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The Effect of Workload and Work Stress on Employee Performance in Logistics Companies in Mojokerto

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Abstract

This study aims to analyze the effect of workload and work stress on employee performance in logistics companies in Mojokerto using a quantitative research approach. Data were collected from 85 employees through structured questionnaires measured on a five-point Likert scale, reflecting perceptions related to task demands, psychological pressure, and performance outcomes in daily logistics operations. The analysis was conducted using SPSS version 25, including validity and reliability testing, classical assumption tests, multiple linear regression analysis, and hypothesis testing to ensure the robustness of the statistical model. The findings reveal that workload has a positive and significant effect on employee performance, indicating that appropriate task allocation can encourage productivity and efficiency, whereas work stress shows a negative and significant influence, suggesting that excessive pressure may reduce focus, motivation, and overall work quality. Simultaneously, workload and work stress significantly influence employee performance, with a coefficient of determination demonstrating that 31.5% of performance variation can be explained by these independent variables, while the remaining variation is influenced by other organizational and individual factors. The results highlight the importance of balanced workload management, effective stress control strategies, and supportive organizational practices in maintaining sustainable performance levels in the logistics sector, which is characterized by tight schedules and dynamic operational challenges. This study provides practical implications for managers in designing human resource policies that align operational demands with employee well-being and offers empirical evidence that can support future research development in human resource and organizational performance studies.

Keywords: *Employee Performance, Logistics Industry, Quantitative Analysis, Work Stress, Workload*

1. Introduction

The logistics industry plays a strategic role in supporting economic growth by ensuring the smooth distribution of goods, maintaining supply chain stability, and facilitating business competitiveness. In Indonesia, the rapid expansion of e-commerce and industrial activities has significantly increased operational demands on logistics companies [1], [2], particularly at the regional level such as Mojokerto. These increasing demands often lead to higher workloads and tighter performance targets for employees. While such conditions may improve productivity, excessive workload without proper management can also trigger work stress [3], [4], which ultimately affects employee performance and organizational effectiveness.

Employee performance is widely recognized as a key determinant of organizational success, especially in service-oriented sectors like logistics where efficiency, accuracy, and timeliness are essential. Performance outcomes are not solely influenced by technical skills but also by psychological and organizational factors [5], [6]. Among these factors, workload and work stress are frequently highlighted as critical variables that shape employee behavior and productivity. A balanced workload can motivate employees and improve efficiency; however, an excessive workload may cause fatigue, decreased concentration, and reduced job satisfaction, which negatively impact performance [6], [7].

Work stress has become an increasingly important issue in modern workplaces due to the growing complexity of job demands, time pressure, and performance expectations. In logistics companies, employees often face tight schedules, coordination challenges, and operational risks that may elevate stress levels [8], [9]. Moderate stress may enhance alertness and motivation, yet prolonged or unmanaged stress can lead to burnout, reduced engagement, and declining performance quality [10], [11]. Therefore, understanding how workload and work stress interact to influence employee performance is essential for developing effective human resource strategies.

Previous studies have shown mixed findings regarding the relationship between workload, work stress, and employee performance. Some research suggests that higher workloads may positively influence performance when supported by adequate organizational resources, while other studies emphasize the negative consequences of excessive stress on productivity. These inconsistencies highlight the need for further empirical investigation, particularly within specific industrial and regional contexts such as the logistics sector in Mojokerto, which is characterized by high operational intensity and dynamic work conditions. Based on these considerations, this study aims to analyze the effect of workload and work stress on employee performance in logistics companies in Mojokerto using a quantitative approach. Data were collected through structured questionnaires measured on a Likert scale and analyzed using SPSS version 25 to provide empirical evidence regarding how these variables influence performance outcomes. The findings are expected to contribute to academic literature and managerial practice by offering insights into effective workload management and stress mitigation strategies to enhance employee performance in the logistics industry.

