

Research Article

Work Motivation Mediates the Effect Of Work Stress On Employee Performance At PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

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Abstract: This study aims to examine the mediating role of work motivation on the effect of work stress on employee performance. The sample consisted of 140 employees selected using purposive sampling technique. Data were collected through questionnaire distribution. The data analysis technique employed in this study was Structural Equation Modeling (SEM) based on variance or component-based SEM known as Partial Least Squares (PLS). The results indicate that work stress has a negative and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Work stress has a negative and significant effect on work motivation. Furthermore, work motivation mediates the effect of work stress on employee performance. Theoretically, the findings support previous research through the lens of Self-Determination Theory. Practically, the results provide valuable insights for companies to manage work stress effectively in order to improve employee performance and to enhance employee work motivation.

Keywords: Employee performance; Work motivation; Work stress

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1. Introduction

The digital era is advancing rapidly, resulting in significant developments in the business world, especially with the emergence of e-commerce platforms (Royan et al., 2024). In this era of globalization, human resources (HR) are a critical element of companies because competition is increasingly intense and occurs everywhere, with companies vying for the desired market share (Lestari & Dewi, 2023). The role of human resources greatly determines the success or failure in achieving the company's established goals; therefore, the better the quality of human resources possessed by a company, the better the company's performance will be (Warongan et al., 2022).

With the rapid growth of the logistics sector and digital trade, expedition companies and courier partners play a crucial role in ensuring efficiency and timely delivery of goods. PT Tiki Jalur Nugraha Ekakurir (JNE) is one of the expedition service companies engaged in package and logistics delivery, both on local and international scales. The presence of JNE is inseparable from the increasing public demand for practical and efficient services, given the high mobility and busyness of individuals that encourage the delegation of certain tasks to third parties (Prabandari & Yasa, 2019). Alongside the booming growth of e-commerce, the volume of package deliveries has experienced a significant surge. This situation urges expedition companies to rapidly increase the number of couriers. However, the surge in demand also brings several challenges, particularly concerning delivery security and employee performance. Some reports have indicated cases of package loss and damage during distribution, raising concerns about the quality of the services provided (Putri & Handayani, 2023).

Based on a preliminary survey conducted through interviews with the branch head of the JNE division, it is known that the number of complaints received by JNE South Denpasar is currently considered high. These complaints are generally caused by delayed

package deliveries, insufficient information available to assist customers, and several cases of damaged packages. The main customer complaints regarding JNE relate to employees' inability to complete package deliveries on time. Furthermore, poor coordination and cooperation among employees, especially between field officers (couriers) and office staff (administration and SCO), exacerbate the situation. In certain situations, when delivery failures or package return processes occur, office staff often lack adequate information to assist customers. Consequently, customer complaints remain unresolved satisfactorily, and customers are frequently asked to wait without clear updates. In addition, customers perceive that the attitude and service provided by couriers and customer service representatives do not reflect the expected responsibility and professionalism.

Employees of PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar have not been able to deliver packages according to the predetermined estimated time. This condition affects customer dissatisfaction with the performance provided. This dissatisfaction is reflected in employee attitudes and behaviors that fail to meet delivery time estimates and provide service that lacks professionalism and optimal customer assistance. Based on the data in Table 1.1, the results of a preliminary survey of ten employees of PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar show that some employees have not been able to complete their assigned tasks on time. This finding indicates the existence of performance problems among employees at the company.

Table 1. Results of the Pre-Survey Questionnaire Regarding Employee Performance at PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

No.	Statement	STS	TS	N	S	SS
1.	I am able to work according to my abilities	2	4	3	1	0
2.	I have high quality work results	1	3	3	3	0
3.	I work according to existing procedures	0	3	3	4	0
4.	I can work to complete the quantity of work that has been given to me.	3	4	2	1	0
5.	I complete the work given by the leader on time.	2	3	3	2	0
6.	I am able to work overtime when it is urgent to meet deadlines so as not to hinder work in other divisions.	2	3	3	2	0
7.	I arrive on time for work	0	1	5	4	0
8.	I can work solidly in a team	1	2	3	4	0
9.	I am excited when there is work done with a team.	0	3	3	4	0
Amount		11	26	28	25	0

Source: Processed data, 2024

Employee performance is a crucial factor in achieving the success of a company; therefore, every company must strive to improve employee performance to reach its objectives. Low employee performance can hinder the achievement of company goals (Dewi & Ardana, 2022). Efforts to enhance human resource performance are not easy because employee performance is a multifaceted concept influenced by various factors, including the employee's own abilities and external motivators, especially from supervisors (Sapar, 2022).

