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The Influence of Workload, Work Stress and Employee Voice on Performance Assessment with Work Motivation as Intervening at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai

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ABSTRACT

This study aims to analyze the influence of Workload, Work Stress, and Employee Voice on Performance Assessment with Work Motivation as an intervening variable in PT Pelabuhan Indonesia (Persero) Regional 1 Dumai. The port industry has operational characteristics with a high level of complexity, so effective human resource management is the key to the success of the organization in providing optimal port services. This study uses a quantitative approach with a survey method using questionnaires as a data collection instrument. The data analysis technique uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) through the SmartPLS application to test the direct and indirect relationships between the research variables. The results of the study showed that all ten hypotheses proposed were accepted and proven to be statistically significant. Workload has a positive and significant effect on Work Motivation and Employee Performance Assessment. Employee Voice has been proven to have a positive and significant effect on Work Motivation with the highest level of significance, as well as a significant effect on Performance Assessment. Work Motivation has a positive and significant effect on Performance Assessment with the greatest power of influence. Work Stress has a positive and significant effect on Work Motivation and Performance Assessment. Mediation effect testing proves that Work Motivation plays a significant role as an intervening variable that connects Workload, Employee Voice, and Work Stress with Performance Appraisal.

Introduction

The transformation of human resource management within Badan Usaha Milik Negara (BUMN) has become a key focus for the Indonesian government in response to increasingly complex global dynamics. Over the past five years, efficiency, transparency,

and accountability have been the guiding principles of bureaucratic reform in the public sector, including in human resource management. Human resources are a very important asset in a company in order to achieve organizational goals. People are the most important resource in a company; without them, it is difficult for a company to develop its mission and objectives (Dwipayana et al., 2023).

One of the crucial aspects of this transformation is an objective performance appraisal system. Kineja measurement is the key to being effective and efficient (Ferine, 2024). Performance appraisal is not just an administrative process, but is a strategic instrument that determines the direction of human resource policies in organizations, including state-owned companies such as PT Pelabuhan Indonesia (Persero).

On October 1, 2021, the Indonesian government through the Ministry of SOEs initiated the merger of four state-owned port entities PT Pelindo I, II, III, and IV into one legal entity, namely PT Pelabuhan Indonesia (Persero) through the Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia No.S-756/MBU/10/2021 dated October 1, 2021 regarding the Approval of Name Changes, Amendments to the Articles of Association and Company Logo, PT Pelabuhan Indonesia II (Persero) changed its name to "PT. Pelabuhan Indonesia (Persero) or abbreviated as Pelindo. This merger aims to increase national competitiveness, create integration of port services, and strengthen operational efficiency in all Indonesian ports. This merger process marks a strategic step in efforts to improve national logistics efficiency, strengthen port governance, and encourage the creation of an integrated port system throughout Indonesia.

Post-merger, Pelindo restructured its business by forming four subholdings based on service clusters, namely Container Subholding (PT Pelindo Petikemas), Non-Container Subholding (PT Pelindo Multi Terminal), Logistics and Hinterland Development Subholding (PT Pelindo Solusi Logistik), and Marine and Equipment Subholding (PT Pelindo Jasa Maritim). This organizational structure transformation aims to focus business activities according to the port service value chain, as well as improve operational efficiency through process standardization and work system integration. This restructuring not only has an impact on business governance, but also on human resource management. The company faces challenges in integrating work culture, standardizing HR policies, and aligning employee competencies from four different entities. The biggest challenge facing Pelindo is how to manage the human resources (HR) of four previously independent entities with different organizational cultures, work systems, and policies. This integration not only has an impact on organizational structure and business processes, but also on the psychological aspects and adaptation of employees. Differences in performance appraisal systems, compensation policies, career paths, and work ethic create potential resistance, dissatisfaction, and obstacles to collaboration between units that were once geographically and administratively separated

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As a company engaged in port services that has a strategic role in supporting the smooth flow of goods and national trade, complex organizational integration has the potential to give rise to differences in work culture, conflicts of interest, and increased turnover if not managed properly. For this reason, the Company is obliged to ensure the quality of performance of PT Pelabuhan Indonesia (Persero) employees from Sabang to Merauke, including PT Pelabuhan Indonesia (Persero) Regional 1 Dumai.

The work environment at the Port is synonymous with time pressure, strict operational targets, making the performance appraisal system a crucial element that not only reflects the results of work, but also determines the direction of promotion, career development, and employee compensation as well as reflects the employee's achievement of the company's strategic targets. Performance appraisal is the process of evaluating performance, preparing a development plan, and communicating the results of the process to the employees themselves.

