

The Effect of Work Stress and Providing Motivation on the Performance of Employees in the Production Department of PT. Sct Bandung City

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ABSTRACT

Employee performance is an important factor in achieving company goals, but there are still problems such as high stress levels and not optimal providing motivation for employees so that it has the potential to reduce employee performance. The objective of this research is to determine how work-related stress and motivation affect the output of production department workers. 39 respondents, 38 employees of the Production Department and 1 manager, completed questionnaires used in this quantitative study that combined descriptive and associative analytic techniques. SPSS version 27 was utilized for data analysis, which included validity and reliability tests, multiple linear regression tests, traditional assumption tests, and hypothesis testing. The study's findings indicate that while work stress has a detrimental impact on employee performance, motivation has a beneficial impact, and both work stress and motivation have an impact on employee performance. The study's findings demonstrates that effective motivation and stress management at work can enhance worker productivity.

INTRODUCTION

Indonesia is a developing country in the era of globalization and technological development, which is currently required to have a qualified, productive, and highly competitive workforce. One of the industries in Indonesia that employs a significant number of people is the textile sector. Currently, the textile industry in Indonesia is under pressure due to the flood of cheaper imported products, thus suppressing the competitiveness of local products. To survive in this fierce competition, the domestic textile industry is not only urged to innovate in terms of products and marketing, but also to optimize existing resources, especially human resources.

Human resource management, according to **Hasibuan (2019)**, is the science and art of effectively and efficiently managing the relationships and roles of the workforce to support the achievement of the objectives of the business, employees, and society. However, when it comes to human resource management, businesses frequently encounter issues including deteriorating employee performance as a result of high levels of stress at work and waning motivation, which can impair the organization's overall productivity.

According to **Khaeruman et al. (2021)**, performance is the accomplishment of work outcomes or goals that an employee must meet within a specific time frame in order to fulfill their various responsibilities and roles. PT. SCT is a company that has been established since 2005 and is located in Kopo, Bandung, West Java, engaged in the textile industry that produces yarn for the needs of the weaving, knitting, and embroidery industries. Based on the information provided by the manager, the performance of the Production Section employees is assessed through three aspects, namely, discipline, production results, and attitude. Employee performance at PT. According to the following table, SCT is divided into two groups: A (already ideal) and B (not optimal):

Table 1. Performance Data of Production Employees at PT. SCT Bandung City, July 2024 - June 2025

EMPLOYEE PERFORMANCE	NUMBER OF EMPLOYEES		PERCENTAGE	
	July-Dec 2024	Jan-June 2025	July-Dec 2024	Jan-June 2025
A (Optimal)	6	8	18,75%	21,05%
B (Not Optimal)	32	30	81,25%	78,95%
Quantity	38	38	100	100

Sources: Archives of PT. SCT, Reprocessed, November 2025

Although there is an increase in employee performance, there are still quite a lot of employees who are in the suboptimal category. This condition indicates that there are problems that affect employee performance.

Stress at work is one of the things that contributes to poor employee performance. Stress at work is a situation that leads to physical and mental imbalances that can impact employees' emotions, cognitive functions, and general well-being (**Trirahayu and Hendratni, 2023**). This is supported by the

results of the distribution of questionnaires filled out by 23 employees of the Production Section which showed that the majority of employees experienced physical fatigue, difficulty concentrating, sleep disturbances, and health complaints due to work. This is further supported by the findings of an interview with PT. SCT's manager, who claims that staff are held to a very high quality of work. This condition can be seen from the behavior of employees who often complain of feeling tired due to the demands of a fairly heavy job. Employees said that the fluctuating workload caused psychological pressure. As the number of orders increases, the workload and work tasks become heavier, while when orders decrease, employees experience anxiety and concern about the possibility of layoffs, thus triggering stress and depressed. High levels of job stress can make it difficult for employees to complete their tasks, which can have a detrimental impact on their performance, according to **Sukmawati & Hermana (2024)**. The results are consistent with study by **Hamidah & Mulyana (2024)**, which demonstrates that personnel in the Production Department perform worse while under stress at work. Research by **Kurniawan & Adiputra (2024)** further supports these findings, showing that employee performance is negatively impacted by job stress.

