



The Effect of Motivation, Work Stress, and Organizational Support on Employee Performance at the Maxima Clinical Laboratory in Palu

Luh Ayu Febina Aryanthy Dewi^{1*}, Miswan², Miranti³, Lusiana Salmawati⁴, Sumarni⁵

¹Master's Program Students, Public Health Study Program, Master's Program, Faculty of Public Health, Tadulako University

²Biology Education Study Program, Faculty of Mathematics and Natural Sciences, Tadulako University

³Department of Health Administration and Policy, Faculty of Public Health, Tadulako University

⁴Public Health Study Program, Faculty of Public Health, Tadulako University

⁵Faculty of Public Medicine, Tadulako University

Corresponding Author: Luh Ayu Febina Aryanthy Dewi

luhayufebinaaryanthidewi@gmail.com

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ABSTRACT

Employee performance is an important factor in maintaining the quality of laboratory services. Various variables such as motivation, work stress, and organizational support affect employees' ability to produce effective and efficient output. Imbalances in these factors can reduce productivity and disrupt service quality, especially in a laboratory setting that demands precision and workplace safety. This study aims to examine the influence of motivation, work stress, and organizational support on employee performance at Maxima Palu Clinical Laboratory. This study uses a quantitative approach with a cross-sectional design. Data were obtained from a total of 32 employees who met the criteria. The research instrument used a questionnaire that had been validated for validity and reliability. Data analysis is conducted univariately, bivariately, and multivariately to determine the variables that most influence Employee performance. The research results indicate that there is a significant effect of motivation, work stress, and organizational support on employee performance at Maxima Clinic Laboratory Palu. This is evident from the hypothesis testing, where a sig value of $0.628 < 0.001$ shows that motivation has a significant effect on employee performance. A sig value of $0.586 < 0.001$ indicates that work stress also has a positive and significant relationship with employee performance

INTRODUCTION

According to the World Health Organization, there are approximately 450 million people worldwide experiencing mental health and behavioral problems. The latest Labour Force Survey (LFS) recently published by the Health and Safety Executive (HSE) shows that there were 602,000 cases of work-related stress, depression, or anxiety in 2018/2019. This number represents an increase compared to 2017/2018, when there were 595,000 cases of work-related stress, depression, and anxiety. Based on the 2018 Basic Health Survey (Riskesdas), the percentage of the Indonesian population aged over 15 experiencing mental disorders or stress-related disorders has increased since 2013, from only 6% to 9.8%. (Davies et al., 2016; Markowski et al., 2021)

Humans play an active and dominant role in every organizational activity because they are the planners, implementers, and determinants of achieving organizational goals. Even if a company has sophisticated tools, its objectives cannot be achieved without the active role of employees. To achieve its goals, an organization requires various resources, including human resources, equipment, machinery, finances, and information (Alqudah et al., 2022; Faúndez, 2025). Each resource has its own tasks and functions. These resources interact and collaborate as a system so that goals can be achieved effectively and efficiently. Nowadays, many companies recognize that human resources are the most important factor because they facilitate the implementation of other resources. Therefore, it is important for companies to enhance employee performance to achieve their organizational goals (Markowski et al., 2021; Putriani et al., 2025).

It basically comes in two forms: internal and external, as well as positive or negative. Work motivation creates a drive and enthusiasm to work. To encourage people to act according to the organization's desires, it is important to understand what motivates the people working within the organization because this determines their behavior in the workplace. In other words, behavior is the simplest reflection of motivation. (Hadija et al., 2023; Satrya et al., 2024)

Work stress is a psychological phenomenon related to work that can affect health and performance (Irawati, 2018; Rahmat et al., 2023). It is important for individuals and organizations to manage work stress in a healthy manner to achieve an optimal work-life balance. Work stress is a condition resulting from situations that affect individuals. Meanwhile, stress is a 'state of tension that affects emotions, thinking processes, and a person's condition.' Work stress can have various negative impacts on occupational health and safety (OHS), such as decreased alertness, increased risk of workplace accidents, reduced work performance, and a higher likelihood of physical and mental disorders. In recent years, the issue of work stress and its impact on OHS aspects has increasingly drawn attention from academics, field practitioners, and regulators involved in workplace safety (Arianti & Irwanto, 2021; Jamil et al., 2023).