Accurate and objective performance assessments are key to human resource development and increasing organizational productivity. According to Iqbal et al. (Pratama & Sukarno, 2021), performance assessment itself is defined as:*Performance Apprasial* (PA) is a formal system used over a specific period of time to assess an employee's work performance. According to

(Armstrong & Taylor, 2020), the success of performance appraisals is greatly influenced by clear indicators, transparency of the process, and supportive working conditions.

The main purpose of this assessment is to continuously improve employee performance, provide feedback, and serve as a basis for managerial decisions such as promotions, compensation, training, and career development (Dessler, 2020). According to (Mathis & Jackson, 2020), performance assessments should reflect relevant work dimensions and be measured objectively based on established criteria. Non-objective or biased assessments can lead to job dissatisfaction and low trust in the organizational system. Therefore, the principles offairness, validity, dan consistency become a key element in the implementation of this system.

Performance appraisals should consider the factors of the work environment that affect individual performance. PT Pelindo (Persero) Regional 1 Dumai has an important role in supporting the export of palm oil, coal, and other strategic commodities from the Riau region and its surroundings. The port operates in a three-shift system, including evenings and public holidays, to ensure 24-hour service to the national industry and trade. One of the factors that is suspected to affect this condition and is often complained about by employees is excessive workload, which is often unbalanced with the number and complexity of tasks that must be completed within a certain period of time. A high workload can lead to physical fatigue, decreased focus, and reduced work effectiveness. A poorly managed workload can impact work quality, communication effectiveness, and the

potential for errors in the work process. Workload is defined as the number of tasks and responsibilities an employee must complete within a specific timeframe and within the limits of their physical and mental capabilities (Robbins & Judge, 2020).

The Ministry of Transportation of the Republic of Indonesia in its annual report (2023) states that the average work shift of operators and loading and unloading personnel at ports can reach 8-12 hours per day, with high pressure in meeting ship distribution targets and schedules. The level of fatigue resulting from the workload not only has an impact on declining efficiency, but also leads to burnout, absenteeism, and increased turnover.

The surge in loading and unloading volume, service efficiency, and pressure to achieve targets are the main sources of additional workload experienced by employees in operational and administrative units. The increased workload in the long term has consequences for the mental and psychological health of employees. Regarding the workload problem at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai, it was found that employees experienced chronic fatigue due to dense work rotation, post-merger Pelindo where there were tasks and responsibilities that should have been carried out by several employees but were only carried out by one employee, transfer of Pelindo (Holding) employees to Subholding after the merger Reducing the number of employees at Pelindo Regional 1 has resulted in increased workloads, minimal effective rest periods, an obligation to provide excellent service to customers due to the large number of private competitors in the same business at Dumai Port, and pressure from ever-increasing loading and unloading targets. This increases the potential for burnout and decreased productivity in the medium term.

Any workload an individual receives must be appropriate and balanced with the physical and psychological capabilities of the individual. Excessive workload is also a major cause of job stress, a psychological condition that arises from continuous pressure in the workplace. Job stress can stem from target pressure, role conflict, a negative work environment, or a lack of social support within the organization.

According to a study by Sembiring et al. (2022), port employees experience stress due to weather uncertainty, the pressure of ship departure schedules, and the lack of psychological support systems at work. This is particularly relevant to the conditions in Dumai, where the port faces the congested Strait of Malacca and is highly dependent on weather dynamics, maritime security and the presence of private competitors in the same business. This combination of technical and psychosocial pressure increases the risk of operational errors that can have an impact on reputation and job safety.

On the other hand, Employee Voice Employee participation in conveying ideas, criticism, and solutions is a crucial factor in creating a healthy work environment. In the often highly hierarchical environment of state-owned enterprises (BUMN), the space for employees to express their opinions is often limited by a rigid organizational culture. The

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absence of a post-Pelindo merger evaluation or survey regarding the Employee Engagement Index towards Corporate Culture has resulted in the lack of a place or forum for employee aspirations to convey criticism and suggestions to the Company for future improvements. Without an effective voice mechanism, the performance appraisal process risks being inaccurate because it is based solely on the perspective of the direct supervisor. Subjective assessments that do not reflect actual conditions on the ground can trigger dissatisfaction, internal conflict, and even turnover. On the other hand, organizations that are open to employee voice are able to adapt policies to real needs, including in performance evaluations.

The absence of Employee Voice also causes inhibition of innovation from below. Many of the employees' ideas and suggestions are undocumented or unchanneled, which should be an important input in the development of more humane and efficient work procedures. In the context of dense and dynamic ports, this is a huge structural loss. In addition, low Employee Voice also reduces motivation because employees feel that their non-technical contributions are not considered valuable, even though it is very important to create a healthy and collaborative work climate.

