline resulting in the level of public trust in work services.

Therefore, it is necessary to have guidance, especially education and training that supports the implementation of work in the field that has the task. the main thing is to carry out some of the regional government affairs in the youth sector and Sports are based on the principles of autonomy and assistance.

One of the factors that every organization needs to pay attention to in order for its human resource performance to be good is the presence of work stress in employees.

According to Robbins (2008:368). Work stress is a condition where a person experiences tension due to conditions that affect him. Stress in the workplace is something that is experienced almost every day by employees. Increasing competition and demands for professionalism create many pressures that individuals must face in the work environment. Employees who are always busy with *deadlines* for completing tasks, demands for roles in the workplace that are increasingly diverse and sometimes conflict with each other, family problems, excessive workloads, and many other challenges that make stress a factor that is almost impossible to avoid. The heavy duties of the Department of Culture, Youth and Sports of Kapuas Regency require employees in the department to have optimal professionalism and performance.

Based on the results of the interview conducted by the researcher with the Head of Finance, it is known that there is work stress among employees, this can be seen from the large workload, the existence of work targets such as tax revenue targets and regional levies and at the end of each year employees must work overtime until 24.00 WIB to carry out the SP2D disbursement process for all SKPDs in Kapuas Regency. Judging from the performance of its employees, it is known that there are still several employees at the Department of Culture, Youth and Sports of Kapuas Regency with a low level of performance, as evidenced by the low level of employee attendance and unpunctuality when coming to work. As a basis for the foundation according to Mangkunegara (2005:9) Employee performance is the result of work in terms of quality and strength achieved by employees an employee in carrying out his duties in accordance with his responsibilities that was given to him. According to Prawirosentono (1999:2) performance is the result of work that can be achieved by an employee or group of employees in an organization, according to with their respective authorities and responsibilities, in an effort to achieve the objectives of the organization concerned are legal, do not violate the law and are in accordance with with morals and ethics.

Many factors can increase employee success in carrying out tasks, both factors from within the employee and from outside himself such as the effectiveness of an employee. Employees who have high effectiveness will be more successful than employees who do not have effectiveness or sincerity in their duties who are able to work hard and be responsible in good work. Work implementation is carried out by human resources who have the ability, competence, motivation and importance. Employee work stress is shown by how the process of activities takes place to achieve goals. Therefore, leaders must pay attention to the existence of employees so that they work with high performance and earnestly. Therefore, employees must be involved in the preparation of various plans and goal setting so that they are responsible for achieving goals.

As in an organization in general, the main factor that influences the ability and success in achieving goals is the human factor in the organization itself. This of course also applies to organizations in the Kapuas Regency Government area. The implication of this view is that efforts need to be made to improve the professionalism and capabilities of employees, so that they are able to carry out their duties and responsibilities properly. One of the efforts that can be made to improve employee capabilities is to create a climate that can motivate employees to improve their performance. For this, an understanding of the

needs or desires of employees is needed. One of the needs or desires of employees is to get the opportunity to build a good career. Thus, it can be said that in order to motivate employees to improve their performance, a clear career guarantee is needed, in the sense that every employee who shows good performance will get the opportunity to improve their career well too. Conversely, employees who are underachieving will not get the opportunity to improve their career through apparatus development. However, the reality found in the field shows a situation that is not in accordance with what has been described above. Employee development through training which is expected to improve the performance of employees of the Culture, Youth and Sports Service of Kapuas Regency is generally still low. The low performance is marked by the unstable employee pattern so that there is no certainty that guarantees the development of its employees. The information as described shows the weak employee pattern on the one hand, and low work motivation on the other hand which is marked by low employee achievement. Employee development is based on a transparent, measurable and accountable civil servant career pattern, so that the potential, employee competence and job competence can be mapped to be used as a basis for placing employees in positions with a mechanism that is implemented and documented in an integrated manner because the HR management system for employees cannot be implemented instantly but gradually.