Self-Determination Theory explains that intrinsic motivation within an individual can drive employees to perform well according to established standards, as well as to follow company directions and rules in order to provide customer satisfaction (Ryan & Deci, 2017: 3–9). Employees who lack intrinsic motivation tend to work carelessly and often negligently, resulting in customer dissatisfaction.

Self-Determination Theory further reveals that work motivation is one of the factors influencing employee performance. According to Pebrianti (2020), employees with high work motivation are more enthusiastic in carrying out their duties, whereas employees with low work motivation lack enthusiasm, tend to give up easily, and face difficulties in performing their tasks.

Research by Buulolo et al. (2021) indicates that work stress has a significant negative effect on employee performance. In other words, the higher the work stress, the lower the employee's performance. Therefore, companies must address work stress because high levels of stress can hinder the achievement of company goals and development (Aniversari, 2022).

However, although many studies show a significant negative relationship between work stress and employee performance, some studies suggest a positive and significant effect. This means that higher levels of work stress can improve employee performance due to the motivating pressure it creates. Studies by Simanjutak et al. (2021), Lestari et al. (2020), and Warongan et al. (2022) support this view, showing that work stress can have a positive influence on employee performance under certain conditions.

2. Research Method

This study uses a quantitative associative approach aimed at analyzing the relationship between work stress (X), work motivation (M), and employee performance (Y) at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar Branch. The research was conducted at two locations: Jalan Danau Poso No. 1 and Jalan Kanda No. 1. These locations were chosen due to indications of low employee performance, which is the main focus of the study. These three variables play important roles, with work stress assumed to influence work motivation and ultimately affect employee performance (Sugiyono, 2016:64).

The research object covers the human resource field, particularly work stress, work motivation, and performance. These variables are operationally defined with measurable indicators. Employee performance is measured based on quality, quantity, work time, and cooperation (Lestari & Dewi, 2023). Work stress includes indicators such as worry, anxiety, pressure, and frustration (Yan et al., 2016). Work motivation is assessed through responsibility, achievement, self-development, and independence (Umar & Norawati, 2022). These variables are expected to provide a comprehensive overview of the condition of employees at JNE South Denpasar.

The population in this study consisted of 210 employees at JNE South Denpasar, with a sample of 140 respondents selected using Slovin's formula at a 5% error margin. The sampling technique employed was probability sampling with proportional random sampling method, which ensures that all employees have an equal chance of being selected as samples. This process was conducted through proportional lottery according to the number of employees in each section to guarantee an objective representation of the entire population (Sugiyono, 2016:215).

3. Results And Discussion

Overview of PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

PT. Tiki Jalur Nugraha Ekakurir (JNE) is an expedition company established on November 26, 1990. JNE is a logistics company with a distribution area covering the entire territory of Indonesia, supported by a distribution network of more than 83,000 destinations, including regencies, villages, and outermost islands, with a total of 8,000 sales outlets and employing over 5,000 employees across Indonesia. JNE Indonesia's vision is "to become the leading logistics company in the homeland with global competitiveness," while its mission is "to consistently provide the best experience to customers."

JNE South Denpasar has a main branch (inbound) located at Jl. Kanda Sanur, led by a Human Capital (HC) manager named Mr. I Made Juliartana. The second branch (outbound) is located at Jalan Danau Poso No. 1 Sanur. Both branches operate under a single leadership and have approximately 210 registered employees under JNE Kanda.

JNE South Denpasar offers various types of delivery services, ranging from regular shipments (OKE, REG) to express deliveries (YES), as well as special services such as JNE trucking (JTR) for large-sized goods shipments.

Organizational Structure

In its operational activities, PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar is run by employees who have responsibilities assigned according to the Job Description of each division in accordance with the organizational structure. The following is the organizational structure of PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar based on the divisions present within JNE South Denpasar.

