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The Effect of Work Motivation and Work Stress on Employee Performance at Perum Damri Lampung

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ABSTRACT

This study examines the influence of work motivation and job stress on the performance of AKAP (Intercity Interprovincial Transport) bus drivers at Perum DAMRI Lampung Branch. Using a quantitative approach with multiple linear regression analysis, the research involved a population of 112 drivers, with a purposive sample of 53 respondents. The findings indicate that work motivation has a positive and significant effect on driver performance ($\beta = 0.613$; Sig. = 0.000), suggesting that higher motivation enhances performance. Conversely, job stress has a negative and significant impact ($\beta = -0.551$; Sig. = 0.000), meaning increased stress decreases performance. Simultaneously, work motivation and job stress significantly influence driver performance ($F = 77.167$; Sig. = 0.000). The study concludes that improving work motivation and managing job stress effectively are key strategies for enhancing the performance of AKAP bus drivers. However, the research is limited to drivers at the Perum DAMRI Lampung Branch, and the results may not be generalizable to other contexts. The study contributes empirical evidence emphasizing that motivation and stress management are critical determinants of driver performance within transportation organizations.

Work Motivation, Job Stress, Employee Performance

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INTRODUCTION

In the era of digitalization and dynamic global development, transportation public own function strategic For support mobility society and progress regional economy. Transportation play a role as vital link between activity social economy, not just tool displacement. Research (Sa'diah et al, 2024) shows that service transportation public quality create efficiency movement, reducing congestion, and contribute to development sustainable. Needs service transportation public quality in Indonesia is increasing in line with growth population and urbanization. Society expects system efficient, safe, comfortable, and reliable transportation. This urge provider service like DAMRI Public Housing for Keep going increase quality services to fulfill expectation

public transportation companies public need optimize aspect technical-operational while notice factor internal influences performance workers, in particular driver. Management stress good work and motivation tall become key in maintain and improve performance employees. Perum DAMRI Lampung Branch plays a role important in connectivity transportation Lampung Province. In April 2023, DAMRI opened new AKAP routes from Lampung to cities big Java for strengthen mobility and support sector tourist as well as economy local (radarcom.id, 2023). During the 2023 Eid homecoming, DAMRI Lampung prepared 125 fleets with prediction improvement 5-10% passenger numbers. In August 2024, the Acting Governor of Lampung inaugurated facility room waiting and 26 new bus units at Tanjung Karang Station (ppid.lampungprov, 2024).

Even though Keep going innovating, AKAP bus drivers face challenges that affect performance they. Stress Work appear from working hours length, pressure achievement of time targets, and conditions Then cross No determined. Motivation Work low can arise consequence lack of appreciation, compensation No adequate, or lack of support management. Second factor This potential lower performance drivers and impact on quality service to passengers. Data from the Lampung Branch of Perum DAMRI for 2024-2025 recorded eight case bus accident with various causes and impacts of victims. Some incident related direct with factor burden Work like disappearance control vehicle, negligence driver, stress work, and delays taking decision in situation emergency. Case number 6 shows driver lost control consequence stress Work high pressure exaggeration, and instability emotional.

Pressure work that is not handled lower concentration, responsiveness, and quality taking decision. Lack of motivation triggered work environment Work No support or burden excessive make things worse performance employee motivation is factor critical that influences performance, including in context driver, because can increase Spirit work, productivity, and quality work. (Basyid, 2024) stated motivation Work influential significant to performance employees. According to (Rizal et al, 2022) supports with findings that motivation Work influential positive to performance employee at the ESDM Transmigration Investment Service Gorontalo Province. Improvement motivation Work increase performance through behavior, effort, and persistence in carry out tasks. On the other hand, the low motivation cause decline performance. Findings (Setiawan & Esthi, 2021) show motivation Work influential significant to satisfaction Work driver online transportation. According to (Putri & Maura, 2024) added that driver motivated tend give service more good and working efficient.

