

## The Effect Of Individual Characteristics, Workload, And Work Stress On Employee Performance At The National Land Agency (BPN) Of Bima City

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**Abstract:** *This study aims to determine the individual characteristics, workload, and work stress that have a significant effect on employee performance at the National Land Agency (BPN) of Bima City. This study is included in the category of associative research, the population in this study were all employees of the National Land Agency (BPN) of Bima City consisting of 20 civil servants (PNS), 10 government employees with work agreements (PPPK) and 19 non-civil servant government employees (PPNPn) with a total of 49 respondents. The sampling method in this study used a purposive sampling technique, with a total sample of 30 respondents. The instrument in this study was a questionnaire with a Likert scale. Data collection techniques were observation, questionnaires, and literature studies. Data analysis techniques used validity tests, reliability tests, classical assumption tests, and multiple linear regressions, then processed using SPSS. The results of the study stated that individual characteristics, workload, and work stress had a significant effect on employee performance at the National Land Agency (BPN) of Bima City.*

**Keywords:** *Individual Characteristics, Workload, Job Stress, Employee Performance*

### INTRODUCTION

Human resources (HR) are a crucial factor because they drive all activities within an organization. Human resources themselves play a crucial role, serving as thinkers, planners, and implementers of all activities. Therefore, organizations require human resource management capable of managing all organizational resources so that they function according to organizational expectations (Ahmad, Fikri, & Rahayu, 2019). Developing high-quality human resources is necessary to ensure optimal performance. The better the human resources an organization possesses, the better its performance will be. Conversely, when the quality of human resources decreases, the quality of the organization declines and ultimately leads to chaos within the organization (Mitasari, Samsudin, & Norisanti, 2022).

Performance is the manifestation of employee work behavior, demonstrated as work achievements in accordance with their roles within the organization. Performance is essentially what employees do or do not do. Performance management encompasses all activities undertaken to improve organizational performance, including the performance of individual employees and

work groups within the organization. Robbins & Timothy (2015) in Purba et al. (2023). Performance is a person's achievement in carrying out their duties in accordance with the authority given based on quality and quantity. Mangkunegara (2021), There are several factors that cause a decline in employee performance, including different individual characteristics in each employee, excessive workload and the occurrence of work stress in employees, resulting in a decline in performance quality (Johan & Satrya, 2023).

According to Emiyanti et al. (2020), individual characteristics are unique traits that can describe individual differences in their abilities, initiative, and motivation to persevere in completing tasks, as well as problem-solving and adapting to changes closely related to the environment, which can influence an individual's performance. Sukmawati et al. (2020) state that employee characteristics are indicated to influence their performance. Gender is indicated to influence performance when viewed from the perspective of physical work, as men and women tend to be different (Emianti et al., 2020).

Rohman & Ichsana (2021) define workload as a collection or number of activities that must be completed by an organizational unit or position holder within a specific timeframe. The workload assigned to employees must be balanced with their competencies and abilities; otherwise, sooner or later, problems will arise that can disrupt their future performance. According to Fransiska & Tupti (2020), workload is a process or activity that is excessive and can cause stress within an individual. This can lead to decreased employee performance due to excessively high skill levels, excessive speed, excessive workload, and so on. Excessively high workload intensity can create job stress, while excessively low workload intensity can lead to boredom or fatigue.

According to Iskanto (2021), stress is a state of tension that affects a person's emotions, thought processes, and physical condition. Excessive stress can threaten a person's ability to cope with their work environment. The consequences of work stress on employees will affect their performance. People experiencing stress will experience intense anxiety, which can lead to irritability and uncooperative behavior. Cahyani & Jati (2021) state that work stress is a condition in which one or more factors in the workplace interact with workers, disrupting their physiological and behavioral states. Work stress occurs when there is a gap between an individual's abilities and the demands of their job. In the short term, unmanaged work stress can lead to feelings of depression, lack of motivation, and frustration, resulting in suboptimal employee performance. In the long term, employees who are unable to handle work stress will find it difficult and will no longer be able to work at the company, which will result in resignation.