The performance of employees can also be impacted by motivational variables in addition to work-related stress. Motivation, according to **Tuarita dkk (2023)**, is a chain that begins with necessities, creates wants, leads to actions, and ends with decisions. Motivation was also carried out by PT. SCT to its employees to be able to encourage employees in completing their tasks. According to the findings of the manager of PT. SCT's interviews, rewarding employees who perform at their best with incentives or pay raises is one way to motivate them. However, the implementation has not gone well. In addition, the manager of PT. SCT stated that the annual bonus has not been given since the Covid-19 pandemic. Most employees feel that non-financial forms of rewards such as praise and recognition for good performance, have also not been implemented to the maximum. The results are consistent with studies by **Fidieyanthi & Abdurahman (2025)**, which shows that employee performance is positively impacted by job motivation. They highlighted in their research that organizations should focus on a number of factors when it comes to employee motivation, such as recognizing subordinates by superiors, since this might motivate them to complete their task.

This condition creates a perception among employees that their efforts and work results are not appreciated by the company. Employee morale in doing their jobs might be affected by a lack of financial and non-financial incentive. According to **Hasibuan (2019)**, motivation is the process of maximizing subordinates' potential so they can perform effectively and achieve the objectives of the organization.

The study's goals are to ascertain the respondents' reactions to work stress, motivation, and the performance of employees in the Production Department at PT. SCT in Bandung, as well as the partial and simultaneous effects of work stress and motivation on the performance of employees in the Production Department

at PT. SCT in Bandung. These goals are based on the background description and phenomena mentioned above.

THEORETICAL REVIEW

Work Stress

According to **Robbins and Judge (2013)**, work stress is a dynamic state in which an individual is presented with possibilities, demands, or resources that are connected to their own desires and where the outcome is viewed as unclear and complex. **Mangkunegara (2017)** describes work stress as a feeling of pressure that employees experience when dealing with their work, while **Vanchapo (2020)** offers an alternative viewpoint, explaining that work stress is an emotional state that results from a mismatch between the workload and the individual's capacity to handle the stress. **Hasibuan (2019)** mentions several factors that cause work stress in employees, including: workload, leader perspective, working time, conflict, and reciprocity. In this study, these factors served as sub-variables.

According to the findings of earlier studies, occupational stress has a detrimental impact on performance (**Regitayagayo & Prabowo, 2025**). Thus, the following are the theories put out in this study:

H1: Employee performance at PT. SCT Bandung City suffers as a result of work stress

Providing Motivation

Providing Motivation is an active energy that changes a person's psychological symptoms, feelings, and emotions to act or do something to meet their needs, desires, or goals (**Purwanto et al., 2023**). In contrast, Zaqiyah et al. (2023) clarified that motivation is characterized as a driving force, encouragement, or force that results in an action or deed. In contrast, Hasibuan (2019) asserted that motivation is something that drives, channels, and encourages human behavior, making people want to work hard and obtain the best possible outcomes. **Hasibuan (2019)** explained that in motivating employees there are several principles, including: the principle of participation, the principle of communication, the principle of recognition, the principle of delegated authority, and the principle of mutual attention. In this study, these factors served as sub-variables.

Providing motivation has a good impact on performance, according to the findings of earlier research by **Musofa (2025)**. Thus, the following are the theories put out in this study:

H2: Employee performance at PT. SCT Bandung City's Production Department is positively impacted by motivation.

