

THE EFFECT OF WORKLOAD, WORK STRESS AND JOB SATISFACTION ON ASN PERFORMANCE IN DP3AP2KB OF SURAKARTA CITY

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Abstract: This study aims to examine the effect of workload, job stress, and job satisfaction on the performance of ASN employees at DP3AP2KB Surakarta City. This study employed a quantitative approach using a survey method. The population consisted of 47 ASN employees, and saturated sampling was used. Data were collected through questionnaires and analyzed using multiple linear regression, t-test, F-test, and coefficient of determination. The results show that workload has no significant effect on ASN performance, while job stress and job satisfaction have a positive and significant effect on ASN performance. Simultaneously, workload, job stress, and job satisfaction significantly affect ASN performance, as indicated by an F-value of 14.376 with a significance value of 0.000. The Adjusted R² value of 0.630 indicates that the three independent variables explain 63.0% of the variation in ASN performance, while the remaining 37.0% is explained by other factors outside the research model. These findings indicate the importance of managing job stress and maintaining job satisfaction to support ASN performance at DP3AP2KB Surakarta City.

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Introduction

Human resources (HR) are a crucial asset for the success of government institutions, including the Surakarta City Department of Women's Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB). Although administratively, the agency's service performance has shown a positive trend in the 2022–2025 period, the reality on the ground shows a gap. Cases of violence against women and children in Surakarta City remain relatively high, reaching 173 cases in 2024 and 162 cases by November 2025. This indicates that the high achievement of performance indicators is not fully proportional to the effectiveness of resolving complex social problems in society. This condition

is closely related to human resource capacity, particularly related to the workload pressure and stress experienced by State Civil Apparatus (ASN) in the agency.

Civil servant performance is significantly influenced by workload, job stress, and job satisfaction. A high and unbalanced workload has the potential to trigger physical and mental stress, which, if not managed properly, will reduce employee satisfaction and effectiveness (Kristanto, 2025). In addition to the field phenomenon, this research is also motivated by inconsistencies in previous research findings (research gaps). Several studies (Ratu, 2025; Chika, 2022; Rachman, 2024) found that workload, job stress, and job satisfaction have a positive and significant effect on performance. Conversely, other studies (Insan, 2024; Sampouw, 2024; Simanjuntak, 2023) show insignificant or even negative results.

The challenges of service performance in the field and the inconsistency of previous findings make this study crucial. Therefore, this study aims to quantitatively analyze the significant influence of workload, job stress, and job satisfaction on the performance of civil servants (ASN) at the DP3AP2KB (Service Administration Agency) of Surakarta City. The results of this study are expected to enrich the literature on Human Resource Management in the public sector and provide practical recommendations for relevant agencies in managing employee workload and stress to optimize service delivery.

Literature review

Job Demands-Resources (JD-R) Theory: This research is based on the Job Demands-Resources theory developed by Bakker and Demerouti (2024). This theory explains that every job has two main risk factors related to performance and stress: job demands and job resources. High physical and psychological demands of a job (such as workload), if not balanced with adequate resources (such as autonomy, support, or satisfaction), can trigger job stress. Conversely, the availability of resources will increase motivation and satisfaction, which ultimately supports performance achievement. According to Mangkunegara (2017:67) defines performance as the quality and quantity of work results achieved by an employee in carrying out tasks in accordance with assigned responsibilities. In line with this opinion, Sutrisno (2016:9) emphasizes that performance is the work results obtained by an individual based on their work behavior in carrying out work activities. Based on these opinions, it can be concluded that employee performance is not only measured by the final results of the work, but also by the work behavior demonstrated during the task implementation process.