The above conditions that persist contribute to a decrease in work motivation. Work motivation as an intrinsic psychological element is the main fuel in encouraging the achievement of targets and employee involvement in the work process. Motivation is important because with motivation, it is expected that every employee will be willing to work hard and be enthusiastic to achieve high work productivity (Maulana & Syukri, 2023). Motivation needs to be carried out in an organization, where all activities and tasks if based on high motivation will also be high performance and vice versa (Anandita et al., 2021).

Based on the background above, the main objective of this study is to analyze "The Effect of Workload, Job Stress and Employee Voice on Performance Assessment with Work Motivation as an Intervening at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai".

Method

This study uses a quantitative approach with a survey method to test the influence between several independent variables on one bound variable, so that it is included in causal correlational quantitative research (Sugiyono, 2017). This study is associative because it aims to determine the relationship between two or more variables, with the population of all employees of PT Pelabuhan Indonesia (Persero) Regional 1 Dumai which is 35 people. The sampling technique uses a saturated sampling method, meaning that all members of the population are used as research samples. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 4 because

this method has high flexibility, is able to analyze latent variables that are reflexive and formative, and does not require normal distributed data or large samples. The measurement model in this study consists of validity and reliability tests to ensure the validity and consistency of the instrument. The validity test included convergent validity, average variance extracted (AVE), and discriminant validity, while reliability was tested through composite reliability with a value of ≥ 0.7 as a reliable indicator (Sekaran & Bougie, 2016). The structural or inner model describes the relationship between latent variables that are evaluated through R-square, Q-square, and path parameter significance to measure the strength of influence between variables (Ghozali, 2013). Hypothesis testing was carried out using PLS-based structural equation modeling (SEM), with the hypothesis declared acceptable if the T-statistical value was greater than T-Table 1.96 at a significance level of 5%, which showed that the relationship between latent variables was proven to be statistically significant.

Results and Discussion

Outer Model Analysis (Measurement Model)

Outer Model Analysis (Measurement Model) is a stage in PLS-SEM that is used to assess the validity and reliability of indicators in measuring latent constructs, through testing convergent validity, discriminant validity, and construct reliability (Hair et al., 2019).

a. Convergent Validity Test

The Convergent Validity Test is a test to assess the extent to which indicators in one construct are highly correlated in measuring the same concept. The test was carried out by looking at the value of the loading factor (>0.7) and the Average Variance Extracted (AVE) (>0.5) (Hair et al., 2019). Below is a picture of the calculation results of the PLS SEM model.

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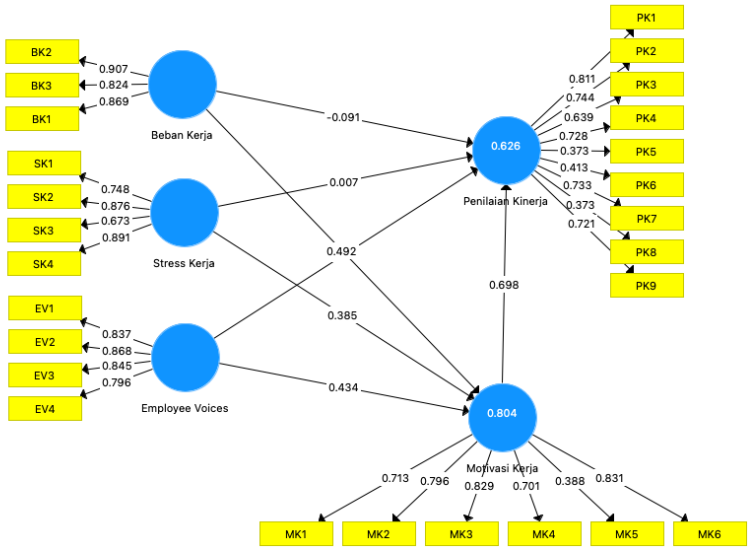

Figure 1. Outer Model 1

Figure 1 shows the results of Outer Model 1 which illustrates the relationship between indicators and latent constructs in this study. Based on the provision of an outer loading value of >0.7 as a condition for convergent validity, it is known that some indicators have values below this threshold. Therefore, indicators SK5, MK5, PK3, PK5, PK6, and PK8 must be eliminated so that the measurement model meets the criteria of good validity and can be used for further analysis.