The National Land Agency (BPN) of Bima City, functions as a government institution responsible for administering land affairs. BPN is responsible for the preparation of national land policies, land

registration, measurement and mapping, and supervision of land management throughout Indonesia, with the Vision of Becoming an institution capable of realizing land and land for the greatest prosperity of the people, as well as justice and sustainability of the social, national and state systems of the Republic of Indonesia and Mission Developing and implementing land politics and policies to improve people's welfare, create new sources of people's prosperity, reduce poverty and income inequality, improve the order of a more just and dignified life together in relation to control, ownership, use of land utilization funds (P4T). the realization of a harmonious order of life together by resolving various disputes, conflicts and land cases throughout the country and the arrangement of legal instruments and land management systems so as not to give rise to disputes, conflicts and cases in the future. The sustainability of Indonesia's social, national, and state systems by providing future generations with the broadest possible access to land as a source of public welfare.

Based on the researcher's initial observations at the Bima City Land Office and interviews with several employees, several problems were identified. These include frequent late arrivals to work; employees feeling that the workload is too high because most employees in their respective fields are still understanding their workload; employee complaints about the piling up of work, which leads to increased stress; work not being completed on time; and some employees being overworked, while others appear to be relaxed. Attitudes and emotions are fraught between individuals, as political dynamics influence the performance of the National Land Agency (BPN) in Bima City.

Based on the above description, the researcher will conduct a study entitled "The Influence of Individual Characteristics, Workload, and Job Stress on Employee Performance at the National Land Agency (BPN) in Bima City."

## LITERATURE REVIEW

### a. Individual Characteristics

According to Emiyanti et al., (2020), individual characteristics are unique traits that can describe individual differences in their abilities, initiative, and motivation to persist in carrying out tasks until completion, as well as problem-solving and adapting to changes that are closely related to the environment, which can influence an individual's performance. Sukmawati et al., (2020) stated that the individual characteristics possessed by employees are indicated to influence their performance. Gender is indicated to influence performance when viewed from the physical work performed, as men and women tend to have different strengths (Emiyanti et al., 2020).

#### Individual Characteristic Indicators

Everyone has different perspectives, goals, needs, and abilities. These differences will carry over into the workplace, leading to varying levels of satisfaction, even among individuals working in the same location (Subyantoro, 2020). Individual characteristic indicators include: abilities, values, attitudes, and interests, namely:

- 1) Ability is an individual's capacity to perform various tasks in a job. In other words, ability is a function of knowledge and skills.
- 2) Values are values based on satisfying, enjoyable work, relationships with people, intellectual development, and time for family.
- 3) Attitude is an evaluative statement, either favorable or unfavorable, regarding an object, person, or event. In this study, attitudes will focus on how a person feels about work, work groups, providers, and organizations.

- 4) Interest is an attitude that makes people happy with objects, situations, or ideas. This is followed by feelings of pleasure and a tendency to seek out objects that are enjoyed. A person's interest pattern is one factor that determines a person's suitability for their job. People's interests in various types of work also vary.

### b. Workload

According to Yuniarsih and Suwatno, as quoted by Budiasa (2021), "Workload is a number of processes or activities that must be completed by an organizational unit systematically within a certain time period to obtain information about the efficiency and effectiveness of an organizational unit's work." According to Vanchapo (2020), "Workload is a number of processes or activities that must be completed by a worker within a certain time. If a worker is able to complete and adapt to a number of assigned tasks, then this does not constitute a workload. However, if the worker is unable to complete them, then these tasks and activities become a workload." Meanwhile, according to Munandar, as quoted by Budiasa (2021), "Workload is the tasks assigned to workers or employees to be completed within a certain time period using the worker's skills and potential."

#### Workload Indicators

According to Budiasa (2021), the dimensions and indicators of workload are as follows:

- 1) Targets to be achieved  
This refers to an individual's perception of the magnitude of the work targets assigned to them to complete their work. This can be a factor influencing their workload, such as their perception of the work results to be achieved or the targets to be reached.
- 2) Work Conditions  
This refers to an individual's perception of their work conditions,

such as making quick decisions while working and addressing unexpected problems, such as taking on extra work beyond the allotted time.