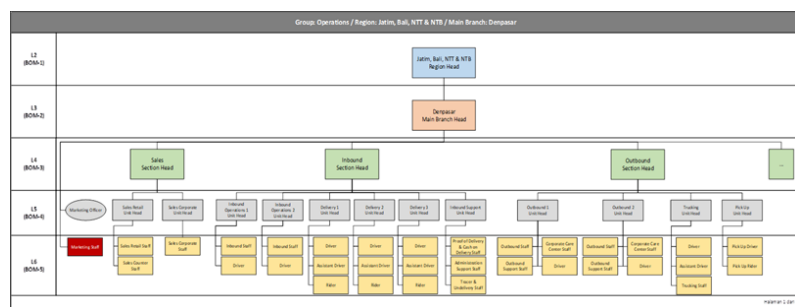


Figure 1. Organizational Structure PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

Source: Human Capital JNE South Denpasar, 2024.

Respondent Characteristics

Table 2. Respondent Characteristics

No	Variables	Classification	Number of people)	Percentage (%)
1	Length of working	1-12 Months	35	25.0
		1-5 Years	62	44.3
		> 5 Years	43	30.7
		Amount	140	100
2	Gender	Man	106	75.7
		Woman	34	24.3
		Amount	140	100
3	Age	20 - 30 Years	82	58.6
		31 - 40 Years	46	32.9
		41 - 50 Years	12	8.6
		Amount	80	100
4	Education	JUNIOR HIGH SCHOOL	1	,7
		SENIOR HIGH SCHOOL	109	77.9
		Diploma	2	1.4
		Bachelor	28	20.0
		Amount	140	100

Source: Appendix 9, data processed in 2025

Based on Table 2, the number of employees of PT Tiki Jalur Nugraha Ekakurir (JNE) Denpasar Selatan who were sampled was 140 people. Based on length of service, respondents with a work period of 1–5 years dominated with a percentage of 44.3%. This shows that JNE Denpasar Selatan is a place for novice employees to gain experience in the logistics industry. In terms of gender, the majority of respondents were male with a percentage of 75.7%. This finding shows that JNE Denpasar Selatan recruits more men because of the demands of logistics work that require physical strength, such as lifting heavy packages, moving goods from the warehouse, and delivering large packages. Age variable, respondents aged 20–30 years dominated with a percentage of 58.6%. This shows that companies tend to choose employees of productive age to support physical work activities. Education variable, respondents who are high school graduates dominated with a percentage of 55%. This indicates that operational positions such as couriers and warehouse staff at JNE Denpasar Selatan do not require a higher educational background, and the recruitment process is relatively flexible

Description of Research Variables

Table 3. Variable Description Criteria

Average Score	Criteria		
	Employee performance	Work stress	Work motivation
1.00 - 1.80	Very Bad	Very Low	Very Low
1.81 - 2.60	Not good	Low	Low
2.61 - 3.40	Enough	Enough	Enough
3.41 - 4.20	Good	Tall	Tall
4.21 - 5.00	Very good	Very high	Very high

Description of Employee Performance Variables

Table 4. Description of Respondents' Answers Regarding Employee Performance

Statement		Proportion of Respondents' Answers (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I am able to work according to my abilities	0	7	30	44	59	575	4.11	Good
2	I have high quality work results	0	9	34	45	52	560	4.00	Good
3	I work according to existing procedures	0	11	37	32	60	561	4.01	Good
4	I can work to complete the quantity of work that has been given to me.	0	7	32	55	46	560	4.00	Good
5	I complete the work given by the leader on time.	0	12	37	47	44	543	3.88	Good
6	I am able to work overtime when it is urgent to meet deadlines so as not to hinder work in other divisions.	0	9	38	35	58	562	4.01	Good
7	I arrive on time for work	0	12	32	40	56	560	4.00	Good
8	I can work solidly in a team	0	12	33	37	58	561	4.01	Good
9	I am excited when there is work done with a team.	0	6	32	55	47	563	4.02	Good
Average total employee performance								4.00	Good

Source: Appendix 10, data processed 2025

Based on Table 4, it is known that the respondents' perceptions regarding the employee performance variable have a total average value of 4.00 which is included in the good criteria, this shows that employees at PT. Tiki Jalur Nugraha Ekakurir (JNE) Denpasar Selatan have a good level of employee performance. The respondents' assessments of the statements that have the lowest and highest averages are as follows:

1. Based on the respondents' assessment of employee performance statements that have the lowest average in the statement "I complete the work given by the leader on time", this statement obtained an average of 3.88 which is included in the good criteria, this shows that employees feel they are not yet fully capable of completing the work given by the leader on time.
2. Based on the assessment of employee performance statements, the highest average is in the statement "I am able to work according to my abilities", this statement obtained an average value of 4.11 which is included in the good criteria, this shows that employees are able to work according to their abilities.