Table 1. Outer Loading Value After Elimination

	Workload	Employee Voices	Work Motivation	Performance Assessment	Work Stress
BK2	0,908				
BK3	0,811				
EV1		0,838			
EV2		0,865			
EV3		0,847			
EV4		0,796			
MK1			0,719		
MK2			0,792		
MK3			0,833		
MK4			0,726		
MK6			0,827		

	Workload	Employee Voices	Work Motivation	Performance Assessment	Work Stress
PK1				0,823	
PK2				0,804	
PK4				0,720	
PK7				0,741	
PK9				0,735	
SK1					0,761
SK2					0,882
SK4					0,896
BK1	0,879				

Source: SmartPLS Data Processing Results, 2025

Table 1 shows that after the elimination process was carried out, all remaining indicators had an outer loading value above 0.6, which means that each indicator had met the convergent validity criteria. Thus, all indicators in the variables of Workload, Employee Voices, Work Motivation, Performance Appraisal, and Work Stress are declared valid.

Table 2. Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability
Workload	0,836	0,862	0,900
Employee Voices	0,858	0,862	0,903
Work Motivation	0,839	0,841	0,886
Performance Assessment	0,822	0,824	0,876
Work Stress	0,811	0,862	0,885

Source: SmartPLS Data Processing Results, 2025

Table 2 shows that all constructs have an Average Variance Extracted (AVE) value above 0.5 This indicates that each construct in the model has met the criteria for convergent validity.

b. Discriminating Validity Test

The Discriminant Validity Test is a test to ensure that a construct is completely different from other constructs in the model. The test was carried out through a higher cross loading value on the construct itself as well as the Fornell-Larcker criterion, i.e. the

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square root of AVE must be greater than the correlation between constructs (Hair et al., 2019).

Table 3. Cross Loading

	Workload	Employee Voices	Work Motivation	Performance Assessment	Work Stress
BK2	0,908	0,141	0,455	0,324	-0,090
BK3	0,811	0,177	0,319	0,298	-0,059
EV1	0,167	0,838	0,661	0,631	0,290
EV2	0,257	0,865	0,678	0,516	0,428
EV3	0,030	0,847	0,490	0,507	0,447
EV4	0,205	0,796	0,607	0,591	0,556
MK1	0,374	0,514	0,719	0,685	0,347
MK2	0,559	0,463	0,792	0,513	0,378
MK3	0,380	0,599	0,833	0,619	0,566
MK4	0,143	0,632	0,726	0,659	0,637
MK6	0,434	0,644	0,827	0,625	0,480
PK1	0,493	0,374	0,678	0,823	0,381
PK2	0,237	0,474	0,610	0,804	0,446
PK4	0,078	0,599	0,589	0,720	0,378
PK7	0,212	0,648	0,608	0,741	0,393
PK9	0,300	0,482	0,557	0,735	0,306
SK1	-0,148	0,316	0,331	0,268	0,761
SK2	-0,071	0,486	0,591	0,514	0,882
SK4	0,003	0,459	0,595	0,434	0,896
BK1	0,879	0,216	0,451	0,280	-0,032

Source: SmartPLS Data Processing Results, 2025

Table 3 shows the results of cross loading which shows that each indicator has the highest loading value in its respective constructs compared to other constructs. This proves that all variables in the model have met the criteria of discriminant validity.

Table 4. *Fornell-Larcker*

	Workload	Employee Voices	Work Motivation	Performance Assessment	Work Stress
Workload	0,867				
Employee Voices	0,204	0,837			
Work Motivation	0,480	0,735	0,781		
Performance Assessment	0,345	0,675	0,797	0,766	
Work Stress	-0,070	0,510	0,622	0,499	0,848

Source: SmartPLS Data Processing Results, 2025

Table 4 shows the results of the Fornell-Larcker test where the value of the square root of AVE (diagonal number) in each construct is greater than the correlation between other constructs. This indicates that all variables have met the criteria for discriminant validity.

c. Construct Reliability Test

The Construct Reliability Test is a test to assess the internal consistency of indicators in measuring a latent construct. The test was carried out by looking at the values of Composite Reliability (>0.7) and Cronbach's Alpha (>0.7) as good indicators of reliability (Hair et al., 2019).

Table 5. *Cronbach's Alpha* dan *Composite Reability*

	Cronbach's Alpha	rho_A	Composite Reliability
Workload	**0,836**	**0,862**	**0,900**
Employee Voices	**0,858**	**0,862**	**0,903**
Work Motivation	**0,839**	**0,841**	**0,886**
Performance Assessment	**0,822**	**0,824**	**0,876**
Work Stress	**0,811**	**0,862**	**0,885**

Source: SmartPLS Data Processing Results, 2025

Table 5 shows that the entire construct has Cronbach's Alpha and Composite Reliability values above 0.7, indicating that all variables in the model have good internal consistency. Thus, the research instrument was declared reliable and suitable for further analysis.

