

Analysis Of Work Motivation And Work Stress On Employee Performance With Work Environment As A Variable Intervening At PT Hki Road Construction Pekanbaru-padang Toll Road, Section Siring Field

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Abstract

This study was conducted to test and analyze the effect of work motivation and work stress on employee performance through the work environment as an intervening variable. The location of the research was conducted at PT Hutama Karya Infrastructure for the Construction of the Pekanbaru-Padang Toll Road, Padang Siring Section. The number until this study was 82 respondents who were contract employees. The analysis method used is PLS analysis. The results of the direct influence test showed a positive and significant influence between work motivation on employee performance. There is a positive and significant influence between work motivation and the work environment. There is a positive and significant influence between work stress and employee performance. There is a positive and significant influence between work stress and the work environment. There is a positive but not significant influence between the work environment on employee performance. The results of the indirect influence test showed a positive but not significant influence between work motivation on employee performance through the work environment. There is a positive but not significant influence between work stress on employee performance through the work environment.

Keywords:

Work Motivation, Work Stress, Employee Performance and Work Environment



Introduction

Globalization has made every organization and company increasingly improve the quality of its employees to achieve job satisfaction. Companies that are ready to compete must have effective management and to improve employee performance in effective management requires the support of these employees who participate in it. On the other hand, the coaching of employees is among those that must be prioritized as the company's main asset. The learning process must become a company culture so that the skills of the employees can be maintained, even improved. In this case, employee loyalty must be observed. Improving attitudes, struggles, devotion, work discipline, professional abilities and others can be done through a series of coaching and concrete actions so that employee job satisfaction efforts remain good and ultimately organizational and company goals can be achieved.

Employees are the driving force behind all activities that exist and occur in an organization. An office as an organization then employees who hold a central position because without employees who are reliable and have high loyalty to the running of the wheels of the organization, the goals of the existing organization cannot be achieved properly. Therefore, in order to achieve organizational goals, it is necessary to maintain and develop employee performance. Understanding performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. According to (Akbar et al., 2021) performance is an effort made from the results of work achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

Related to the above, there are many factors that can affect employee performance, some come from internal and external. Some factors that are considered important are factors of motivation, work stress and work environment. This must be addressed immediately for the betterment of the company. Strong work motivation helps employees to stay focused on employee goals and strive to the maximum. Employees have the determination and dedication to overcome challenges, face obstacles, and achieve expected results. High motivation also helps employees to stay motivated even in difficult or stressful situations. When employees feel motivated, they tend to show a higher quality of work. Strong work motivation encourages employees to improve skills, seek new knowledge, and continuously improve the quality of their work. They have an intrinsic motivation to deliver the best results and achieve excellence in the work of those employees.



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According to (Fachreza et al., 2018) the word work motivation, the root word is a motive that means the drive, cause or reason someone does something. Thus work motivation means a condition that encourages or causes someone to do an action / activity, which takes place consciously. High work motivation also encourages employees to be more innovative and creative. When employees feel motivated, they tend to seek new solutions, provide fresh ideas, and contribute to improving the company's processes or products. High motivation inspires employees to think outside the box and create added value for the company. Click or tap here to enter text.

Work stress is also very influential on employee performance, where work stress is a feeling of pressure or feeling depressed experienced by employees in facing work. Stress will appear from Symptom, including unstable emotions, feelings of unease, like to be alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure and indigestion (Sari, 2019). To overcome the impact of work stress on employee performance, companies need to pay attention to employee well-being and create a supportive work environment. This can involve providing adequate resources, social support, development opportunities, and policies that promote work-life balance. In addition, stress management and mental health programs can also help employees manage stress effectively and maintain optimal performance. Click or tap here to enter text.

The work environment must also be a concern because it will have an impact on employee performance. Where according to (Putri, 2019) the work environment is the entire tool, the surrounding environment, the work method where someone works, and the rules of work both as individuals and as a group. A work environment that promotes social support has a positive influence on employee performance. When employees feel supported and cared for by co-workers and superiors, they tend to feel more motivated and eager to carry out tasks. Social support also helps reduce stress levels and improve employee well-being, which in turn has an impact on improving performance.

There are several problems that arise related to the performance of employees at PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Sicincin. Inadequate support from management can also affect employee performance. Lack of guidance, constructive feedback, and proper supervision can lead to vagueness in carrying out duties and lack of accountability. This can hinder an employee's ability to achieve expected results.

Literature review

Employee Performance



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Employee performance is the result of the interaction between the abilities, efforts, and motivations of employees in carrying out their job duties. Employee performance can be seen from the extent to which employees achieve predetermined work goals. Good employee performance reflects an employee's level of expertise, dedication, and commitment to their work, as well as their ability to overcome challenges and meet the expectations given by the organization. According to (Kasmir, 2016) Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to (Rivai & Sagala, 2013) in (Masram & Mu'ah, 2015) Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as standards of work results, targets or objectives or criteria that have been determined in advance have been mutually agreed. Click or tap here to enter text.

