The Effect of Work Stress on Employees Performance Through Work Motivation on Employees of Municipal Waterworks

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Abstract

This study aims to determine the effect of work stress on employee performance through work motivation. This research is a quantitative research with descriptive and explanatory research design. The population in this study were employees of PDAM Blitar City. The sample taken in this study were 42 respondents. using the census method. Then test the feasibility of the instrument using validity and reliability tests. The analysis technique used descriptive statistical analysis and Partial Least Square (PLS) analytic. The results of this study indicate that Job Stress on Employee Performance, then Work Motivation on Employee Performance, then Work Stress on Work Motivation, and Work Stress on Employee Performance Through Work Motivation has a positive, indirect and significant effect.

Keywords
Work Stress, Employee Performance, Work Motivation

1. Introduction
Human resources are one of the most crucial aspects of a business. In Human Resource Management, people have a significant impact on achieving the vision and objective of the organization. Because it is one of the distinguishing aspects in the organization in terms of employee competencies. This necessitates companies to consider measures to improve employee performance.

Robbins's research suggests that (in Oemar, et al. 2017). Stress is a dynamic situation that arises when a person is confronted with possibilities, constraints, or demands in accordance with the expectations and outcomes to be reached in crucial and unclear circumstances. In dynamic situations, a person's condition when confronting his role determines his level of occupational stress.

Ainsworth, Smith, and Millership (2007) assert that performance is an outcome. It is possible to view employee performance as the final result of someone's production of goods or services. The ultimate outcomes that can be achieved must be in compliance with the agreed-upon quality or level of criteria for cost, time, quality, and quantity. According to Mangkunegara (in Afni and Yasri, 2016), performance (work achievement) is the consequence of the quality and quantity of work accomplished by an employee in the course of carrying out his obligations in accordance with his assigned responsibilities. To be able to generate the desired quality and quantity, great performance is required so that the company's objectives can be met.

Work motivation is one of the factors that affect employee performance. Leaders of a company must be able to produce inspiration that will motivate staff to work diligently and consistently. A business is needed to have an employee incentive plan. With motivation, employees might be inspired to attain the company's objectives.

When employees face a decline in performance, the organization must supply them with work incentive. According to Manulang (in Hasim, 2019), motivation is a stimulating factor or driving force that encourages employees to work as hard as they can. Motivation varies from employee to employee. In order to address the demands of employees,

business leaders must pay attention to employee motivation. In essence, individuals who simply labor to meet their own wants will not give optimal performance for the organization, and their performance will be hindered by a lack of drive.

Municipal Waterworks (PDAM) is a company operating as a community service organization under the aegis of the Regional Government. As a public sector organization, PDAM focuses on addressing the community's need for clean water by providing quality public goods and services at reasonable prices. Given that water is a necessity of daily life, PDAM plays a crucial role in promoting the prosperity and well-being of the society.

It is possible to claim that PDAM is one of the most important variables in the community. The provision of sufficient and high-quality water will stimulate the growth of the community's development sector. The objective of the water supply program implemented by PDAMs in both urban and rural regions is to provide the community with services to acquire healthy and sufficient clean water for residential and industrial use. So that it contributes to economic development and population health.

Based on interviews with the head of staffing at PDAM conducted by researchers, the researcher discovered that if the level of work stress experienced by employees in this company is high and can be overcome, it can be demonstrated by improving the quality and performance of employees at PDAM, and that the role of superiors is crucial in overcoming work stress. And boost employee performance through inspiring and appraising, which encourages each employee's sense of responsibility for his work. According to employee interviews done by researchers, if bosses always review employee performance, it provides a motivating factor for employees, allowing them to accomplish their work correctly and on time. Indirectly, superiors inculcate each employee with responsibility for the completed work.

In a company, personnel must be given goals or objectives for providing superior consumer amenities. Every employee must be able to accomplish assigned responsibilities in accordance with the company's requirements. According to Shahzadi (in Sintya and Artha, 2016), there is a favorable correlation between employee motivation and performance. According to Zafar (in Sintya and Artha, 2016), there is a positive and statistically significant correlation between work stress and employee performance. The necessity of motivation to be able to control work stress in a favorable direction, given that stress at a certain level can boost employee performance, but at excessive stress levels can impair employee performance.

According to Sasono (in Cahyana & Ketut, 2017), stress has both good and harmful effects. The positive impact of low to moderate amounts of stress is functional in the sense that it acts as a motivator and enhances employee performance. The negative effect of high levels of stress is a significant decline in staff productivity. With these positive and bad effects, work stress can be beneficial if it is effectively managed.