The same condition also occurs in the employees of the Department of Culture, Youth and Sports of Kapuas Regency, the education and training patterns concerning employees seem to provide less clarity and certainty that performance is the main basis for employee development. At the same time, the level of employee achievement motivation is not yet at an encouraging level. There are many thoughts about efforts to develop employees to achieve high performance, but most see it from an economic perspective, namely improvements in income levels, especially salaries. Therefore, what is most often suggested to motivate employees to achieve good performance is an improvement in their income or salary. This thinking seems to assume that employees only need one thing, namely money. In fact, if employees increase, their economic needs (money) will also be met, because every promotion will be followed by an increase in income (salary, allowances and other facilities). This was stated by Siagian (2012: 169) if an employee is transferred from one job to another with greater responsibility, his level in the job hierarchy is higher, then his income will also increase. In other words, if someone is promoted to a higher position, then his income will increase.

Based on the results of research conducted by Gilang Adhi Prabowo (2015) with the title *The Influence of Job Satisfaction and Employee Workload on Employee Performance at PT. Kusuma Sandang Mekarjaya Balecatu Sleman Yogyakarta*. The results of the study at a significance level of 5% showed that: (1) Satisfaction Work influential positive to performance employee; (2) Burden Work employee influential positive to performance employee; And (3) Satisfaction Work And burden Work employee have influence positive to performance employee. As research conducted by Qureshi et al (2011) shows that there is a significant influence between employee workload and employee performance. This research is supported by Tobing's research (2009) which shows that high workload has a significant influence on employee performance with negative signs.

One aspect of organizational workload put forward by Luthans (2012:21) is the willingness to work as hard as possible for the benefit of the organization. There are several reasons why organizations must make various efforts to increase the degree of organizational workload in employees. First, the higher the employee's workload, the greater the effort he or she makes in carrying out the work. Second, the higher the employee's workload, the longer he or she wants to remain in the organization.

According to Menpan (1997), the definition of workload is a collection or number of activities that must be completed by an organizational unit or job holder within a certain period of time. Hart and Staveland (in Wikipedia, 2008) define workload as follows: "*the perceived relationship between the amount of mental processing capability or resources and the amount required by the task*". The definition of workload is a number of activities that must be completed by an organizational unit or job holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain time period to obtain information about the efficiency and effectiveness of the work of an organizational unit (Suwatno, 2003).

Based on several definitions of workload above, it can be concluded that workload is a series of activities that must be completed by an organizational unit or position holder within a certain period of time. For a number of activities that require mental processes or abilities that must be completed within a certain period of time, both in physical and psychological forms. Katili (2010:54) also argues that to develop human resources, both government and private, work experience is needed. Work experience is full of understanding of work according to employee length of service, seniority level, position held and leadership ever held. Without ignoring the importance of money as a motivational tool, then the employee's need for career advancement can be used as a means to motivate employees to achieve good performance. This implies that career is related to individual satisfaction, both in the organization and in their lives. This means that if people get a good career guarantee, then employees will be satisfied and work hard. Conversely, if there is no good career guarantee, then people become dissatisfied and it is difficult to expect them to work well. Therefore, the development pattern becomes something very important. Career advancement has a broader dimension than just economic fulfillment (money). Career advancement, in addition to being related to the fulfillment of economic needs, is also related to job satisfaction, self-identity, prestige, in reality very little attention is given to this problem. The development of employees of the Department of Culture, Youth and Sports of Kapuas Regency is not yet stable and carries out its duties, in fact, in several cases there are still obstacles which are caused by, among others, the low development of human resources, both in terms of quality and quantity, which can be seen from the development of human resources related to positions, work activities and expertise. In addition, organizational work stress related to education, experience and abilities possessed by employees of Kapuas Regency is also an obstacle to the implementation of employee work, so that the performance to be achieved has not met the targets according to the planning of targets/goals, productivity and efficiency of the work time of employees of the Department of Culture, Youth and Sports of Kapuas Regency.

In organizational life, work motivation and satisfaction for leaders have their own meaning. Satisfaction as something that is felt to be very important, but also as something that is difficult. This is due to several reasons, including:

First, work motivation and satisfaction as something important (important subject) are said to be important because the role of the leader itself is related to subordinates, where every leader must cooperate and through other people or subordinates. For that, the ability to provide satisfaction to subordinates is needed.