Performance

Performance is the outcome of an employee's job completed within a specific time frame in compliance with the primary duties and responsibilities established by relevant rules in order to meet organizational **objectives (Warella et al., 2021)**. According to **Indrastuti (2020)**, performance is the outcome attained by an individual in completing the duties that are given to him in terms of their effectiveness, quantity, and quality. In the meanwhile, performance is a condition

between the ability and effort to create what is done; to generate good performance, an individual has to have the ability, willingness, effort, and environmental support, according to **Silaen et al. (2022)**. In **Silaen et al. (2021)**, **Mathis** and **Jackson** state that a number of factors, including work quantity, quality, attendance rate, time utilization, and collaboration, can demonstrate the degree to which employee performance influences workers. In this study, these factors served as sub-variables.

H3: Employee performance at PT. SCT Bandung City's Production Department is impacted by work-related stress and motivation.

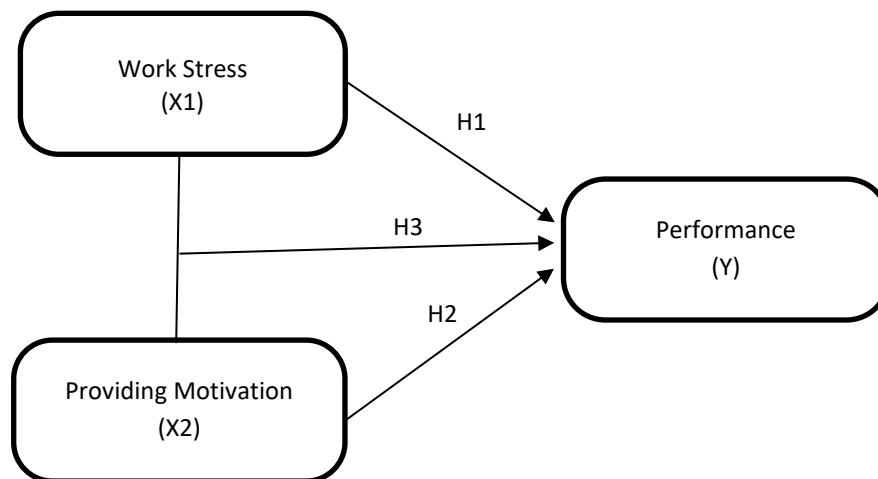


Figure. 1 Theoretical Framework

METHODOLOGY

This study uses quantitative data analysis techniques with quantitative descriptive and quantitative associative methods. The respondents in this study are employees of the Production Department who have a minimum working period of 2 years totaling 38 people and 1 manager, so that the total population unit is 39 respondents. Methods for gathering data through the use of questionnaires. Semantic differential scales are used in data measuring methods, while SPSS version 27 is used for processing. Validity and reliability tests, together with traditional assumption tests, were used to evaluate the measurement instruments. Multiple linear regression analysis, coefficient of determination, and hypothesis testing were used to analyze the study's data. The following factors are used to assess respondents' attitudes while doing descriptive analysis:

Table 2. Respondents' Attitude Criteria Regarding Work Stress Variables, Providing Motivation, and Performance

INTERVAL	WORK STRESS	PROVIDING MOTIVATION	PERFORMANCE
1,00 - 1,80	Very Low	Very Inaccurate	Very Less
1,81 - 2,60	Low	Inaccurate	Less
2,61 - 3,40	Medium	Quite Precise	Enough
3,41 - 4,20	Height	Precise	Good

4,21 – 5,00	Very High	Very Precise	Excellent
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The study used a quantitative associative approach to handle the fourth problem, which included computations utilizing the coefficient of determination and multiple linear regression analysis. The following rules can be used to understand the coefficient of determination:

Table 3. Instructions for Determination Coefficient Interpretation	
EFFECTIVE INTERVAL	INFLUENCE LEVEL
<4,99%	Very Low Influence
5% - 16,99%	Low But Certain Influence
17% - 49,99%	Significant Influence
50% - 80,99%	High/Strong Influence
>81%	Very High Influence

Sources: Fitrianingsih dan Budiansyah (2018)