2. Literature Review

2.1 Employee Performance

Employee performance refers to the level of achievement demonstrated by employees in completing tasks and responsibilities in accordance with organizational goals and is commonly associated with the quality, quantity, timeliness, and effectiveness of work outcomes. High employee performance indicates that individuals are able to utilize their competencies, motivation, and available resources efficiently to achieve organizational targets [5], [12], which is particularly important in service-based industries such as logistics where operational activities rely heavily on human coordination, accuracy, and responsiveness. Employee performance is influenced by both internal and external factors, including individual skills, motivation, psychological conditions, organizational policies, workload distribution, and work environment conditions [13], [14]. Therefore, effective performance management requires organizations to maintain a balance between job demands and employee capabilities to ensure sustainable productivity and optimal organizational outcomes.

2.2 Workload

Workload is defined as the amount of physical and mental effort required to complete assigned tasks within a specific period, including aspects such as task complexity, time pressure, job responsibilities, and performance expectations [12], [15]. A reasonable workload can stimulate employees to perform better by increasing engagement and focus, whereas excessive workload may result in fatigue, reduced concentration, and lower job satisfaction [16], [17]. In logistics companies, workload commonly arises from operational schedules, delivery targets, inventory management, and coordination among departments, which can influence employee productivity. Employees who experience high workloads without adequate organizational support are more likely to face performance decline, while well-managed workload distribution can enhance efficiency and employee morale [17], [18]. Therefore, workload should be understood both as a motivating factor and a potential stressor when evaluating its impact on employee performance.

2.3 Work Stress

Work stress refers to a psychological response that occurs when job demands exceed an individual's capacity to cope and may be triggered by factors such as excessive workload, unclear job roles, tight deadlines, or organizational pressure. While moderate levels of stress can encourage employees to remain alert and motivated [8], [19], prolonged or excessive stress may negatively affect physical health, emotional well-being, and overall job performance. In the logistics sector, employees often face unpredictable challenges including delivery delays, customer complaints, and operational risks, which can intensify stress levels and influence workplace behavior [8], [20]. High levels of stress are associated with reduced productivity, increased absenteeism, and lower job satisfaction, all of which can ultimately hinder organizational performance and effectiveness.

2.4 Relationship between Workload, Work Stress, and Employee Performance

The relationship between workload, work stress, and employee performance has been widely discussed in organizational and human resource management studies, where workload is often viewed as a primary source of work stress because excessive task demands can create psychological pressure that affects employees' well-being and performance quality [21], [22]. When workload exceeds manageable levels, employees are more likely to experience stress that may reduce productivity; however, the relationship is not always linear, as manageable

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workloads can enhance motivation and efficiency, and a certain level of stress may function as a positive stimulus that encourages employees to meet deadlines and improve performance [17]. From a theoretical perspective, the Job Demands–Resources (JD-R) framework explains that job demands such as workload may lead to strain if not balanced with sufficient resources, while adequate organizational support, clear communication, and fair task distribution can minimize negative outcomes. Therefore, examining the simultaneous effects of workload and work stress provides a more comprehensive understanding of employee performance dynamics, where workload and work stress act as independent variables influencing employee performance as the dependent variable, with workload shaping task execution efficiency and work stress affecting psychological and emotional responses to job demands, leading to the formulation of the following research hypotheses.

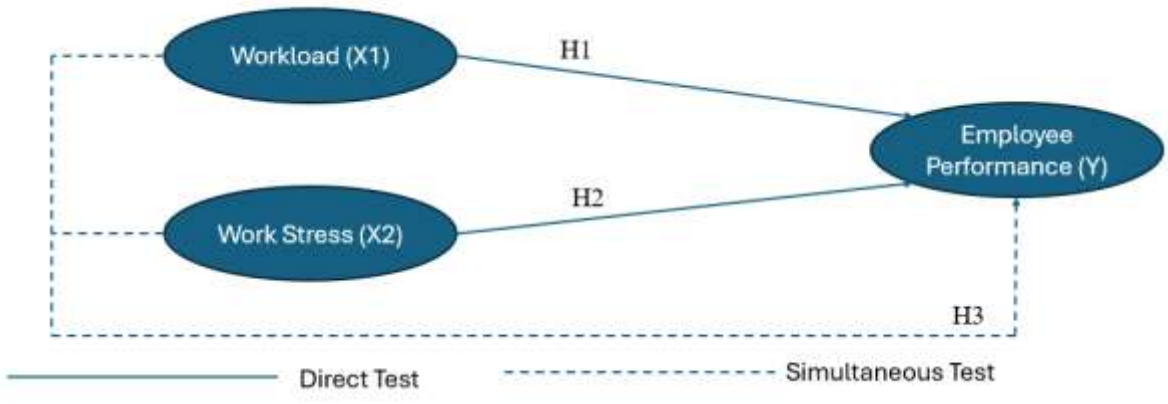

Figure 1. Conceptual Frameworks

Source: Author's (2026)

