

The Effect of Work Stress and Work Motivation on the Employees Work Productivity

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Abstract

The objective of this study is to ascertain the impact of work stress and motivation on the productivity of employees at PT Jinlin Luggage Indonesia. Work productivity is a critical metric for evaluating employee performance, as it directly influences the realization of organizational objectives. It is widely accepted that elevated levels of work stress, coupled with diminished levels of job motivation, have the potential to diminish employee productivity. The present study employs a quantitative approach, using a survey method. The sampling technique employed is a census, where in the entire population of the Quality Control department, consisting of 45 employees, serves as the sample. The research instrument employed was a questionnaire that utilized a Likert scale. The data analysis technique employed is multiple linear regressions, with the assistance of SPSS software. The findings suggest that work-related stress exerts a substantial negative influence on work productivity, concurrently; work motivation exerts a substantial positive influence on work productivity in PT Jinlin Luggage Indonesia. These results underscore the pivotal role of company management in fostering stress resilience and enhancing work motivation, thereby maximizing employee productivity.

Keywords: Work Motivation; Work Stress; Work Productivity

INTRODUCTION

The manufacturing industry is a crucial sector in Indonesia's economic development. In 2023, the manufacturing sector contributed 18.67% to the national Gross Domestic Product (GDP) (BPS, 2024). In 2024, this sector was also able to absorb 1.08 million new workers (Shaid, 2025). This achievement demonstrates the manufacturing industry's strategic role in creating jobs and driving national economic growth.

However, behind these achievements lies a challenge that cannot be ignored: how companies can sustainably maintain and improve employee productivity. Work productivity is a key indicator of organizational success because it directly relates to efficiency, quality, and the achievement of company targets. Low employee productivity has the potential to result in losses, both in terms of time and costs, and results that do not meet expectations. In practice, employees still experience difficulty completing tasks on time, delay work, and exhibit fluctuating work performance.

This phenomenon indicates internal issues that require further investigation, particularly those related to employee psychology. One factor believed to contribute to decreased productivity is work stress. Work stress is a state of pressure, both physical and psychological, that can disrupt an individual's emotional balance, thought processes, and behavior in the workplace. If this condition persists over a long period of time and is not properly addressed, it can reduce employee motivation and overall performance (Robbins & Judge, 2019; Putri & Hidayah, 2021).

Besides work stress, another equally important factor is work motivation. Motivation is seen as an internal drive that influences an individual's attitude and behavior at work. Highly motivated employees generally demonstrate strong work ethic, responsibility for their tasks, and a desire to achieve. Conversely, low motivation can lead to passive work, a lack of

initiative, and substandard work performance (Luthans, 2016; Wahyuni, 2022). Therefore, providing appropriate motivation is a crucial strategy for increasing work productivity.

Productivity is measured not only by the quantity of work achieved, but also by the quality of the output produced. Productive employees are those who are able to complete work according to company standards, both in terms of quantity and quality (Simanjuntak, 2020). Therefore, a good understanding of the factors influencing work productivity is essential for research conducted by Cherny & Kartikasari (2017), Laksmiati, et al. (2019), Putri, et al., (2023) shows that work motivation has a significant effect on employee productivity, whereas research conducted by Purwanti, et al. (2024) concluded that work motivation no influential significant to productivity work. Research previously done by Safitri & Gilang (2020), and Ibrahim, et al. (2023) concluded that work stress influential significant to productivity work, while research conducted by Cherny & Kartikasari (2017), and Putri, et al. (2023) showed that work stress no influential significant to productivity. The findings suggest that the influence of each variable on productivity may vary depending on the organizational context, making it important to conduct further studies in different environments.

Based on this description, this research was conducted because productivity issues persist in the workplace, potentially caused by work pressure and a lack of motivation. This study also aims to gain a deeper understanding of the relationship between work stress and work motivation and productivity, specifically within PT Jinlin Luggage Indonesia.

LITERATURE REVIEW

Job Stress on Work Productivity

Job stress is a state of tension that arises from work demands that exceed an individual's capabilities, disrupting both physical and psychological balance (Sarafino & Smith, 2014). Under conditions of high stress, employees expend more mental and physical energy dealing with pressure than completing tasks, resulting in decreased concentration, increased errors, and decreased motivation. This results in decreased work effectiveness and efficiency, both in terms of quantity and quality of output. Research conducted by Safitri & Gilang (2020), and Ibrahim, et al. (2023) concluded that work stress influential significant to productivity Work. Based on stress theory and previous research findings, excessive work stress (distress) has been shown to be negatively correlated with performance, so it can be logically hypothesized that the higher the work stress, the lower the employee's work productivity.