Second, work motivation and satisfaction as something difficult (*puzzling subject*) is said to be difficult because satisfaction itself cannot be observed and measured with certainty. To observe and measure satisfaction means having to study further the behaviors of each subordinate. In addition, it is also caused by the existence of various theories of satisfaction that differ from each other. According to Robbins' research (2012:77) work motivation can also be defined as a combination of thinking ability and physical ability that affects the size of a person's results in completing various tasks at one time. Work motivation is a set of skills that show balanced characteristics to do various tasks at one time so that the work results have value. The importance of work motivation because it is directly related to employee performance. In addition to work motivation factors, there are factors related to employee performance, namely job satisfaction. Because if employee performance is high, work motivation is also high, so that feelings of satisfaction are high in doing work.

For more details, explaining about job satisfaction. In addition, job satisfaction is defined as employee turnover, absenteeism, and smooth promotion. According to Burhanuddin, Imron, & Maisyaroh (2009) employee job satisfaction needs to be considered because it is a very valuable recognition for employees. Basically, employees expect their basic needs to be met. If their profession and achievements are recognized, then employees feel that their basic needs are met. There is a relationship between employee work motivation and employee performance, and a relationship between emotional intelligence and employee performance. The higher the employee performance, the higher the employee's work motivation and emotional intelligence (Wahyuddin, 2016).

Meanwhile, Herman (2011) concluded that there is a positive and significant influence between employee professional work motivation and employee performance as much as 26.8%. Research by Chamundeswari (2013) obtained the results of employee job satisfaction and performance significantly and positively correlated with each other. Research by Baroroh (2013) showed that there is a very significant positive relationship between job satisfaction and employee performance, which means that the higher the job satisfaction, the higher the level of employee performance. The inner (psychological) atmosphere of an employee as an individual in an organization that is his/her work environment has a very big influence on the implementation of work. The inner atmosphere lies in the spirit or passion of work as a contribution to achieving the goals of the organization where the employees work. From a psychological perspective, the reality shows that being passionate/enthusiastic or not passionate/not enthusiastic in carrying out their duties. It is greatly influenced by the job satisfaction that drives them. Every employee

or even a worker needs strong satisfaction to be willing to carry out work with enthusiasm, passion and high dedication.

An employee performs his duties well because of a great sense of responsibility and his own desire, but on the other hand there are employees who do not perform their duties well, so it is necessary to know the reason. It is possible that the irregularities in carrying out his duties/work are due to the inability of his work not being challenging or perhaps the absence of satisfaction that can encourage his enthusiasm and passion in carrying out his work duties. These are the things that need to be known and understood and fixed by the leadership so that they are able to carry out their duties in accordance with the direction and goals of the organization. Based on the factual conditions in the field, the problem of this research has a number of new emphases that have not been explored optimally in previous studies, especially in studies that raise service cases. Strategies in increasing work stress in improving employee performance towards the institution. This is the background for researchers to study more deeply the influence of work stress, workload and work motivation on increasing job satisfaction and in improving employee performance at the Department of Culture, Youth and Sports of Kapuas Regency.

In addition, the Department of Culture, Youth and Sports of Kapuas Regency has not optimally implemented the bureaucratic reform process administratively or technically when viewed from the work stress of the time given, it is desired that each bureaucratic reform be given to the competent party, as desired in the Regent's Decree on the delegation of part of the authority in the field of bureaucratic reform to the Department of Culture, Youth and Sports of Kapuas Regency. And in the work program, it is desired that the overall activity process can be carried out well and smoothly with the support of all staff according to their respective work activities, duties and functions.

However, the non-implementation of prime bureaucratic reform to the community optimally at the Department of Culture, Youth and Sports of Kapuas Regency is due to the completion of the bureaucratic reform process administratively and technically not on time as determined. Not on time is caused by the lack of ability of officers in managing bureaucratic reform. As mentioned above, it is felt that work stress, workload, work motivation and job satisfaction of employees of the Department of Culture, Youth and Sports of Kapuas Regency are still not optimal. This can be seen from the products or results of their work that are not yet satisfactory both in terms of quantity and quality. This certainly has an impact on the performance of employees who have undergone education and training who have not been able to contribute in accordance with the work motivation obtained formally or informally.