A clinical laboratory is a healthcare facility that provides testing services in fields such as hematology, clinical chemistry, clinical microbiology, clinical parasitology, and clinical immunology, to support the diagnosis, treatment, and recovery of diseases. Healthcare professionals working in laboratory services have diverse professional backgrounds and levels of education (Collins et al.,

2023; Wilkins et al., 2002). The workforce requirements for hospital laboratories, private health laboratories, and community health centers (Puskesmas) certainly differ. This is due to the types of services offered, the number of service users, and the issues faced by each laboratory (Cavanaugh et al., 2000)

Although the variables of motivation, work stress, and organizational support have been widely studied in various organizational contexts in general, studies that specifically examine these three variables in a clinical laboratory environment are still relatively limited (Doghan, 2020). This is important to consider given that work in a clinical laboratory has its own characteristics, marked by a high level of complexity, accuracy demands, and time pressure not always found in other sectors. Therefore, research is needed that comprehensively analyzes the influence of motivation, work stress, and organizational support on employee performance in the context of clinical laboratories. Based on the background above, the researcher is interested in conducting further research with the title "The Influence of Motivation, Work Stress, and Organizational Support on Employee Performance at Maxima Palu Clinical Laboratory".

Problem Formulation

Is there an effect of motivation, work stress, and organizational support on employee performance at Maxima Palu Clinical Laboratory?

Research Objectives

1. To examine the effect of motivation, work stress, and organizational support on employee performance at Maxima Palu Clinical Laboratory

Specific Objectives

1. To examine the effect of motivation on employee performance at Maxima Palu Clinical Laboratory
2. To examine the effect of work stress on employee performance at Maxima Palu Clinical Laboratory
3. To examine the effect of organizational support on employee performance at Maxima Palu Clinical Laboratory
4. To examine the effect of motivation, work stress, and organizational support on employee performance at Maxima Palu Clinical Laboratory

Theoretical Benefits

This research is expected to contribute to the development of science, especially in the field of human resource management, by adding to the literature on factors that influence employee performance, especially related to motivation, work stress, and organizational support.

LITERATURE RIVIEW

Fitriani, et al. (2022) with the research title *The Effect of Organizational Support on Employee Performance through Employee Engagement as a Mediator: The indirect effect of Organizational Support on Performance through Employee Engagement* is significant, as seen from the t-statistics value of $6.984 > 1.96$ and a p-value of $0.000 < 0.05$. Chen Biao, Wang Lu, et al. (2022) with the research title *Work Stress, Mental Health, and Employee Performance: Work stress has a significant negative impact on employee performance, particularly in small and medium enterprises (SMEs) during the COVID-19 pandemic, finding that the higher the level of work stress experienced by employees, the lower their work performance* ($\beta = -0.193, p < 0.01$).

Understanding Motivation Motivation is a process that begins from physiological or psychological deficiencies, which drive behavior or impulses toward goals or incentives. Motivation is defined as the willingness to exert high effort toward organizational goals, coordinated by the ability to meet individual needs. **Understanding Work Stress** Stress is a negative reaction from individuals who experience excessive pressure imposed on them due to demands, obstacles, or excessive opportunities (Porath et al., 2012). Stress is a condition of tension that affects a person's emotions, thought processes, and overall condition. Work stress is a condition of tension that creates a physical and psychological imbalance, affecting emotions, thought processes, and the condition of an employee. Work stress consists of factors that can exert pressure on productivity and the work environment and can disrupt individuals. (Bell et al., 2012; Wang et al., 2015) Work stress is a condition of tension that creates an imbalance between physical and psychological states, affecting a worker's emotional and cognitive processes. When workers experience stress, behavioral changes occur in them (Kerkez & Şanlı, 2024; Lestari et al., 2024). Even relatively conducive daily conditions can make a worker very sensitive and easily irritated when stressed. Workplace stress is caused by excessive workloads, pressure from colleagues, and insufficient time. Other factors that can lead to workplace stress include ineffective management, unstable political environments, and unclear feedback regarding performance (Griep et al., 2023; Isaac et al., 2024).

