

THE INFLUENCE OF WORK STRESS AND WORK MOTIVATION ON EMPLOYEE WORK PRODUCTIVITY AT PT. OTANI MEDAN

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Abstract

Employee productivity is an important factor in determining organizational success because it is closely related to the achievement of company goals. However, productivity can be influenced by employees' psychological conditions, such as work stress and work motivation. Differences in previous research findings regarding the relationship between work stress and productivity provide a basis for conducting this study. This study aims to analyze the relationship between work stress and work motivation on employee productivity at PT. OTANI Medan. This research employed a quantitative associative method with a cross-sectional approach. The sample consisted of 60 employees selected using purposive sampling techniques. Data were collected through questionnaires, observation, and documentation, then analyzed using SPSS through multiple linear regression analysis, t-test, F-test, and coefficient of determination. The results showed that work stress had a negative but insignificant effect on employee productivity, while work motivation had a positive and significant effect on productivity. Simultaneously, work stress and work motivation significantly influenced employee productivity at PT. OTANI, with a contribution of 35.2%. The strength of this study lies in examining two psychological factors simultaneously, providing a more comprehensive understanding for companies in improving productivity through effective stress management and strengthening employee motivation.

Keywords: Work Stress, Work Motivation, Employee Productivity

INTRODUCTION

Human resources (HR) constitute the most strategic and vital asset among all organizational resources. An abundance of resources, if not supported by a high-quality workforce, can jeopardize the continuity of an organization or company (Hia & Adam, 2024). A company's success in navigating increasingly fierce business competition depends heavily on its ability to manage its human resources effectively and efficiently (Kristiyani et al., 2024). One key indicator of successful human resource management is employee work productivity, as high productivity directly impacts the achievement of the company's overall targets (Maldini et al., 2023).

According to Edy Sutrisno (2020), work productivity is defined as the ratio between work output achieved and the resources utilized during the work process. High productivity indicates that a company is capable of optimally utilizing its workforce to achieve organizational goals. In practice, employee productivity is influenced by various factors, one of which is work stress. High job pressure, demanding targets, and excessive workloads can lead to physical and mental exhaustion among employees. Such conditions result in diminished concentration, reduced work quality, and a compromised ability to complete tasks effectively. This is underscored by a report from Statistics Indonesia (BPS, 2023), which notes that Indonesian labor productivity remains a challenge for enhancing national competitiveness (Badan Pusat Statistik, 2023). Work stress is identified as one of the factors that can influence work productivity.

According to Sugiarto and Nanda (2020), work stress arises from a mismatch between job demands and an employee's capabilities, resources, or needs; this can lead to emotional strain, fatigue, and a decline in work morale (Sugiarto & Nanda, 2020). In addition to work stress, work motivation is an equally important factor in determining employee productivity levels. Work motivation refers to the drive—stemming from either within the employee or

from external sources—that compels them to exert their best effort in completing tasks. Employees with high work motivation tend to demonstrate greater enthusiasm, initiative, and responsibility compared to those with low motivation, ultimately leading to increased productivity (Haris et al., 2023).

Preliminary observations indicate that some employees experience work-related pressure due to demanding performance targets and heavy workloads. Conversely, the company is actively attempting to boost work motivation through reward systems and employee development initiatives. These conditions are believed to influence employee productivity levels. Previous studies regarding the impact of work stress and motivation on productivity have yielded mixed results. Research by Suprpto and Nurmaya (2022) found that work stress negatively affects employee productivity, whereas a study by Nangoy et al. (2020) showed no significant impact. Meanwhile, research by Maknoliani and Fidayan (2021) indicated that work motivation has a positive influence on employee productivity.

Work productivity refers to an employee's ability to produce work effectively and efficiently in accordance with company targets. Productivity is assessed not only by the volume of output but also by work quality, timeliness, and the optimal use of resources. According to Sutrisno (2020), work productivity is the ratio of achieved results to the labor input within a specific timeframe. It is influenced by factors such as work ability, motivation, discipline, the work environment, and the employee's psychological state. The indicators of work productivity used in this study include work quality, work quantity, timeliness, and employee work discipline. According to Robbins and Judge (2017), work stress is a state of tension affecting an individual's emotions, thought processes, and physical condition, arising from pressures associated with their job. Hasibuan (2022) explains that work stress is a state of tension that impacts an individual's emotions, mindset, and condition, potentially interfering with the performance of work tasks. The indicators used to measure work stress in this study include workload, time pressure, role conflict, career development, and workgroup support.