Description of Job Stress Variables

Table 5. Description of Respondents' Answers to Work Stress

Statement		Proportion of Respondents' Answers (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I'm worried there is unhealthy competition among co-workers.	8	28	38	10	56	498	3.56	Tall

Statement		Proportion of Respondents' Answers (person)					Amount	Average	Criteria
		1	2	3	4	5			
2	I feel like my work is not well scheduled	22	38	18	24	38	438	3.13	Enough
3	I feel the company's targets are burdening my duties.	12	20	67	29	12	429	3.06	Enough
4	I feel frustrated because the demands of the assignment are too much for me.	17	18	66	27	12	419	2.99	Enough
Average total work stress								3.19	Enough

Source: Appendix 10, data processed 2025

Based on Table 5, it is known that the respondents' perception of the work stress variable has a total average value of 3.19 which is included in the sufficient criteria, this indicates that employees at PT. Tiki Jalur Nugraha Ekakurir (JNE) Denpasar Selatan feel sufficient work stress. The respondents' assessment of the statements with the lowest and highest averages are as follows:

- 1) Based on the respondents' assessment of the work stress statement, the lowest average was the statement "I feel frustrated because of the demands of the task that burden me", this statement obtained an average value of 2.99 which is included in the sufficient criteria, this shows that in general employees feel quite frustrated because of the burdensome demands of the task.
- 2) Based on the assessment of the work stress statement that has the highest average is the statement "I am worried that there is unhealthy competition among co-workers", this statement obtained an average value of 3.56 which is included in the high criteria, this shows that employees are worried that there is unhealthy competition among co-workers.

Description of Work Motivation Variables

Table 6. Description of Respondents' Answers Regarding Work Motivation

Statement		Proportion of Respondents' Answers (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I am able to work according to the expectations of the leadership	0	14	30	43	53	555	3.96	Tall
2	I am passionate about work	0	13	26	28	73	581	4.15	Tall
3	I have initiative in working	0	11	36	31	62	564	4.03	Tall
4	I try to work hard in doing my job	0	12	28	43	57	565	4.04	Tall
5	I don't give up easily when facing problems at work	0	9	31	47	53	564	4.03	Tall
6	I am always enthusiastic when working even though there are obstacles	0	11	30	47	52	560	4.00	Tall
Average total work motivation								4.03	Tall

Source: Appendix 10, data processed 2025

Based on Table 6, it is known that the respondents' perceptions regarding the work motivation variable have a total average value of 4.03 which is included in the high criteria, this shows that employees at PT. Tiki Jalur Nugraha Ekakurir (JNE) Denpasar Selatan have high work motivation. The respondents' assessments of the statements that have the lowest and highest averages are as follows:

- 1) Based on the respondents' assessment of the work motivation statement, the lowest average score was the statement "I am able to work according to the leader's expectations", this statement obtained an average score of 3.96 which is included in the high criteria, this shows that in general employees feel that they are not yet fully able to work according to the leader's expectations.
- 2) Based on the assessment of work motivation statements, the highest average is the statement "I am enthusiastic about working", this statement obtained an average of 4.15 which is included in the high criteria, this shows that employees feel enthusiastic about working.

Inferential Analysis Results

Inferential analysis technique is a statistical analysis technique used to analyze sample data (Sugiyono, 2016:147). Inferential statistics is a statistical technique used to analyze sample data by describing or depicting the data that has been collected, and the results can be applied and expanded to a wider population, so that it can provide a more accurate and representative picture of the population. The inferential statistics used in this study is the PLS-based Structural Equation Modeling (SEM) analysis.