Impacts of Work Stress

A common phenomenon is work-related stress. Stress at the workplace is an issue frequently experienced by employees, where they face excessive workloads, discomfort in their jobs, and low job satisfaction. Work-related stress can also have negative effects on employees' health and well-being and has the potential to reduce both productivity and company profitability. Workplace stress is something that urban workers experience almost every day. The work environment in urban areas mainly consists of city dwellers and industry professionals who are always busy with work deadlines, more varied and sometimes conflicting workplace demands, family problems, heavy workloads, and many other challenges. Stress has become an unavoidable factor. (Rachmawati Ida et al., 2024)

Workplace stress is a major issue for organizations because it lowers employee and management performance. According to the 2023 Job Survey in America by the American (Jacobucci, 2022; Krejcie & Morgan, 1970) Association (APA), 77% of workers reported experiencing work-related stress in the past month. Of that number, 57% reported experiencing negative effects such as emotional exhaustion and lack of motivation to perform at their best. Stress is often viewed negatively, but there can be positive effects that arise from stress, depending on how a person manages and responds to it. Some positive effects of stress, as mentioned, include:

Understanding Organizational Support

Organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Generally, organizations provide positive support that benefits employees. This support then shapes employees' perceptions of the organization. Employees who feel a high level of support from the organization tend to show more optimal performance. The greater the perceived support, the higher the likelihood that employees will have engagement, commitment, and better work performance. (Faúndez, 2025)

Understanding Employee Performance

Performance is the work result achieved by an employee within a certain period in accordance with their main duties and functions that have been established based on applicable regulations in order to achieve organizational goals. According to Hasibuan (2004) in Warella (2021), performance (work achievement) is defined as the work result achieved by someone in carrying out the tasks assigned to them, based on skills, experience, diligence, and time. According to Robbins (2001), performance is explained as the results achieved by a worker in their job according to certain criteria applicable to a job (Lina, 2020; Ratnasari & Tarimin, 2021).

Psychosocial Factors in Occupational Health and Safety (OHS)

Occupational Safety and Health (OSH) is a field of science that focuses on efforts to anticipate, recognize, assess, and control various potential hazards in the work environment that may impact the health and well-being of workers. In addition, OSH also considers the potential negative effects on the surrounding community and the environment as a whole. (Vanda, 2022)

Occupational Health is an effort to improve and maintain the highest possible health status for workers in all positions, prevent health deviations caused by working conditions, protect workers from risks due to factors harmful to health, and ensure the placement and maintenance of workers in a work environment that adapts between the job and the person and the person with their position. (Ministry of Health Regulation, 2016)

Occupational Safety and Health, commonly referred to as K3, is an element within the labor system that plays an important role in the continuity of the economic cycle at a workplace or work unit. The assurance of K3 implementation is stated in Law Number 1 of 1970, which declares that every worker has the right to protection for their safety while performing work for the welfare of life and to increase national production and productivity. This aims to

ensure the safety of everyone at the workplace and to guarantee the safe and efficient use of production resources. (Darmayani, et al., 2023)