Results of the Validity Test

The outcomes of each job stress variable (X1) using the traditional assumption test. Providing Motivation (X2), and Performance (Y) are considered valid because the calculation value shows adequate validity, namely $r_{\text{statistic}} > r_{\text{table}}$ (0,3202)

Reliability Test Results

The table below displays the findings of the reliability test for each variable:

Table 4. Results of Reliability Tests			
CHANGEABLE	CRONBACH'S ALPHA	CONDITIONS	REMARKS
X1	0,769	0,6	Dependable
X2	0,643	0,6	Dependable
Y	0,616	0,6	Dependable

All of the variables in the above table were found to be trustworthy since their Cronbach's alpha values were more than 0.6.

Classical Assumption Test Results

Before performing multiple linear regression tests, there are several assumptions that must be met. These assumptions consist of:

1. The Normalcy Test
The variables of work stress and motivating employee performance had a significance value (sig.) of $0.200 > 0.05$ based on the findings of the normality test, indicating that the data in this study is normally distributed.
2. Test of Multicollinearity
There were no signs of multicollinearity, according to the findings of the multicollinearity test of work stress variable data and motivating employee performance. The tolerance value was $0.983 > 0.10$, and the VIF

value was $1.018 < 10$. This demonstrates that the independent variables in the regression model do not correlate with one another.

3. Test of Heteroscedasticity

According to the findings of the heteroscedasticity test, there were no signs of heteroscedasticity in the data on the effects of work stress and motivation on career performance. The work stress variable had a significance value of 0.939, and the motivation variable had a significance value of 0.392. This indicates that the variance and residuals do not differ between observations.

RESULTS

Descriptive Analysis

Respondents' Responses to Work Stress in Production Employees at PT. SCT Bandung City

Table 5. Total Average Respondent Responses to Statements Regarding Work Stress

SUB VARIABLE	TOTAL AVERAGE	CRITERIA
Workload	2,16	Conform
Leader's perspective	2,61	Medium
Working time	2,06	Conform
Employment conflict	2,01	Rare
Reply	2,92	Quite Appropriate
TOTAL	11,76	
AVERAGE TOTAL SCORE	11.76 : 5 = 2.35	
CRITERIA	LOW	

Source: Survey, 2026 Reprocessed

Based on table 5, which shows the overall average score of 2.35 for all sub-variables of work stress among employees of PT. SCT Bandung City's Production Department, the department falls into the **low criterion**. Workload, leader viewpoint, work time, work conflict, and reciprocity are the sub-variables of work stress that demonstrate this.

Answers to the Question of How to Encourage Workers at PT. SCT Bandung City's Production Department

Table 6. Total Average Respondent Responses to Statements Regarding Providing Motivation

SUB VARIABLE	TOTAL AVERAGE	CRITERIA
Basics of opt-in	2,5	No Fun
Principles of communication	2,77	Pretty Clear
Basis of recognition	2,72	Quite Appropriate
The delegated authority principle	2,86	Medium

The fundamentals of reciprocal attention	2,75	Medium
TOTAL	13,60	
AVERAGE TOTAL SCORE	13.60 : 5 = 2.72	
CRITERIA	Quite Precise	

Source: Reprocessed 2026 Questionnaire

Based on table 6, which shows the overall average score of 2.35 for all sub-variables of providing motivation for employees of PT. SCT Bandung City's Production Department, it is included in the criteria that are **pretty acceptable**. The sub-variables of motivation, which include the principles of communication, recognition, involvement, delegated authority, and mutual attention, demonstrate this.