On the other hand, it is not yet known what satisfaction is needed for employees of the Department of Culture, Youth and Sports of Kapuas Regency in order to achieve effective and efficient performance. This is in accordance with the statement from Thoha (2012:21) that work motivation and satisfaction are factors that influence a person's performance. Indeed, work motivation and satisfaction cannot just appear, but it must be realized that motives arise from within a person. With motives that are born in the form of behavior, external satisfaction is needed so that motives and satisfaction are in line and will produce optimal activity/performance. Thus, work motivation and satisfaction become

very important to foster high motives with the support of work motivation and satisfaction of each individual employee with the hope that employees have high motives with the support of work motivation and satisfaction, can produce optimal performance.

According to Manullang (2011:1194) job satisfaction is a job done by a manager to provide inspiration, enthusiasm and encouragement to others. In this case, employees to take actions, this encouragement aims to encourage employees so that they are enthusiastic and can achieve the results desired by those people. With job satisfaction, it can provide encouragement from within the employee that needs to be fulfilled so that the employee can adapt to the organizational environment and can move to achieve common goals. Providing motivation to employees is the responsibility of leaders, so that employees can work optimally and produce good performance. For that, a leader needs to pay attention to and understand the behavior of subordinates, understand that each person's level of need is different, providing motivation refers to people, must be able to provide examples. All of that needs to be considered so that providing motivation can be successful as expected. Work motivation and employee satisfaction boil down to two conditions. The first condition is before someone becomes an employee and the second condition is someone's satisfaction after becoming an employee. In this study, the researcher will discuss the second condition, where what work motivation and satisfaction are able to encourage someone to make the greatest contribution to the work, so that it will produce quality and qualified employees both in terms of quantity and in terms of the value obtained which will ultimately increase the dignity and dignity of the individual and the quality of the Indonesian nation in general so that they are able to contribute according to the work program and good work motivation.

This can also be seen from the preparation of Performance Reports which is an obligation as mandated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 53 of 2014 concerning Technical Instructions for Performance Agreements, Performance Reporting, and Procedures for Reviewing Government Agency Performance Reports, the preparation of performance reports as a real manifestation of the workload between the recipient and the giver of the mandate to improve the integrity, accountability, transparency, and performance of the apparatus, and as a benchmark for the performance of the State apparatus in making national development a success. Definition of Performance Agreement is a sheet/document containing assignments from the head of a higher agency to the head of a lower agency to implement programs/activities accompanied by performance indicators. Through a performance agreement, the workload of the recipient of the mandate and the agreement between the recipient and the giver of the mandate on certain measurable performance based on the tasks, functions and authorities as well as the available resources are realized. The agreed performance is not limited to the performance produced from the activities of the year in question, but includes the performance ( *outcome* ) that should have been realized as a result of activities in previous years. Thus, the promised performance target also includes the outcomes produced from activities in previous years, so that the continuity of performance is realized every year. The purpose of preparing a performance agreement is 1. As a real manifestation of the

workload between the recipient and the giver of the mandate to improve the integrity, accountability, transparency, and performance of the Apparatus; 2. Creating a performance benchmark as a basis for evaluating the performance of the apparatus; 3. As a basis for assessing the success/failure of achieving the goals and objectives of the organization and as a basis for providing awards and sanctions; 4. As a basis for the giver of the mandate to monitor, evaluate and supervise the development/progress of the performance of the recipient of the mandate; 5. As a basis for determining employee performance targets.

According to the applicable rules, every employee who is unable or violates the rules when doing work should receive sanctions. As many as 68% of respondents feel that there are sanctions given to employees who violate work rules. The sanctions vary from light sanctions to severe sanctions. Meanwhile, according to 19% of respondents, there are no sanctions for employees who violate work rules. Then there are 13% of respondents who feel they do not know the sanctions given to employees who violate the rules. More intensive socialization is needed for employees so that they can work without violating the rules in order to avoid sanctions. If sanctions are imposed on employees, it can affect the overall performance of the organization.