Work Motivation

Motivation in management is generally only intended for human resources and especially for subordinates. Motivation itself is the most determining factor for an employee at work. According to Gray in (Sukoco & Soedarso, 2016) the sense of motivation as the number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence, in terms of carrying out certain activities. While according to (Hamzah, 2012) stated work motivation is one of the factors that determine a person's performance, the magnitude of the influence of work motivation on a person's performance depends on how much motivation intensity is given. According to (Rizaldi & Wulantika, 2017) motivation is an impulse that arises in a person in an effort to meet his needs both real and material. Meanwhile, according to (Utomo, 2010) in (Gardjito Et al., 2014) Motivation, the desire that arises in employees can come from within themselves or come from outside themselves, both from within their work environment and from outside their work environment.

Work Stress

According to (Mangkunegara, 2016) Job stress is a feeling of pressure experienced by employees in facing work. This stress appears from symptoms, including unstable emotions, feelings of unease, like to be alone, difficulty sleeping, excessive smoking, cannot relax, anxiety, tension, nervousness, increased blood pressure, and indigestion. According to (Fahmi, 2017) Stress is a condition that presses oneself and one's soul beyond the limits of his ability, so that if it continues to be left without a solution then this will have an impact on his health. Stress does not arise just like that but the causes of stress arise generally followed by event factors that affect a person's psyche, and the event occurs beyond his ability so that the



condition has suppressed his soul. Meanwhile, according to (Hasibuan, 2017) stated that work stress is a tension that results in an imbalance in the psychological state of employees that can affect the way of thinking, emotions and their own condition. Click or tap here to enter text.

Work Environment

The work environment is an atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment where he works, then the employee will feel at home in his workplace, carry out his activities so that work time is used effectively. A conducive work environment provides a sense of security and allows employees to work optimally. According to (Sunyoto, 2015) the work environment is everything that is around the workers and that can affect him in carrying out the tasks charged. According to (Sedarmayanti, 2016) the working environment is the whole tooling and materials. According to (Sutrisno, 2015) the work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work, including the place of work, facilities and work aids, cleanliness, lighting, tranquility, including work relationships between people in the place. Click or tap here to enter text. Click or tap here to enter text.

Method

Research Approach

This research is a descriptive research with a qualitative approach. According to the qualitative descriptive method, a research method based on the philosophy of postpositivism is used to examine the natural condition of objects (as opposed to experiments) where the researcher is the key (Sugiyono, 2016) instrument of data collection techniques carried out by triangulation (combined), data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization. Qualitative descriptive research aims to describe, describe, explain, explain and answer in more detail the problem to be studied by studying as much as possible an individual, a group or an event.

Population and Sample

Population is a generalized area consisting of objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2016). The population in this study was all contract employees of PT Hutama Karya Infrastruktur Pembangunan Jalan Tol Pekanbaru-Padang, Padang Siring Section totaling 82 respondents.



The sample is part of the number and characteristics possessed by that population. According to if the population is large, and research is not possible to study everything in the population, for example limited funds, energy and time, then the study can use samples taken from the population. The total population in this study was 82 respondents, so the author used saturated sampling in this study, which is to take the entire population into a sample. (Sugiyono, 2016) Saturated sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2016). Thus, the sample in this study amounted to 82 respondents.

Data Analysis Techniques

PLS is a component- or variant-based Structural Equation Modeling (SEM) equation model. According to (Ghozali, 2013), PLS is an alternative approach that shifts from a covariant-based SEM approach to a variant-based SEM that is covariance-based generally tests causality / theory while PLS is more predictive model. PLS is a powerful method of analysis, because it is not based on many assumptions. For example, the data should be normally (Ghozali, 2013)distributed, the sample does not have to be large. Besides being able to be used to confirm theories, PLS can also be used to explain the presence or absence of relationships between latent variables. PLS can simultaneously analyze constructs formed with reflective and formative indicators. According to the purpose of PLS is to help researchers for prediction purposes. His formal model defines latent variables as linear aggregates of indicators. Weight estimates for creating latent variable score components are obtained based on how the inner model (a structural model that connects latent variables) and the outer model (a measurement model that is the relationship between indicators and (Ghozali, 2013)their construction) are specified. The result is the residual variance of the dependent variable.

1. Descriptive Statistical Analysis

Descriptive statistical analysis provides an overview or description of each variable seen from the mean (mean), standard deviation, maximum and minimum values. (Ghozali, 2013)

2. PLS (Partial Least Squares) Analysis

According to , Partial least square analysis is a variant-based structural equation analysis (SEM) that can simultaneously perform measurement model testing as well as structural model testing. In processing this research data, PLS (Partial Least Squares) statistical tool software was used, namely (Abdillah & Hartono, 2015)Smartpls version



3.2. Model evaluation in PLS-SEM using Smartpls 3.2 can be done by assessing the results of model measurements (outer model), namely through confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs, then continued with structural model evaluation and significance testing to test the influence between variable constructs. To analyze this research used several tests in PLS, namely: outer model evaluation was carried out to assess validity and (Ghazali, 2013)reliability(Ghazali, 2013). It consists of convergent validity tests, discriminant validity and reliability tests using two methods, namely: Cronbach's alpha and composite reliability (Abdillah & Hartono, 2015).