Research Model Analysis using the PLS (Partial Least Square) method

The data analysis technique used in this study uses Structural Equation Modeling (SEM) or a structural equation model based on variance or component based SEM called Partial Least Square (PLS). SEM PLS analysis in the study was carried out using the Smart PLS 3.0 software application. The following are the test results using the PLS method:

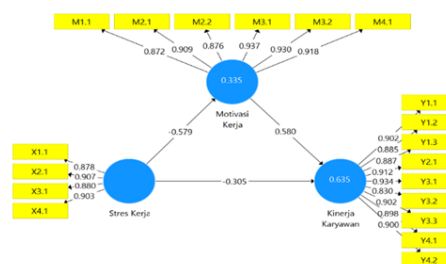


Figure 2. Results of the PLS (Partial Least Square) Method
Source: processed data, 2025

The steps in analyzing data using PLS are evaluation of the basic model in this test is the outer model and inner model. So that the results of the outer and inner model tests can be known as follows:

1) Outer Model Evaluation

The measurement model or outer model with reflective indicators is evaluated based on the results of convergent and discriminant validity of the indicators and composite reliability for the indicators. In this study, all variables are latent variables with reflective indicators so that the evaluation of the measurement model is as follows.

2) Convergent Validity

Measurement of the validity of the indicator by forming each variable is done by looking at convergent validity. The indicator is considered valid if it has an outer loading value above 0.50 and a T-Statistic value above 1.96. The results of the correlation between indicators and variables can be seen in Table 7 as follows:

Table 7. Outer Loadings test results

Statement<-variable	Original Sample	T Statistics
Y1.1 <- Employee performance	0.902	53,722
Y1.2 <- Employee performance	0.885	48,071
Y1.3 <- Employee performance	0.887	37,030
Y2.1 <- Employee performance	0.912	61,545
Y3.1 <- Employee performance	0.934	71,220
Y3.2 <- Employee performance	0.830	28,619
Y3.3 <- Employee performance	0.902	55,276
Y4.1 <- Employee performance	0.898	53,001
Y4.2 <- Employee performance	0.900	60,072
X1.1 <- Job stress	0.878	49,506
X2.1 <- Job stress	0.907	81,592
X3.1 <- Job stress	0.880	45,287
X4.1 <- Job stress	0.903	56,484
M1.1 <- Work motivation	0.872	34,690
M2.1 <- Work motivation	0.909	65,850
M2.2 <- Work motivation	0.876	42,948

Statement<-variable	Original Sample	T Statistics
M3.1 <- Work motivation	0.937	86,173
M3.2 <- Work motivation	0.930	79,879
M4.1 <- Work motivation	0.918	61,503

Source: Appendix 11, data processed 2025

Based on Table 7, the output results have met convergent validity because the original sample value is above 0.50 and the t-statistic value is above 1.96, so all statements on the work stress variable, work motivation variable and work motivation variable are valid. employee performance can be said to be valid.

Discriminant Validity

Discriminant Validity measurement of indicators based on cross loading with its latent variables. If the cross loading value of each indicator on the relevant variable is the largest compared to the cross loading on other latent variables, then it is said to be valid. The results of the Cross Loading test can be seen in Table 8 as follows:

Table 8. Cross Loading Test Results

Statement	Variables		
	Employee performance	Job Stress	Work motivation
Y1.1	0.902	-0.549	0.671
Y1.2	0.885	-0.648	0.659
Y1.3	0.887	-0.589	0.717
Y2.1	0.912	-0.598	0.670
Y3.1	0.934	-0.615	0.706
Y3.2	0.830	-0.543	0.606
Y3.3	0.902	-0.528	0.706
Y4.1	0.898	-0.520	0.707
Y4.2	0.900	-0.570	0.646
X1.1	-0.599	0.878	-0.514
X2.1	-0.619	0.907	-0.561
X3.1	-0.518	0.880	-0.491
X4.1	-0.544	0.903	-0.494
M1.1	0.710	-0.511	0.872
M2.1	0.692	-0.534	0.909
M2.2	0.698	-0.558	0.876
M3.1	0.665	-0.505	0.937
M3.2	0.682	-0.529	0.930
M4.1	0.669	-0.511	0.918

Source: Appendix 11, data processed 2025

Based on Table 8, it can be seen that the correlation of employee performance variables (Y) with the crossloadings value of its indicators is higher than the correlation of work motivation (M) and work stress (X). The correlation of work stress variables (X) with the crossloadings value of its indicators is higher than the correlation of work motivation (M) and employee performance (Y). Then the correlation of work motivation variables (M) with the crossloadings value of its indicators is higher than the correlation of work stress indicators (X), and employee performance (Y), so it can be explained that all indicators in each variable are valid. Another method to assess discriminant validity is to compare the average variance extracted for each variable with the correlation between variables with other variables in the model. The model has sufficient discriminant validity if the AVE value must be greater than 0.50. The results of the AVE test in the model can be seen in Table 9

Table 9. Results of the Average Variance Extracted Value Test

Research Variables	AVE
Employee performance (Y)	0.801

Job stress (X)	0.796
Work motivation(M)	0.823

Source: Appendix 11, data processed in 2025

Based on Table 9, it can be explained that the AVE values of the employee performance, work stress, and work motivation variables are 0.801, 0.796, and 0.823, where each variable has an AVE value of each variable greater than 0.50, so the model can be said to be good.