According to Suryani and Yoga (2018), the high demands of the job necessitate that every person work diligently, intently, and to their full capacity. The company's excessive work pressure might result in stress and conflict between employees. According to Handoko (in Nurhendar, 2007), work stress is a state of strain that impacts an individual's mental processes, emotions, and psychological states. As a result, excessive stress can compromise a person's capacity to cope with the environment and will ultimately hinder the fulfillment of duties and responsibilities.

Based on the previous research, the researchers are interested in examining "The Influence of Work Stress on Employee Performance through Work Motivation on Employees of Regional Drinking Water Companies in Blitar City" to determine the extent to which work stress influences performance through motivation. On the basis of the statement of the problem, the following research hypothesis can be derived:

H1: Work stress has a negative, direct and significant effect on employee performance at PDAM Blitar City.
H2: Work Motivation has a positive, direct and significant effect on the Employee Performance of PDAM Blitar City.
H3: Work Stress has a negative, direct and significant effect on Work Motivation at PDAM Blitar City.
H4: Work Stress has a positive, indirect and significant effect on employee performance through the work motivation of PDAM Blitar City employees.

This research employs a quantitative methodology, therefore statistical tools are necessary for drawing results. This study is both descriptive and explanatory. This study employs explanatory research to investigate the impact of employee work stress on employee performance at PDAM Kota Blitar via employee motivation.

The participants in this study were PDAM Blitar City employees. Sugiyono (2015:81) argues that "the sample is representative of the population's size and characteristics." 42 individuals are employed by PDAM in Blitar City. Consequently, a census will be conducted, utilizing the entire company's current population. This research

instrument is the distribution of questionnaires or questionnaires. This study's instrument was a closed questionnaire with multiple questions, with five possible responses for each item.

2. Results and Discussion

According to research conducted on 42 respondents who were PDAM Blitar City employees, the overall description is as follows:33 respondents, or 78.6% of the total, were male, according to the gender breakdown of the respondents to this survey. According to a description of respondents based on age, 25 respondents, or 59.5 percent, of the study's respondents were aged 50 to 59. According to the description of respondents based on the job section, the Personnel, Finance, Distribution, and Maintenance section has the biggest percentage of respondents (7 respondents, or 16.7%), followed by the TU section. According to their length of labor, responders are described. Twenty-nine responses, or 45.2%, are in the 20-to-29 age group.

2.1 Results

A.Measurement Model Evaluation (Outer Model)

　1. Reliability Indicator

　Reliability indicators are used by looking at the magnitude of the variance of the indicators/items to explain the latent construct

Table 1. Reliability Indicator

Variabel	Item	Loading Factor	SE	P Value	Remark
Work Stress	X1	0.896	0.106	<0.001	Valid
	X2	0.684	0.121	<0.001	Valid
	X3	0.909	0.105	<0.001	Valid
	X4	0.647	0.121	<0.001	Valid
	X5	0.744	0.114	<0.001	Valid
	X6	0.631	0.124	<0.001	Valid
	X7	0.749	0.115	<0.001	Valid
	X8	0.610	0.125	<0.001	Valid
	X9	0.883	0.107	<0.001	Valid
	X10	0.695	0.120	<0.001	Valid
Employee Performance	Y1	0.888	0.106	<0.001	Valid
	Y2	0.839	0.109	<0.001	Valid
	Y3	0.748	0.113	<0.001	Valid
	Y4	0.745	0.119	<0.001	Valid
	Y5	0.609	0.124	<0.001	Valid
	Y6	0.852	0.108	<0.001	Valid
	Y7	0.732	0.113	<0.001	Valid
	Y8	0.648	0.118	<0.001	Valid
	Y9	0.750	0.119	<0.001	Valid
	Y10	0.880	0.107	<0.001	Valid
Work Motivation	Z1	0.817	0.110	<0.001	Valid
	Z2	0.602	0.120	<0.001	Valid
	Z3	0.832	0.112	<0.001	Valid
	Z4	0.676	0.116	<0.001	Valid
	Z5	0.869	0.107	<0.001	Valid
	Z6	0.611	0.119	<0.001	Valid
	Z7	0.789	0.115	<0.001	Valid
	Z8	0.664	0.117	<0.001	Valid
	Z9	0.823	0.109	<0.001	Valid