3) Work Standards

This refers to the impression an individual forms of their work, including feelings based on the workload that must be completed within a specified timeframe.

c. Employee Performance

According to Mangkunegara, as quoted by Yuniarti et al. (2021), "Employee performance is the result of an employee's work in completing work in accordance with operational standards implemented by the office, both in terms of quality and quantity." Meanwhile, according to Mangkuprawita, as quoted by Silaen et al. (2021), "Performance is the willingness of an individual or group of people to carry out an activity and perfect it according to their responsibilities, with the expected results."

**Employee Performance Indicators**

According to Mangkunegara, as cited in Maryati (2021), employee performance indicators are as follows:

1) Quantity of Work Results

All units of measurement related to the quantity of work results that can be expressed in numbers or other numerical equivalents.

2) Quality of Work Results

All units of measurement related to the quality of work results that can be expressed in numbers or other numerical equivalents.

3) Time

The standard time used to complete an activity, which does not always have to be included in the performance target; it is adjusted according to the type and characteristics of the activity being carried out.

4) Cost

The funds required to complete an activity, which does not always have to be included in the performance target; it is adjusted according to the type and characteristics of the activity being carried out.

d. The Relationship between Individual Characteristics and Employee Performance

Individual characteristics significantly influence a company's success. Individual characteristics are distinctive traits that demonstrate individual differences in motivation, initiative, and the ability to persevere in completing tasks, solving problems, or adapting to the environment, all of which influence individual performance. Jalil et al. (2015) stated that individual characteristics are the distinct traits and behaviors that each individual possesses. These traits undoubtedly influence employee performance, as positive individual characteristics lead to positive performance. Grobelna (2019) found no significant effect of individual characteristics on performance; individual characteristics variables did not significantly contribute to performance. According to Gardjito et al. (2020), individual characteristics have a positive and significant effect on employee performance.

e. The Relationship between Workload and Employee Performance

A study conducted by Bruggen (2015) showed a significant relationship between workload and performance. This idea also aligns with empirical findings by Patta & Firman (2021), who found that workload has a positive and significant effect on employee performance. Work targets must be equal and balanced with employee abilities and capacities. Meanwhile, research by Pamungkas et al. (2022) found a significant negative effect

between physical and mental workload on performance.

f. The Relationship between Work Stress and Employee Performance

Stress is a crucial aspect for organizations because it is related to employee performance. Employee stress can be both positive and negative. Positive or constructive stress occurs when the body is able to use the stress experienced to help overcome obstacles and improve performance. Negative or destructive responses to stress occur when an individual is unable to manage the stress they experience, ultimately impacting employee performance. This is in line with research by Ahmad et al. (2019), which found that work stress has a negative and significant effect on employee performance. However, this study contradicts research by Muhamad Ekhsan & Septian (2021), which found that work stress has a positive and significant effect on employee performance.

g. Research Hypothesis

A hypothesis is a tentative answer to a research problem, where the problem formulation has been stated in a question. It is tentative because the answer provided is based only on relevant theory and has not yet been grounded in empirical facts obtained through data collection. Sugiyono (2017).

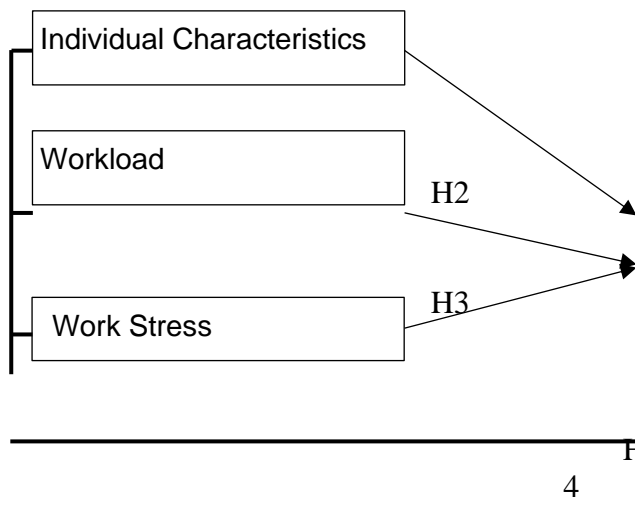


Figure 2.1 Framework of Thought

Information:  
 - - - - -> = Partial influence  
 - - - - -> = Simultaneous influence