Koesomowidjojo (2017:22) defines workload as a set of activities that must be completed by an organizational unit or position holder in accordance with predetermined responsibilities and deadlines. In line with this view, Kawiana (2020:112) states that workload from a human resource management perspective is the volume of work results or records of work results that indicate the amount of output produced by a number of employees in a particular department. Meanwhile, Mahawati et al. (2021:45) view workload as the result of the interaction between task demands, the work environment, skills, and employee perceptions. Demands exceeding an individual's physical and mental capabilities can lead to work overload, which has the potential to reduce employee performance and well-being. According to Kristanto (2025), Ratu (2025), Chika (2022), Hikmah (2021), and Wulandari (2021), workload is known to have a significant influence on employee performance, where high work demands have an impact on decreasing the effectiveness of ASN work. Therefore, a hypothesis is formulated.

H1: Workload has a significant effect on ASN performance at DP3AP2KB Surakarta City.

Budiasa (2021:58) defines work stress as a state of tension that causes physical and psychological imbalance, thus affecting the emotions, thought processes, and condition of employees. Excessive stress can threaten an individual's ability to adapt to the work environment. In line with this opinion, Sunyoto (2019:215) explains that work stress is a consequence of external actions or situations that create excessive physical and psychological demands, especially when the taskload is disproportionate to abilities or available time. Robbins and Judge (2017:616) add that stress is a dynamic condition when an individual is faced with demands or opportunities related to personal interests, where the outcome is perceived as important but uncertain. Thus, work stress can be understood as an individual's response to work pressure that has the potential to affect mental condition and performance. Based on the results of research conducted by Kristanto (2025), Ratu (2025), Sampouw (2024), Chika (2022), Hikmah (2021), and Anang (2021) shows that work stress has a positive and significant effect on employee performance, so the hypothesis is formulated as follows:

H2: Work stress has a significant effect on ASN performance at DP3AP2KB Surakarta City.

Robbins and Judge (2017:74) define job satisfaction as a positive feeling about work that arises from an assessment of the job's characteristics. Similarly, Sutrisno (2019:74) views job satisfaction as an employee's attitude toward work related to the work situation, cooperative relationships between employees, rewards received, and physical and psychological factors in the work environment. Afandi (2018:74) emphasizes that job satisfaction is a pleasant emotional attitude and is reflected in employee morale, discipline, and work performance. Thus, job satisfaction is not only related to material aspects, but also concerns the psychological and social conditions of employees in carrying out their work. Based on the results of research conducted by Anang (2021), Simanjuntak (2023), Simanjuntak (2023), and Wulandari (2021), it shows that job satisfaction has a positive and significant effect on employee performance. Therefore, the hypothesis in this study is:

H3: Job satisfaction has a significant effect on ASN performance at DP3AP2KB Surakarta City. The framework of thought in this research is as follows:

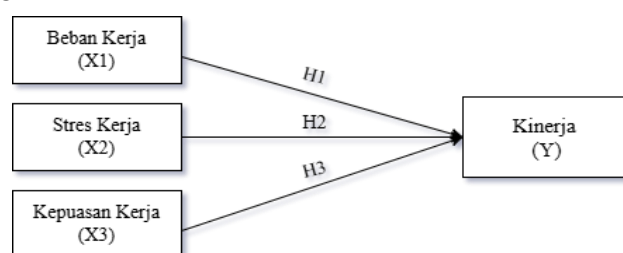


Figure 1 Framework of Thought

Research Methods

This study uses a quantitative approach with a survey method. The research subjects were State Civil Apparatus (ASN) at the Surakarta City Department of Women's Empowerment, Child Protection, Population Control, and Family Planning (DP3AP2KB). Primary data were obtained through questionnaires distributed to respondents, while secondary data were obtained from agency documents, books, and relevant literature.

The population in this study were all civil servants working at the DP3AP2KB in Surakarta City. The sampling technique used saturated sampling (census), so that all members of the population were used as research respondents. Data collection was carried out using a questionnaire with a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). The independent variables in this study include workload (X_1), job stress (X_2), and job satisfaction (X_3), while the dependent variable is civil servant performance (Y).