Inner Model Analysis (Structural Model)

Inner Model Analysis (Structural Model) is a stage in PLS-SEM that is used to test the relationships between latent variables (constructs) that have been declared valid and

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reliable. The test includes the R-Square value (R^2) to see the ability of independent constructs to explain dependent constructs, t-statistic and p-value tests to test the significance of the influence between variables, the value of f^2 (effect size) to see the magnitude of the influence, and Q^2 (predictive relevance) to assess the predictive ability of the model (Hair et al., 2019). The following is the proposed PLS program model scheme:

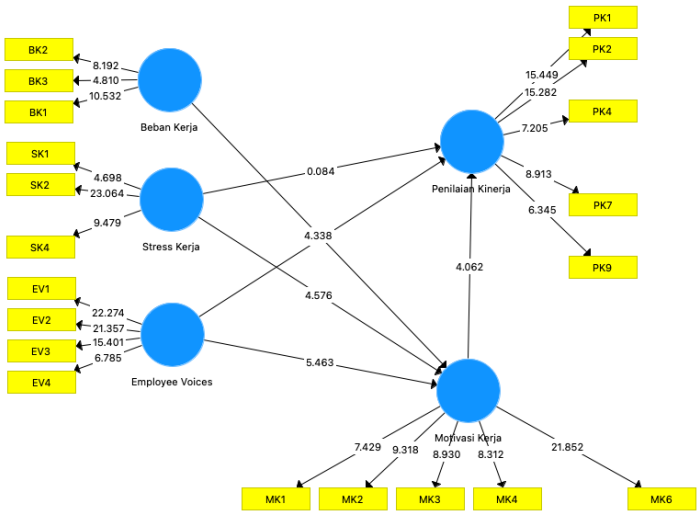

Figure 2. Inner Model

Source: SmartPLS Data Processing Results, 2025

a. Determination Coefficient Test (R-Square)

The Coefficient of Determination (R-Square) test is used to measure how much independent variables are able to explain dependent variables in a structural model. The test was carried out by looking at the R^2 value, where the higher the value (closer to 1), the greater the model's ability to explain the dependent variable (Hair et al., 2019).

Table 6. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
Work Motivation	0,787	0,767
Performance Assessment	0,653	0,619

Source: SmartPLS Data Processing Results, 2025

Table 6 shows that the R-Square value for the Work Motivation variable is 0.787 and Performance Appraisal is 0.653, which means that it can be explained by independent variables of 78.7% and 65.3%, respectively. This value shows that the model has a strong ability to explain the variation of dependent variables in this study.

b. Uji F^2 (Size Effect / F-Square)

The F^2 (Effect Size) test is used to determine how much influence each independent variable has on the dependent variable in the structural model. The test was carried out by looking at the F^2 value, where 0.02 indicates a small, 0.15 medium, and 0.35 large influence (Hair et al., 2019).

Table 7. F-Square

	Workload	Employee Voices	Work Motivation	Performance Assessment	Work Stress
Workload			**0,769**		
Employee Voices			**0,588**	0,050	
Work Motivation				**0,472**	
Performance Assessment					
Work Stress			**0,625**	**0,000**	

Source: SmartPLS Data Processing Results, 2025

Table 7 shows the results of the F-Square test which illustrates the magnitude of the influence between variables in the structural model. The largest F^2 value was found in the relationship of Workload to Work Motivation (0.769), indicating a large influence, while other F^2 values such as Employee Voices on Performance Appraisal (0.050) showed a small influence, so it can be concluded that the degree of influence between variables in the model varies from small to large.

Hypothesis Test

Hypothesis testing is a stage to determine whether or not the relationships between variables in a structural model are significant based on research data. Hypothesis testing by looking at the Path Coefficient calculation value in the inner model test. The test was carried out by looking at t-statistical values ($\geq$1.96 for α=0.05) and p-values ($\leq$0.05), where these values indicate that the proposed hypothesis is accepted or rejected (Hair et al., 2019).

Table 8. Path Coefficient

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	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload -> Work Motivation	0,423	0,417	0,097	4,338	**0,000**
Workload -> Performance Assessment	0,279	0,275	0,096	2,895	**0,004**
Employee Voices -> Work Motivation	0,428	0,423	0,078	5,463	**0,000**
Employee Voices -> Performance Assessment	0,478	0,473	0,138	3,463	**0,001**
Work Motivation -> Performance Assessment	0,660	0,654	0,162	4,062	**0,000**
Work Stress -> Work Motivation	0,433	0,439	0,095	4,576	**0,000**
Work Stress -> Performance Assessment	0,275	0,291	0,120	2,299	**0,022**

Source: SmartPLS Data Processing Results, 2025

Based on Table 8 Path Coefficient, hypothesis testing is carried out by analyzing t-statistics and p-values to determine the significance of the relationship between variables in the structural model. Here's an explanation of each relationship:

Workload has a positive and significant effect on Work Motivation with a path coefficient of 0.423 (t-statistics = 4.338; p-value = 0.000). A t-statistical value far above 1.96 and a p-value of 0.000 indicate that this hypothesis is strongly accepted.