Z10	0.639	0.118	<0.001	Valid
Z11	0.706	0.119	<0.001	Valid
Z12	0.606	0.120	<0.001	Valid
Z13	0.873	0.107	<0.001	Valid
Z14	0.675	0.121	<0.001	Valid
Z15	0.839	0.111	<0.001	Valid
Z16	0.710	0.117	<0.001	Valid
Z17	0.879	0.107	<0.001	Valid
Z18	0.682	0.116	<0.001	Valid
Z19	0.838	0.109	<0.001	Valid
Z20	0.656	0.117	<0.001	Valid

(Source: Primary data analysis results, 2021)

Indicator X1 – X10 produces a loading factor in excess of 0.60. Thus, the X1-X10 indicators are deemed valid for quantifying the variable Work Stress. The X3 indicator is the most indicative of the Work Stress variable. Likewise, the validity of the variables Employee Performance (Y1 - Y10) and Work Motivation (Z1 - Z20) was confirmed. The highest indication of Employee Performance is on item Y1 with a value of 0.888, and the highest indicator of Work Motivation is on item Z13 with a value of 0.873, therefore it can be considered the most representative item.

2. Internal Consistency Reliability is meant to determine if the items/indicators of an instrument can be used to make accurate measurements more than twice.

Table 2. Internal Consistency Reliability

Variable	Composite Reliability
Work Stress	0.811
Employee Performance	0.874
Work Motivation	0.916

(Source: Primary data analysis results, 2021)

The value of composite reliability on the variables of Work Stress, Employee Performance and Work Motivation is greater than 0.7, so all indicators that measure these variables are reliable.

3. Convergent validity
This test intended to test the correlation between items/indicators in measuring the construct using Average Variance Extracted (AVE).

Table 3. Convergent Validity

Variable	AVE	Remark
Work Stress	0.539	Valid
Employee Performance	0.566	Valid
Work Motivation	0.547	Valid

(Source: Primary data analysis results, 2021)

Based on the table above, it is known that the overall value is greater than 0.5, so all indicators that measure these variables are declared valid.

4. Discriminant Validity
This test aimed to test the items/indicators of the two constructs there is no correlation between construct indicators. That the discriminant validity test on the variables of Work Stress, Employee Performance and Work Motivation has a square root value of AVE which is greater than other variables. Thus, the 3 variables were declared valid and the respondents had no difficulty in filling out the questionnaire.

Table 4. Discriminant Validity

Variable	Work Stress	Employee Performance	Work Motivation
Work Stress	**(0.601)**	0.457	0.551
Employee Performance	0.557	**(0.681)**	0.448
Work Motivation	0.551	0.484	**(0.638)**

(Source: Primary data analysis results, 2021)

B. Evaluation of the Structural Model (Inner Model)

1. Adjusted R-Squares
Adjusted R-Squares value can be used to explain the effect of certain exogenous latent variables on endogenous latent variables.

Table 5. Adjusted R-Squares

Endogenous Variable	Adjusted R-Squared
Employee Performance	0.524
Work Motivation	0.564

(Source: Primary data analysis results, 2021)

The Adjusted R-Squares value of the employee performance variable is 0.524. This shows that work stress is explained by the employee performance variable by 52.4% and the remaining 47.6% is the contribution of other variables not discussed in this study. The number 52.4% means that the work stress variable has a strong predictive power on employee performance. Second, the adjusted R-square value of work motivation is 0.564. This shows that the diversity of work stress variables can be explained by 56.4% of work motivation variables and the remaining 43.6% is a contribution from other variables not discussed in this study. . The number 56.4% means that the work stress variable has a strong predictive power on work motivation.

2. Effect size
This test was used to determine the proportion of the variance of certain exogenous variables to endogenous variables.
The effect size value generated by the Work Stress variable on Employee Performance (0.313) is included in the medium category. Then, the variable of Work Motivation on Employee Performance (0.493) is included in the medium category. Meanwhile, Work Stress on Work Motivation (0.505) is included in the medium category.

Table 6. Effect Size

Variable	F-Test
Work Stress – Employee Performance	0.313
Work Motivation – Employee Performance	0.493
Work Stress – Work Motivation	0.504

(Source: Primary data analysis results, 2021)

3. Q2 predictive relevance
This test was used to determine whether the model has predictive relevance or not. The value of Q2 predictive relevance of endogenous work stress is 0.741. This shows that the model has predictive relevance because the value of Q2 predictive relevance generated by the endogenous variable of Work Motivation > 0. This also occurs in the endogenous variable of Work Motivation because the value of Q2 predictive relevance generated > 0 is 0.902.