Research Conceptual Framework

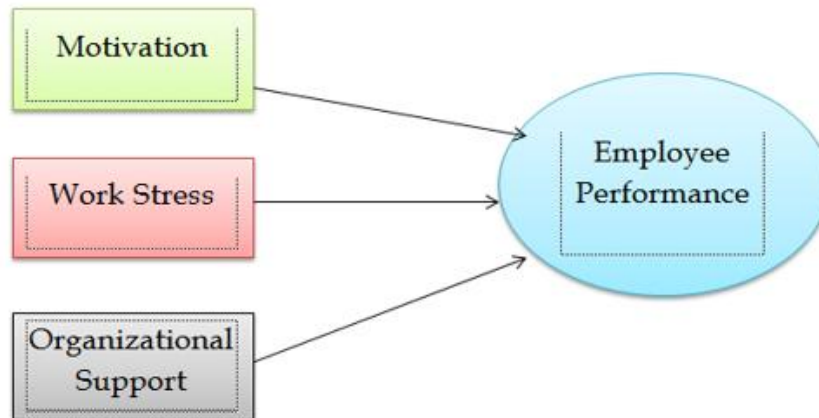


Figure 2. Conceptual Framework

Research Hypothesis

H0: There is no effect of Motivation, Work Stress, and Organizational Support on employee Performance at Maxima Clinic Laboratory Palu.

H1: There is an effect of Motivation, Work Stress, and Organizational Support on employee Performance at Maxima Clinic Laboratory Palu.

METHODOLOGY

Type of Research

This type of research uses a quantitative approach, employing a cross-sectional design, which means that the independent and dependent variables are studied or observed simultaneously during the research. The hypothesis in this study will be tested to explain the influence of motivation, work stress, and organizational support on employee performance.

Research Location and Time

This research was conducted at Maxima Clinical Laboratory Palu, located at Jl. S.Parman No 24A-B. The research was carried out from August to September 2025.

Population and Sample

Population

Population can be defined as the total number of all members under study. In this research, the population consists of all employees of Maxima Clinical Laboratory Palu, totaling 32 people.

Sample

This study uses a total sampling technique, which means that the entire population that meets the inclusion criteria is used as the research sample. This technique was chosen because the population size is relatively small and it is still feasible to study it comprehensively. The total number in this study is 32 employees working in the Laboratory.

Research Instrument

This study uses a quantitative survey technique with instruments in the form of closed questionnaires, which are developed based on indicators from each research variable. The questionnaires were distributed directly to respondents, namely all active employees who have been working for 6 (six) months at Maxima Clinical Laboratory and are willing to fill out the questionnaire.

The main instrument in this study is a 5-point Likert scale questionnaire. Work Motivation is based on Maslow's hierarchy of needs theory, covering aspects of basic needs, safety, social, esteem, and self-actualization. Work Stress.

Data Analysis

Data analysis was conducted to examine the influence among the research variables, namely the effect of motivation, work stress, and organizational support on employee performance. The data analysis process was carried out in stages through three main phases: univariate, bivariate, and multivariate analysis.

Univariate Analysis

Univariate analysis was used to describe the frequency distribution and percentage of each research variable. This analysis included:

- 1) Respondent characteristics (age, gender, length of service, position, education)
- 2) Mean, standard deviation, minimum, and maximum values of each variable

Bivariate Analysis

Bivariate analysis was used to test the relationship between each independent variable and the dependent variable. The tests used were:

- 1) Pearson correlation test for normally distributed data
- 2) Spearman test for non-normally distributed data
- 3) This test was conducted to observe the relationship between two variables before proceeding to multivariate analysis.

In this study, multivariate analysis in the form of multiple linear regression was used to examine the simultaneous and partial effects of more than one independent variable on a single dependent variable. This method was chosen because the main objective of the research is to determine the extent to which motivation (X_1), work stress (X_2), and organizational support (X_3) together and partially affect employee performance (Y). Multivariate analysis is a statistical technique used to analyze the relationship between more than two variables simultaneously. In the context of multiple linear regression, this analysis aims to model the relationship between one dependent variable (Y) and several independent variables (X).

RESULT AND DISCUSSION

Normality Test

Tabel 1. Hasil Analisis Normalitas

Kolmogorov Smirnov			
Variable	N	Asymp. Sig. (2-tailed)	Conclusion
Motivation	32	0.064	normal
Work Stress	32	0.133	normal
Organizational Support	32	0.021	Not normal
Employee Performance	32	0.005	Not normal

Source : Primary data, 2025

Based on the results of the normality test in Table 1 using the Kolmogorov-Smirnov method, the Monte Carlo significance values (2-tailed) for each research variable were obtained, namely Motivation = 0.064, Work Stress = 0.133, Organizational Support = 0.021, and Employee Performance = 0.005. The significance values for the Organizational Support and Employee Performance variables are below 0.05, so these two variables are not normally distributed. In contrast, the significance values for the Motivation and Work Stress variables are above 0.05, so these two variables are normally distributed. Thus, the normality assumption is not fully met, and the recommended further statistical analysis is to use nonparametric tests, such as Spearman correlation.

