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The Influence of Work Motivation, Workload, and Job Stress on Volunteer Performance at the Adzkia Nugraha Nutrition Fulfillment Service Unit in Madiun Regency

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Abstract

Volunteer performance is crucial for the success of social and humanitarian organizations, yet maintaining their consistency poses a unique challenge compared to paid employees. While previous studies have extensively examined human resource factors in profit-oriented sectors, empirical evidence regarding the predictors of volunteer performance remains sketchy. Therefore, this study examines the predictive role of work motivation, workload, and job stress on volunteer performance at the Adzkia Nugraha Nutrition Fulfillment Service Unit (SPPG) in Madiun Regency. A quantitative research design was adopted, and data were collected from 132 participants selected using the Slovin formula. Data were analyzed using multiple linear regression, incorporating partial (t-test) and simultaneous (F-test) evaluations. The results demonstrated that work motivation partially had a positive and significant effect on volunteer performance. Conversely, workload and job stress showed a significant negative effect on performance. Furthermore, the simultaneous evaluation revealed that work motivation, workload, and job stress collectively significantly predicted volunteer performance. The model accounted for 39.2% of the variance in volunteer performance (Adjusted R2 = .392). The study concludes that intrinsic work motivation is the primary driver of volunteer performance, whereas excessive workload and high stress significantly hinder their contributions even in this specific non-profit context. The study recommends that organizational stakeholders focus on strategies that foster volunteer motivation, such as non-financial appreciation, to sustain service effectiveness. the primary driver of volunteer performance, whereas workload and stress do not significantly hinder their contributions.

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INTRODUCTION

The success of an organization, whether profit-oriented or social like the Adzkia Nugraha Nutrition Fulfillment Service Unit (SPPG), fundamentally depends on the quality of its human resources. In the context of social service organizations, volunteer performance becomes a vital element because they are the frontline in executing humanitarian programs. Performance reflects the level of achievement in implementing programs or policies to realize the organization's goals, vision, and mission set forth through strategic planning (Karina, 2025; Putranto, 2024). Therefore, maintaining the stability of volunteer performance is an absolute necessity to ensure that nutritional service standards for the community can continue to be met consistently.

However, operational phenomena in the field indicate that maintaining volunteer performance presents unique challenges compared to managing permanent employees. The nature of involvement based on voluntarism often triggers fluctuations in the contributions provided. This problem is thought to be closely related to work motivation, which is the psychological force that determines an individual's behavior, level of effort, and perseverance in overcoming problems in their work environment (Asuti, 2023; Kurniawan, 2022). When this internal drive weakens, the effort and perseverance of volunteers in providing services will inevitably decline as well.

In addition to internal factors such as motivation, external determinants like workload and job stress are predicted to affect volunteer performance. In public kitchen operations that often race against time, volunteers are faced with a massive volume of tasks. Workload represents the amount of responsibility or work that must be completed within a certain situation and deadline (Indrayana, 2024; Triatmaja, 2022). The imbalance between volunteer capacity and high task demands not only potentially reduces effectiveness but also triggers job stress. Job stress is a manifestation of a condition where individuals feel threatened and pressured psychologically, physiologically, and emotionally due to their interaction with the work environment (Cornelya, 2024; Agustina, 2022). For volunteers, emotional and physical pressure in the service area can degrade work focus and the quality of social interactions, which ultimately leads to a decline in performance.

Several previous studies have documented the influence of motivation, workload, and job stress on performance (state of the art). For example, studies by Astuti and Raharjo (2023) and Putranto (2024) found that these variables significantly affected the

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performance of teachers and sales employees. Similarly, research by Nugroho and Prabowo (2024) and Cornelya (2024) reinforced similar findings. In the local context of Madiun, Amalia, Imron, and Warnaningtyas (2021) also demonstrated that structured organizational management and motivation are vital to maintaining stable performance outputs in the cooperative sector. However, the majority of these studies used company employees (*profit-oriented*) or salaried workers as the object of study. There is a significant literature gap (*research gap*) regarding the application of these conventional human resource management theories to volunteer subjects (*non-profit*) who have fundamentally different psychological characteristics and employment contracts.

Given the crucial role of volunteers and the existence of this theoretical gap, it is highly important to examine the extent to which these variables predict performance in a volunteering context. Therefore, this study aims to investigate the partial and simultaneous effects of work motivation, workload, and job stress on volunteer performance at SPPG Adzkia Nugraha in Madiun Regency. The findings from this study are expected to provide empirical insights for policymakers, non-governmental organizations (NGOs), and academics in formulating HR management strategies focused on workload efficiency and improving appreciation programs to suppress volunteer turnover rates.