Composite Reliability and Cronbach's Alpha

Composite reliability is an outer model test to assess the reliability between the indicator blocks of the constructs that form it. Cronbach's Alpha (α): is an outer model test to evaluate the reliability of the variables studied from the constructs that form it using Cronbach's alpha (α) correlation. An indicator is declared reliable if the composite reliability and Cronbach's alpha values are greater than 0.7. The results of the composite reliability and Cronbach's alpha tests can be seen in Table 10 as follows:

Table 10. Results of Reliability Testing and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Information
Employee performance (Y)	0.973	0.969	Reliable
Job stress (X)	0.940	0.915	Reliable
Work motivation(M)	0.965	0.957	Reliable

Source: Appendix 11, data processed 2025

Based on the results of composite reliability and cronbach alpha tests in table 10, it can be seen that the composite reliability values for employee performance, work stress and work motivation variables are 0.973, 0.940 and 0.965, as well as cronbachs alpha for employee performance, work stress and work motivation variables are 0.969, 0.915, 0.957, all variables have composite reliability and cronbachs alpha values above 0.70. So the employee performance, work stress and work motivation variables have good reliability.

1. Inner Model Evaluation

Inner model or structural model evaluation is the development of a concept and theory-based model in order to analyze the relationship between exogenous and endogenous variables. The inner model test can be seen as follows:

2. R-Square

R-Square (R^2) shows the strength of the influence caused by the variation of the dependent variable on the independent variable. The R-Square (R^2) value is greater than 0.50 and is categorized as a strong model. The R-square value can be seen in the following table 11:

Table 11. R-square Test Results

Variables	R Square
Work motivation	0.335
Employee performance	0.635

Source: Appendix 11, data processed 2025

Based on Table 11, it shows the R-square value of the work motivation variable of 0.335, meaning that 33.5 percent of the variation in the work motivation construct can be explained by the work stress variable, while the remaining 66.5 percent of the work motivation variable is explained by other variables outside the model. Likewise, the employee performance variable has an R-square value of 0.635, meaning that 63.5 percent of the variation in the employee performance construct can be explained by the work stress and work motivation variables, while the remaining 36.5 percent of the employee performance variable is explained by other variables outside the model.

Q-Square Predictive Relevance (Q²)

Q-Square predictive relevance (Q^2) is a measure of how well the observations made provide results for the research model. The Q-Square predictive relevance (Q^2)

value ranges from 0 (zero) to 1 (one). The closer to the value of 0 (zero), the Q-Square predictive relevance (Q^2) value, provides an indication that the research model is getting worse, if it is further away from 0 (zero) and closer to the value of 1 (one) this means that the research model is getting better. The calculation Q-Square Predictive Relevance (Q^2) are as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\ &= 1 - (1 - 0.335)(1 - 0.635) \\ &= 1 - (0.665)(0.365) \\ &= 1 - 0.243 = 0.757 \end{aligned}$$

Calculation results Q^2 of 0.757 approaching 1. Referring to the criteria for the strength and weakness of the model based on the value Q-Square Predictive Relevance (Q^2), then this model is classified as strong. The predictive-relevance value is 0.757, which means that 75.7 percent of the variation in employee performance variables can be explained directly or indirectly by the work stress and work motivation variables in the research model, while the remaining 24.3 percent is explained by other variables outside the research model.

Hypothesis Testing

Hypothesis testing is carried out in the Smart PLS 3.0 software analysis process using probability (p-value). If the p-value is obtained < 0.05 (alpha 5%), or $t \text{ statistic} > 1.96$ (t statistic > 1.96), then the test indicates that there is a significant influence between the latent variables, namely work stress, work motivation, employee performance. The results of the empirical model analysis of the study using the Partial Least Square (PLS) analysis tool produce the following.