Workload has a positive and significant effect on Performance Assessment with a path coefficient of 0.279 (t-statistics = 2.895; p-value = 0.004). The value meets the significance criteria, so this hypothesis is accepted.

Employee Voices had a positive and significant effect on Work Motivation with a path coefficient of 0.428 (t-statistics = 5.463; p-value = 0.000). With the highest t-statistical value, this variable has a very strong level of significance, so this hypothesis is accepted.

Employee Voices had a positive and significant effect on Performance Assessment with a path coefficient of 0.478 (t-statistics = 3.463; p-value = 0.001). Values that meet the significance criteria indicate that this hypothesis is accepted.

Work Motivation has a positive and significant effect on Performance Assessment with a path coefficient of 0.660 (t-statistics = 4.062; p-value = 0.000). This pathway coefficient was the highest among all relationships, suggesting that Work Motivation had the strongest influence on Performance Appraisals, and this hypothesis was accepted.

Work Stress has a positive and significant effect on Work Motivation with a path coefficient of 0.433 (t-statistics = 4.576; p-value = 0.000). The high t-statistical value confirms that this hypothesis is accepted with a strong degree of significance.

Work Stress had a positive and significant effect on Performance Assessment with a path coefficient of 0.275 (t-statistics = 2.299; p-value = 0.022). Despite having the lowest t-statistical value among all relationships, it still meets the significance criteria, so this hypothesis is accepted.

Table 10. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload -> Work Motivation -> Performance Assessment	0,279	0,275	0,096	2,895	**0,004**
Employee Voices -> Work Motivation -> Performance Assessment	0,283	0,275	0,081	3,485	**0,001**
Work Stress -> Work Motivation -> Performance Assessment	0,286	0,287	0,097	2,940	**0,003**

Source: SmartPLS Data Processing Results, 2025

Based on Table 10 Specific Indirect Effects, mediation effect testing was carried out to test the role of Work Motivation as a mediating variable in the relationship between independent variables (Workload, Employee Voices, and Work Stress) to Performance Assessment. The following is an explanation of each of the effects of mediation:

Workload has a positive and significant effect on Performance Assessment through Work Motivation mediation with a path coefficient of 0.279 (t-statistics = 2.895; p-value = 0.004). A t-value of 2.895 which is above the critical value of 1.96 and a p-value of 0.004 which is smaller than 0.05 indicates that Work Motivation significantly mediates the relationship between Workload and Performance Appraisals. This indicates that Workload not only has a direct effect on Performance Appraisal, but also through increasing Work Motivation first.

Employee Voices had a positive and significant effect on Performance Assessment through Work Motivation mediation with a path coefficient of 0.283 (t-statistics = 3.485; p-value = 0.001). The t-statistic value of 3.485 was the highest among the three indirect

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effects, with a very small p-value of 0.001, indicating a very strong level of significance. These results prove that Work Motivation plays an important role as a mediator in connecting Employee Voices with Performance Appraisals, meaning that accommodated employees' voices will increase their work motivation, which in turn improves performance appraisals.

Work Stress has a positive and significant effect on Performance Assessment through the mediation of Work Motivation with a path coefficient of 0.286 (t-statistics = 2.940; p-value = 0.003). A t-statistic value of 2.940 that exceeds the critical value and a p-value of 0.003 that is well below 0.05 confirms that Work Motivation significantly mediates the relationship between Work Stress and Performance Assessment. The pathway coefficient of 0.286 was the highest among the three indirect effects, indicating that the mediation pathway of Work Stress through Work Motivation had the greatest influence on Performance Assessment.

Conclusion

The Effect of Workload on Work Motivation

The results of the first hypothesis test showed that the Workload had a positive and significant effect on the Work Motivation of employees of PT Pelabuhan Indonesia Regional 1 Dumai with a path coefficient of 0.423 (t-statistics = 4.338; p-value = 0.000). These findings indicate that the higher the workload faced by employees, the higher their work motivation. These results can be explained in the context of port operations where high workloads, such as handling ship loading and unloading, customs administration, and congested logistics coordination, actually provide challenges that trigger employee morale. Employees of PT Pelindo Regional 1 Dumai tend to view the workload as part of their professional responsibility in supporting the smooth operation of the port which is the strategic economic gateway of Riau Province. In addition, a proportionate workload can provide a sense of accomplishment and satisfaction when the port's operational targets are achieved, thus motivating employees to work more productively.