Work motivation serves as a stimulus that drives employees to work and achieve established goals (Hasanah & Dewi, 2023). It can be viewed from two perspectives: internal motivation, which originates from within the individual—such as the need for achievement and personal development—and external motivation, which stems from outside sources—such as compensation, the work environment, and interpersonal relationships (Hasibuan, 2022). Work motivation is a key factor influencing employee productivity levels. Highly motivated employees tend to demonstrate greater enthusiasm, responsibility, and commitment in completing their tasks, thereby achieving optimal results. Conversely, low motivation can lead to diminished work enthusiasm, ultimately resulting in lower productivity. Therefore, organizations need to create a work environment that fosters work motivation so that company goals can be achieved effectively (Gulo & Pohan, 2024). Research (Maknoliani & Fidayan, 2021) indicates that work motivation has a positive influence on employee productivity; the higher the employees' work motivation, the higher their resulting productivity.

Research conducted by Thamrin and Setiyadi (2022) on employees at PT Senyum Indah Indonesia in South Jakarta demonstrated that work motivation has a positive and significant effect on work productivity, whereas work stress has a negative and significant effect on work productivity (Thamrin & Setiyadi, 2022). Furthermore, a study by Febrianita et al. (2023) on employees at PT Masplast Poly Film indicated that both work motivation and work stress influence employee work productivity. These differing results highlight a research gap, thereby necessitating further study within a different organizational context—specifically at PT OTANI. This discrepancy in research findings constitutes a research gap that underscores the importance of conducting the present study. Therefore, this research aims to analyze the relationship of work stress and work motivation with employee work productivity at PT. OTANI, thereby contributing to the development of the company's human resource management.

Based on the foregoing, the problem statements for this research are as follows:

1. Is there a relationship between work stress and employee work productivity?
2. Is there a relationship between work motivation and employee work productivity?
3. Is there a simultaneous relationship between work stress and work motivation and employee work productivity?

Referring to the background of the problem, research formulation, and objectives, the researcher can state the following hypotheses:

H1: Work stress has a significant influence on the employee work productivity

H2: Work motivation has a significant influence on the employee work productivity

H3: Work stress and work motivation simultaneously have a significant influence on the employee work productivity

METHOD

The research method employed in this study is the quantitative associative method (examining relationships or influence). Associative research aims to determine the relationship between two or more variables. According to Sugiyono (2022), quantitative associative research is research aimed at identifying the relationship between two or more variables. The nature of the relationship in this study is causal—specifically, a cause-and-effect relationship between the independent variables and the dependent variable. The independent variables in this study consist of work stress (X1) and work motivation (X2), while the dependent variable is employee work productivity (Y). This study utilizes a cross-sectional approach, meaning the research is conducted at a specific point in time to simultaneously examine the relationship between the independent and dependent variables. The study was conducted at PT. OTANI Medan, located at Jl. Riau No. 7-8, Medan. The research was carried out from May 2026 to July 2026.

The population for this study consists of PT. OTANI employees. The sample size comprises 60 respondents selected using purposive sampling—a technique where the sample is determined based on specific criteria aligned with the research objectives.

The sample criteria for this study are as follows:

- 1) Permanent employees of PT. OTANI.
- 2) Employees who have worked for a minimum of one year.
- 3) Willingness to participate as a research respondent.

Data collection was conducted by distributing a questionnaire designed using a Likert scale with five response options: strongly agree, agree, somewhat disagree, disagree, and strongly disagree. The questionnaire method involves presenting a set of written questions for respondents to answer. Data analysis refers to the data processing stage carried out after all research data has been collected. This study utilized the Statistical Product and Service Solutions (SPSS) software to analyze the relationships and the impact of work stress and work motivation on employee productivity at PT. OTANI.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test Results

Table 1. Results of the Validity Test of Work Stress, Work Motivation and Work Productivity