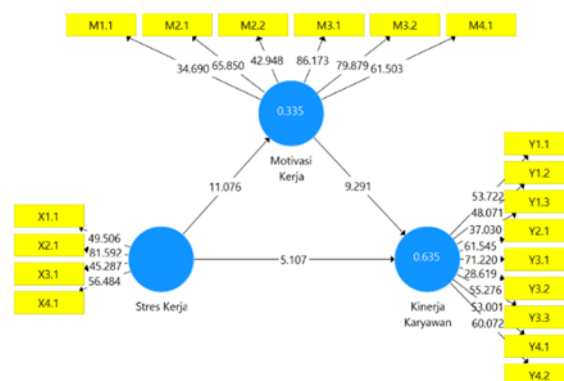


Figure 3. Hypothesis Testing Results

Source: processed data, 2025

Picture 3 shows that there are 4 hypotheses in this study. Hypothesis 1 states that there is a significant negative relationship between work stress on employee performance. Hypothesis 2 states that there is a positive and significant relationship between work motivation and employee performance. Hypothesis 3 states that there is a significant negative relationship between work stress on work motivation. Hypothesis 4 states Work stress affects employee performance with work motivation as a mediating variable. The results of the research hypothesis testing are shown in Table 12 below.

Table 12. Hypothesis Testing Results

Hypothesis	Original Sample	t statistic	p-value	Information
Direct Influence				
Job stress -> Employee performance	-0.305	5,107	0,000	Significant
Work motivation ->	0.580	9,291	0,000	Significant

Employee performance				
Work stress -> Work motivation	-0.579	11,076	0,000	Significant
Indirect Influence				
Work stress -> Work motivation -> Employee performance	-0.336	6,419	0,000	Significant

Source: Appendix 11, data processed 2025

Based on Table 12, the results of the PLS analysis used for hypothesis testing in this study can be seen. Hypothesis testing in this study can be described as follows:

1. Hypothesis testing of the influence of work stress on Employee performance.
Based on Table 12, the influence of work stress on employee performance is -0.305, with a p-value of $0.000 < 0.05$ and a t-statistic of $5.107 > 1.96$. These results indicate that work stress has a negative and significant effect on employee performance at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This means that increasing levels of work stress will have a real impact on decreasing employee performance. Thus, the first hypothesis in this study is accepted.
2. Hypothesis testing of the influence of work motivation on employee performance.
Based on Table 12, the largest influence of work motivation on employee performance is 0.580, with a p-value of $0.000 < 0.05$ and a t-statistic of $9.291 > 1.96$. These results indicate that work motivation has a positive and significant effect on employee performance at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This means that the higher the work motivation, the higher the employee performance. Therefore, the second hypothesis in this study is accepted.
3. Hypothesis testing of the influence of work stress on work motivation.
Based on Table 12, the major influence of work stress on work motivation is -0.579, with a p-value of $0.000 (< 0.05)$ and a t-statistic of $11.076 (> 1.96)$. These results indicate that work stress has a negative and significant effect on work motivation at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This means that increasing work stress has an impact on decreasing employee work motivation. Thus, the third hypothesis in this study is accepted.
4. Role hypothesis testing Work motivation mediates the effect of work stress on employee performance.
Based on Table 12, the results of the indirect influence analysis show that the p-value is $0.000 < 0.05$, and t-statistic $6.419 > 1.96$ with coefficient -0.336 which indicates that work motivation is a mediating variable in the influence of work stress on employee performance. PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. In addition, the direct effect of work stress on employee performance shows a coefficient value of -0.305, with a p-value of $0.000 (< 0.05)$ and a t-statistic of $5.107 (> 1.96)$. Based on the mediation test criteria, these results indicate that work motivation mediates partially competitively the effect of work stress on employee performance. Therefore, the fourth hypothesis in this study is accepted.

4. Discussion

The Effect of Work Stress on Employee Performance at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

The results of the first hypothesis testing in this study indicate that work stress has a negative effect on employee performance at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This finding suggests that an increase in the level of work stress experienced by employees has a significant impact on performance decline.

Work stress that is not properly managed can negatively affect various aspects of employee performance, including service quality, work quantity, time efficiency, and cooperation among employees. Work stress refers to a condition in which employees

experience physical and psychological pressure due to excessive job demands. The Self-Determination Theory emphasizes that optimal work motivation depends on the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. Increased work stress tends to hinder the fulfillment of these needs, which in turn negatively affects overall employee performance. These findings are consistent with those of Lestari and Dewi (2023), which show that work stress has a negative and significant effect on employee performance. This indicates that lower levels of perceived work stress are associated with improved employee performance, while high levels of work stress lead to decreased performance.

