

THE EFFECT OF WORK STRESS ON MOTIVATION AND EMPLOYEE PERFORMANCE IN THE ANVAYA BEACH RESORT BALI

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ABSTRACT

This study aims to (1) analyze and explain the effect of work stress on motivation, (2) analyze and explain the effect of work stress on employee performance, (3) analyze and explain the effect of motivation on employee performance, (4) analyze and explain the role of motivation in mediate the effect of work stress on employee performance. This research was conducted at The Anvaya Beach Resort Bali. Employee performance is a very important thing in the company's efforts to achieve its goals. Creating good employee performance is not easy because employee performance can be created if the variables that influence it can be accommodated properly and accepted by all employees in a company or organization. In this study employee performance is influenced by work stress and motivation. The respondents of this study were 80 employees of The Anvaya Beach Resort Bali. Data analysis was performed using PLS (partial least square). The results of this study indicate that: (1) work stress has a significant positive effect on employee performance, (2) work stress has a significant positive effect on motivation, (3) motivation has a significant positive effect on employee performance, (4) motivation is able to mediate the effect of work stress on employee performance.

Keywords: job stress, motivation, employee performance

INTRODUCTION

In a company's operating system, the potential of Human Resources is essentially one of the capitals and holds the most important role in achieving company goals. Therefore companies need to manage Human Resources as well as possible. Likewise, to face competition today, hotels must be able to have quality Human Resources. Human Resources is a crucial aspect to support the productivity of a hotel in order to be able to survive in the current tight competition of hospitality. Therefore, a company must be able to manage its Human Resources well in order to increase productivity in the company. Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara: 2007). In the research results of Hobobui et. al., (2013), mentioning the factors that influence employee performance are job stress and job satisfaction. While Wahyuni et. al., (2013), factors that influence employee performance are work motivation, ability, work environment, work discipline, and leadership. However, this research will only discuss work stress and motivation. the factors that influence employee performance are work motivation, ability, work environment, work discipline, and leadership. However, this research will only discuss work stress and motivation (Saputra et al., 2018).

Job stress is defined as an adjustment response mediated by individual differences and or psychological processes that are a consequence of any actions from outside (environment), situations or events that determine excessive psychological and or physical demand to someone (Gibson, 2009: 339). Igor (2011: 248) measures work stress with indicators including (1) intimidation and pressure from coworkers, company leaders and clients, (2) the difference between demands and resources available to carry out tasks and obligations, (3) incompatibility with profession, (4) Dangerous, frustrating, boring or repetitive work, (5) Overload. Vijayan (2018) shows a significant relationship between work stress and employee performance. Michel et. al., (2008) found that work stress had a positive and significant effect on performance. Alexander and Jonas (2007) say the same thing that work stress has a positive and significant effect on performance.

Job stress also influences motivation. The higher work stress experienced by employees, the higher the motivation that will be given by the company. Sinamora (2004) revealed that motivation is a psychological impulse that directs a person towards a goal. According to McClelland (2009) to measure motivation, among others, expressed the need for achievement, the need for relationships, and the need for power. Syaifuddin (2016) shows work stress has a positive and significant effect on work motivation. Levelina (2016) says there is a strong and significant positive influence between work stress factors on work motivation. Sinaga and Sinambela (2013) get the results of work stress has a significant effect on work motivation.

CONCEPT AND HYPOTHESES

Job Stress

According to Handoko (2001: 200) "stress is a condition of tension that affects emotions, processes think, and one's condition ". Stress that can not be handled properly usually results in the inability of people to interact positively with their environment, both in the work environment and outside environment (Siagian, 2008: 300). So to be able to define stress precisely, it must be seen

from the case of cases that occur in sufferers. Thus, the handling of stress can be chosen the most appropriate and appropriate based on the condition of the sufferer.

Motivation

Motivation at work is very important for the high and low productivity of an organization. Without the motivation of the employees to work, then the company's stated goals will not be achieved. With the motivation or encouragement, a person is expected to be able to continue trying to be able to increase morale in working in an organization. Sutrisno (2009: 146) states that motivation is a factor that drives a person to do a certain activity. According to Chaudhry et al. (2012) motivation is about employees' intrinsic enthusiasm and encouragement to achieve work-related activities.