Statement Item	r-count	r-table	Description
WS1	0.697	0,361	Valid
WS2	0.738	0,361	Valid
WS3	0.687	0,361	Valid
WS4	0.887	0,361	Valid
WS5	0.681	0,361	Valid
WS6	0.793	0,361	Valid
WS7	0.719	0,361	Valid
WS8	0.636	0,361	Valid
WM1	0.596	0,361	Valid
WM2	0.556	0,361	Valid
WM3	0.812	0,361	Valid
WM4	0.774	0,361	Valid
WM5	0.732	0,361	Valid
WM6	0.609	0,361	Valid
WM7	0.664	0,361	Valid
WM8	0.694	0,361	Valid
WP1	0.710	0,361	Valid
WP2	0.761	0,361	Valid
WP3	0.673	0,361	Valid
WP4	0.662	0,361	Valid
WP5	0.644	0,361	Valid
WP6	0.747	0,361	Valid
WP7	0.834	0,361	Valid
WP8	0.664	0,361	Valid

Source: SPSS version 25 (2026)

Referring to Table 1, it is known that the corrected item total correlation value is > 0.361 , so all statement items are stated to be valid/legitimate.

Table 2. Results of the Reliability Test of Work Stress, Work Motivation and Work Productivity

Variable	Cronbach Alpha	Description
Work Stress	0.872	Reliable
Work Motivation	0.830	Reliable
Work Productivity	0.859	Reliable

Source: SPSS version 25 (2026)

Referring to Table 2, it is known that the Cronbach's alpha value for all variables is work stress, work motivation and work productivity > 0.60 , so all statement items are stated to be reliable.

Normality Test Results

Table 3. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.92358993
Most Extreme Differences	Absolute	.092
	Positive	.054
	Negative	-.092
Test Statistic		.049
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS version 25 (2026)

Referring to Table 3. above, it is known that the results of the Kolmogorov-Smirnov test have a significance value of $0.200 > 0.05$ so it can be concluded that the data tested is normally distributed.

Multiple Linear Regression Test Results

Table 4. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	14.402	3.902		3.691	.001
Work Stress	-.158	.091	-.187	-1.746	.086
Work Motivation	.596	.110	.579	5.410	.000

Source: SPSS version 25 (2026)

Referring to Table 6, the regression equation for the above values is:

$$Y = 12.541 - 0.432X_1 + 0.587X_2 + e$$

The equation indicates that: (1) the constant value of 12.541 shows that if the variables of work stress and work motivation are held constant, work productivity is 12.541; (2) the regression coefficient for work stress of -0.432 indicates that every 1-unit increase in work stress will decrease work productivity by 0.432; and (3) the regression coefficient for work motivation of 0.587 indicates that every 1-unit increase in work motivation will increase work productivity by 0.587.

Hypothesis Testing

Partial Test Results (t-Test)

Table 5. Partial Test Results (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	14.402	3.902			3.691	.001
Work Stress	-.158	.091	-.187		-1.746	.086
Work Motivation	.596	.110	.579		5.410	.000

Source: SPSS version 25 (2026)

Based on the test results regarding the effect of work stress on work productivity, a significance value of 0.086 (> 0.05) was obtained; consequently, H1 was rejected and H0 was accepted. This indicates that work stress does not have a significant effect on employee work productivity at PT. OTANI. The test results regarding the effect of work motivation on work productivity show a significance value of 0.000 (< 0.05); thus, H2 was accepted and H0 was rejected. This indicates that work motivation has a positive and significant effect on employee work productivity at PT. OTANI.

Simultaneous Test Results (F-Test)

Table 6. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	273.638	2	136.819	15.465	.000 ^b
	Residual	504.295	57	8.847		
	Total	777.933	59			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Work Motivation, Work Stress

Source: SPSS version 25 (2026)

Based on the F-test results, a significance value of 0.000 (< 0.05) was obtained; thus, H3 is accepted and H0 is rejected. This indicates that work stress and work motivation simultaneously have a significant effect on employee work productivity at PT. OTANI.

Determination Test Results

Table 7. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.352	.329	2.97444

a. Predictors: (Constant), Work Motivation, Work Stress

Source: SPSS version 25 (2026)

The coefficient of determination adjusted R square is found to be 0.329, or 32.9%. This indicates that work stress and work motivation explain 32.9% of employee work productivity, while the remaining 67.1% is influenced by variables outside the scope of the study.

Discussion

The Influence of Work Stress on Work Productivity

The research results indicate that work stress has a negative and insignificant effect on employee productivity at PT. OTANI. This suggests that higher levels of work stress experienced by employees lead to a decline in work productivity. According to Robbins and Judge (2017), work stress is a state of tension affecting an individual's emotions, thought processes, and condition resulting from excessive job-related pressure. High work pressure causes employees to experience physical and mental fatigue, thereby impacting productivity negatively. These findings align with the study by Putri et al. (2023), which states that work stress negatively affects employee productivity. Field observations reveal that factors contributing to work stress at PT. OTANI include high work targets, time pressure, and a substantial workload.