Univariate Analysis

Table 2. Overview of Employee Motivation at Maxima Palu Clinical Laboratory

Motivation	F	Percentage	Min-Max	Mean	Std.Deviation
Enough	11	34,38%	70-122	96,22	12,85
Good	21	65,63			
Total	32	100%			

Source : Primary data, 2025

Based on Table 2, the analysis results of 32 respondents show that the level of work motivation of employees at Maxima Clinical Laboratory is dominated by the good category, with 21 people (65.63%). Meanwhile, 11 people (34.38%) fall into the moderate category. This distribution indicates that most employees have adequate internal and external drive in carrying out their tasks, although there is still a group of employees whose motivation is at a moderate level. The mean value of 96.22 indicates that overall, employee work motivation falls into the good category. This suggests that most employees have commitment, drive, and a positive working spirit in carrying out their responsibilities. The standard deviation of 12.85 shows that the variation in motivation scores among employees is quite high. This means there are significant differences among individuals regarding the level of motivation they experience. These differences can be influenced by various factors such as working environment conditions,

personal needs, relationship with supervisors, and perception of organizational support.

Bivariate Analysis

Table 3. Results of Bivariate Analysis

Variable X	Variable Y	Correlation Coefficient (Spearman)	Sig. $\rho(p)$	Direction of Relationship	Strength of Description
Motivation	Organization Support	0.628	< .001	Positive	Strong, significant
Work Stress	Organization Support	0.586	< .001	Positive	Moderate-strong, significant
Employee Performance	Organization Support	0.568	< .001	Positive	currently - significant ly strong

Source: Primary data, 2025

Based on the results of the bivariate analysis presented in Table 4, the Spearman test results show that Motivation is positively and significantly related to Employee Performance ($r = 0.628$; $p < 0.001$), which means the higher the employee's motivation, the higher their performance. Furthermore, Work Stress also has a positive and significant relationship with Employee Performance ($r = 0.586$; $p < 0.001$), indicating that the level of work stress experienced is also associated with improved performance. In addition, Organizational Support is positively and significantly related to Employee Performance ($r = 0.568$; $p < 0.001$), meaning that the greater the support provided by the organization, the higher the performance produced by employees.

Multivariate Analysis

Table 4. Results of Multiple Regression Analysis

Model	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	0.672	0.451	0.392	3.140	7.667 < 0.001

Source: Primary data, 2025

Based on Table 4.12 above, a multiple correlation value of $R = 0.672$ was obtained with a coefficient of determination $R^2 = 0.451$ and Adjusted $R^2 = 0.392$. This indicates that 45.1% of the variation in employee performance can be explained collectively by the variables of motivation, work stress, and organizational support. Meanwhile, the remaining 54.9% is explained by other factors outside this research model. The calculated F value = 7.667 with a significance value of $p < 0.001$ indicates that the multiple linear regression model formed is statistically significant, meaning that all three independent variables simultaneously affect employee performance.

Regression Coefficient Test

Table 5. Results of Regression Coefficient Test

Variable	B	Std. Beta	t	Sig.
Constant	31.136		4.322	< 0.001
Motivation (X1)	0.072	0.079	0.230	0.372
Work Stress (X2)	0.176	0.084	0.342	0.044
Organizational Support (X3)	0.261	0.306	0.222	0.401

Source: Primary data, 2025

Based on Table 5 above, only one of the independent variables has a significant effect on employee performance. The variable of work stress has been proven to have a significant effect on employee performance ($B = 0.176$; $\beta = 0.342$; $p = 0.044$), indicating that the higher the perceived work stress, the higher the employee performance. Meanwhile, the variables of motivation ($B = 0.072$; $\beta = 0.230$; $p = 0.372$) and organizational support ($B = 0.261$; $\beta = 0.222$; $p = 0.401$) do not have a significant effect on employee performance because their significance values are above 0.05. Therefore, although both have a positive relationship, increases in motivation and organizational support do not have a significant impact on changes in employee performance in this research model.