H1: Work stress has a significant effect on the work productivity of PT Jinlin Luggage Indonesia employees.

Work Motivation on Work Productivity

Work motivation is an internal or external drive that triggers individuals to act and strive to achieve specific goals, including in the context of work (Robbins & Judge, 2019). Highly motivated employees tend to demonstrate stronger commitment, greater initiative, and a willingness to exert maximum effort in completing tasks. This has implications for increased work effectiveness and efficiency, both in terms of quantity and quality of results. Research previously, among those who have done by Laksmiati, et al. (2019), Putri, et al. (2023), Ibrahim, et al. (2023) concluded that work motivation influential positive And significant to productivity Work. Based on motivation theory and previous research, high motivation will encourage productive work behavior, so it can be logically hypothesized that the higher the work motivation, the higher the employee productivity will be.

H2: Work motivation has a positive effect on the work productivity of PT Jinlin Luggage Indonesia employees.

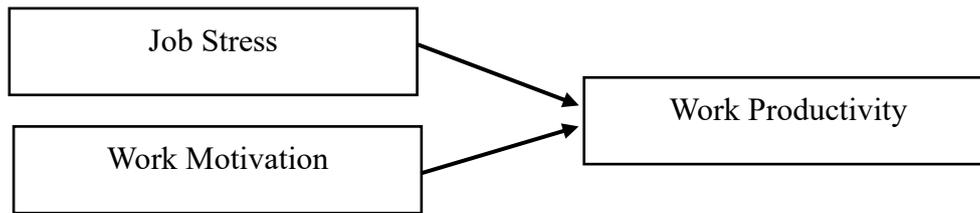


Figure 1. Research Model

RESEARCH METHOD

Population and Sample

The population in this study was 45 employees of PT Jinlin Luggage Indonesia in the quality control department. This research uses a census technique, namely a sampling technique in which all members of the population are a total of 45 people were used as respondents

Measurement

The data collection technique used is a questionnaire guide using a Likert scale with questions using a score of 1-5, ranging from strongly disagree to strongly agree. Employee productivity is the ability of employees to produce output efficiently and effectively in accordance with organizational targets. In this study, employee work productivity is operationalized with quality and quantity of work, work spirit, self- development, quality and efficiency. Job stress is a condition of tension experienced by employees due to a mismatch between job demands and individual abilities, resources, or needs. In this study, job stress was measured using the Job Stress Scale (JSS) developed by Parker and DeCotiis (1983), namely anxiety and pressure time. Work motivation is an internal or external drive that drives employees to achieve work goals optimally. Work motivation indicators consists of: performance, appreciation, challenges and responsibilities, development, involvement and opportunities

Data analysis

The data analysis in this study consists of validity tests, reliability measurements, classic assumptions, and multiple regressions.

RESULT AND DISCUSSION

Result

Table 1 shows more respondents were more men than women, most were over 20 - 25 years old, most were undergraduate of university graduation.

Table 2 shows that from the results of the validity test, it is known that all the indicator variables used have a calculated r value greater than the r table ($r_{\text{calculated}} > 0.374$), so all indicators for each research variable can be said to be valid. The results of the reliability test show that all variables have a Cronbach's alpha value greater than 0.70, so it can be said that all measuring concepts for each variable are reliable.

Table 1. Respondent Identity

Characteristics	Amount	Percentage
Gender		
Man	32	71
Woman	13	29
Age		
20 - 25 Years	21	47
26 - 30 Years	16	36
31 - 35 Years	2	4
36-40 Years	6	13
Education		
Junior High school	1	2
Senior High School	30	67
Bachelor	5	11
Undergraduate	9	20

Table 2. Validity and Reliability Test Results

Variable	R-count	Cronbach Alpha
Work Stress	0.721, 0.684, 0.701, 0.734, 0.667, 0.709, 0.682, 0.690, 0.664, 0.714, 0.728, 0.699, 0.683	0.938
Work Motivation	0.559, 0.657, 0.586, 0.542, 0.724, 0.604, 0.627, 0.692, 0.436, 0.542	0.798
Work Productivity	0.553, 0.645, 0.760, 0.571, 0.531, 0.638, 0.510, 0.563, 0.600, 0.650, 0.550, 0.577	0.830

The results of the classical assumption test show that there are no symptoms of multicollinearity, there is no heteroscedasticity, and the data is normally distributed. Furthermore, Adj. R Square is 0.451 with F statistics of 0.000 and smaller than 0.05. These results can be concluded if the resulting regression model is fit, significant, and suitable for use. The results of the regression test show a confidence level of 95% or a significance level of 5% for the three influences so that H1, and H2 can be accepted (Table 3).