Performance

Simamora (2006: 339) states that performance refers to the level of achievement of the tasks that make up an employee's work. Mathis and Jackson (2006: 378) revealed that performance is basically what employees do or don't do. Rivai (2005: 15) states that performance is the willingness of a person or group of people to do an activity and perfect it in accordance with their responsibilities with the results as expected.

Effect of Job Stress on Performance

Michel et. al., (2008) found that work stress had a positive and significant effect on performance. Alexander and Jonas (2007) say the same thing that work stress has a positive and significant effect on performance. In the study Mathur (2007) said the same thing, work stress has a positive and significant effect on performance. Based on the results of studies These hypotheses can be formulated as follows:

H1: Job stress has a positive and significant effect on performance.

Effect of Job Stress on Motivation

Levelina (2016) says there is a strong and significant positive influence between work stress factors on work motivation. Imam (2015) said the same thing, namely work stress which has a significant effect on work motivation. Sinaga and Sinambela (2013) get the results of work stress has a significant effect on work motivation. Geurts (2012) conducted a study at Tilburg University showing that work stress has a positive and significant effect on work motivation. Based on the results of studies These hypotheses can be formulated as follows:

H2: Job stress has a positive and significant effect on motivation.

Effect of Motivation on Performance

Gunasekara research results (2018); Setiyawati et. al., (2018); Iswari and Pradhanawati (2017); Collie et. al., (2012); and Hong and Waheed (2011) show the relationship of motivation and employee performance with positive and significant results. Based on the results of studies These hypotheses can be formulated as follows:

H3: Motivation has a positive and significant effect on performance.

The Role of Motivation in Mediating the Effect of Work Stress on Performance

The results of Widiyanto's research (2018) show motivation and work stress significantly influence employee performance. Atika (2017) said work motivation is a moderating variable or work motivation variable moderates the effect of work stress on performance. Sari (2012) said the same thing that motivation and work stress simultaneously have a significant effect on employee performance. Based on the results of studies These hypotheses can be formulated as follows:

H4: Motivation is able to mediate the effect of work stress on performance.

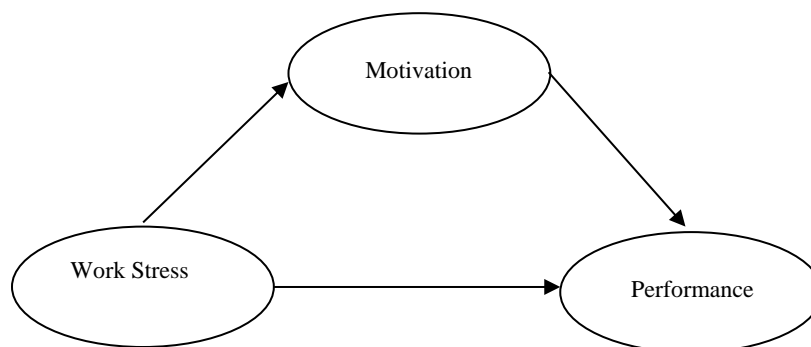


Figure 1 Concept Research Framework

METHOD

This research was conducted at The Anvaya Beach Resort Bali, yang being the independent variable is work stress (X1), while the dependent variable is motivation (Y1) and performance (Y2). Employee stress is measured by indicators: (1) Intimidation and pressure from colleagues, company leaders and clients, (2) The difference between demands and available resources to carry out duties and obligations, (3) Incompatibility with work, (4) Dangerous, frustrating, boring or repetitive work and (5) More load. Motivation can be measured by indicators: (1) The need for achievement or achievement, (2) The need for relationship or affiliation, and (3) The need for power. And employee performance is measured by indicators: (1) Quantity of results, (2) Quality of results, (3) Timeliness, (4) Attendance and (5) Ability to work together. Research data were collected through the observation method and with a questionnaire instrument. The sampling technique used in this study was Proportional Random Sampling with 80 respondents. With as many male respondents 65% and as many women 35% secondary education level 50% and as many diplomas 50% Classification in age <25 as much 39%, age 25 <35 as much as 30%, age > 35 as much as 31%. Then the questionnaire was analyzed by PLS analysis, the measurement of the questionnaire was modified on a five-point Likert scale. This research was conducted empirically to evaluate the proposed framework by examining 4 hypotheses.

RESULT AND DISCUSSION

Validity Test Result

Validity test results in this study are shown in Table 1 shows that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance of 0.05 or 0.10.