## **RESULTS AND DISCUSSION**

### **H1. The Influence of Job Stress on Job Satisfaction**

The influence of variables (X), including Work Stress (X1), on the variable of Job Satisfaction of Employees of the Culture, Youth, and Sports Service of Kapuas Regency can be explained regarding hypothesis testing. To test the influence of the independent variable, namely Work Stress (X1), on the dependent variable using the Partial Test (t-test). The initial step that must be taken is to compare the t- t-count value (th) with the t-<sub>table value</sub> (tt) at the real level (5%). It can be explained that the Job Stress variable, which has a t-count value greater than the t-table value, means that the variable at the significance level of 5% has a significant influence on the Job Satisfaction of Employees of the Culture, Youth, and Sports Service of Kapuas Regency. The t-count value for Job Stress is 2.065, which is greater than the t-table value of 1.673 (as obtained from the statistical figures in the sample column of 36 individuals), with a significance level of 0.047, which is smaller than  $\alpha = 0.05$  or the significance level of 5%. This shows that the effect of Job Stress (X1) on the Job Satisfaction of Employees of the Culture, Youth, and Sports Service of Kapuas Regency is significant. The path analysis coefficient of Job Stress (X1) is 0.246. This indicates a positive or unidirectional influence on Employee Job Satisfaction (Y) of the Department of Culture, Youth, and Sports of Kapuas Regency, suggesting that as Job Stress increases, Job Satisfaction for Employees of the Department of Culture, Youth, and Sports of Kapuas Regency may also increase. Thus, H1 is supported.

### **H2. Influence of Workload on Job Satisfaction**

The influence of the variable (X), including Workload (X2), on the variable of Job Satisfaction of Employees of the Culture, Youth, and Sports Service of Kapuas Regency, can be explained in the context of hypothesis testing. To test the influence of the independent variable, namely Workload (X2), on the dependent variable, a Partial Test (t-

Test) is utilized. The first step required is to make a comparison. the calculated t-value (th) with the t-table value. (tt) at the real level (5%). It can be explained that the Workload variable which has a t-count value  $>$  t-Table value means that the variable at the real level (5%) has a significant influence on the Job Satisfaction of Employees of the Culture, Youth and Sports Service of Kapuas Regency. The t-count value for Workload 5.685  $>$  t-Table is 1.673 with a probability of 0.00 less than  $\alpha = 0.05$  or less than the real level of 5%. This shows that the Effect of Workload (X2) on the Job Satisfaction of Employees of the Culture, Youth and Sports Service of Kapuas Regency is significant. The path analysis coefficient of Workload (X2) is 0.656, this indicates a positive or unidirectional influence on Job Satisfaction of Employees of the Department of Culture, Youth and Sports of Kapuas Regency. Thus, increasing Workload can increase good Job Satisfaction for Employees of the Department of Culture, Youth and Sports of Kapuas Regency. Thus, H2 is proven.

### H3. The Influence of Work Motivation on Job Satisfaction

The influence of variables (X) including Work Motivation (X3) on the variable of Job Satisfaction of Employees of the Culture, Youth and Sports Service of Kapuas Regency can be explained regarding hypothesis testing. To test the influence of the independent variable, namely Work Motivation (X3) on the dependent variable using the Partial Test (t-Test). The initial step that must be taken is to compare the t-count value (th) with the t-table value (tt) at the real level (5%). It can be explained that the Work Motivation variable which has a t-count value  $>$  t-Table value means that the variable at the real level (5%) has a significant influence on the Job Satisfaction of Employees of the Culture, Youth and Sports Service of Kapuas Regency. The t-count value for Work Motivation 2.077  $>$  t-Table of 1.673 with a probability of 0.046 is smaller than  $\alpha = 0.05$  or smaller than the real level of 5%. This shows that the Influence of Work Motivation (X3) on Job Satisfaction is 0.236, this shows a positive or unidirectional influence on the Job Satisfaction of Employees of the Culture, Youth and Sports Service of Kapuas Regency is significant. Thus, H3 is proven. Thus, increasing work motivation can increase job satisfaction for employees of the Department of Culture, Youth and Sports of Kapuas Regency.