3. Path Diagram

The formation of path diagrams in the SEM process is a visualization of the conceptual framework of research so that it is easier to understand and learn. In addition, this path diagram will be tested through goodness of fit to see the suitability of the model with existing reality (Sugiyono, 2013). The formation of a path diagram must pay attention to the construct of exogenous or endogenous variables with manifest variables of each of these latent variables. The submission of the research structural equation model is, as follows:

$$Z = \rho_1 X_1 + \rho_2 X_2 + E_1$$

$$Y = \rho_3 X_1 + \rho_4 X_2 + \rho_5 Z + E_2$$

Where:

X_1 = Work Motivation

X_2 = Work Stress

Z = Work Environment

Y = Employee Performance

ρ = Regression Coefficient Path

e = Error Term

4. Outer Model

A research model cannot be tested in a prediction model of relational and causal relationships if it has not passed the purification stage in the measurement model. Measurement models are used to test construct validity and instrument reliability. Validity tests are carried out to determine the ability of research instruments to measure what should be measured. Reliability tests are used to measure the consistency of measuring instruments in measuring a concept or can also be used to measure the



consistency of respondents in answering question items in questionnaires or research instruments.

For construct validity tests, two methods are used, namely convergent validity and discriminant validity, while for reliability tests two methods are used, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct while composite reliability measures the true value of the reliability of a construct. However, composite reliability is considered better in estimating the internal consistency of a construct. (Abdillah & Hartono, 2015)

5. Inner Model

Structural models in PLS are evaluated using R^2 for dependent constructs, path coefficient values (β) or t-values of each path for interconstruct significance tests in structural models. The value of R^2 is used to measure the rate of variation of change of the independent variable to the dependent variable. The higher the R^2 value means the better the predictive model of the proposed research model. However, R^2 is not an absolute parameter in measuring the accuracy of prediction models because the theoretical basis of the relationship is the most important parameter to explain the causality relationship. The value of the path coefficient (β) or inner model indicates the level of significance in hypothesis testing. The path coefficient (β) score, or inner model, indicated by the T-statistic value, should be above 1.96 for the two-tailed hypothesis and above 1.64 for the one-tailed hypothesis for hypothesis testing at 5 percent alpha.

ResultsAnd Discussion

Research Results

1. Analysis of Research Respondent Descriptions

Respondents in this study were contract employees of PT Hutama Karya Infrastructure for the Construction of the Pekanbaru-Padang Toll Road, Padang Siring Section as many as 82 respondents. Description of respondents by gender and age. Data collected in tabulations and processed with the SPSS v. 25 program. The results of the respondent's description can be seen in the graph:

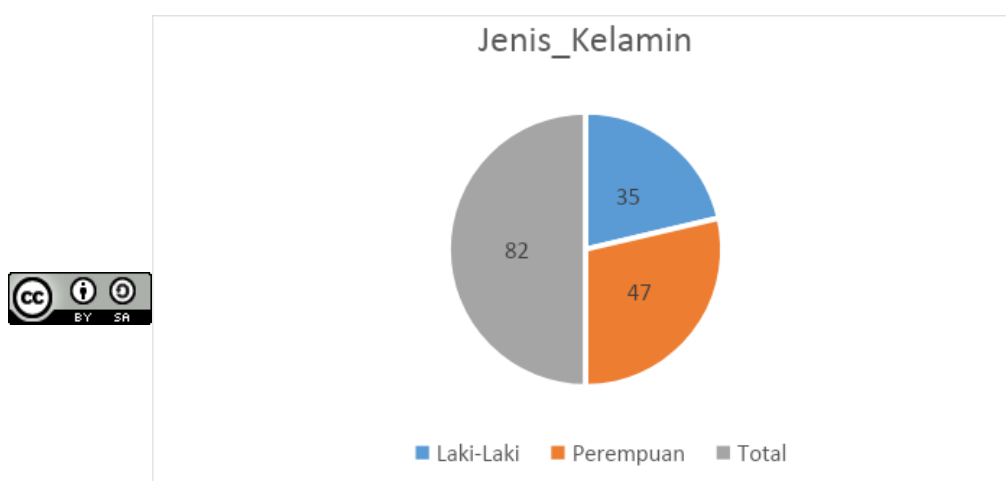


Figure 1. Graph of respondent characteristics by gender
 Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Figure 1., the gender of the study respondents, male as much as 35 or 42.7% and female respondents as much as 47 or 57.3%. *Female employees work in fields that require more communication and interpersonal skills, such as service, education, and health.*