The hypothesis design in this study is:

1. H1 = Individual characteristics are suspected to have a significant influence on employee performance at the National Land Agency (BPN) in Bima City.
2. H2 = Workload is suspected to have a significant influence on employee performance at the National Land Agency (BPN) in Bima City.
3. H3 = Job stress is suspected to have a significant influence on employee performance at the National Land Agency (BPN) in Bima City.
4. H4 = Individual characteristics, workload, and job stress are suspected to have a significant influence on employee performance at the National Land Agency (BPN) in Bima City.

**RESEARCH METHODOLOGY**

a. TYPE OF RESEARCH

This type of research is associative research, a method used to determine the relationship between two or more variables, namely variables (X) and (Y), according to Sugiyono (2020). In this case, the aim is to determine the extent of the relationship or influence between Individual Characteristics (X1), Workload (X2), and Job Stress (X3) on Employee Performance (Y) at the Bima City Defense Service.

b. RESEARCH INSTRUMENT

The research instrument used to collect data was a questionnaire using a Likert scale. Respondents were asked a series of questions and had to choose the most appropriate alternative answer, as follows:

Table 3.1  
 Research Instrument

Strongly agree (SS)	was given a score of 5
Agree (S)	was given a score of 4
Neutral (N)	was given a score of 3
Disagree (TS)	was given a score of 2
Strongly disagree (STS)	was given a score of 1

c. RESEARCH POPULATION AND SAMPLE

**Population**

A population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2020). The population in this study was all employees of the Bima City Defense Service, consisting of 20 civil servants (PNS), 10 government employees with work contracts (PPPK), and 19 non-civil servant government employees (PPNPn), totaling 49 respondents.

**Sample**

Sugiyono (2020) states that a sample is a portion of the total population and its characteristics. In other words, a sample is a research method conducted by taking a portion of each population to be studied. The sampling method in this study used purposive sampling. Purposive sampling, according to Sugiyono (2020), is sampling using certain considerations according to the desired criteria to determine the number of samples to be studied. Therefore, the researcher determined a sample of 20 civil servants and 10 PPPK with a total of 30 respondents, which can represent the large population of 49 respondents.

d. RESEARCH LOCATION

Jl. Garuda No. 4, Lewirato, Mpunda, Bima, West Nusa Tenggara 84116, Indonesia

Bima City, West Nusa Tenggara, 84116

1. RESEARCH RESULTS

a. Validity Test

The results of the Validity Test conducted using SPSS version 26.0 are as follows:

Table 4.1

Individual Characteristics Validity Test (X1)

Question	Individual characteristics	R table	INFO .

	R count		
1	0.721	0.30	Valid
2	0.738	0.30	Valid
3	0.638	0.30	Valid
4	0.622	0.30	Valid
5	0.758	0.30	Valid
6	0.516	0.30	Valid
7	0.644	0.30	Valid
8	0.628	0.30	Valid

Data source: data processed by SPSS, 2025

From the results of the Validity Test carried out using the SPSS version 26.0 program, it can be stated that the Individual Characteristics variable (X1), on all the instruments used, is declared Valid because it is > 0.30.

Table 4.2

**Workload Validity Test (X2)**

Question	Workload	R table	INFO .
	R count		
1	0.809	0.30	Valid
2	0.732	0.30	Valid
3	0.713	0.30	Valid
4	0.650	0.30	Valid
5	0.476	0.30	Valid
6	0.456	0.30	Valid

Data source: data processed by SPSS, 2025

From the results of the Validity Test carried out using the SPSS version 26.0 program, it can be stated that the Workload variable (X2), on all the instruments used, is declared Valid because it is > 0.30.