Table 7. Q2 Predictive Relevance

Endogenous Variable	Q-Squared
Work Stress	0.741

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Work Motivation	0.902

(Source: Primary data analysis results, 2021)

4. Goodness of fit (GoF)

This test was used to measure the overall model fit evaluation.

Table 8. Model Fit and Quality Indices

Model Fit and Quality Indices	Hasil	Kriteria
Average path coefficient (APC)	0,550, P<0,001	P value ≤ 0,05 (significance level = 5%)
Average R-squared (ARS)	0.587, P<0,001	P value ≤ 0,05 (significance level = 5%)
Average adjusted R-squared (AARS)	0.575, P<0,001	P value ≤ 0,05 (significance level = 5%)
Average block VIF (AVIF)	2,580	Acceptable if <= 5, ideally <= 3,3
Average full collinearity VIF (AFVIF)	2,765	Acceptable if <= 5, ideally <= 3,3
Tenenhaus GoF (GoF)	0,676	Small >= 0,1, medium >= 0,25, large >= 0,36
Sympson's paradox ratio (SPR)	1,000	Acceptable if >= 0,7, ideally = 1
R-squared contribution ratio (RSCR)	1,000	Acceptable if >= 0,9, ideally = 1
Statistical suppression ratio (SSR)	1,000	Acceptable if >= 0,7
Nonlinear bivariate causality direction ratio (NLBCDR)	1,000	Acceptable if >= 0,7

(Source: Primary data analysis results, 2021)

C. Analysis Partial Least Square (PLS)

This analysis is a test to measure variables directly and indirectly so that it can conclude the relationship between work stress (X), employee performance (Y), work motivation (Z). The following is an explanation of the PLS analysis:

1. Path coefficient values and P-Values influence work stress (X), employee performance (Y), work motivation (Z).The structural model of the Employee Performance variable is as follows:
   Work Motivation = 0.951 Work Stress
   The structural model of the work motivation variable is as follows: Employee Performance = 0.385 Work Stress + 1.213 Work Motivation

Exogenous Variable	Intervening Variable	Exogenous Variable	Path Coefficient	Indirect Coefficient	SE	P-Value
Work Stress	-	Employee Performance	0.385	-	0.131	<0.001
Work Motivation	-	Employee Performance	1.213	-	0.093	<0.001
Work Stress		Employee Performance				
Work stress	-	Work Motivation	0.951	-	0.104	<0.001

(Source: Primary data analysis results, 2021)

D. Hypothesis Test

H1: There is a positive and significant influence between work stress on employee performance. Based on table 4.16, it can be explained that the path coefficient is 0.209 with a P Value of <0.001. Thus H1 is rejected.

H2: There is a positive and significant effect of work motivation on employee performance. Based on table 4.16, it can be explained that the path coefficient is 1.213 with a P Value of <0.001. Thus H2 is accepted.

H3 : There is a positive and significant effect between work stress on work motivation. Based on table 4.16 it can be explained that the path coefficient is 0.951 with a P Value of <0.001. Thus H3 is rejected.

H4: There is an indirect effect of work stress on employee performance through work motivation. Based on table 4.16, it can be explained that the coefficient of the effect of work stress on employee performance through work motivation is 1.154 and P Value is <0.001. Thus H4 is accepted.

2.2 Discussion

1. Description of Job Stress

Griffin and Moorhead (2014) define stress as a dynamic condition in which a person is confronted with opportunities, constraints, or demands in accordance with the expectations and outcomes to be reached under crucial and unclear circumstances. Understanding job stress is an unstable situation of a person owing to the tension experienced by each individual, which can impact the emotional state, thinking process, and condition of an employee under excessive work demands to reach company-mandated targets. This study examines the impact of work-related stress on PDAM Blitar City employees. This study used four indicators to quantify work stress: emotional aspects, cognitive aspects, behavioral aspects, and physiological indicators.

The results of descriptive analysis in the form of the number of frequencies described by research in the work stress category have the highest mean level on item SK7 with the statement "I prefer to obey the rules at work rather than act according to my passion" and the lowest value on item SK10 with the statement "I have trouble sleeping when experiencing problems at work."