The Effect of Work Motivation on Employee Performance at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

The results of the second hypothesis testing reveal that work motivation has a positive effect on employee performance at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This finding suggests that higher work motivation among employees significantly contributes to improved performance. Employees with high work motivation tend to have greater confidence in their ability to achieve company goals and contribute to organizational development (Laksono & Wilasittha, 2021). Self-Determination Theory, one of the leading theories in understanding motivation and individual well-being, underscores the importance of fulfilling three basic psychological needs: autonomy, competence, and relatedness. When employees are granted the freedom to complete tasks independently, their need for autonomy is fulfilled, which enhances their motivation. This finding aligns with the research of Sadat et al. (2020), which demonstrates that work motivation positively affects employee performance. The studies by Harbiato and Perkasa (2023), Sari et al. (2021), Hassan et al. (2020), and Andreas (2022) also support this conclusion, emphasizing that higher levels of work motivation contribute positively to company outcomes. Motivated employees are more likely to deliver higher quality and more productive work.

The Effect of Work Stress on Work Motivation at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

The results of the third hypothesis testing indicate that work stress negatively affects work motivation at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This finding demonstrates that higher levels of work stress experienced by employees significantly lead to decreased work motivation.

Work stress refers to a condition in which individuals experience physical and psychological strain that negatively affects their emotional state, thus reducing their motivation. According to Self-Determination Theory, work stress interferes with the fulfillment of the three basic psychological needs: autonomy, competence, and relatedness. Prolonged stress can cause employees to feel a lack of control over their work (autonomy), perceive themselves as less capable (competence), and experience diminished social relationships in the workplace (relatedness). These conditions weaken intrinsic motivation and adversely affect productivity, work enthusiasm, and overall performance. This result is consistent with the study by Pebrianti (2020), which found that work stress has a negative and significant effect on work motivation. The higher the level of stress experienced by employees, the lower their motivation. Similar findings were also reported by Sugiarto and Nanda (2020), Pietama (2022), and Shabrina et al. (2020), who consistently concluded that work stress has a negative and significant influence on work motivation.

The Mediating Role of Work Motivation in the Relationship between Work Stress and Employee Performance at PT Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar

The results of the fourth hypothesis testing indicate that work motivation acts as a partial mediator (partial competitive mediation) in the relationship between work stress and employee performance. This finding shows that increased work stress experienced by employees leads to a decline in work motivation, which in turn decreases employee performance. High levels of work stress can create discomfort among employees, reducing their enthusiasm for work. Employees with low levels of

motivation tend to lack the drive to complete tasks optimally. Conversely, high work motivation can help employees manage work stress more adaptively, transforming stress into a source of growth, ultimately enhancing performance. According to Self-Determination Theory, unmanaged work stress can hinder the fulfillment of autonomy, competence, and relatedness. When these psychological needs are unmet due to excessive work pressure, employees' intrinsic motivation declines. A decrease in work motivation directly affects employee performance. This result is in line with the research of Dewi et al. (2023), which showed that work motivation mediates the effect of work stress on employee performance. Highly motivated employees strive to perform well despite work pressure. This is supported by findings from Lestari and Dewi (2023), who stated that work motivation significantly mediates the relationship between work stress and performance. Moreover, the study by Triningrat and Supartha (2020) emphasized the crucial role of work motivation in bridging the effect of work stress on employee performance.

Conclusion

Based on the research results obtained, several conclusions can be drawn as follows.

1. Work stress has a negative effect on employee performance at PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This means that the higher the level of work stress felt by employees, the employee performance tends to decrease.
2. Work motivation has a positive effect on employee performance at PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This means that the higher the work motivation possessed by employees, the level of employee performance also tends to increase.
3. Work stress has a negative effect on work motivation at PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This means that the higher the level of work stress felt by employees, the lower the work motivation of employees.
4. The results of the analysis show that work motivation mediates partially and competitively the effect of work stress on employee performance at PT. Tiki Jalur Nugraha Ekakurir (JNE) South Denpasar. This means that low work stress can increase work motivation, and high work motivation will have an impact on increasing employee performance.

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