3. Research Methods

3.1 Research Design

This study employed a quantitative research approach to examine the effect of workload and work stress on employee performance in logistics companies in Mojokerto. Quantitative research was chosen because it allows the measurement of relationships among variables through numerical data and statistical analysis. The research design used a causal associative approach, aiming to identify the influence of independent variables, namely workload and work stress, on the dependent variable, employee performance.

3.2 Population and Sample

The population of this study consisted of employees working in logistics companies located in Mojokerto. Due to practical limitations, a sample-based approach was applied. A total of 85 respondents were selected as research participants. The sampling technique used was purposive sampling, in which respondents were chosen based on specific criteria, including employees who had experience with operational activities and were directly involved in logistics processes. This sampling method ensured that the collected data reflected relevant work conditions related to workload and stress.

3.3 Data Collection Techniques

Primary data were collected through a structured questionnaire distributed to respondents to measure perceptions of workload, work stress, and employee performance. Each item in the questionnaire used a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5), as this scale provides a simple and effective way to capture respondents' attitudes and perceptions in quantitative research. The questionnaire consisted of three main sections, namely Workload (X1), which measured task demands, time pressure, and job responsibilities; Work Stress (X2), which measured psychological pressure, emotional strain, and work-related tension; and Employee Performance (Y), which measured quality of work, productivity, and task completion effectiveness. The operational definition of variables in this study categorized workload as the level of task demand and job responsibility perceived by employees within a certain period, including indicators such as work volume, task difficulty, and time constraints; work stress as the psychological response experienced when job demands exceed an individual's coping capacity,

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including emotional pressure, fatigue, and tension at work; and employee performance as the level of achievement in completing tasks effectively and efficiently, reflected through work quality, timeliness, and productivity indicators.

3.4 Data Analysis Techniques

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 25 through several stages to ensure the accuracy and validity of the research findings [23]. The analysis began with a validity test to determine whether each questionnaire item accurately measured the intended construct, where items were considered valid if the corrected item–total correlation value exceeded the acceptable threshold, followed by a reliability test using Cronbach's alpha to evaluate the internal consistency of the measurement instrument, with values above 0.70 indicating reliable measurement. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were then performed to ensure that the regression model met statistical requirements. Furthermore, multiple linear regression analysis was applied to examine the influence of workload and work stress on employee performance, while hypothesis testing involved the t-test to analyze partial effects, the F-test to assess simultaneous effects, and the coefficient of determination (R^2) to measure how much variation in employee performance could be explained by the independent variables.

4. Results and Discussion

4.1 Respondent Characteristics

A total of 85 questionnaires were successfully collected and analyzed. Respondents consisted of employees working in logistics companies in Mojokerto with diverse work experience and operational responsibilities. Most respondents were directly involved in distribution, warehouse management, administration, and delivery coordination, which reflects the operational characteristics of the logistics industry.

Table 1. Respondent Demographic Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	52	61.2%
	Female	33	38.8%
Age	< 25 years	18	21.2%
	25–35 years	41	48.2%
	> 35 years	26	30.6%
Work Experience	< 2 years	20	23.5%
	2–5 years	37	43.5%
	> 5 years	28	32.9%

Source: Author's (2026)

Table 1 shows that the majority of respondents were male employees, accounting for 61.2% of the sample, while female respondents represented 38.8%, indicating that the logistics workforce in Mojokerto is still predominantly male, which reflects the operational nature of the industry. In terms of age distribution, most respondents were between 25–35 years old (48.2%), followed by those above 35 years (30.6%) and under 25 years (21.2%), suggesting that the sample is dominated by individuals in their productive working age who are actively involved in operational activities. Regarding work experience, the largest proportion of respondents had 2–5 years of experience (43.5%), indicating a relatively mature workforce with sufficient exposure to logistics operations, while 32.9% had more than five years of experience and 23.5% had less than two years.