The Effect of Motivation on Employee Performance at Maxima Clinical Laboratory, Palu

The results of the Spearman correlation analysis indicate that there is a positive and significant relationship between motivation and employee performance, with a correlation coefficient value of $p = 0.628$ and a p-value < 0.001 . This means that the higher the motivation an employee has, the better the performance they exhibit. A positive correlation indicates that if employee motivation increases, their performance also tends to improve. This aligns with motivation theory in industrial psychology, which states that motivated employees tend to work more productively, creatively, and are committed to their work. Conversely, a lack of motivation can lead to decreased performance and job dissatisfaction. The correlation coefficient value of 0.628 suggests that the relationship between motivation and employee performance is considered strong. This means that motivation is one of the factors that greatly influences how an employee carries out their tasks and responsibilities. This factor is important for organizations that want to improve employee productivity.

The Effect of Work Stress on Employee Performance at Maxima Palu Clinical Laboratory

Based on the Spearman correlation analysis results, it was found that there is a positive and significant relationship between work stress and employee performance with a correlation coefficient value of $\rho = 0.586$ and a p -value < 0.001 . This indicates that the higher the level of work stress experienced by employees, the better the performance they demonstrate. The positive relationship between work stress and employee performance may seem counterintuitive at first, as stress is generally considered to have a negative impact. However, in certain situations, moderate work stress can act as a motivational trigger, encouraging employees to work harder and increasing focus in achieving goals. This can occur if stress functions as a push to achieve optimal performance, for example in situations with tight deadlines. atau tuntutan pekerjaan yang menantang.

The correlation coefficient value $\rho = 0.586$ indicates that the relationship between work stress and employee performance falls into the moderate to strong category. This means that although work stress plays a role in enhancing performance, its impact is not as significant as motivation, yet it is still quite substantial. This suggests that well-managed stress (for example, stress handled with a healthy approach) can encourage employees to achieve better results.

The Influence of Organizational Support on Employee Performance at Maxima Palu Clinical Laboratory

Based on the results of the Spearman correlation analysis, it was found that there is a positive and significant relationship between organizational support and employee performance, with a correlation coefficient of $\rho = 0.568$ and a p -value < 0.001 . This indicates that the higher the level of organizational support received by employees, the better the performance they demonstrate. The correlation coefficient of $\rho = 0.568$ indicates that the relationship between organizational support and employee performance is considered moderate to strong. Although its influence is not as large as that of motivation or stress, the support provided by the organization still makes a significant contribution to improving performance. Employees who feel supported tend to have a sense of security and confidence in carrying out their tasks, which directly impacts their effectiveness and productivity.

The Influence of Motivation, Work Stress, and Organizational Support on Employee Performance at Maxima Clinical Laboratory Palu

Based on multiple linear regression analysis, the multiple correlation value (R) is 0.672 with a coefficient of determination (R^2) of 0.451 and an Adjusted R^2 of 0.392. This indicates that 45.1% of the variation in employee performance at Maxima Clinical Laboratory Palu can be explained by the combination of motivation, work stress, and organizational support variables. Conversely, the remaining 54.9% is influenced by other factors not included in this study model. The calculated F value = 7.667 with a significance value of $p < 0.001$ indicates that the multiple linear regression model is statistically significant, meaning that all three independent variables simultaneously affect employee performance.

To reinforce the quantitative results, the researchers conducted interviews with branch managers regarding efforts to prevent work-related stress and strategies to maintain performance. Based on the interviews, the managers explained that when the workload increases or service situations are busy, they try to assist employees directly and encourage teamwork. This support is also demonstrated through the involvement of management elements, where managers engage higher-level management to help when needed. These practices indicate the presence of instrumental and social support that can reduce employees' psychological burden, thereby making work stress more manageable and maintaining performance.