On the basis of this study's findings regarding employee performance variables, it can be stated that employees prefer to follow the rules at work and that some employees do not exhibit signs of difficulties sleeping when they have work-related problems. The grand mean indicates that this company's work stress falls into the high category. This argument is also consistent with the description of respondents with the biggest number of respondents coming from the number of years of employment, namely 20 to 29 years. Additionally, one of the causes of excessive work stress can be strict leadership oversight. This shows that the person has an extensive job history. Employees with extensive job experience may undoubtedly comprehend the working environment. Additionally, a high amount of job experience might predict work decisions.

2. Description of Employee Performance

According to Ainsworth, Smith, and Millership (2007), performance is the final outcome. It is possible to view employee performance as the final result of someone's production of goods or services. KK4 with the statement "This employee is able to realize the work plan well" has the greatest mean value in the employee performance research area, while KK10 with the statement "This employee is able to establish teamwork well" has the lowest mean value. On the basis of the research findings on employee performance variables, it can be inferred that employees are able to adhere to plans but lack teamwork with other employees. Consequently, the grand mean has significance if the employee's performance falls inside the high category.

This answer is also consistent with the description of respondents, the majority of whom are between the ages of 20 and 29 and have the longest job experience. This shows that the person has an extensive job history. Employees with extensive job experience may undoubtedly comprehend the working environment. Additionally, a high amount of job experience might predict work decisions.

3. Description of Work Motivation

Manulang (in Hasim, 2019) states that motivation is a stimulating force or driving force that motivates employees to perform as hard as possible, and that this force is unique for each individual. In an organization, motivation plays a crucial role in igniting the interest of employees in their work. The results of descriptive analysis of the number of frequencies described by research in the category of work motivation have two equal grand mean values, namely in MK7 and with the statement ""Supervision by superiors makes me accountable for my work," and in MK15, "Good working relationships can motivate me to do my best work." Meanwhile, at the lowest grand mean value, there are three grand mean values that are equal in number: in MK2 with the statement "Praise and appreciation for work performance that is given motivates me to work harder," in MK12 with the statement "Praise and appreciation for

work performance that is given motivates me to work harder," and in MK14 with the statement "Praise and appreciation for work performance that is "The established company policies require me to work harder. It is contained in MK18 with the line "Workplace safety makes me want to do my job." Based on the findings of the research on employee performance characteristics, it can be stated that if work motivation is in the high category, the grand mean value has significance. This hypothesis is also consistent with interviews done by researchers reporting the rise in work motivation felt by PDAM Kota Blitar staff and management.

2.3 Influence Between Variables

1. Effect of Work Stress on Employee Performance

Based on the findings of Chapter IV's analysis, the test results indicate that work stress has a positive and statistically significant effect on the performance of PDAM Blitar City employees. This demonstrates that people can transform work stress into a race to work with greater enthusiasm.

According to research conducted by Ismi Rija N, et al. (2016), work stress has a positive influence on employee performance since the stress level experienced by employees is still within a tolerable range and can be adjusted on an individual basis. This result is also corroborated by research undertaken by Tri Wartono (2017), which shows that there is a very strong or significant beneficial relationship between workplace stress and employee performance. In this study, stress at work can have a good effect if employees can keep it under appropriate control. This is supported by the results of descriptive analysis, which indicate the highest mean value on item SK7 with the statement "I prefer to obey the rules at work rather than act according to my heart" and on item KK4 with the statement "this employee is able to carry out the work plan effectively," respectively. This statement demonstrates that the pressure exerted by the firm can be beneficial for PDAM Kota Blitar's employees.

This argument is also consistent with the description of respondents with the biggest number of respondents coming from the number of years of employment, specifically 20 to 29 years. This shows that the person has an extensive job history. Employees with extensive job experience may undoubtedly comprehend the working environment. Additionally, a high amount of job experience might predict work decisions.

2. The Effect of Work Motivation on Employee Performance

Based on the findings of Chapter IV's analysis, the test results indicate that work motivation has a positive and statistically significant effect on employee performance at PDAM Blitar City. In this instance, it indicates that motivation can be used to drive staff performance. According to research conducted by Rahmila Sari et al. (2012), motivation has an effect on employee performance; the more the value of motivation, the greater the employee performance. Similarly, Alvin P. et al. (2013) found that motivational factors have a stronger impact on employee performance. Research conducted by Noermijati and Diana P. (2015) concludes that work motivation has a large beneficial direct effect on employee performance. These findings are corroborated by this research. According to these studies, work motivation is the most influential element on employee performance.