Table 4.3

**Job Stress Validity Test (X3)**

Question	Job Stress	R table	INFO .
	R count		
1	0.848	0.30	Valid
2	0.856	0.30	Valid
3	0.781	0.30	Valid
4	0.857	0.30	Valid
5	0.869	0.30	Valid
6	0.858	0.30	Valid

7	0.917	0.30	Valid
8	0.938	0.30	Valid

Data source: data processed by SPSS, 2025

From the results of the Validity Test carried out using the SPSS version 26.0 program, it can be stated that the Work Stress variable (X3), on all the instruments used, is declared Valid because it is  $> 0.30$ .

**Table 4.4**

**Employee Performance Validity Test (Y)**

Question	Employee Performance	R table	INFO
	R count		
1	0.927	0.30	Valid
2	0.860	0.30	Valid
3	0.800	0.30	Valid
4	0.860	0.30	Valid
5	0.761	0.30	Valid
6	0.752	0.30	Valid
7	0.864	0.30	Valid
8	0.679	0.30	Valid

Data source: data processed by SPSS, 2025

From the results of the Validity Test conducted using the SPSS version 26.0 program, it can be stated that the Employee Performance variable (Y), on all the instruments used, is declared Valid because it is  $> 0.30$ .

**a. Uji Reliabilitas**

**Table 4.5**

**Reliability Test of Individual Characteristics (X1), Workload (X2),**

**Job Stress (X3) and Employee Performance (Y)**

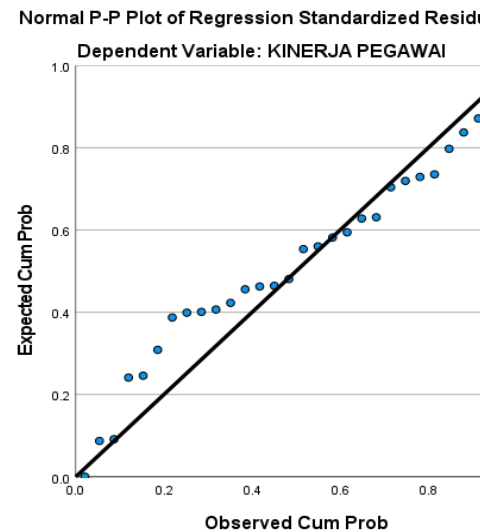
Variable	R Count
Individual Characteristics (X1)	0,809
Workload (X2)	0,699
Job Stress (X3)	0,952

Employee Performance (Y)	0,925
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Data source: data processed by SPSS, 2025

From the table above, Cronbach Alpha ( $\alpha$ ) for each variable is greater ( $>0.60$ ), so the variables Individual Characteristics (X1), Workload (X2), Work Stress (X3) and Employee Performance (Y) can be said to be reliable.

**b. Normality Test**



**Figure 4.1**  
**Normality Test**

Based on Figure 4.1, the regression residuals are perfectly distributed, meaning the error follows a normal distribution function, thus meeting the normality assumption.

**c. Multicollinearity Test**

**Tabel 4.6**

**Uji Multikolinieritas Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Individual Characteristics	.623	1.605

Workload	.578	1.730
Job Stress	.781	1.280

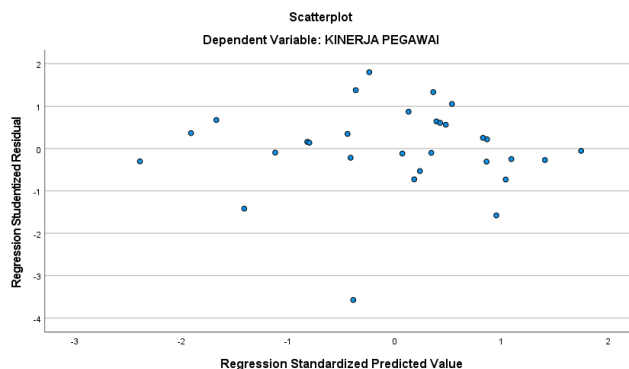
a. Dependent Variable: Employee Performance

Data source: data processed by SPSS, 2025

Based on the calculation results in Table 4.6, the independent variables showing the Tolerance value for individual characteristics (X1) = 0.623 > 0.10 and VIF 1.605 < 10, the Tolerance value for workload (X2) = 0.578 > 0.10 and VIF 1.730 < 10, the Tolerance value for work stress (X3) = 0.578 > 0.10 and VIF 1.730 < 10, then the conclusion from the data test is that there is no multicollinearity.