Data analysis was conducted using the IBM SPSS program. The analysis stages included testing the research instrument (validity and reliability) before conducting the instrument test. To ensure that all statement items are suitable for use as data collection tools, the next step is the classical assumption test consisting of the normality test, multicollinearity test, and heteroscedasticity test, followed by multiple linear regression analysis. Hypothesis testing is carried out through the t-test to determine the partial effect of each independent variable on ASN performance, the F-test to determine the simultaneous effect, and the coefficient of determination (Adjusted R^2) to measure the model's ability to explain variations in ASN performance.

Results and Discussion

Validity Test

Validity testing is a calculation to ensure that each question item truly represents the variable being measured. Validity is tested by correlating the score of each item with the total score of the variable using the product-moment correlation technique. The conditions or requirements for validity can be seen by the criteria: if the p-value < 0.05 , the instrument is declared valid; if the p-value ≥ 0.05 , it is declared invalid. The results of the variable validity test can be seen in the following results:

1. Workload (X1)

The results of the workload validity test are as follows:

Table 1
Workload Validity Test Results

Statement Items	ρ -value	Criterion (α)	Information
X1.1	0,000	0.05	Valid
X1.2	0,000	0.05	Valid
X1.3	0,000	0.05	Valid

Source: Processed primary data, 2026

The table above shows that for statement items X1.1 to X1.3, the significance value (ρ -value) = 0.000 < 0.05 is obtained, so all statement items of the workload variable are valid.

2. Job Stress (X2)

The results of the work stress validity test are as follows:

Table 2
Job Stress Validity Test Results

Statement Items	ρ -value	Criterion (α)	Information
X2.1	0,000	0.05	Valid
X2.2	0,000	0.05	Valid
X2.3	0,000	0.05	Valid
X2.4	0,000	0.05	Valid
X2.5	0,000	0.05	Valid

Source: Processed primary data, 2026

The table above shows that for statement items X2.1 to X2.5, the significance value (ρ -value) = 0.000 < 0.05 is obtained, so all statement items of the work stress variable are valid.

3. Job Satisfaction (X3)

The results of the job satisfaction validity test are as follows:

Table 3
Job Satisfaction Validity Test Results

Statement Items	ρ -value	Criterion (α)	Information
X3.1	0,000	0.05	Valid
X3.2	0,000	0.05	Valid
X3.3	0,000	0.05	Valid
X3.4	0,000	0.05	Valid
X3.5	0,000	0.05	Valid
X3.6	0,000	0.05	Valid
X3.7	0,000	0.05	Valid
X3.8	0,000	0.05	Valid
X3.6	0,000	0.05	Valid
X3.10	0,000	0.05	Valid
X3.11	0,000	0.05	Valid
X3.12	0,000	0.05	Valid

Source: Processed primary data, 2026

The table above shows that for statement items X3.1 to X3.12, the significance value (ρ -value) = 0.000 < 0.05 is obtained, so all statement items of the job satisfaction variable are valid.

4. Performance (Y)

The results of the performance validity test are as follows:

Table 4
Performance Validity Test Results

Statement Items	ρ -value	Criterion (α)	Information
Y.1	0,000	0.05	Valid

Y.2	0,000	0.05	Valid
Y.3	0,000	0.05	Valid
Y.4	0,000	0.05	Valid
Y.5	0,000	0.05	Valid
Y.6	0,000	0.05	Valid
Y.7	0,000	0.05	Valid
Y.8	0,000	0.05	Valid
Y.9	0,000	0.05	Valid
Y.10	0,000	0.05	Valid

Source: Processed primary data, 2026

The table above shows that for statement items Y.1 to Y.10, the significance value (p -value) = $0.000 < 0.05$ is obtained, so all performance variable statement items are valid.