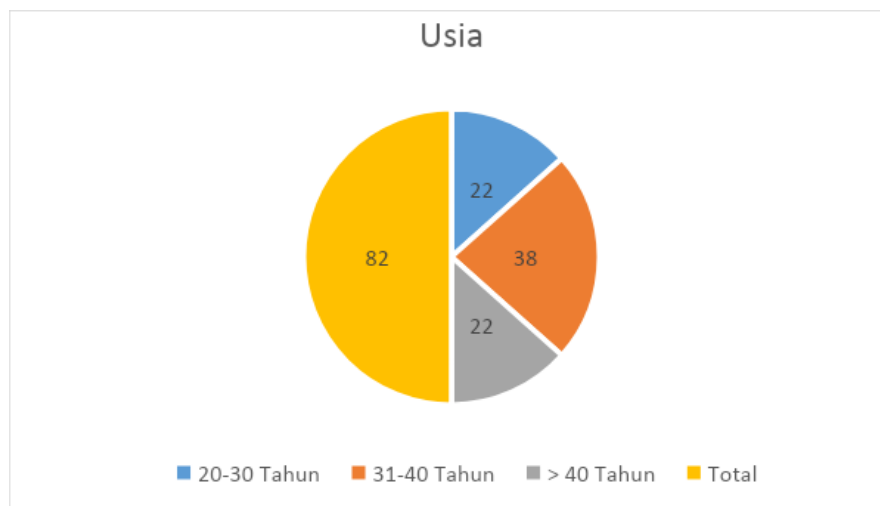


Figure 2. Graph of respondent characteristics by age
 Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on Figure 2., the age of the study respondents, 20-30 years as much as 22 or 26.8%, 31-40 years old as much as 38 or 46.3% and > 40 years as much as 22 or 26.8%. This distribution shows that the study respondents were relatively young, with the majority age between 31-40 years. This can be because technological developments in the field of construction have made toll road construction work more efficient and require less labor. This has led to construction companies preferring to hire a younger workforce.

2. Descriptive Statistical Analysis



The results of descriptive statistical analysis on research for each variable can be seen in the following table:

Table 1. Results of Descriptive Statistical Analysis

	N	Descriptive Statistics			
		Minimum	Maximum	Mean	Std. Deviation
Work Motivation	82	21.00	30.00	25.8049	2.24125
Work Stress	82	26.00	40.00	33.0732	2.82310
Employee Performance	82	18.00	25.00	21.0854	1.84057
Work Environment	82	22.00	30.00	26.1707	2.38723
Valid N (listwise)	82				

Source: SPSS output version 25 (Data Processed by Author, 2023)

Based on the table, the minimum value of the work motivation variable is 21.00, the maximum value is 30.00, the mean value is 25.8049 and the std value. deviation of 2.24125. The minimum value of work stress variables is 26.00, the maximum value is 40.00, the mean value is 33.0732 and the std value. The deviation is 2.82310. The minimum value of employee performance variables is 18.00, the maximum value is 25.00, the mean value is 21.0854 and the std value. deviation of 1.84057. The minimum value of the work environment variable is 22.00, the maximum value is 30.00, the mean value is 26.1707 and the std value. deviation of 2.38723.

3. Data Processing with PLS (Partial Least Squares)

Research using Partial Least Squares (PLS) Analysis which is a multivariate statistical technique. The software used in this study is SmartPLS version 4. According to SEM-PLS can work efficiently with small sample sizes and complex models. SEM-PLS can analyze reflective and formative measurement models and latent variables with a single indicator without creating identification problems.(Hair Et al., 2019)

a. Outer Model Analysis

Outer Model Evaluation

According to , measurement model testing shows how manifest variables or observed variables present latent variables to be measured. Evaluation of the measurement model is carried out to test the validity and reliability of the model.(Ghozali & Latan , 2015)

Validity Test

This validity test needs to be done to find out whether the measuring instrument prepared really measures what needs to be measured. This measurement was carried out because the preparation of this research questionnaire was carried out based on the theoretical



construction of each research variable. Then from these variables, the indicators are sought, then described in each item in the questionnaire. There are two criteria for assessing validity tests in the outer model, namely convergent validity and discriminant validity. According to the validity test, it is used to measure the validity or validity of the questionnaire.(Ghozali & Latan , 2015)

The discriminant validity of the measurement model with reflexive indicators assessed based on cross loading for each variable must be greater than 0.07. If the correlation of the construct with the measurement item is greater than the size of other constructs, then it indicates that the latent construct predicts the size of their block better than that of other blocks. Another way to measure and test discriminant validity is to compare the square root of the Average Variance Extracted (AVE) for each construct with the correlation value between the construct and the other constructs in the model.

Reliability Test

According to stated (Ghozali & Latan , 2015)reliability is actually a measuring tool to measure a questionnaire which is an indicator of a variable or construct. Measurement of reliability tests of a construct with reflective indicators can be done in two ways, namely Cronbach Alpha and Composite Reliability. The construct is said to be reliable if the Cronbach Alpha and Composite Reliability values are more than 0.7 for confirmatory research and values of 0.6 – 0.7 are still acceptable for exploratory research.