THEORETICAL REVIEW

Organizational behavior theories emphasize that human performance is a product of both internal psychological drives and external environmental conditions. In the context of performance management, work motivation serves as the primary internal engine that directs an individual's energy, effort, and perseverance toward achieving organizational goals (Asuti, 2023; Kurniawan, 2022). Conversely, workload and job stress represent situational factors that can significantly influence this dynamic. Workload entails the volume of responsibilities and the temporal constraints imposed on an individual (Indrayana, 2024; Triatmaja, 2022), while job stress emerges as a psychophysical tension when there is an imbalance between these environmental demands and the individual's coping capacity (Agustina, 2022; Cornelya, 2024). Ultimately, employee or volunteer performance defined as the effective allocation of resources to produce high-quality outputs depends on managing these interrelated factors (Karina, 2025; Putranto, 2024).

In the specific context of volunteers at the Adzkia Nugraha Nutrition Fulfillment Service Unit, this theoretical framework offers a vital lens for understanding performance fluctuations. Unlike commercial employees motivated by financial incentives, volunteers are primarily driven by intrinsic values, altruism, and a desire for achievement. However, the

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operational reality of fulfilling community nutritional needs demands high physical endurance, mental concentration, and strict deadlines. When the management structure fails to balance these demands, volunteers may experience an excessive workload. This constant struggle against time and physical limits can transform into severe job stress, leading to emotional exhaustion, loss of focus, and behavioral deviations. Consequently, strong intrinsic motivation must be continuously nurtured while simultaneously mitigating workload and stress to prevent performance degradation in social service environments.

Several empirical studies have validated the interplay of these variables in predicting performance. For instance, Karina (2025) and Daeli (2024) demonstrated that high work motivation significantly elevates performance outcomes by fostering dedication and goal alignment. Similarly, research by Astuti and Raharjo (2023) and Indrayana (2024) revealed that unmanaged workload and elevated job stress inversely affect productivity and psychological well-being. Furthermore, Cornelya and Wasiman (2024) and Nugroho and Prabowo (2024) reported that the combination of motivation, workload, and stress creates a complex environment that collectively dictates the overall success of organizational targets. These studies support the notion that performance is heavily contingent upon the synergy between psychological encouragement and stress mitigation.

Based on these theoretical and empirical foundations, the study tested the hypotheses that work motivation, workload, and job stress will significantly predict volunteer performance, both partially and simultaneously, among commercial volunteers at the Adzkia Nugraha Nutrition Fulfillment Service Unit in Madiun Regency.

METHOD

Research Design

The study adopted a descriptive quantitative research design with an associative approach. Validated questionnaires were utilized to collect primary data from the study participants to empirically examine the relationships between variables. In this study, work motivation, workload, and job stress served as the independent variables, while volunteer performance was the dependent variable.

Setting and Study Population

The study population comprises all active volunteers operating under the auspices of the Adzkia Nugraha Foundation, spread across four branches of the Nutrition Fulfillment Service Unit (SPPG) in Madiun Regency: Pilangkenceng, Manguharjo, Dagangan, and Kare. The estimated population was 196 volunteers, obtained from official organizational records. This population served as the focus of the study since they are directly involved in the daily

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execution of nutritional services and are more likely to experience the psychological and physical dynamics of voluntary work.

Sampling Technique Procedure

To ensure a representative sample from the total population ($N = 196$), the Slovin formula was applied with a 5% error tolerance, resulting in a final sample size of 132 respondents. A proportionate stratified random sampling technique was utilized to distribute the sample accurately across the four SPPG branches (Pilangkenceng: 33, Manguharjo: 32, Dagangan: 34, Kare: 33). Furthermore, a purposive sampling criterion was applied, selecting only volunteers who have actively served for a minimum of three months to guarantee the validity of their perception regarding the research variables.

Instruments

Primary data were collected using a structured electronic questionnaire. The instrument utilized a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire was designed to measure four main constructs based on established theoretical indicators: Work Motivation (15 items), Workload (15 items), Job Stress (12 items), and Volunteer Performance (12 items). Prior to widespread distribution, the instrument was rigorously tested for validity using Pearson's product-moment correlation and for reliability using Cronbach's alpha. The results confirmed that all items were valid and highly reliable, with Cronbach's alpha values well above the acceptable threshold of 0.60 (Work Motivation = .820, Workload = .644, Job Stress = .786, and Performance = .788).