4.2 Validity and Reliability Test

Validity testing showed that all questionnaire items had corrected item–total correlation values above 0.30, indicating acceptable validity. Reliability testing using Cronbach's alpha also demonstrated that all variables were reliable.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Conclusion
Workload (X1)	0.812	>0.70	Reliable
Work Stress (X2)	0.846	>0.70	Reliable

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Employee Performance (Y)	0.879	>0.70	Reliable

Source: Author's (2026)

Table 2 presents the reliability test results, showing that all research variables achieved Cronbach's alpha values above the minimum standard of 0.70, indicating strong internal consistency of the measurement instruments. The workload variable obtained a Cronbach's alpha value of 0.812, work stress reached 0.846, and employee performance recorded the highest reliability level at 0.879. These findings confirm that the questionnaire items used in this study are reliable and capable of consistently measuring each construct, meaning that respondents' answers reflect stable perceptions toward workload, work stress, and employee performance. Therefore, the data collected are considered dependable and suitable for further statistical analysis, including regression and hypothesis testing.

4.3 Classical Assumption Tests

The classical assumption tests were conducted prior to regression analysis.

Table 3. Classical Assumption Test Summary

Test	Indicator	Result	Conclusion
Normality	Kolmogorov–Smirnov Sig.	0.200	Normal
Multicollinearity	VIF (X1) = 1.432	<10	No multicollinearity
	VIF (X2) = 1.432	<10	No multicollinearity
Heteroscedasticity	Sig. value X1 = 0.418	>0.05	No heteroscedasticity
	Sig. value X2 = 0.563	>0.05	No heteroscedasticity

Source: Author's (2026)

Table 3 shows that the regression model has fulfilled the classical assumption requirements, indicating that the data are suitable for further analysis. The normality test using the Kolmogorov–Smirnov method produced a significance value of 0.200, which is greater than 0.05, confirming that the data are normally distributed. The multicollinearity test revealed VIF values of 1.432 for both workload (X1) and work stress (X2), which are well below the threshold of 10, indicating that there is no strong correlation between the independent variables that could distort the regression results. Furthermore, the heteroscedasticity test showed significance values of 0.418 for workload and 0.563 for work stress, both exceeding 0.05, suggesting that the residuals have constant variance.

4.4 Multiple Linear Regression Analysis

The regression analysis was conducted to determine the effect of workload and work stress on employee performance.

Table 4. Multiple Linear Regression Results

Variable	**Unstandardized Coefficient (B)**	**Std. Error**	**t-value**	**Sig.**
Constant	9.214	2.105	4.377	0.000
Workload (X1)	0.328	0.094	3.489	0.001
Work Stress (X2)	-0.271	0.087	-3.114	0.003

Source: Author's (2026)

The regression equation obtained in this study is $Y = 9.214 + 0.328X1 - 0.271X2$, which indicates that workload and work stress significantly influence employee performance. The constant value of 9.214 represents the baseline level of employee performance when the independent variables are assumed to be constant. The workload variable (X1) has a positive regression coefficient of 0.328 with a significance value of 0.001, meaning that an increase in workload within a manageable range is associated with improved employee performance. Conversely, work stress (X2) has a negative regression coefficient of -0.271 with a significance value of 0.003, showing that higher levels of stress tend to reduce performance outcomes. These results are supported by the partial test (t-test), which confirms that workload has a significant positive effect on employee performance ($t = 3.489$; $p = 0.001 < 0.05$), while work stress has a significant negative effect ($t = -3.114$; $p = 0.003 < 0.05$), indicating that hypotheses H1 and H2 are accepted.

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Table 5. ANOVA Test (Simultaneous Effect)

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	412.563	2	206.281	18.742	0.000
Residual	902.417	82	11.004		
Total	1314.980	84			

Source: Author's (2026)

Table 5 presents the ANOVA test results, which indicate that workload and work stress simultaneously have a significant effect on employee performance. The regression model shows an F-value of 18.742 with a significance level of 0.000, which is lower than the threshold of 0.05, confirming that the independent variables collectively influence the dependent variable. The regression sum of squares of 412.563 reflects the variation in employee performance explained by workload and work stress, while the residual value of 902.417 represents unexplained variance caused by other factors outside the model. These findings demonstrate that the regression model is statistically significant and suitable for explaining the relationship between workload, work stress, and employee performance in logistics companies.