Reliability Test

Reliability testing is used to assess the reliability of the questionnaire. A questionnaire is considered reliable if respondents' answers are consistent over time. A questionnaire is considered reliable if the Cronbach's Alpha value is > 0.60 , while a questionnaire is considered unreliable if the Cronbach's Alpha value is < 0.60 . The results of the reliability test using the SPSS program are as follows:

Table 5
Reliability Test Results

No	Variables	Cronbach Alpha	Critical Value	Status
1	Workload	.735	0.60	Reliable
2	Work Stress	.615	0.60	Reliable
3	Job satisfaction	.894	0.60	Reliable
4	Performance	.920	0.60	Reliable

Source: Processed primary data, 2026

Based on the reliability test in the table above, the variables Workload, Job Stress, Job Satisfaction, and Performance in this study, it was stated as reliable, where the results of the research reliability test obtained Cronbach's Alpha > 0.60 .

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is a statistical analysis used to test the relationship between independent variables and dependent variables. The results of the multiple linear regression analysis using SPSS can be seen in the following table:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$ where Y = Performance, a = Constant, X_1 = Workload, X_2 = Job Stress, X_3 = Job Satisfaction, b_1, b_2, b_3, b_4 = Regression coefficient, e = Error. The calculation of multiple linear regression analysis using the SPSS program produced the following results:

Table 6
Results of Multiple Linear Regression Analysis
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,662	5,702		1,168	,249
Workload	-,324	,248	-,165	-1,305	,199
Work Stress	,690	,197	,430	3,500	,001
Job satisfaction	,537	,098	,616	5,495	,000

a. Dependent Variable: Performance

Source: Processed primary data, 2026

The table above produces the Regression Equation:

$$Y = 6.662 - 0.324 X_1 + 0.690 X_2 + 0.537 X_3 + e$$

The interpretation of the regression equation above is:

1. Constant (a) = 6.662 (positive). This means that if variables X₁ (workload), X₂ (work stress) and X₃ (job satisfaction) are constant, then Y (performance) is positive.
2. b₁ = -0.324 Workload has a negative effect on performance. This means that if the workload increases, Y (performance) will decrease, assuming variables X₂ (work stress) and X₃ (job satisfaction) are constant.
3. b₂ = 0.690 Job stress has a positive effect on performance. This means that if job stress increases, Y (employee performance) will increase, assuming variables X₁ (workload) and X₃ (job satisfaction) are constant.
4. b₃ = 0.537 Job satisfaction has a positive effect on performance. This means that if job satisfaction increases, Y (performance) will increase, assuming variables X₁ (workload) and X₂ (work stress) are constant.

t-test

The t-test is used to prove the significance of the influence of the independent variables (Workload, Job Stress, Job Satisfaction) on the dependent variable (Performance). The results of the t-test can be seen in the following table:

Table 7
t-Test Results

Variables	t count	Sig	Conclusion
Workload	-1,305	,199	H1 is not proven to be true
Work Stress	3,500	,001	H2 is proven to be true
Job satisfaction	5,495	,000	H3 is proven to be true

Source: Processed primary data, 2026

Conclusion

1. The p-value (significance) obtained = 0.199 > 0.05, so H₀ is accepted and H_a is rejected, meaning that workload has no significant effect on performance, so that H₁ which states that workload has a significant effect on ASN performance at DP3AP2KB Surakarta City is not proven to be true.
2. The p-value (significance) obtained = 0.001 < 0.05, so H₀ is rejected and H_a is accepted, meaning that work stress has a significant effect on performance, so that H₂ which states that work stress has a significant effect on ASN performance at DP3AP2KB Surakarta City is proven to be true.
3. The p-value (significance) obtained = 0.000 < 0.05, so H₀ is rejected and H_a is accepted, meaning that job satisfaction has a significant effect on performance, so that H₃ which states that job satisfaction has a significant effect on ASN performance at DP3AP2KB Surakarta City is proven to be true.