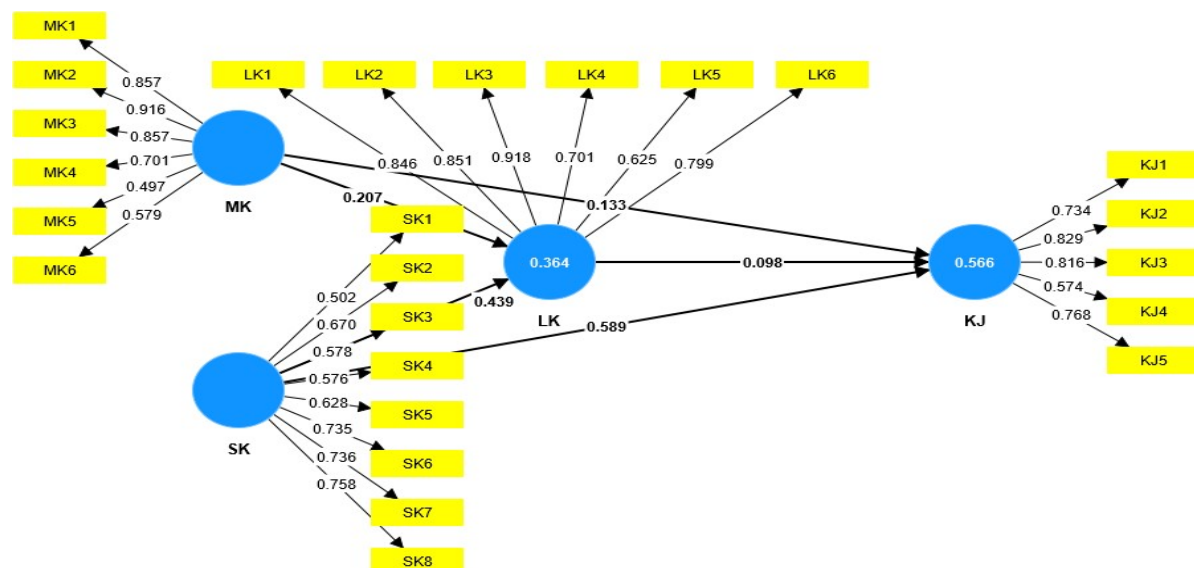


Figure 3. Early Stage Loading Factor Results

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)



Based on Figure 3., it shows that there are several indicators that have not reached a loading factor above 0.7. Loading factors less than 0.7, namely: MK5, MK6, SK1, SK2, SK3, SK4, SK5, KJ4 and LK5 will be eliminated from the model and recalculated. The calculation results after the indicator is eliminated, can be seen in the following Figure:

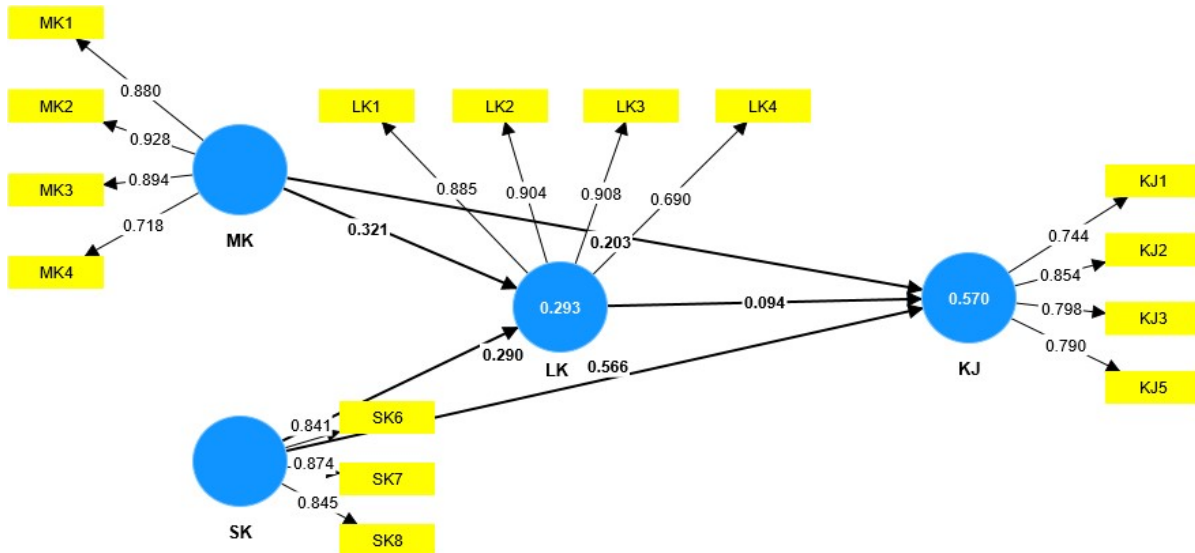


Figure 4. Second Stage Loading Factor Results

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)

Based on Figure 4., it shows that there are indicators that have not reached a loading factor above 0.7. The loading factor value is less than 0.7, namely: LK 4 and will be eliminated from the model and recalculated. The result of the calculation after the indicator is eliminated, is presented in the following Figure:

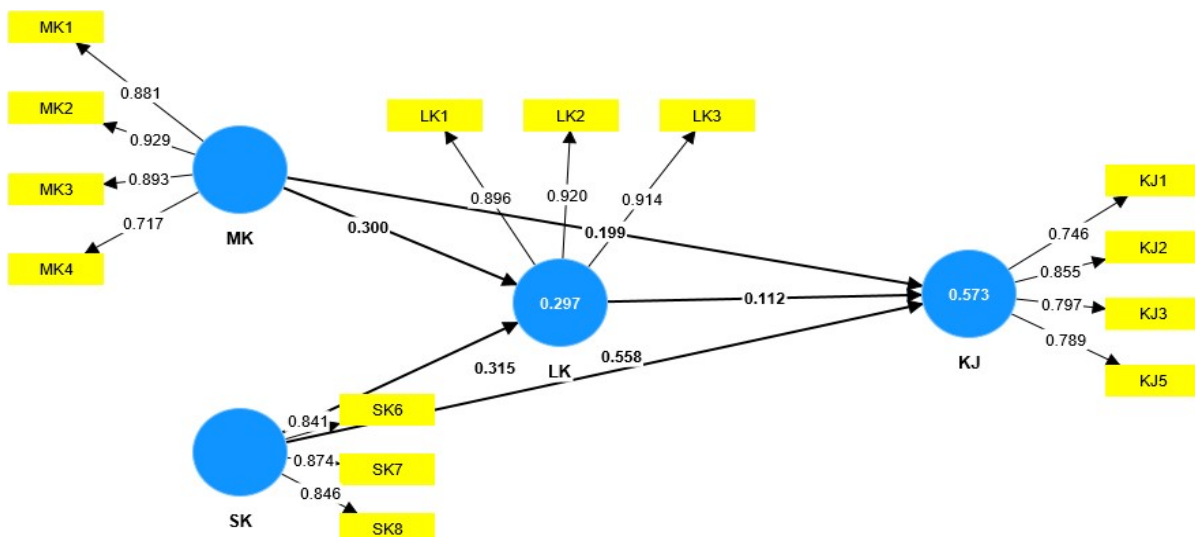


Figure 5. Third Stage Loading Factor Results

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)

Based on Figure 5., shows the results of the loading factor calculation and the results obtained show that the loading factor value is above 0.70, so that the indicator has met the convergent validity requirements and has the required validity based on the rule of thumb used in accordance with what has been tested before. For more details can be seen in the following table:

Table 2. Third Stage Loading Factor Results

	MK	SK	KJ	LK
MK1	0.857			
MK2	0.916			
MK3	0.857			
MK4	0.701			
MK5	0.497			
MK6	0.579			
SK1		0.502		
SK2		0.670		
SK3		0.578		
SK4		0.576		
SK5		0.628		
SK6		0.735		
SK7		0.736		
SK8		0.758		
KJ1			0.734	
KJ2			0.829	
KJ3			0.816	
KJ4			0.574	
KJ5			0.768	
LK1				0.846
LK2				0.851
LK3				0.918
LK4				0.701
LK5				0.625
LK6				0.799

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)

The processing results are shown in Table 2., that all indicators in each variable in this study have a loading factor value greater than 0.70 and are said to be reliable. The outer model



analysis is continued by looking at the internal consistency reliability of each construct. Internal consistency reliability assessment is carried out on each construct. The composite reliability value of each construct is expected to be at least 0.7. SmartPLS algorithm results on the composite reliability of each construct.

Table 3. Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE)
grades

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
MK	0.880	0.918	0.737
SK	0.814	0.890	0.729
KJ	0.809	0.875	0.636
LK	0.897	0.935	0.828

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)

Based on the results of Table 3., it shows that each construct has met the outer model reliability assessment criteria. Construct reliability is measured by three different criteria: Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE). A construction is considered reliable when the value of Cronbach's Alpha is more than 0.6, Composite Reliability is more than 0.7 and Average Variance Extracted (AVE) is more than 0.5. Thus the outer model test proceeds to the outer model validity stage.

The validity of the discriminant is to test that the measuring instrument, precisely measures the construct being measured, not any other construct. The validity of the instrument in addition to being determined on the basis of convergent validity is also determined by the validity of the discriminant. For testing the validity of the discriminant can be seen from the value of cross loading and the root AVE construct. Another method that can be used to assess the validity of discriminants is based on the value of loading and cross loading indicators. The cross loading values can be seen in the Table, below:(Ghazali, 2013)

Table 4. Cross Loading Value

	MK	SK	KJ	LK
MK1	0.881	0.538	0.496	0.400
MK2	0.929	0.562	0.563	0.501
MK3	0.893	0.517	0.535	0.416
MK4	0.717	0.288	0.325	0.299
SK6	0.496	0.841	0.573	0.383
SK7	0.477	0.874	0.646	0.413
SK8	0.488	0.846	0.637	0.444
KJ1	0.410	0.521	0.746	0.438
KJ2	0.536	0.654	0.855	0.473
KJ3	0.417	0.482	0.797	0.338
KJ5	0.444	0.634	0.789	0.269



	<i>MK</i>	<i>SK</i>	<i>KJ</i>	<i>LK</i>
<i>LK1</i>	0.483	0.408	0.427	0.896
<i>LK2</i>	0.428	0.513	0.498	0.920
<i>LK3</i>	0.393	0.392	0.365	0.914

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)

Succeed the value of Table 4., showing the value of each loading factor in the variable is greater than the value of cross loading. Therefore, this shows that all indicators of all variables used in this study are valid.