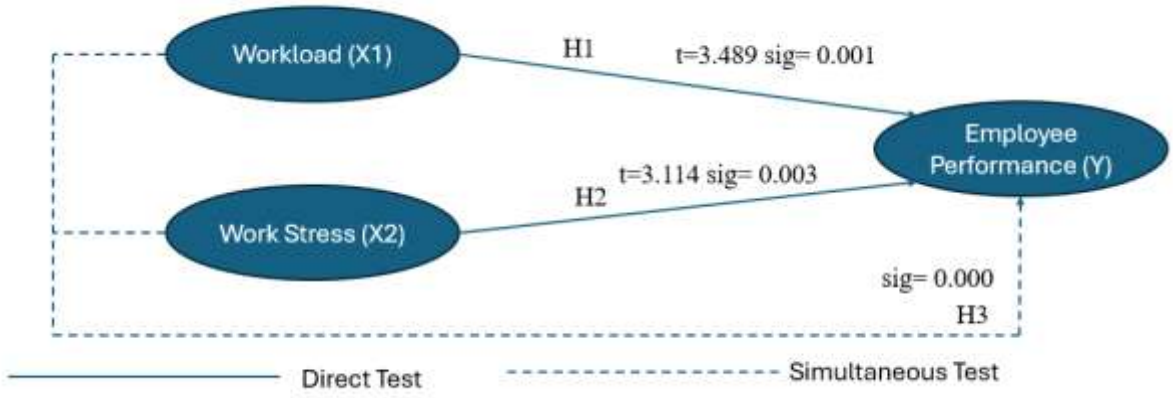

Figure 2. Multiple Regression

Table 6. Model Summary

R	R Square	Adjusted R Square	Std. Error
0.561	0.315	0.299	3.317

Source: Author's (2026)

The R^2 value of 0.315 indicates that 31.5% of the variation in employee performance can be explained by workload and work stress, while the remaining 68.5% is influenced by other variables not included in this study.

4.6 Discussion

The results of this study demonstrate that workload has a significant positive effect on employee performance. This finding suggests that employees in logistics companies tend to perform better when they are given structured tasks and clear responsibilities. A reasonable level of workload may increase engagement and encourage employees to focus on completing tasks efficiently. In the context of logistics operations, workload often reflects productivity targets, shipment schedules, and coordination responsibilities, which can motivate employees when managed appropriately [24], [25].

On the other hand, work stress was found to have a significant negative effect on employee performance. Employees experiencing higher stress levels tend to show reduced productivity, lower concentration, and decreased work quality. This result supports the view that excessive psychological pressure can hinder employee effectiveness [21], [25]. In logistics environments where deadlines and operational risks are common, unmanaged stress may lead to fatigue and performance decline.

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The simultaneous effect of workload and work stress further highlights the importance of balancing job demands with employee well-being. While workload can act as a motivating factor, it may also become a source of stress if not properly regulated. The findings align with the Job Demands–Resources perspective, which explains that job demands must be balanced with sufficient organizational support to maintain optimal performance. Therefore, logistics companies in Mojokerto should consider implementing strategies such as workload distribution, stress management programs, and supportive leadership practices to enhance employee performance sustainably.

5. Conclusion

Based on the results of this study, it can be concluded that workload and work stress play significant roles in shaping employee performance in logistics companies in Mojokerto. Workload was found to have a positive and significant effect on performance, indicating that well-managed task demands can enhance productivity and efficiency, while work stress showed a negative and significant effect, suggesting that excessive psychological pressure may reduce employee effectiveness and work quality. The simultaneous analysis also confirmed that workload and work stress collectively influence employee performance, emphasizing the importance of maintaining a balance between operational demands and employee well-being. From a practical perspective, logistics companies are encouraged to implement effective workload distribution, clear task planning, and stress management initiatives to support sustainable performance improvement, and future research is recommended to include additional variables such as motivation, leadership style, or organizational support to provide a more comprehensive understanding of factors influencing employee performance.

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