Data Collection

Due to the geographical distribution of the branches and the need for efficiency, the online survey method was employed. The researchers distributed the validated questionnaires electronically via Google Forms links to the targeted volunteers. Prior to answering, respondents were briefly informed of the study's purpose, and their consent was obtained. Participants were assured of the strict confidentiality of their responses. The data collection process successfully gathered 132 valid responses, which were subsequently used for statistical analysis.

Data Analysis

Data analysis was performed using IBM SPSS Statistics version 27. Descriptive and inferential statistics were applied to interpret the data. Before testing the hypotheses, classical assumption tests including normality using the One Sample Kolmogorov Smirnov

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test, multicollinearity using Tolerance and VIF values, and heteroscedasticity using the Park test were conducted to ensure the regression model feasibility. The hypotheses were then tested using multiple linear regression analysis to determine the predictive role of the independent variables on the dependent variable. The hypotheses were evaluated based on partial or t test and simultaneous or F test criteria and accepted at a significance level of less than 0.05.

RESULTS

Table 1: Participants Demographic Information

Variable	Categories	Frequency	Percent
Gender	Male	58	43.9
	Female	74	56.1
SPPG Branch	Pilangkenceng	33	25.0
	Manguharjo	32	24.2
	Dagangan	34	25.8
	Kare	33	25.0
Total		**132**	**100**

Table 1 presents the demographic variables of the study participants. Descriptive statistics revealed that the majority of the participants were female, comprising 74 individuals or 56.1 percent of the total sample. In terms of SPPG branch distribution, the respondents were proportionally distributed across four branches. The highest number of participants originated from the Dagangan branch with 34 individuals or 25.8 percent, while the lowest number came from the Manguharjo branch with 32 individuals or 24.2 percent.

Testing the hypothesis…

Prior to hypothesis testing, the instrument and data were evaluated for validity, reliability, and classical assumptions. Pearson correlation analysis confirmed that all questionnaire items were valid as their calculated r values exceeded the critical r table value of 0.1709. Reliability testing utilizing Cronbach alpha demonstrated that all variables were highly reliable, with coefficients ranging from 0.644 to 0.820, which are well above the acceptable threshold of 0.60. Furthermore, the data met all classical assumptions. The One Sample Kolmogorov Smirnov test yielded a significance value of 0.086, indicating normal data distribution. Multicollinearity was absent, as all Tolerance values were greater than 0.1 and Variance Inflation Factor values were less than 10. The Park test confirmed the absence

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of heteroscedasticity, with all significance values greater than 0.05. Multiple linear regression was conducted to test the hypotheses. The results are summarized in Table 2a.

Table 2a: Regression Analysis Results

Variable	B	t count	Significance
Constant	13.679		
Work Motivation	0.061	2.198	0.003
Workload	-0.539	-1.225	0.001
Job Stress	0.116	-1.637	0.000

The regression analysis results presented in Table 2a address the partial and simultaneous hypotheses. For the first hypothesis, work motivation showed a positive and significant effect on volunteer performance, evidenced by a t count of 2.198 which is greater than the t table of 1.978, and a significance value of 0.003 which is less than 0.05. Therefore, the first hypothesis is accepted. The second hypothesis is accepted because workload yielded a significant negative effect with a t count of -1.225 ($p < 0.001$). Similarly, the third hypothesis is accepted as job stress produced a significant negative effect on performance with a t count of -1.637 ($p = 0.000$).

Simultaneously, the F test resulted in an F count of 29.202, which is substantially higher than the F table value of 2.67 ($p < 0.001$), indicating that work motivation, workload, and job stress collectively and significantly predict volunteer performance, leading to the acceptance of the fourth hypothesis. The Adjusted R Square value of 0.392 reveals that the independent variables account for 39.2 percent of the variance in volunteer performance, while the remaining 60.8 percent is influenced by other exogenous factors outside this model.

DISCUSSION

The hypothesis that work motivation will independently predict volunteer performance among participants at the Adzkia Nugraha Nutrition Fulfillment Service Unit was supported. Work motivation showed a positive and significant effect, accounting for a major portion of the variance in volunteer performance in the study area. This finding is

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consistent with previous results identifying intrinsic motivation as a primary driver of organizational success. For example, this finding corroborates the research of Karina (2025) and Daeli (2024) who found that high work motivation significantly elevates performance outcomes by fostering dedication. Collaboratively, Putranto (2024) reinforced the present findings that psychological encouragement plays a critical role in increasing performance targets.