**d. Heteroscedasticity Test**

The results of the heteroscedasticity test can be follows:



**Figure 4.2**  
**Heteroscedasticity Assumption Test**

Based on Figure 4.2, the plot above can be seen that the plot points do not form a particular pattern and tend to spread around the Y=0 axis. Therefore, it can be concluded that heteroscedasticity does not occur.

**e. Autocorrelation Test**

Autocorrelation Test Results Based on the output of SPSS Version 26.0, the Durbin-Watson test can be seen in table

4.8, a summary of Durbin Watson as follows:

**Tabel 4.7**

Durbin Watson	DL	DU	4-du
1.892	1.1426	1.7386	2.2614

Data source: data processed by SPSS, 2025

Based on the table data above, the Durbin Watson value in the Summary model is 1.892. Based on the 5th Durbin Watson test criteria table, where if  $d_u < d < 4 - d_u$ , it can be concluded that there is no negative or positive autocorrelation. So, because  $1.7386 < 1.892 < 2.2614$ , there is no autocorrelation.

**Linear Regression**

on data processing using SPSS version 26.0, the following results are obtained:

**Tabel 4.8**  
**Linear Regression Coefficients<sup>a</sup>**

Model	B	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	-9.965	9.706		-1.027	.314
Individual Characteristics	1.196	.315	.701	3.793	.001
Workload	-.166	.299	-.106	-.555	.584
Job Stress	.183	.090	.337	2.042	.051

Data source: data processed by SPSS, 2025

Based on the equation above, it is known that the constant value is -9.965 and individual characteristics (X1) = 1.196, Workload (X2) = -0.166 and Job Stress (X3) = 0.183

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

$$Y = -9.965 + 1.196 X_1 - 0.166 X_2 +$$

0.183

This equation can be interpreted as follows:

- 1) A constant of -9.965 means that if the individual characteristics (X1), Workload (X2), and Job Stress (X3) are zero, the employee performance variable is -9.965.
- 2) The regression coefficient of individual characteristics (X1) of 1.196 indicates that for every 1-unit increase in the individual characteristics, employee performance increases by 1.196, assuming all other variables remain constant.
- 3) The regression coefficient of Workload (X2) of -0.166 indicates that for every 1-unit increase in Workload, employee performance decreases by -0.166, assuming all other variables remain constant.
- 4) The regression coefficient of Job Stress (X3) of 0.183 indicates that for every 1-unit increase in Job Stress, employee performance increases by 0.183, assuming all other variables remain constant.

**g. Correlation Coefficient**

**Tabel 4.9**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 <sup>a</sup>	.447	.384	4.027

Predictors: (Constant), Job Stress, Individual Characteristics, Workload  
 Dependent Variable: Employee Performance

Data source: data processed by SPSS, 2025

Based on the results of processing the SPSS version 26.0 data, a correlation

value of 0.669 was obtained, and to determine the level of closeness of the relationship between individual characteristics (X1), workload (X2), work stress (X3) and employee performance (Y) it was strong.

**h. Coefficient of Determination**

In correlation analysis, there is a number called the coefficient of determination, often referred to as the coefficient of determination because its value is the square of the correlation coefficient (r).

Based on the processed data from SPSS version 26.0 in Table 4.10 above, the coefficient of determination is 0.447. This test indicates that individual characteristics (X1), workload (X2), job stress (X3), and employee performance (Y) have a 44.7% influence. Meanwhile, 55.3% is influenced by variables other than those tested by this researcher, such as the work environment, job promotions, and others.