In addition, the leadership also conveyed the implementation of reward and punishment as a form of reinforcing work behavior and controlling compliance with standards. Rewards are given to motivate employees to maintain performance and discipline, while punishment is applied when violations occur, such as not using personal protective equipment or not adhering to standard operating procedures. This policy is considered important to ensure all work processes run according to applicable regulations, especially in a clinical laboratory environment that requires precision, workplace safety, and service quality. Thus, reward and punishment can be understood as a managerial mechanism that contributes to increasing motivation, fostering discipline, and preventing work errors that could pose risks and additional work pressure.

The management also assesses that the current number of human resources is relatively sufficient, but the workload is not always evenly distributed across departments. During busy periods, the phlebotomy department becomes the busiest unit as it handles multiple tasks, which can lead to higher work pressure compared to other departments. Therefore, the involvement of management in directly assisting and coordinating support from management is a strategy to prevent employee fatigue and prolonged stress, as well as to maintain smooth operations. Overall, the findings from this interview are consistent with research results indicating that organizational support and work stress management play an important role in maintaining and improving employee performance.

Based on the results of the discussion, it can be concluded that motivation, work stress, and organizational support simultaneously have a significant effect on employee performance at Maxima Palu Clinical Laboratory. These three variables have a strong and positive relationship with performance, where increased organizational support and motivation, along with good management of work stress, can drive employee performance to a more optimal level. This result is also reinforced by various previous studies showing that motivation and organizational support are dominant factors in increasing productivity, while controlled work stress can act as a driver of positive performance. Thus, the success of an organization in improving employee performance largely depends on the extent to which the company can create a supportive, motivating work environment and effectively manage work pressures.

CONCLUSIONS

Based on the research conducted at Maxima Palu Clinical Laboratory, it can be concluded that motivation, work stress, and organizational support have a significant impact on employee performance. Based on multiple linear regression tests and correlation analysis, the following are the main results that address the research problem:

1. There is an influence of Motivation on employee Performance at Maxima Palu Clinical Laboratory with a correlation coefficient value of $\rho = 0.628$ and a significance value of $p < 0.001$.
2. There is an influence of Work Stress on employee Performance at Maxima Palu Clinical Laboratory, with $\rho = 0.586$ and a significance value of $p < 0.001$.
3. There is an influence of Organizational Support on employee Performance at Maxima Palu Clinical Laboratory with $\rho = 0.568$ and $p < 0.001$.
4. There is a simultaneous influence of Motivation, Work Stress, and Organizational Support on Employee Performance at Maxima Palu Clinical Laboratory. The R^2 value = 0.451 indicates that 45.1% of the variation in employee performance can be explained by motivation, work stress, and organizational support. The F value = 7.667 with a significance of $p < 0.001$ indicates that the model formed is statistically significant, meaning that the three variables together affect performance.

RECOMMENDATIONS

1. Based on the results of research on the influence of motivation, work stress, and organizational support on employee performance at Maxima Palu Clinical Laboratory, several recommendations can be made as follows:
2. Enhancing Employee Motivation: Management is advised to boost work motivation through fair rewards, career development opportunities, continuous training, and transparent performance evaluations. Providing constructive feedback and direct appreciation is also necessary to encourage work enthusiasm.
3. Structured Work Stress Management: Considering that work stress has been shown to affect performance, management needs to strengthen stress management programs such as setting proportional workloads, scheduling work without excessive intensity, implementing more humane shifts, providing rest areas, and organizing relaxation activities or employee wellness programs.
4. Strengthening Organizational Support, organizational support needs to be enhanced through responsive leadership, two-way communication between supervisors and subordinates, fairness in work policies, as well as attention to employees' personal needs. Improving the quality of work facilities and a safe working environment (in line with OHS principles) is also important to support work comfort.

FURTHER STUDY

This research still has limitations so that further research is needed on the topic of The Effect of Motivation, Work Stress, and Organizational Support on Employee Performance in order to perfect this research and increase insight for readers and writers.

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