F test

Used to analyze the accuracy of the regression model in predicting the influence of independent

variables (Workload, Job Stress, Job Satisfaction) on the dependent variable (Performance).

Table 8
F Test Results

ANOVA					
Model		Sum of Squares	df	Mean Square	F
1	Regression	487,124	3	162,375	14,376
	Residual	485,684	43	11,295	
	Total	972,809	46		

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, JOB STRESS, WORKLOAD

Source: Processed primary data, 2026

The results of the ANOVA table calculation show that this regression model has a calculated F value of 14.376 with a significance value (p. value) of $0.000 < 0.05$. So H_0 is rejected and H_a is accepted, meaning that the model is appropriate for use in predicting the influence of independent variables, namely X1 (workload), X2 (job stress) and X3 (job satisfaction) on the dependent variable performance (Y).

Coefficient of Determination (R^2)

This coefficient of determination test is used to determine the extent to which the independent variables (Workload, Job Stress, Job Satisfaction) contribute to the dependent variable (Performance), expressed as a percentage. The results of the coefficient of determination test can be seen in the following table:

Table 9
Results of the Coefficient of Determination (R^2) Test

R	R Square	Adjusted R Square	Standard Error of the Estimate
.803a	.645	.630	1,30437

Source: processed primary data, 2026

The results show that the coefficient of determination (adjusted R^2) for this model is 0.466, meaning that the independent influence of X1 (workload), X2 (job stress), and X3 (job satisfaction) on Y (performance) is 46.6%. The remaining 53.4% ($100\% - 46.6\%$) is explained by other variables outside the model, such as work motivation, leadership style, organizational culture, career development, and work-life balance.

Discussion

1. The Influence of Workload on ASN Performance at DP3AP2KB Surakarta City

The results of the study indicate that workload does not significantly affect ASN performance at the DP3AP2KB Surakarta City. The regression coefficient is negative with a t-value of -1.305 and a significance value of 0.199 (> 0.05), indicating that increasing workload does not significantly affect ASN performance. These results support previous research by Insan (2024) which stated that workload does not significantly affect employee performance. However, these results are inconsistent with Kristanto's (2025) research which stated that workload significantly affects employee performance. Mahawati et al. (2021:45) state that workload is the result of the interaction between task demands, the work environment, skills, and employee perceptions. If job demands exceed an individual's

physical or mental abilities, this condition can lead to work overload, which has the potential to reduce employee performance and well-being. However, the results of this study indicate that ASN workload at the DP3AP2KB Surakarta City is still at a manageable level and does not significantly affect performance. This finding can also be explained through the Job Demands-Resources (JD-R) theory proposed by Bakker and Demerouti (2024), which explains that job demands do not automatically cause a decrease in performance because their influence depends on the balance between job demands and job resources owned by the organization. Adequate work resources can help employees complete their work effectively so that high work demands do not develop into pressure that reduces performance. The managerial implications of this study are that the DP3AP2KB of Surakarta City needs to maintain a proportional workload distribution system, provide adequate organizational support, and ensure the distribution of tasks according to employee capabilities so that ASN performance remains optimal.