**i. t-statistic test**

**Tabel 4.11**

Coefficients <sup>a</sup>	Unstandardized Coefficients		Standardized Coefficients	t-statistic test	
	B	Std. Error	Beta	t	Sig.
Model 1 (Constant)	-9.965	9.706		-1.027	.314
Individual Characteristics	1.196	.315	.701	3.793	.001
Workload	-.166	.299	-.106	-.555	.584
Job Stress	.183	.090	.337	2.042	.050

Data source: data processed by SPSS, 2025

- 1) Based on the results of the SPSS version 26.0 output above, the t-count value of individual characteristics (X1) = 3.793, with the number of degrees of freedom (dk) = n-3 or 30 - 3 = 27. So that the

t-table value is obtained = 1.70329, then the t-count is smaller than the t-table (3.793 > 1.70329), so the hypothesis that states: Individual Characteristics have a significant effect on Employee Performance at the National Land Agency (BPN) of Bima City (H1 is accepted). The results of this study are in line with research conducted by Panji Candra Setyawan (2021) which states that Individual Characteristics have a significant effect on Employee Performance in the Warehouse employees of PT. Hyun S Indonesia, Purbalingga.

- 2) Based on the results of the SPSS version 26.0 output above, the t-count value of Workload (X2) = -0.555, with the number of degrees of freedom (df) = n-3 or 30 - 3 = 27. So that the t-table value is obtained = 1.70329, then the t-count is greater than the t-table (-0.555 < 1.70329), so the hypothesis states: Workload does not have a significant effect on Employee Performance at the National Land Agency (BPN) of Bima City. (H2 is rejected) The results of this study are in line with research conducted by Jeky K R Rolos (2018) which states that Workload does not have a significant effect on Employee Performance at PT. Asuransi Jiwasraya Manado City Branch.
- 3) Based on the results of the SPSS version 26.0 output above, the t-value of Work Stress (X3) = 2.042 is obtained, with the number of degrees of freedom (dk) = n-3 or 30 - 3 = 27. So that the t-table value is obtained = 1.70329, then the t-count is greater than the t-table (2.042 > 1.70329), so the hypothesis states: Work Stress has a significant effect on Employee Performance at the National Land Agency (BPN) of Bima City. (H3 is accepted) The results of this study are in line with

the research conducted by Sherin Almadilla (2021) which states that Work Stress has a significant effect on Employee Performance at the LHK Security and Law Enforcement Center, Section II, Pekanbaru-Riau.

**j. F statistic test**

The summary of the SPSS 26.0 output to see the F test in this study can be seen in Table 4.12 as follows.

**Tabel 4.12**  
**Uji F**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	341.255	3	113.752	7.016	.001 <sup>b</sup>
	Residual	421.545	26	16.213		
	Total	762.800	29			

Sumber data : data yang di olah SPSS, 2025

Based on the processed SPSS 26.0 data in Table 4.12, the significance value for the influence of individual characteristics (X1), workload (X2), work stress (X3), and employee performance (Y) is F-count of 7.016, where df1 = K-1 and df2 = n-K, K is the number of variables and n = the number of samples forming the regression, so df1 = 3-1 = 2 and df2 = 30-3 = 27, then the F-table value is obtained = 2.960.

Based on Table 4.13 above, the Fcount is greater than Ftable (7.016 > 2.960), so the hypothesis that states: Individual Characteristics, Workload, and Work Stress have a significant effect on Employee Performance at the National Land Agency (BPN) of Bima City. (H4 is accepted) The results of this study are in line with research conducted by Sakina (2020) which states that individual characteristics, workload, and work stress have a significant effect on employee performance at Intan Husada Hospital.

## CONCLUSIONS AND SUGGESTIONS

Based on the research results described previously, the following conclusions can be drawn:

- 1) Individual characteristics significantly influence employee performance at the National Land Agency (BPN) in Bima City.
- 2) Workload does not significantly influence employee performance at the National Land Agency (BPN) in Bima City.
- 3) Job stress significantly influences employee performance at the National Land Agency (BPN) in Bima City.
- 4) Individual characteristics, workload, and job stress significantly influence employee performance at the National Land Agency (BPN) in Bima City.

### Recommendations

- 1) The National Land Agency (BPN) in Bima City should reevaluate workload to improve employee performance.
- 2) Further research should be conducted to improve human resource management knowledge related to workload on employee performance, particularly those related to the variables of targets to be achieved, employee conditions, and work standards.

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