### H4. The Influence of Work Stress on Employee Performance

The influence of variables (X) including Work Stress (X1) on the Employee Performance variable (Y) of the Culture, Youth and Sports Service of Kapuas Regency can be explained regarding hypothesis testing. To test the influence of the independent variable, namely Work Stress (X1) on the dependent variable (Y) using the Partial Test (t-Test). The initial step that must be taken is to compare the t-count value (th) with the t-table value (tt) at the real level (5%). It can be explained that the Work Stress variable which has a t-count value  $>$  t-Table value means that the variable at the real level (5%) has a significant influence on the Performance of employees of the Culture, Youth and Sports Service of Kapuas Regency. The t-count value for Work Stress 5.983  $>$  t-Table of 1.673 with a probability of 0.000 is smaller than  $\alpha = 0.05$  or smaller than the real level of 5%. This shows that the Effect of Work Stress (X1) on the Performance of employees of the Culture, Youth and Sports Service of Kapuas Regency is significant. path analysis coefficient of Work Stress (X1) is 0.799, this indicates a positive or unidirectional influence on the performance of employees of the Department of Culture, Youth and Sports of Kapuas Regency, meaning that

increasing Work Stress can improve the performance of employees of the Department of Culture, Youth and Sports of Kapuas Regency. Thus, H<sub>4</sub> is proven.

#### **H5. The Influence of Workload on Employee Performance**

The influence of variables (X), including Workload (X<sub>2</sub>), on the Performance variable of employees of the Culture, Youth, and Sports Service of Kapuas Regency can be explained regarding hypothesis testing. To test the influence of the independent variable, namely Workload (X<sub>2</sub>), on the dependent variable using the Partial Test (t-test). The first step that must be taken is to compare the calculated t-value (t<sub>h</sub>) with the t- table value. (t<sub>t</sub>) at the real level (5%). It can be explained that the Workload variable, which has a t- count value > t- Table value, means that the variable at the real level (5%) has a significant influence on the Performance of employees of the Culture, Youth, and Sports Service of Kapuas Regency. The t- t-count value for Workload 2.174 > T-Table is 1.673 with a probability of 0.037, which is smaller than  $\alpha = 0.05$  or smaller than the real level of 5%. This shows that the Effect of Workload (X<sub>2</sub>) on the Performance of employees of the Culture, Youth, and Sports Service of Kapuas Regency is significant. The path analysis coefficient of Workload (X<sub>2</sub>) is 0.375, this does not indicate a positive or unidirectional influence on employee performance. Thus, increasing Workload can improve employee performance which is good for Employees of the Department of Culture, Youth and Sports of Kapuas Regency. Thus, H<sub>5</sub> is proven.

#### **H6. The Influence of Work Motivation on Employee Performance**

The influence of variables (X), including Work Motivation (X<sub>3</sub>), on the Performance variable of employees of the Culture, Youth, and Sports Service of Kapuas Regency can be explained regarding hypothesis testing. To test the influence of the independent variable, namely Work Motivation (X<sub>3</sub>), on the dependent variable using the Partial Test (t-test). The first step that must be taken is to compare the calculated t-value (t<sub>h</sub>) with the t- table value. (t<sub>t</sub>) at the real level (5%). It can be explained that the Work Motivation variable, which has a t- count value > t- Table value, means that the variable at the real level (5%) has a significant influence on the Performance of employees of the Culture, Youth and Sports Service of Kapuas Regency. The t- t-count value for Work Motivation 2.380 > T-Table is 1.673 with a probability of 0.024, which is smaller than  $\alpha = 0.05$  or greater than the real level of 5%. This shows that the Influence of Work Motivation (X<sub>3</sub>) on the Performance of employees of the Culture, Youth, and Sports Service of Kapuas Regency is significant.

The path analysis coefficient of Work Motivation (X<sub>3</sub>) is 0.303 , this shows a positive or unidirectional influence on employee performance. Thus, increasing Work Motivation can improve the performance of employees of the Department of Culture, Youth and Sports of Kapuas Regency. Thus, H<sub>6</sub> is proven.