2. The Effect of Work Stress on ASN Performance at DP3AP2KB Surakarta City

The results of the study indicate that work stress has a significant effect on the performance of ASN at the DP3AP2KB of Surakarta City. The regression coefficient value is positive with a t-value of 3.500 and a significance value of 0.001 (<0.05), thus indicating that work stress has a significant effect on ASN performance. The results of this study support previous studies by Kristanto (2025), Ratu (2025), Sampouw (2024), Chika (2022), Hikmah (2021) and Anang (2021) which stated that work stress has a positive and significant effect on employee performance. Budiasa (2021:58) states that work stress is a condition of tension that causes physical and psychological imbalances that affect emotions, thought processes, and employee conditions. Excessive stress can threaten an individual's ability to adapt to the work environment, thereby affecting the implementation of their duties and responsibilities. The results of this study indicate that the level of work stress experienced by ASN at the DP3AP2KB of Surakarta City has a significant relationship with employee performance. This finding is also in line with the Job Demands-Resources (JD-R) Theory proposed by Bakker and Demerouti (2024), which explains that high and continuous job demands can trigger a health impairment process, thereby increasing psychological tension and affecting an individual's ability to maintain performance quality. If job demands are not balanced with the availability of job resources such as leadership support, role clarity, autonomy, and feedback, job stress will increase and impact changes in employee performance. The managerial implication of this study is that the DP3AP2KB of Surakarta City needs to pay attention to employee work stress levels by creating a conducive work environment, providing organizational support, proportional workload management, and providing adequate work resources so that stress levels remain within reasonable limits and ASN performance can continue to improve.

3. The Influence of Job Satisfaction on ASN Performance at DP3AP2KB Surakarta City

The results of the study indicate that job satisfaction has a significant effect on ASN performance at the DP3AP2KB of Surakarta City. The regression coefficient value is positive with a t-value of 5.495 and a significance value of 0.000 (<0.05), indicating that the higher the job satisfaction felt by employees, the higher the ASN performance. The results of this study support previous research by Wulandari (2021) and Rachman (2024) which stated that job satisfaction has a positive and significant effect on employee performance. Sutrisno (2019:74) states that job satisfaction is an employee's attitude towards work related to the work situation, cooperative relationships between employees, rewards received, and physical and psychological factors in the work environment. High job satisfaction will increase employee motivation, loyalty, and commitment, thus encouraging them to carry out their duties and responsibilities more effectively and efficiently. The findings of this study

are also in line with the Job Demands-Resources (JD-R) Theory proposed by Bakker and Demerouti (2024), which explains that the availability of job resources such as clear direction from superiors, organizational support, feedback, and opportunities for development can form a motivational process that increases job satisfaction. This job satisfaction then encourages employees to be more involved in their work, increase responsibilities, and produce more optimal performance. The managerial implications of this study are that the DP3AP2KB of Surakarta City needs to improve employee job satisfaction by creating a comfortable work environment, harmonious working relationships, providing clear direction from superiors, and awards and rewards that are appropriate to employee contributions so that job satisfaction is maintained and ASN performance can continue to improve in supporting the achievement of organizational goals.

Conclusion and Suggestions

Conclusion

Based on the results of the study, it can be concluded that workload does not significantly affect ASN performance in DP3AP2KB Surakarta City, while work stress and job satisfaction have a positive and significant effect on ASN performance in DP3AP2KB Surakarta City. This indicates that the workload of ASN is still at a manageable level so that it does not significantly affect performance. Conversely, the higher the level of work stress and the higher the job satisfaction felt by employees, the greater the effect on ASN performance. Therefore, work stress and job satisfaction are important factors that need to be considered by organizations in an effort to improve ASN performance in DP3AP2KB Surakarta City, accompanied by workload management that remains proportional so that it does not develop into an excessive workload.

Suggestion

1. For the DP3AP2KB agency of Surakarta City

Institutions are expected to continue to pay attention to the psychological well-being and work stress levels of employees by creating a conducive work environment, good communication, and clear division of tasks. Effective work stress management will help employees perform their duties more effectively, thus optimally improving their performance.

2. For employees

Employees are expected to effectively manage work stress by managing their work time, improving their ability to complete tasks, and maintaining good communication and collaboration with coworkers. Furthermore, employees need to improve their professionalism, responsibility, and commitment to their work to optimize performance and support the achievement of organizational goals.

3. For further researchers

Future research is expected to expand on this study by adding other variables that could potentially influence employee performance, such as work motivation, leadership, organizational culture, and the work environment. Furthermore, future researchers could employ more diverse research methods, such as qualitative or mixed methods approaches, and expand the scope of the study to other agencies or organizations to make the results more comprehensive and more generalizable.

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