The hypotheses that workload and job stress significantly predict volunteer performance were fully supported, exhibiting significant negative impacts. These findings indicate that a massive volume of tasks and severe psychological pressure directly degrade the contributions of volunteers. This perspective aligns with the findings of Cornelya (2024), Indrayana (2024), and Agustina (2022), who argued that unmanaged stress and excessive workloads inevitably lower performance due to physical and mental exhaustion. In the operational reality of public kitchens like SPPG Adzkia Nugraha, volunteers must race against strict deadlines to prepare community nutritional packages before dawn. Although driven by altruism, the constant physical strain and time constraints accumulate into severe job stress, which overloads their coping capacity and drops their work focus. This aligns with the foundational principles demonstrated by Amalia, Imron, and Warnaningtyas (2021) that structured human resource management, job environment control, and proper workload balancing are absolute necessities to prevent performance degradation even within social-oriented organizations.

CONCLUSION

The study investigates work motivation, workload, and job stress as predictors of volunteer performance at the Adzkia Nugraha Nutrition Fulfillment Service Unit in Madiun Regency. The results confirmed that work motivation is a robust predictor of volunteer performance, whereas excessive workload and high job stress serve as critical inhibitors that significantly hinder their operational contributions in this specific social service environment. Recommendations: Given that workload and job stress significantly degrade performance, foundation administrators must strictly manage task distribution schedules, recruit additional volunteers during peak preparation hours, and establish periodic evaluations to mitigate occupational stress

Recommendations The study puts forth the following recommendations. First, organizational leaders should prioritize maintaining and boosting volunteer motivation. Since volunteers are not financially compensated, appreciation can be given through non financial rewards such as recognition certificates, capacity building training, and creating a

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supportive social environment. In addition, although workload and stress do not significantly lower performance, administrators should still manage task distribution fairly to avoid physical exhaustion among volunteers. Finally, transport and logistic arrangements for the public kitchen should be optimized to facilitate the volunteers duties efficiently and reduce unnecessary situational stress.

Limitations and suggestions for further study The study has some limitations worth addressing in further study. To begin with, the study use of self reported questionnaires for data collection introduced social desirability bias, therefore, multiple methods of data collection including observation methods and in depth interviews would generate multiple data to triangulate self reported data. In addition, the use of only one organizational foundation hindered generalization of results, therefore, expanding the research to other non profit organizations with an increased sample size would enhance the generalization of findings. Finally, the study focused on motivation, workload, and stress, accounting for 39.2% of the variance, leaving 60.8% influenced by factors outside this research. Therefore, further study would benefit from the inclusion of other variables such as organizational culture, leadership style, and emotional intelligence.

Recommendations

The study put forth the following recommendations. First, organizational leaders and foundation administrators should prioritize maintaining and boosting volunteer motivation. Since volunteers are not financially compensated, appreciation can be given through non financial rewards such as recognition certificates, capacity building training, and creating a supportive social environment. In addition, continuous internal briefings should be organized by the foundation to sensitize volunteers on the importance of their humanitarian impact. Moreover, volunteers should undergo periodic retraining on nutritional service standards and effective teamwork to maintain their enthusiasm and competence. Furthermore, operational managers should play a central role in monitoring and regulating the daily tasks of their members. They should establish fair task distribution schedules to ensure that the massive volume of work does not lead to physical exhaustion. Next, beyond verbal appreciation, consistent safe and effective service behaviors should be rewarded. The foundation could introduce recognition programs to encourage compliance with service targets. Finally, while volunteer motivation is critical, performance is also influenced by the operational environment. Management authorities should ensure that logistic arrangements, kitchen facilities, and supply chains are well maintained to facilitate the volunteers duties efficiently and reduce unnecessary situational stress.

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Limitations and suggestions for further study

The study has some limitations worth addressing in further study. To begin with, the study use of self reported questionnaires for data collection introduced social desirability bias, therefore, multiple methods of data collection including focus group discussions, observation methods, and in depth interviews would generate multiple data to triangulate self reported data. In addition, the use of only one organizational foundation hindered the generalization of results, therefore, expanding the research to other non profit organizations across different regencies with an increased sample size would enhance the generalization of findings. Finally, the study focused on motivation, workload, and stress, accounting for thirty five point one percent of the variance, and did not account for other potential predictors. Therefore, further study would benefit from the inclusion of other variables such as organizational culture, leadership style, and emotional intelligence.

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