This is corroborated by the results of descriptive analysis, which indicate the greatest mean value for the MK15 item "A good working relationship can help me perform optimally" and the KK4 item "This person is able to execute the work plan well." This indicates that the performance of PDAM Blitar City personnel has a beneficial effect on their motivation, which in turn might influence their performance. This argument is also consistent with the description of respondents with the biggest number of respondents coming from the number of years of employment, namely 20 to 29 years. This shows that the person has an extensive job history. Employees with extensive work experience are able to comprehend working situations from a distinct perspective. With motivation, people are able to transform negative work stress into something positive, so enhancing staff enthusiasm.

3. The Effect of Work Stress on Work Motivation

Based on the results of Chapter IV's analysis, the test results indicate that work stress has a positive and statistically significant influence on employee motivation at PDAM Blitar City. In this scenario, it may be inferred that employees are able to transform stress, such as worry, into a desire to work diligently.

According to research conducted by Sinaga and Sinambela (2013), work stress influences work motivation. These findings are consistent with those of the present study. This result is further corroborated by Susilowati's (2010) research, which indicates that work stress has a good impact on work motivation. This is also supported by descriptive results with the highest mean value, namely the SK7 item with the statement "I prefer to obey the rules at

work rather than act according to my heart" and the MK7 item with the statement "Managers' supervision makes me feel responsible for my job," indicating that employees prefer to comply with company rules and feel more responsible for their work when they are supervised.

This explanation is also consistent with the description of respondents with the biggest number of respondents coming from the number of years of work, specifically 20 to 29 years. This suggests that the person has a significant amount of work experience. Employees who have worked for a considerable amount of time are able to comprehend working conditions and anticipate workplace decisions. With motivation, employees are able to transform their work-related stress into something positive or even improve their attitude.

4. The Effect of Work Stress on Employee Performance Through Work Motivation

Based on the results of Chapter IV's analysis, the test results indicate that job stress has a positive and statistically significant effect on employee performance via work motivation among PDAM Kota Blitar employees.

According to research conducted by Farizki Setya S. (2018), work stress has a positive influence on employee performance via work motivation. According to this study, work motivation can mitigate workplace stress and convert it into a positive effect on employee performance. This is supported by the results of descriptive analysis, which show the highest mean value on item SK7, which states "I prefer to obey the rules at work rather than act according to my heart," item KK4, which states "This employee is able to implement the work plan well," item MK7, which states "Supervision by manager makes me responsible for my work," and item MK15, which states "Good work relations can make me work optimally," which has meaning if item MK7 is true.

This answer is consistent with the description of respondents, the majority of whom had between 20 and 29 years of experience in the workforce. This reflects the number of experiences that corporate employees have undergone. The quantity of experience possessed by employees can alter their perspective based on the events they have had. Job motivation in employees is capable of transforming negative work stress into something positive or boosting employee morale.

3. Conclusion

According to the findings of the study, the stress level of employees falls into the high category, but it may be effectively managed. Then, the employee performance variable has a high value for job quality, the work motivation variable also has a high value, but the employee is able to turn work demands into a positive. According to the findings of the study, there was a positive and statistically significant relationship between job stress and the performance of PDAM Blitar City employees. This implies that employees will be encouraged to perform well when under stress at work. The study revealed a positive and statistically significant relationship between job motivation and employee performance at PDAM Blitar City. This means that incentive encourages employees to complete their work. Employees of PDAM Bitar City exhibited a favorable and statistically significant relationship between job stress and work motivation. This indicates that work stress might have a positive influence on employee motivation.

Based on the results of the study, the indirect effect of work stress on employee performance at PDAM Blitar City was determined to be work motivation. This indicates that the more the employee's job drive, the less stress they will experience at work and the better their work performance will be. It is anticipated that PDAM Kota Blitar will continue to maintain and increase the quality of the company in the future. Currently, the policies and rules imposed on employees can greatly enhance the quality of the organization. Training employees so that they can master their tasks and keep up with the times is crucial for the development of a business.

Based on the obtained value for the variable's mediating effect, it can contribute to the performance of PDAM Blitar City personnel. According to research findings, the level of employee performance can increase if the variable of job motivation is used as a mediator. It is envisaged that future researchers would use a variety of statements and conduct extensive study by taking into account other aspects that affect employee performance and whose results may contribute more effectively, such as the impact of the company's environment and policies.

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