#### **H7. The Influence of Job Satisfaction on Employee Performance**

The influence of the Job Satisfaction variable (Z) on the Performance variable of employees of the Culture, Youth and Sports Service of Kapuas Regency (Y) can be explained regarding hypothesis testing. To test the influence of the independent variable, namely Job Satisfaction on the dependent variable using the Partial Test (t-Test). The

initial step that must be taken is to compare the  $t_{\text{count value}}$  ( $t_h$ ) with the  $t_{\text{table value}}$  ( $t_t$ ) at the real level (5%).

Based on Table 5.48, it can be explained that the Job Satisfaction variable which has a  $t_{\text{count value}} > t_{\text{Table value}}$  means that the variable at the real level (5%) has a significant influence on the performance of employees of the Culture, Youth and Sports Service of Kapuas Regency. The  $t_{\text{count value}}$  for Job Satisfaction 2.122  $>$   $t_{\text{Table}}$  of 1.673 with a probability of 0.042 smaller than  $\alpha = 0.05$  or smaller than the real level of 5%. This shows that the Influence of Job Satisfaction on the Performance of Employees of the Department of Culture, Youth and Sports of Kapuas Regency is significant.

The path analysis coefficient of Job Satisfaction is 0.395, this indicates a positive or unidirectional influence on the performance of employees of the Department of Culture, Youth and Sports of Kapuas Regency. Thus, increasing job satisfaction can improve the performance of employees of the Department of Culture, Youth and Sports of Kapuas Regency. Thus,  $H_7$  is proven.

#### **H8. The effect of work stress on employee performance through job satisfaction.**

Mark work stress variable ( $X_1$ ) of  $t = 17 >$  Sobel Test 1.96 which means that employee job satisfaction mediates the effect of work stress on the performance of the Culture, Youth and Sports Office of Kapuas Regency. This shows that Hypothesis 8 which states "employee job satisfaction mediates the effect of work stress on the performance of the Culture, Youth and Sports Office of Kapuas Regency." Proven.

#### **H9. The effect of workload on employee performance through job satisfaction.**

The value of the workload variable ( $X_2$ ) is  $t = 4.896 >$  Sobel Test 1.96, which means that employee job satisfaction mediates the effect of workload on the performance of the Kapuas Regency Youth and Sports Culture Office. This shows that Hypothesis 9 which states "employee job satisfaction mediates the effect of workload on the performance of the Kapuas Regency Youth and Sports Culture Office." Proven.

#### **H10. The Influence of Work Motivation on Employee Performance through Job Satisfaction**

The value of the work motivation variable ( $X_2$ ) is  $t = 20.66 >$  Sobel Test 1.96, which means that employee job satisfaction mediates the effect of work motivation on the performance of the Culture, Youth and Sports Office of Kapuas Regency. This shows that Hypothesis 10 which states "employee job satisfaction mediates the effect of work motivation on the performance of the Culture, Youth and Sports Office of Kapuas Regency." Proven.

## **CONCLUSION**

Based on the results of the analysis and discussion in the previous chapter, this study can draw several conclusions as follows. Job stress shows a significant influence on organizational job satisfaction at the Department of Culture, Youth and Sports of Kapuas Regency. Workload shows a significant influence on Job Satisfaction at the Department of Culture, Youth and Sports of Kapuas Regency. Work motivation shows a significant influence on organizational job satisfaction at the Department of Culture, Youth and Sports of Kapuas Regency. Job stress shows a significant influence on employee performance at the Department of Culture, Youth and Sports of Kapuas Regency. Workload shows a

significant influence on employee performance at the Department of Culture, Youth and Sports of Kapuas Regency. Work motivation does not show any significant effect on employee performance at the Department of Culture, Youth and Sports of Kapuas Regency. Job Satisfaction shows a significant influence on employee performance at the Department of Culture, Youth and Sports of Kapuas Regency. influence stress Work to performance mediationable employee satisfaction employee work at the Department of Culture, Youth and Sports, Kapuas Regency. influence burden Work to performance which can be mediated satisfaction Work employee at the Department of Culture, Youth and Sports of Kapuas Regency. influence motivation Work to performance mediationable employee satisfaction Work employee at the Department of Culture, Youth and Sports of Kapuas Regency.

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