Stress Work has a negative impact on employee performance, in particular responsible bus drivers answer big to safety passengers and users road. According to (Rohmah, 2022) shows connection complex between stress work, motivation work and performance of the driver transportation, where stress Work influence motivation and impact on performance. Stress Work is condition tension that affects emotions, thought processes, and conditions physical. For AKAP bus drivers, stress caused by pressure time, condition Then cross, and responsibility answer safety passengers. According to (Nurhayati, 2024) found stress Work influential significant to performance employees at the Lampung Branch of Perum DAMRI. The F test shows stress Work together compensation influential positive and significant to performance with mark significance $0.000 < 0.05$ and F count 66.041.

According to (Regiana et al, 2024) emphasizes importance attention to fatigue Work driver who can bother quality work and safety. According to (Kartika Dewi, 2024) it states management stress effective and improved motivation impact positive on performance DAMRI Bandar Lampung driver. Driver performance No only measured from aspect technical driving, but also the ability management stress, alertness, and security. Companies must notice factor psychological and well-being Work driver For increase motivation and reduce risk accident consequence stress excessive training management stress, system Work fair, and support organization important For reach optimal performance in environment risky. According to (Silas et al, 2019) defines performance as results Work quality and quantity achieved employee in accordance not quite enough the answer is. According to (Suhendar et al, 2023) states performance is function interaction between ability, motivation, and opportunity. According to (Trifena Towoliu et al, 2023) explains performance as outcome notes from function employee or activity in period certain. The performance of AKAP bus drivers is measured from behavior service, safety driving, and ability finish task according to SOP, not only speed or accuracy time.

RESEARCH METHOD

According to (Handayani, 2020) Descriptive quantitative, namely consistent with variables research, focus on problems current and current phenomena happened, and serve results study in form meaningful numbers. Research This own objective For know influence from variables studied that is Motivation Work and Stress Work On Employee Performance Housing Damri Lampung.

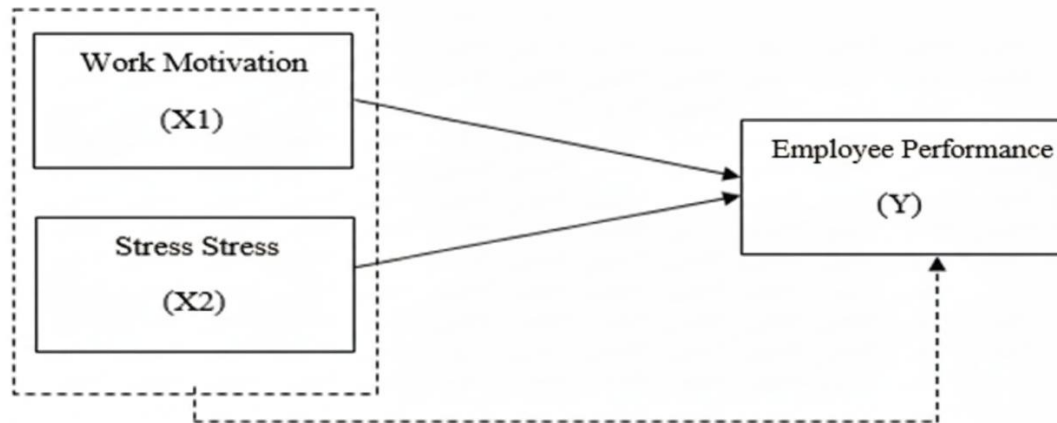


Figure 1.
Framework of Thinking

In research This writer use method study quantitative. Author use method survey For data collection. Survey is method research that uses questionnaire as tool data collection. Questionnaires are an instrument in the form of a list of questions or statement written answer or filled in by respondents in accordance with instruction filling it out. The questionnaire was distributed later using distribution media *Google Form* (GF). Research This For know influence motivation work and stress work (variable independent) against performance employees (depending on variable).

Population in the study This is all over employee at the Housing Complex Damri Lampung with a total of 218. Based on characteristics population and objectives research, researchers use technique purposive sampling (non-probability sampling) with criteria certain. Selected samples is employee with position driver from AKAP (Inter- Provincial City Transportation) segment amount sample in research This is the total 112 employee AKAP segment. In research This is the source of primary data obtained from answer questionnaire in a way No direct or in the form of a shared *Google form* to respondents. In the study This is secondary data used writer obtained from study previously, such as books, journals, articles and the like.