The Effect of Workload on Performance Appraisal

The results of the second hypothesis test prove that the Workload has a positive and significant effect on the Performance Assessment with a path coefficient of 0.279 (t-statistics = 2.895; p-value = 0.004). These findings show that the well-managed workload of PT Pelindo Regional 1 Dumai employees contributes directly to the improvement of their performance appraisals. In the context of port operations that demand speed and precision of service, employees who are able to handle high workloads such as ship arrival coordination, documentation management, and loading and unloading supervision will effectively get better performance appraisals from superiors. The ability to complete high-volume work within tight deadlines is a key indicator of employee performance in the port industry. The more tasks that can be completed with good quality, the higher the management's appreciation of the employee's contribution in achieving the company's operational targets.

The Influence of Employee Voice on Work Motivation

The results of the third hypothesis test showed that Employee Voice had a positive and significant effect on Work Motivation with a path coefficient of 0.428 (t-statistics = 5.463; p-value = 0.000). This highest t-statistic value indicates that Employee Voice is a very strong factor in increasing the work motivation of PT Pelindo Regional 1 Dumai employees. These findings reflect the importance of employee involvement in conveying aspirations, suggestions, and inputs related to port operations. When employees feel that their opinions are being listened to and valued by management, for example in terms of work procedures, improvements to the ship service system, or optimization of port facilities, they will feel more valued and become an important part of the organization. An open communication culture that allows employees to participate in operational decision-making creates a strong sense of belonging, thus motivating them to make maximum contributions to the port's progress. In the environment of PT Pelindo Regional 1 Dumai, which is a strategic SOE, providing space for employee voices is also in line with the principles of good corporate governance which encourages the active participation of all internal stakeholders.

The Influence of Employee Voice on Performance Appraisal

The results of the fourth hypothesis test prove that Employee Voice has a positive and significant effect on Performance Assessment with a path coefficient of 0.478 (t-statistics = 3.463; p-value = 0.001). These findings show that employees who actively voice opinions and contribute ideas tend to get better performance appraisals. In the context of PT Pelindo Regional 1 Dumai, employees who are proactive in providing constructive input on improving port services, operational efficiency, or solutions to field obstacles show high initiative and commitment to the company. Management positively assesses employees who not only carry out routine tasks, but also actively contribute to continuous innovation and improvement. Employee engagement in discussion forums, operational evaluation meetings, or suggestion system programs becomes a high indicator of engagement, which in turn affects their overall performance assessment. Employees whose voices are appreciated also tend to be more motivated to show their best performance as a form of reciprocity for management's attention.

The Effect of Work Motivation on Performance Appraisal

The results of the fifth hypothesis test showed that Work Motivation had a positive and significant effect on Performance Assessment with a path coefficient of 0.660 (t-statistics = 4.062; p-value = 0.000). This highest path coefficient indicates that Work Motivation is the strongest predictor of PT Pelindo Regional 1 Dumai employee Performance Assessment. These findings are in line with motivation theory that employees who have high work motivation will show greater dedication, enthusiasm, and perseverance in completing their tasks. In a dynamic and challenging port operating environment, motivated employees will be more productive in handling various activities such as ship docking services, customs document management, coordination with related agencies, and port facility management. High motivation encourages employees to work beyond minimum standards, proactively seek solutions to operational problems, and consistently maintain service quality. This has a direct impact on performance appraisals

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given by superiors, where motivated employees are considered more competent, reliable, and contribute significantly to the achievement of the company's Key Performance Indicators (KPI) targets.

The Effect of Work Stress on Work Motivation

The results of the sixth hypothesis test showed that Work Stress had a positive and significant effect on Work Motivation with a path coefficient of 0.433 (t-statistics = 4.576; p-value = 0.000). This finding shows an interesting phenomenon where work stress actually increases the work motivation of employees of PT Pelindo Regional 1 Dumai. This result can be explained through the concept of eustress (positive stress) which occurs when work pressure is still within manageable limits and actually becomes a driver of performance. In the context of port operations that have tight deadlines, such as berthing time, completion of export-import documents, and coordination with various external parties, work stress can spur adrenaline and employee focus to complete work faster and more efficiently. Employees of PT Pelindo Regional 1 Dumai who are used to a fast-paced work environment tend to interpret stress as a professional challenge to be conquered, not as a threat. The work culture at the port that emphasizes professionalism and toughness also shapes the mindset of employees to use pressure as an intrinsic motivator to prove their capabilities in the face of difficult situations.