4. Inner Model Analysis

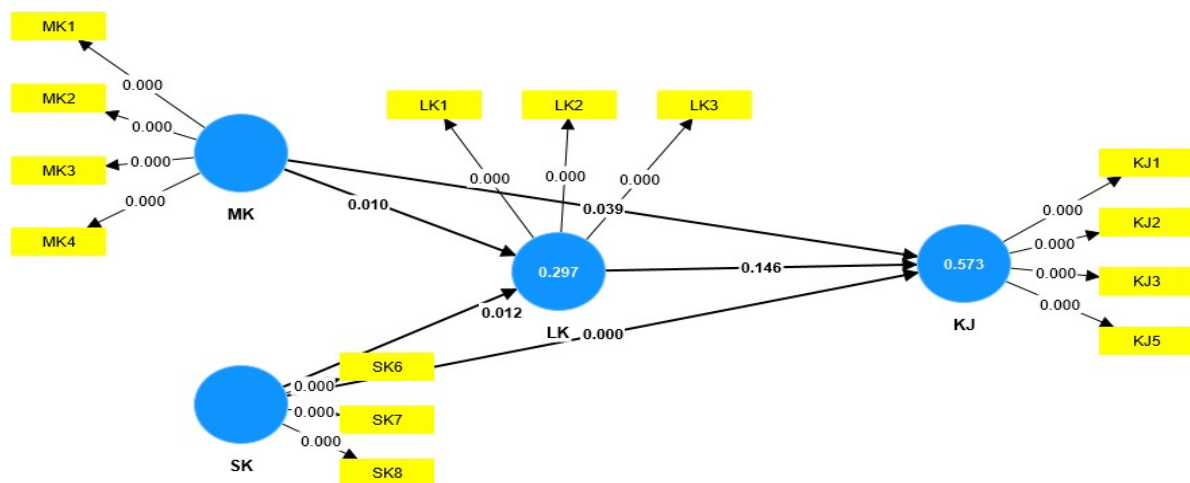


Figure 6. Intervariable Path Diagram Model

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)

The variables in this study analyze work motivation, work stress, employee performance and work environment. The magnitude of direct and indirect influence or variable contribution to each indicator can be seen in the following table:

Table 5. The Value of Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
MK -> KJ	0.233	0.233	0.101	2.303	0.021
MK -> LK	0.300	0.304	0.116	2.589	0.010
SK -> KJ	0.594	0.598	0.088	6.781	0.000
SK -> LK	0.315	0.317	0.125	2.510	0.012
LK -> KJ	0.112	0.108	0.077	1.453	0.146

Source: SmartPLS Output version 4 (Data Processed by Author, 2023)



Based on the results of Table 5., the results of the direct influence of work motivation on employee performance were obtained with a path coefficient value of 0.233 and a value (P-Values = 0.021 < 0.05), then H0 rejected H1 was accepted, meaning that there was a positive and significant influence between work motivation on employee performance at PT Hutama Karya Infrastructure Pekanbaru-Padang Toll Road Development, Padang Sicincin Section.

The result of the direct influence of work motivation on the work environment with a path coefficient value of 0.300 and value (P-Values = 0.010 < 0.05) then H0 rejected H2 is accepted, meaning that there is a positive and significant influence between work motivation and work environment at PT Hutama Karya Infrastructure Pekanbaru-Padang Toll Road Development, Padang Sicincin Section.

The result of the direct effect of work stress on employee performance with a path coefficient value of 0.594 and value (P-Values = 0.000 < 0.05) then H0 rejected H3 accepted, meaning that there is a positive and significant influence between work stress on employee performance at PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Sicincin.

The result of the direct influence of work stress on the work environment with a path coefficient value of 0.315 and a value (P-Values = 0.012 < 0.05) then H0 rejected H4 is accepted, meaning that there is a positive and significant influence between work stress on the work environment at PT Hutama Karya Infrastructure Pekanbaru-Padang Toll Road Development, Padang Sicinring Section.

The result of the direct influence of the work environment on employee performance with a path coefficient value of 0.112 and value (P-Values = 0.146 > 0.05) then H0 received H5 is rejected, meaning that there is a positive but not significant influence between the work environment on employee performance at PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Sicincin.

Table 6. The Value of Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
MK -> LK -> KJ	0.033	0.031	0.026	1.309	0.191
SK -> LK -> KJ	0.035	0.036	0.032	1.085	0.278



Source: SmartPLS Output version 4 (Data Processed by Author, 2023)

Based on the results of Table 6., the results of the indirect influence of work motivation on employee performance through the work environment with a path coefficient value of 0.033 and value (P-Values = 0.191 > 0.05) then H0 received H6 was rejected, meaning that there was a positive but not significant influence between work motivation on employee performance through the work environment at PT Hutama Karya Infrastructure Pekanbaru-Padang Toll Road Development, Ring Meadow Section.

The result of the indirect influence of work stress on employee performance through the work environment with a path coefficient value of 0.035 and a value (P-Values = 0.278 > 0.05) then H0 received H7 was rejected, meaning that there was a positive but not significant influence between work stress on employee performance through the work environment at PT Hutama Karya Infrastruktur Pekanbaru-Padang Toll Road Development, Padang Sicincin Section.

Discussion

1. The Effect of Work Motivation on Employee Performance

Work motivation is an impulse that moves a person to do something. Work motivation can come from within oneself (intrinsic motivation) or from outside oneself (extrinsic motivation). Performance is the result of a person's work or achievements in carrying out their duties. Performance can be measured from various aspects, such as productivity, quality, punctuality, and customer satisfaction. It can be concluded that high work motivation will have a positive impact on employee performance. Motivated employees of PT Hutama Karya Infrastruktur Pembangunan Jalan Pekanbaru-Padang, Padang Siring Section will be more productive, qualified, punctual, and satisfied with their work.