Before conducting the analysis, the research instrument was tested for validity and reliability using the SPSS version 26 program, where all items were declared valid with an *r* count value greater than the *r* table (0.349) and reliable with a Cronbach's Alpha value greater than 0.7. Data analysis included classical assumption tests (normality, multicollinearity, and heteroscedasticity) as well as multiple linear regression analysis to determine the simultaneous and partial effects among variables, with hypothesis testing conducted using the F-test and t-test at a 5% significance level.

RESULT AND DISCUSSION

Based on the results of the validity and reliability tests, all statement items on the variables of work motivation, job stress, and employee performance were declared valid and reliable. This is evidenced by the r count values being greater than the r table value (0.349), indicating that each item consistently measures the variable indicators. Furthermore, the reliability test results show Cronbach's Alpha values above 0.7 for all variables – 0.726 for work motivation, 0.919 for job stress, and 0.756 for employee performance – indicating that the research instrument has a high level of consistency and is suitable for further data collection.

Next, the results of the classical assumption tests indicate that the data meet all the requirements for multiple linear regression analysis. The normality test using the Kolmogorov-Smirnov method obtained an Asymp. Sig value of 0.060 (> 0.05), meaning the data are normally distributed. The multicollinearity test shows Tolerance values of 0.840 (> 0.10) and VIF values of 1.190 (< 10) for both independent variables, indicating no multicollinearity issues. The heteroscedasticity test through a scatterplot shows points that are randomly distributed above and below the zero axis without forming any specific pattern, meaning that the regression model does not experience heteroscedasticity. Therefore, the regression model used in this study satisfies the classical assumptions and can proceed to the regression analysis stage.

Multiple Linear Regression Analysis

In research This technique data analysis used is multiple linear regression, analysis This used For know size influence variables independent to variables dependent (Ilham, 2022) . Following is results analysis regression multiple obtained :

Table 1.
Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,063	1,568		3,230	.002
	Motivation Work	.352	.052	.308	6,803	.000
	Stres Work	.598	.037	.732	16,146	.000
a. Dependent Variable: Performance Employee						

Source : processed SPSS output data, 2025

Based on table el 5 on so obtained equality as following :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$Y = 5.063 + 0.352.X_1 + 0.598.X_2 + \varepsilon$$

Regression model equation on can explain that :

1. The value of $\alpha = 5.063$ means level Employee Performance of AKAP Drivers in the Housing Complex Damri Lampung rises as big as 5,063 If without Motivation Work (X_1) and Stress Work (X_2).
2. The value of $\beta_1 = 0.352$ means If Motivation Employment increases by 1 % and other variables are assumed still so level Employee performance will increase by 35.2 %, coefficient worth positive It means variables Motivation Work influential significant on Employee Performance.
3. The value of $\beta_2 = 0.598$ means If variables Stres Work up 1 % and other variables are assumed still so level need Stres Work will increased by 59.8 %, coefficient worth positive It means variables Stres Work influential significant on Employee Performance.

Hypothesis Test Results

Coefficient Test Determination (R^2)

Determination value is between zero and one. The results of the coefficient test calculation determination is as following :

Table 2.

Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.901 ^a	.812	.808	1.51452
a. Predictors: (Constant), Job Stress, Motivation Work				
b. Dependent Variable: Employee Performance				

Source : processed SPSS output data, 2025

Based on Table 6. Results of the R^2 Determination Coefficient Test with SPSS program testing in table 4.10 can show mark

1. $R = 0.901$ means connection between Motivation Work and Stress Work on Employee Performance by 90.1%. This means connection second variables towards strong MSME performance. Increasingly big R value means connection the more strong.
2. R square of 0.812 indicates that Motivation Work and Stress Work on Employee Performance own ability For explaining MSME performance as big as 81.2 % while the rest 18.8% is influenced by variables other than medium variable done study.