The Effect of Work Stress on Performance Appraisal

The results of the seventh hypothesis test prove that Work Stress has a positive and significant effect on Performance Assessment with a path coefficient of 0.275 (t-statistics = 2.299; p-value = 0.022). Despite having the lowest coefficient compared to other variables, this positive effect suggests that at a certain level, work stress can improve employee performance assessment. This phenomenon occurs because employees of PT Pelindo Regional 1 Dumai who face work stress tend to work more focused and efficient to immediately complete urgent tasks. In stressful port operational situations, such as handling large vessels, multi-agency coordination, or sudden problem solving in the field, employees who are able to remain productive under pressure will get a positive assessment from their superiors. The ability to work effectively in stressful conditions is an important competency that management appreciates. However, it should be noted that the relatively small coefficient indicates that this positive effect only occurs when stress is still within reasonable limits and does not develop into counterproductive distress. The management of PT Pelindo Regional 1 Dumai needs to ensure that work stress is kept under control so that it does not have a negative impact on the health and welfare of employees in the long term.

The Effect of Workload on Performance Appraisal through Work Motivation

The results of the eighth hypothesis test showed that Workload had a positive and significant effect on Performance Assessment through Work Motivation mediation with a path coefficient of 0.279 (t-statistics = 2.895; p-value = 0.004). These findings prove that Work Motivation plays a mediator in connecting Workload with Performance Appraisal. In the context of PT Pelindo Regional 1 Dumai, a high workload does not directly increase performance assessment, but through increasing work motivation first. When employees face a challenging but proportionate workload, such as managing complex vessel

documentation or coordinating loading and unloading activities during peak season periods, they feel challenged and motivated to prove their abilities. The motivation formed from the workload challenges is what then drives employees to work more productively, focused, and quality, which is ultimately reflected in better performance appraisals. This indirect path indicates the importance of the management of PT Pelindo Regional 1 Dumai to not only distribute the workload evenly, but also ensure that the workload can motivate employees through proper management, adequate resource support, and a clear reward system for the achievement of targets.

The Influence of Employee Voice on Performance Appraisal through Work Motivation

The results of the ninth hypothesis test prove that Employee Voice has a positive and significant effect on Performance Assessment through Work Motivation mediation with a path coefficient of 0.283 (t-statistics = 3.485; p-value = 0.001). With the highest t-statistical value among the three mediating effects, these findings suggest that the indirect pathway of Employee Voice through Work Motivation has a very strong level of significance. In practice at PT Pelindo Regional 1 Dumai, when employees are given the opportunity to voice their opinions, aspirations, and innovative ideas—whether through formal communication forums such as town hall meetings, suggestion boxes, or informal discussions with superiors—they feel valued and become an integral part of the organization. This appreciation of employee voices arouses intrinsic motivation to contribute more optimally, not only in conveying ideas but also in implementing daily work better. The motivation formed from this active involvement then encourages employees to demonstrate superior performance which is reflected in the achievement of targets, the quality of port services, and continuous improvement initiatives. This in turn affects the positive performance assessment of the superiors. These findings affirm the importance of PT Pelindo Regional 1 Dumai to continue to develop a participatory and responsive organizational culture to employee input as a strategy to improve overall organizational performance.

The Effect of Work Stress on Performance Appraisal through Work Motivation

The results of the tenth hypothesis test showed that Work Stress had a positive and significant effect on Performance Assessment through the mediation of Work Motivation with a path coefficient of 0.286 (t-statistics = 2.940; p-value = 0.003). The highest pathway coefficient among these three indirect effects indicates that the Work Stress mediating pathway through Work Motivation has the greatest influence on Performance Assessment. These findings explain the psychological mechanism by which work stress experienced by PT Pelindo Regional 1 Dumai employees, such as the pressure of fulfilling the Service Level Agreement (SLA) of ship services, handling customer complaints, or completing work in an emergency, does not directly affect performance assessment but through

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transformation into work motivation first. When employees interpret stress as eustress or positive challenges, they will be encouraged to increase focus, creativity, and speed of work to overcome the pressure. The motivation formed from the desire to successfully overcome stressful situations is then translated into productive work behaviors and satisfactory performance outcomes. This mediation path has important practical implications for the management of PT Pelindo Regional 1 Dumai to develop a stress management program that not only focuses on stress reduction, but also on transforming stress into a positive motivator through resilience training, psychosocial support, and the creation of a supportive but still challenging work environment.

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