

ABSTRACT

Working in sales is a high-pressure profession. Salespeople frequently encounter non-routine situations, sometimes without direct support from superiors, leading to uncertainty in determining appropriate actions, ultimately leading to stress. High workload is a factor that often impacts employee performance, particularly in demanding work environments such as car dealership sales. This study aims to analyze the effect of excessive workload on employee performance, with job stress as a mediating variable, in sales at Honda Semarang Center.

The research method used a quantitative approach, collecting data through questionnaires distributed to employees between April 7 and May 12, 2024. Of the 75 questionnaires distributed via Google Form, 65 respondents met the criteria for analysis. Hypothesis testing was conducted using SmartPLS software using the Structural Equation Modeling method.

The results showed that work overload had a negative and significant effect on employee performance ($\alpha = -0.395$; $T = 3.613$; $P = 0.000$), and a positive and significant effect on job stress ($\alpha = 0.300$; $T = 2.619$; $P = 0.005$). This study also found that job stress had a negative and significant effect on employee performance ($\alpha = -0.248$; $T = 1.735$; $P = 0.042$). However, a mediation path analysis showed that job stress did not significantly mediate the effect of work overload on employee performance ($\alpha = 0.113$; $\alpha = -0.074$).

These results indicate that although work overload increases stress and stress decreases performance, the indirect pathway through job stress is not strong enough to act as a mediating variable. These results emphasize the importance of proportional workload management to minimize job stress and maintain the quality of employee performance. It is hoped that these findings can be used as consideration for the management of Honda Semarang Center in formulating more effective human resource management policies and supporting the achievement of organizational performance.

Keywords : work overload, work stress, employee performance, Honda Semarang employees, PLS-SEM.