Respondents' Responses to Employee Performance in the Production Section of PT. SCT Bandung City

Table 7. Total Average Respondent Responses to Performance Statements

SUB VARIABLE	TOTAL AVERAGE	CRITERIA
Working quantity	3,05	Quite Capable
Quality of work	3,07	Pretty Good
Time utilization	3,25	Quite Capable
Attendance rate	3,42	Conform
Cooperation	3,38	Quite Capable
TOTAL	16,17	
AVERAGE TOTAL SCORE	16.17 : 5 = 3.23	
CRITERIA	Enough	

Source: Reprocessed 2026 Questionnaire

After calculating the overall average of each performance sub-variable among the staff of PT. SCT Bandung City's Production Department, table 7 shows that the group as a whole has an average score of 3.25, which falls within the **adequate** parameters. Performance sub-variables, such as work quantity, quality, attendance rate, and time usage, demonstrate this.

Associative Analysis Test of Multiple Regression

Table 8. Results of the Multiple Regression Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	14.702	2.365		.000
	X1	-.246	.107	-.336	.028

X2	.321	.134	.351	2.401	.022
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a. Dependent Variable: Y

Source: SPSS Data Processing Results Version 27, 2026

Based on table 8, the results of the multiple regression test are shown which are then obtained as follows:

$$Y = 14.702 - 0.336X_1 + 0.351X_2.$$

The multiple regression equation above can

1. The job stress variable (X1) has a regression coefficient of -0.336 on performance (Y). According to this research, employee performance is negatively impacted by the job stress variable; that is, the more stressed out an employee is, the more likely their performance is to suffer. The work stress variable's b1 value, which is -0.336, indicates the size of the partial effect. This indicates that there is a 33.6% impact of work stress on employees' performance in the Production Department of PT. SCT in Bandung, with a **very substantial** effect threshold.
2. The motivation variable (X2) has a regression coefficient of 0.351 on performance (Y). This result demonstrates that employee performance is positively influenced by the motivation variable, meaning that the more motivated an employee is, the better their performance. Based on the motivation variable's b1 value of 0.351, which indicates that there is a positive influence of 35.1% of the motivation variable on the performance of employees in the Production Department of PT. SCT Bandung city with a **fairly significant influence** criterion, the extent of the independent variable's influence on the dependent variable is evident.

Determination Test

Table 9. The Outcomes of Data Processing on the Impact of Work Stress Variables and Motivating Workers in PT. SCT Bandung City's Production Department

Model Summary				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516a	.266	.225	1.91041

a. Forecasters: X2, X1, and (Constant)

Source: Results from SPSS Data Processing, Version 27, 2026

Table 9's R Square coefficient of determination (R^2) is 0.266, as demonstrated by the computation's outcomes using SPSS version 27. This indicates that the factors of work-related stress and motivation can account for 26.6% of the employee performance variable, which is a highly **important inclusion in the influence** criterion. Other factors that were not examined in this study, however, account for the remaining 73.4%.

Partial Hypothesis Test (t-test)

Before analyzing the partial test, first look for df (degree of freedom) to test significantly. Then if the df used is $38-3 = 35$ and alpha is 5%, then the table obtained from table t is 1.690. The p-value of job stress (X1) to performance (Y) is $0.028 < 0.05$ with a computed t value $-2,298 < -1,690$, indicating that H_a was accepted and H_0 was rejected, according to the regression findings in Table 7. Employees in the Production Department of PT. SCT Bandung City perform worse as a result of work-related stress.

Additionally, a p-value of $0.022 < 0.05$ and a calculated t value of $2,401 > 1,690$ for the effect of motivation (X2) on performance (Y) show that H_0 is rejected and H_a is accepted, indicating that the variable of motivation has a positive effect on the performance of employees of PT. SCT Bandung City's Production Department.

Simultaneous test (F Test)

Table 10. Findings from a One-Party Simultaneous Examination of Work Stress Factors and Offering Performance Motivation

ANOVA ^a						
	Models	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.400	2	23.200	6.357	.004b
	Residual	127.738	35	3.650		
	Total	174.138	37			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Sources: SPSS Program Output Results Version 27, Reprocessed 2026

With a probability value of 5% and a computed F value of 6.357, the F test yields a Ftable value of 3.267 derived from table F with df of the denominator $n-k = 38-3 = 35$ and df of the numerator $k-1 = 3-1 = 2$. Therefore, $6,357 > 3,267$ with a significance value of $0.004 < 0.05$ shows that H_0 is rejected and H_a is accepted, indicating that job stress and motivation have a major impact on Bandung City Production Section employees' performance.