F Test

The F test is used For see There is or whether or not significant influence in a way simultaneous between all variables free to variables bound. Following is results regression in a way simultaneous :

Table 3.
F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1077,876	2	538,938	234,956	.000 ^b
	Residual	250,022	109	2,294		
	Total	1327,898	111			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Job Stress, Motivation Work						

Source : processed SPSS output data, 2025

Based on table 7 Results of the f test (simultaneous) of the dependent variable using SPSS program testing in table 4.13 above show that results calculation with SPSS obtained $f_{\text{count}} = 234.956$ and level significant of 0.000, f_{table} with df numerator = 2 and df denominator = 111-2 = 109 with $\alpha=0.05$ or $f_{\text{table}} = f_{(0.05)(2;109)} = 3.08$. With thus $f_{\text{count}} > f_{\text{table}}$ or $234.9 > 3.06$ and significance $0.000 < 0.05$ then H_0 is rejected and H_3 accepted. It can be concluded that Motivation Work and Stress Work in a way simultaneous influential on Employee Performance of AKAP Drivers at Perum Damri Lampung.

T-test

Testing conducted at $\alpha = 0.05$ (5%). Two- way test is area rejection of H_0 has two areas, namely is at the end right and left ends, two- way testing implemented For sign The same with the hypothesis zero and sign No The same with the alternative hypothesis. Here is t-test results (Partial) after done testing with the SPSS program ;

Table 4.
t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,063	1,568		3,230	.002
	Motivation Work	.352	.052	.308	6,803	.000
	Stres Work	.598	.037	.732	16,146	.000
a. Dependent Variable: Performance Employee						

Source : processed SPSS output data, 2025

Based on table above, can seen significance test results partial (t-test) for every variables independent to variables dependent.

1. calculated t value of the variable Motivation Work worth $6,803 > 1,981$ or $t_{\text{count}} > t_{\text{table}}$ Then sig value is $0.000 < 0.05$ where the result namely H_1 accepted while H_0 rejected, can interpreted that Motivation Work in a way partial there is influence and significance on Employee Performance of Perum AKAP Drivers Damri Lampung.
2. calculated t value of the variable Stres Work worth $16,146 > 1,981$ or $t_{\text{count}} > t_{\text{table}}$ Then sig value is $0.000 < 0.05$ where the result namely H_2 is accepted while H_0 rejected, can interpreted that Stres Work in a way partial there is significant influence on Employee Performance of Perum AKAP Drivers Damri Lampung. Conclusion: Motivation Work influential positive and significant on Employee Performance in a way partial

Discussion

This study aims to determine the effect of work motivation and job stress on employee performance, specifically focusing on intercity-interprovincial (AKAP) bus drivers at Perum DAMRI Lampung Branch. The analysis was conducted using SPSS software. The research included several stages of testing: instrument testing (validity and reliability tests), classical assumption testing (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, and hypothesis testing using the F-test (simultaneous), t-test (partial), coefficient of determination (R^2), and path analysis. The following discussion elaborates on the results of these tests to determine the partial and simultaneous effects of the independent variables on the dependent variable.

The Effect of Work Motivation on Employee Performance

Based on the partial t-test results using SPSS 26, the t-count value for the Work Motivation variable was $6.803 > 1.981$, with a significance value of $0.000 < 0.05$, meaning that H_1 is accepted and H_0 is rejected. This indicates that work motivation has a positive and significant effect on employee performance among AKAP drivers at Perum DAMRI Lampung. These results are consistent with findings from previous studies by Ayu (2020), Putri & Maura (2024), Dewi & Kartika Dewi (2024), Purwanto & Lestari (2024), and Basyid (2024). The results suggest that motivation acts as a key driving force that encourages optimal task performance. Motivated drivers tend to be more disciplined, responsible, and careful, resulting in improved job performance.

However, different findings were reported by Pancasasti et al. (2022), who found that motivation had a negative and insignificant effect on employee performance. This was attributed to worsening company financial conditions during the COVID-19 pandemic, leading to reduced employee benefits,

postponed promotions, and suspended salary raises, all of which demotivated employees and decreased their performance.