2. The Effect of Motivation on the Work Environment of Employees

The work environment is everything that is around the workplace, both physical and nonphysical. A positive work environment will create a comfortable and pleasant working atmosphere, so employees will feel motivated to work. High work motivation will have a positive impact on the work environment. Motivated employees will contribute to creating a positive, harmonious, and productive work environment. To increase employee motivation and create a positive work environment, organizations can implement various strategies, one of which is creating a safe and comfortable work environment. A safe and comfortable work environment will make employees feel comfortable and motivated to work.



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3. The Effect of Work Stress on Employee Performance

Work stress is a state of physical and emotional tension caused by job demands that exceed the employee's abilities and resources. Work stress can be caused by a variety of factors, such as excessive workload, time pressure, conflict in the workplace, and role vagueness. Employee performance is the result of a person's work or achievements in carrying out their duties. Performance can be measured from various aspects, such as productivity, quality, punctuality, and customer satisfaction. Moderate work stress can have a positive impact on employee performance. Employees who are moderately stressed will be more motivated, productive, qualified, and punctual at work.

However, excessive work stress can negatively impact employee performance. Employees who are excessively stressed will experience various problems, such as fatigue, decreased productivity, poor work quality, and work absenteeism.

In relation to PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Sicincin Section, work stress experienced by employees can be caused by various factors, such as heavy workload, high targets, and competition between employees. However, work stress experienced by employees does not always have a negative impact. Moderate work stress can actually increase work motivation, productivity, work quality, and employee punctuality. To take advantage of the positive influence of work stress and minimize its negative influence, PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Siring Section can implement various stress management strategies

4. The Effect of Work Stress on the Work Environment

The work environment is everything that is around the workplace, both physical and nonphysical. A positive work environment will create a comfortable and pleasant working atmosphere, so employees will feel motivated to work. Moderate work stress can have a positive impact on the work environment. Employees who are moderately stressed will be more motivated, productive, qualified, and punctual at work. This can create a more positive and productive work environment.

However, excessive work stress can negatively impact the work environment. Employees who are excessively stressed will experience various problems, such as fatigue, decreased productivity, poor work quality, and work absenteeism. This can create a negative and unproductive work environment. By implementing various appropriate stress management strategies, PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Siring Section can improve the work environment and achieve its goals.

5. The Effect of Work Environment on Employee Performance



The work environment is everything that is around the workplace, both physical and nonphysical. A positive work environment will create a comfortable and pleasant working atmosphere, so employees will feel motivated to work. Employee performance is the result of a person's work or achievements in carrying out their duties. Performance can be measured from various aspects, such as productivity, quality, punctuality, and customer satisfaction.

The positive influence of the work environment on employee performance is not always significant. This is due to various factors, such as the employee's abilities and skills, the employee's intrinsic motivation, and other external factors. Regarding PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Sicincin, the work environment experienced by employees can be said to be positive. This can be seen from the existence of adequate facilities, such as resting rooms, prayer rooms, and recreation rooms. The organization also provides support to employees, such as social support and financial support.

However, the positive influence of the work environment on employee performance is not always significant. This is due to various factors, such as the ability and skills of employees who still need to be improved. In addition, external factors, such as economic conditions and competition, can also affect employee performance.

6. The Effect of Work Motivation on Employee Performance Through the Work Environment

The positive influence of work motivation on employee performance through the work environment is not always significant. This is due to various factors, such as the ability and skills of employees, other external factors, and factors that can affect work motivation, such as work stress levels.

Relating to PT Hutama Karya Infrastructure for the Construction of the Pekanbaru-Padang Toll Road, Padang Sicincin Section, employee motivation can be said to be high. This can be seen from several factors, such as a high level of employee satisfaction, a high level of employee commitment, and a high level of employee loyalty. The positive influence of employee motivation on employee performance is not always significant. This is due to various factors, such as the ability and skills of employees who still need to be improved. In addition, external factors, such as economic conditions and competition, can also affect employee performance.

7. The Effect of Work Stress on Employee Performance Through the Work Environment

The positive effect of work stress on employee performance through the work environment is not always significant. This is due to a variety of factors, such as the



employee's abilities and skills, other external factors, and factors that can affect job stress, such as the level of social support. Regarding PT Hutama Karya Infrastruktur Pembangunan Tol Pekanbaru-Padang, Padang Sicincin Section, employee work stress can be said to be moderate. This can be seen from several factors, such as a high level of employee satisfaction, a high level of employee commitment, and a high level of employee loyalty.

However, the positive effect of employee work stress on employee performance is not always significant. This is due to various factors, such as the ability and skills of employees who still need to be improved. In addition, external factors, such as economic conditions and competition, can also affect employee performance.

Conclusion

Based on the explanation above, it can be concluded that there is a positive influence between work motivation, work stress, and work environment on employee performance. However, its influence is not always significant. This is due to various factors, such as the ability and skills of employees, other external factors, and factors that can affect work motivation, work stress, and work environment. To increase the positive influence of work motivation, work stress, and work environment on employee performance, organizations can implement various strategies, including:

1. Provide training and development for employees. Training and development can improve the abilities and skills of employees, so that they can work more effectively and efficiently.
2. Creating a positive and productive work culture. A positive work culture will encourage employees to work harder and more passionately.
3. Improve communication and cooperation between employees. Good communication and cooperation will create a harmonious and productive working atmosphere.

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