

ABSTRAK

Tingginya semangat kerja karyawan memegang peranan penting dalam meningkatkan produktivitas serta kinerja perusahaan secara keseluruhan. Namun, dalam lingkungan kerja yang penuh tekanan, seperti di sektor industri, semangat kerja sering kali menurun akibat beban kerja yang berlebih dan stres yang tidak tertangani. Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja dan stres kerja terhadap semangat kerja karyawan, serta menguji peran motivasi kerja sebagai variabel mediasi dalam hubungan tersebut. Penelitian dilakukan pada PT. Besi Baja Metalindo Mojokerto dengan menggunakan pendekatan kuantitatif. Data dikumpulkan melalui penyebaran kuesioner kepada 170 responden dan dianalisis menggunakan metode Structural Equation Modeling–Partial Least Square (SEM–PLS).

Hasil penelitian menunjukkan bahwa beban kerja dan stres kerja memiliki pengaruh positif dan signifikan terhadap semangat kerja karyawan. Selain itu, beban kerja dan stres kerja juga berpengaruh signifikan terhadap motivasi kerja. Motivasi kerja terbukti berpengaruh langsung terhadap semangat kerja, sekaligus memediasi hubungan antara beban kerja dan stres kerja terhadap semangat kerja. Temuan ini menunjukkan bahwa ketika beban dan tekanan kerja dikelola dengan baik serta didukung oleh motivasi internal yang kuat, maka semangat kerja karyawan dapat tetap terjaga, bahkan meningkat.

Implikasi praktis dari penelitian ini menekankan pentingnya manajemen sumber daya manusia dalam menyeimbangkan beban kerja, menciptakan lingkungan kerja yang mendukung, serta memperkuat sistem motivasi agar mampu menghadapi dinamika dan tuntutan kerja. Secara teoritis, penelitian ini turut memperkaya kajian mengenai hubungan antara tekanan kerja, motivasi, dan semangat kerja, khususnya dalam konteks industri manufaktur logistik.

Kata Kunci: beban kerja, stres kerja, motivasi kerja, semangat kerja, variabel mediasi, industri manufaktur.

ABSTRACT

High employee morale plays a crucial role in enhancing overall productivity and organizational performance. However, in high-pressure work environments such as the industrial sector, employee morale often declines due to excessive workload and unmanaged stress. This study aims to examine the influence of workload and job stress on employee morale, as well as investigate the mediating role of work motivation in these relationships. The research was conducted at PT. Besi Baja Metalindo Mojokerto using a quantitative approach. Data were collected through questionnaires distributed to 170 respondents and analyzed using the Structural Equation Modeling–Partial Least Square (SEM–PLS) method.

The results show that both workload and job stress have a positive and significant effect on employee morale. In addition, workload and job stress significantly influence work motivation. Furthermore, work motivation has a direct positive effect on morale and serves as a mediating variable between workload, job stress, and employee morale. These findings suggest that when workload and stress are managed properly and supported by strong internal motivation, employees are more likely to maintain or even improve their morale.

The practical implications of this study emphasize the importance of human resource management in balancing workload, fostering a supportive work environment, and strengthening motivational systems to help employees cope with job demands. Theoretically, this research contributes to the development of studies related to the relationship between work pressure, motivation, and morale, particularly within the context of the manufacturing and logistics industry.

Keywords: *workload, job stress, work motivation, employee morale, mediating variable, manufacturing industry.*