Table 3. Hypothesis Result

Hypothesis	Coefficient	p-value
Work stress toward work productivity	-4.006	0.001
Work motivation toward work productivity	4.661	0.001

Note = Adj R Square 0. 451, F= 19. 073, Sig.000b

Discussion

The Influence of Work Stress on Employee Work Productivity at PT Jinlin Luggage Indonesia

Based on the results of data analysis, it was found that work stress has a significant effect on employee work productivity at PT Jinlin Luggage Indonesia, so the first hypothesis in this study was accepted. These results indicate that high levels of work stress can reduce employee productivity, especially in a manufacturing work environment that demands speed, accuracy, and punctuality in the production process. At PT Jinlin Luggage Indonesia, work pressure can arise from various sources, such as high production targets, monotonous tasks, pressure from superiors, or exhausting physical working conditions.

According to Robbins and Judge (2017), work stress is an emotional response that arises from a mismatch between job demands and an individual's ability to cope. In the context of PT Jinlin Luggage Indonesia, unmanaged work stress can lead to decreased concentration, increased errors in the production process, and high absenteeism. This directly impacts productivity, both individually and as a production team.

This finding also aligns with Handoko's (2014) opinion, which states that excessive work stress can disrupt employees' physical and psychological stability, thereby reducing work enthusiasm and effectiveness. In a manufacturing industry like PT Jinlin Luggage Indonesia, where the work pace is fast and the demands for high output are high, ongoing stress can lead to physical fatigue, decreased work morale, and a loss of motivation to complete tasks optimally.

However, not all forms of stress are negative. Mild or moderate stress (eustress) can motivate some employees to be more focused and enthusiastic about achieving production targets (Luthans, 2011). However, if stress increases significantly and persists without organizational intervention, productivity will be disrupted. Therefore, the management of PT Jinlin Luggage Indonesia needs to recognize the importance of stress management in the workplace.

Thus, these results suggest that to sustainably improve employee productivity, companies need to identify sources of work stress and provide psychological support, open communication, and workload adjustments. These efforts will help create a mentally healthier work environment and encourage employees to work more productively and consistently.

The Influence of Work Motivation on Employee Work Productivity at PT Jinlin Luggage Indonesia

The analysis results show that work motivation has a significant effect on employee productivity at PT Jinlin Luggage Indonesia, thus the second hypothesis in this study is accepted. This indicates that employees with high levels of work motivation tend to show better performance, both in terms of quantity and quality of production. In a manufacturing company like PT Jinlin Luggage Indonesia, which focuses on the production of suitcases and luggage accessories, work motivation is a crucial aspect for maintaining stability and efficiency in the production process.

In practice, employees at PT Jinlin Luggage Indonesia who feel valued, have clear work goals, and receive encouragement from their superiors are more enthusiastic about achieving daily production targets. This aligns with motivation theory by Luthans (2011), which states that motivation influences the intensity and direction of a person's work behavior. When employees feel valued in their work and receive incentives or recognition, they are more likely to put in maximum effort in carrying out their responsibilities.

Herzberg's two-factor theory (Herzberg, Mausner, & Snyderman, 1959) can also explain these findings. In the PT Jinlin Luggage Indonesia workplace, motivating factors such as recognition for hard work, promotion opportunities, and a sense of accomplishment are key

elements driving productivity. Meanwhile, hygiene factors such as decent pay, safe working conditions, and harmonious work relationships also play a role in maintaining stable performance. When both factors are met, employees will work with greater enthusiasm and productivity.

Furthermore, these findings are supported by Mangkunegara's (2015) perspective, which states that motivation is an internal or external drive that drives someone to act to achieve a specific goal. At PT Jinlin Luggage Indonesia, strong work motivation is reflected in employee discipline in meeting production targets, participation in teamwork, and initiative in resolving technical problems in the field.

Thus, the results of this study confirm that increasing employee productivity at PT Jinlin Luggage Indonesia can be achieved by creating an effective motivation system. Company management can strengthen work motivation through non-material rewards (such as verbal appreciation), a bonus system, skills development training, and creating a communicative and supportive work environment. These efforts will not only boost employee morale but also encourage consistent achievement of production targets.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results and discussion, it can be concluded that work stress and work motivation have a significant effect on work productivity. PT Jinlin Luggage Indonesia should pay more attention to reduce work stress and to increase work motivation, such as welfare so that it can improve work productivity.

Limitations and Further Research

This research only takes work stress and work motivation as antecedents so it does not fully answer the determinants of work productivity factors. For this reason, future research needs to add several variables to describe factors that influence work productivity.

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