DISCUSSION

This study demonstrates that employees of PT. SCT Bandung City's Production Department perform worse while under stress at work. This implies that employee performance is more likely to decline the more stressed out they are. According to **Rachmawati et al. (2024)**, job stress is a state of tension that leads to a physical and psychological imbalance that impacts employees' emotional and mental well-being. This condition can occur due to excessive work pressure, time demands, and mismatches between workload and employee abilities that cause decreased concentration and work productivity. If work stress is not managed properly, it will reduce concentration, providing motivation, employee

performance, and even have the potential to cause health problems both physical and psychological.

Employee performance in the Production Department of PT. SCT Bandung City is positively impacted by the supply of motivation. This shows that the motivation provided by the boss in the form of awards, recognition, or support can encourage employees to work optimally. The results are consistent with Maslow's theory of needs, which holds that a person has several levels of wants, including the desire for recognition. Where the need for appreciation is met through recognition, appreciation, and support from direct superiors so that it can increase employee confidence and self-esteem.

Workplace stress and motivation were found to have an impact on PT. SCT Bandung City employees' performance in the concurrent test. The results indicate that the balance between the amount of job pressure and the company's motivation has an impact on employee performance. Motivation provided by superiors can increase employee confidence and work morale, which can help minimize the negative impact of work stress. So that workers may continue to perform at their best even in the face of demanding tasks.

CONCLUSIONS AND RECOMMENDATIONS

The following conclusions may be drawn from the research and conversations conducted by researchers to ascertain the impact of work-related stress and motivation on the performance of employees in the Production Department of PT. SCT Bandung City:

1. The **low criterion** includes respondents' reactions to the work-related stress experienced by PT. SCT Bandung City's Production Department employees.
2. The factors that are **very suitable** include the respondents' reaction to the inspiration given by the staff members of PT. SCT Bandung City's Production Department.
3. One of the adequate criteria is the direct supervisor's assessment of the performance of the Production Department staff at PT. SCT Bandung City.
4. The partial and simultaneous effects of work-related stress and motivation on the output of PT. SCT of Bandung City's Production Department employees:
 - a. Employees in the Production Department of PT. SCT Bandung City have a negative and substantial impact on their performance, with a **significant influence** criteria.
 - b. Offering motivation to staff members in the Production Department of PT. SCT Bandung City has a favorable and noteworthy impact on their performance, **meeting a major influence requirement**.
 - c. Employee performance at PT. SCT Bandung City's Production Department is significantly impacted by work stress and low motivation, **which has a large influence** criteria.

Recommendations

The researchers provide the firm with a number of recommendations based on the previously mentioned results.

- a. It is recommended that the organization assess and modify compensation, including the suitability of pay in connection with duties and bonuses in connection with job performance. Additionally, pay rules must be fully explained to staff members so they are aware of the rationale behind their decisions.
- b. To boost workers' sense of appreciation and ownership of their job, the organization should provide them the chance to voice their thoughts and participate in meetings, debates, and decision-making.
- c. To boost staff productivity, the organization should give clear work instructions that include goals and deadlines, as well as regular reviews and efficient job training.

FURTHER STUDY

It is anticipated that other researchers will use the findings of this study as a comparison and reference in their future investigations. There are still restrictions on this study, though. As a result, it is advised that future studies investigate other factors and items that may have an impact on workers' performance inside the organization. For future researchers who conduct similar research, it is recommended to add the latest theories and theories from other experts. This can be useful and beneficial to increase knowledge about work stress, providing motivation, and employee performance.

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