The findings of this study align with Campbell's Performance Theory, which posits that individual differences in performance stem from three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. In the context of DAMRI's AKAP drivers, strong motivation significantly enhances performance by functioning as the driving force that enables drivers to utilize their declarative understanding (duties and responsibilities), procedural skills (driving and service delivery), and technical abilities effectively. Therefore, the researcher suggests that DAMRI Lampung develop an integrated motivation system that includes continuous training, recognition programs to boost intrinsic motivation, and transparent communication about company policies. Such strategies can optimize Campbell's three determinants, promoting sustainable performance improvement even under challenging conditions.

The Effect of Job Stress on Employee Performance

Based on the partial t-test results using SPSS 26, the t-count value for the Job Stress variable was $16.146 > 1.981$, with a significance value of $0.000 < 0.05$, indicating that H_2 is accepted and H_0 is rejected. This means that job stress has a significant effect on employee performance among AKAP drivers at Perum DAMRI Lampung. These results are consistent with studies by Ayu (2020), Wijaya & Trang (2022), Nurhayati (2024), Dewi & Kartika Dewi (2024), and Ardana & Rizqi (2024). Job stress can reduce concentration, increase fatigue, and raise the risk of driving errors, directly lowering productivity, safety, and service quality.

However, differing findings were presented by Nurhayati (2024), who reported that job stress had no significant effect on performance. This was because drivers had developed strong adaptive abilities to cope with daily job pressures, supported by a conducive work environment and managerial support. Moreover, not all stress is negative—some drivers perceive it as a motivating challenge to perform better. Thus, in certain contexts, stress may not significantly impact performance, aligning with findings by Putri & Maura (2024).

According to the researcher, implementing strategies to manage stress effectively should integrate Campbell's three determinants. In the declarative knowledge dimension, the company could organize weekly workshops on operational procedures, safety regulations, and company goals to enhance driver awareness of their roles. In the procedural knowledge and skill dimension, the company could conduct defensive driving simulations,

customer service training, and periodic certifications. Finally, in the motivation dimension, the company could establish reward and punishment systems, "Employee of the Month" programs, and 360-degree feedback mechanisms involving supervisors, colleagues, and passengers. These combined approaches would strengthen intrinsic motivation and promote continuous skill development, leading to optimal performance.

The Combined Effect of Work Motivation and Job Stress on Employee Performance

Based on the simultaneous F-test results using SPSS 26, the F-count value was $234.9 > 3.06$ with a significance value of $0.000 < 0.05$, meaning H_0 is rejected and H_3 is accepted. Thus, work motivation and job stress together have a significant effect on employee performance among AKAP drivers at Perum DAMRI Lampung. These results are supported by studies conducted by Ayu (2020), Rohmah (2022), Wijaya & Trang (2022), and Dewi & Kartika Dewi (2024), which found that high motivation fosters discipline and responsibility, whereas high stress decreases concentration and increases the risk of errors. Both factors directly influence safety, punctuality, and service quality.

To maximize the effectiveness of these two factors, the researcher recommends integrating their management within Campbell's three performance determinants. In the declarative knowledge aspect, the company should provide educational programs on stress management and self-motivation techniques, including awareness of the psychological impact of long-distance driving. In the procedural knowledge and skill aspect, relaxation and breathing exercises, as well as communication training, should be implemented to reduce interpersonal stress. In the motivation aspect, the company could establish peer support groups, regular counseling sessions with industrial psychologists, and route rotation systems to prevent monotony. Within Campbell's framework, effective stress management reinforces intrinsic motivation, enabling drivers to continuously develop their competencies and achieve sustainable performance improvement.

CONCLUSION

Based on results research, can concluded Motivation Work in a way partial influential significant on Employee Performance Perum AKAP driver Damri Lampung. Work stress has a partial and significant effect on the performance of AKAP drivers of Perum Damri Lampung. Motivation Work and Stress Work in a way simultaneous influential on Employee Performance of AKAP Drivers at Perum Damri Lampung. In addition, it is important for company For manage stress Work with provide time enough rest, creating

environment comfortable work, as well as give support psychologically so that the driver can Work with more calm and focused

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