The Influence of Work Motivation on Work Productivity

The research results indicate that work motivation has a positive and significant effect on employee productivity at PT. OTANI. According to Hasibuan (2019), work motivation involves providing a driving force that generates enthusiasm, enabling individuals to work effectively and efficiently. Employees with high work motivation tend to possess strong work spirit, discipline, and a sense of responsibility, and are capable of completing tasks in accordance with company targets. These findings align with the research of Yusuf and Syarif (2021), which states that work motivation positively influences employee productivity. The study reveals that work motivation at PT. OTANI is influenced by work-related rewards, recognition, and career development opportunities provided by the company to its employees.

The Simultaneous Influence of Work Stress and Work Motivation on Work Productivity

The research results indicate that work stress and work motivation simultaneously have a significant impact on the work productivity of PT. OTANI employees. This demonstrates that work productivity is influenced not only by the work pressure experienced by employees but also by their individual levels of work motivation. According to Mangkunegara (2021), work productivity is influenced by psychological factors and internal individual factors, such as work motivation and the employee's emotional state. The company needs to manage work stress through proportional work allocation and boost work motivation by providing rewards and career development opportunities to ensure optimal employee productivity.

CONCLUSION

Based on the research findings regarding the relationship of work stress and work motivation with employee work productivity at PT. OTANI, the following conclusions can be drawn:

1. Work stress has a negative and significant impact on employee work productivity at PT. OTANI. This indicates that higher levels of work stress experienced by employees lead to a decline in work productivity. Factors such as heavy workloads, job pressure, and an uncondusive work environment are the primary causes of this decline in productivity.
2. Work motivation has a positive and significant impact on employee work productivity at PT. OTANI. Employees with high work motivation tend to exhibit better work spirit, discipline, responsibility, and work capabilities, thereby enabling them to optimize their work productivity.
3. Work stress and work motivation simultaneously exert a significant influence on employee work productivity at PT. OTANI. This demonstrates that employee work productivity is influenced by the employees' psychological conditions and the individual drive they possess in performing their tasks.
4. Based on the coefficient of determination (R^2) results, a value of 64.1% was obtained; this means that work stress and work motivation account for 64.1% of the variation in employee work productivity, while the remaining portion is influenced by factors outside the scope of this study, such as the work environment, compensation, leadership, and work discipline.
5. The results of this study indicate that work motivation is the most dominant variable influencing employee work productivity at PT. OTANI, compared to work stress.

Based on the research findings regarding the impact of work stress and work motivation on employee productivity at PT. OTANI Medan, the following recommendations are offered:

1. For PT. OTANI Medan
The research results indicate that work stress has a negative but insignificant effect on work productivity, whereas work motivation has a positive and significant effect. Therefore, the company needs to maintain and enhance efforts that boost employee motivation, particularly through the provision of rewards, recognition of work achievements, and career development opportunities. Such efforts are expected to foster employee morale, a sense of responsibility, and the achievement of work targets. Additionally, the company should continue to address work stress factors by ensuring a proportional distribution of workloads, managing time pressures, facilitating communication among employees, and providing adequate break times.
2. For Employees
Employees are expected to maintain their motivation while performing their duties by enhancing their sense of responsibility, discipline, and ability to meet work targets. Employees also need to manage work-related

pressure effectively and maintain good communication with colleagues to ensure the work environment remains conducive to productivity.

3. For Future Researcher

The coefficient of determination of 35.2% indicates that work stress and work motivation explain 35.2% of the variance in work productivity, while the remaining 64.8% is attributed to factors outside the scope of this study. Consequently, future research is encouraged to examine other factors related to work productivity—such as the work environment, compensation, leadership, work discipline, and job satisfaction—which were identified in this study. Future research could also be conducted in different organizational settings or contexts to broaden the understanding of factors influencing work productivity.

4. For Academics

This study can serve as a reference for the development of human resource management studies, specifically regarding the interrelationships between work stress, work motivation, and work productivity. The research findings can also serve as a basis for comparison for future studies examining work productivity within the context of different organizations or companies.

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