Table 1 Indicator Research Variables

Construct	Indicator	Correlation coefficient	Information
Work Stress (X1)	In carrying out, the work is emphasized with many rules (X1.1)	0.52	Valid
	The leader always gives a strict rebuke to employees who make work mistakes (X1.2)	0.63	Valid
	The work done in this company is not in accordance with the skills (X1.3)	0.57	Valid
	Demanding work demands often frustrate (X1.4)	0.53	Valid
	The responsibility given by the company is very burdensome (X1.5)	0.41	Valid
Motivation (Y1)	Indicator	Correlation coefficient	Information
	Enjoy difficult challenges at work (Y1.1)	.83	Valid
	The desire to know how progress is being made while completing a task (Y1.2)	0.45	Valid
	Always set goals and achieve realistic goals at work (Y1.3)	0.33	Valid
	Tend to build close relationships with coworkers (Y1.4)	0.44	Valid
	Enjoy being part of a group or team work (Y1.5)	.17	Invalid
	Enjoy working with others more than working alone (Y1.6)	0.41	Valid
	Delivering directly to people who state something that is not approved (Y1.7)	.28	Invalid
	Like to influence others to follow the way they work (Y1.8)	0.31	Valid
Work to gain more control over events in the work environment (Y1.9)	0.52	Valid	
Performance (Y2)	Indicator	Correlation coefficient	Information
	Quantity or workload in accordance with the current position with maximum work results (Y2.1)	0.58	Valid
	The output and the quality of the work done always in accordance with the SOP and plan (Y2.2)	0.53	Valid
	Always finish work on time (Y2.3)	0.55	Valid
	Rarely absent from work (Y2.4)	0.54	Valid
	Able to work with colleagues well (Y2.5)	0.39	Valid

Source: Data processed in 2020

Reliability Test Result

Reliability test cronbach alpha (CR) method is used, the item / indicator is said to be reliable if the value of CR ≥ 0.70. The test results show that all indicators used reflect the construct under study shows the Cronbach's Alpha value is greater than 0.70 means that all indicators measured are reliable and show in Table 2.

Table 2 Variable Reliability Test Results

Construct	Cronbach's Alpha	N of Items	Information
Work Stress (X1)	.709	5	Reliable
Motivation (Y1)	.701	9	Reliable
Employee Performance (Y2)	.807	5	Reliable

Source: Data processed in 2020

Convergent Validity

Convergent validity is a criterion in measuring the validity of indicators that are reflexive. This evaluation is done through an examination of the outer loading coefficient of each indicator of its latent variable. An indicator is said to be valid, if the outer loading coefficient is between 0.60 - 0.70, but for analyzes whose theories are unclear, an outer loading of 0.50 is recommended (Lathan and Ghozali, 2012: 78), and is significant at an alpha level of 0.05 or t- statistics of 1.96. The outer loading value of each indicator for its latent variable can be seen in Table 3

Table 3 Outer Loading Value Estimated Results Before Model Reconstruction

INDICATORS <-CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O / STERR)
(X1.1) <- Job Stress	.81	.81	0.06	0.06	13.16
(X1.2) <- Job Stress	0.68	0.68	0.07	0.07	9.91
(X1.3) <- Job Stress	0.64	0.63	0.09	0.09	7.09
(X1.4) <- Job Stress	0.63	0.64	.11	.11	5.70
(X1.5) <- Job Stress	0.80	0.80	0.07	0.07	11.39
(Y1.1) <- Motivation	0.51	0.51	0.07	0.07	7.54
(Y1.2) <- Motivation	0.53	0.52	0.07	0.07	7.51
(Y1.3) <- Motivation	0.64	0.64	0.06	0.06	10.31
(Y1.4) <- Motivation	.74	.74	0.06	0.06	12.44
(Y1.5) <- Motivation	0.44	0.45	0.06	0.06	7.48
(Y1.6) <- Motivation	0.53	0.53	0.08	0.08	6.52
(Y1.7) <- Motivation	0.56	0.57	0.07	0.07	8.26
(Y1.8) <- Motivation	0.69	0.69	0.07	0.07	10.34
(Y1.9) <- Motivation	0.40	0.40	0.07	0.07	5.83
(Y2.1) <- Performance	0.70	0.70	0.06	0.06	11.74
(Y2.2) <- Performance	.67	.67	0.06	0.06	11.65
(Y2.3) <- Performance	0.40	0.40	0.06	0.06	7.16
(Y2.4) <- Performance	0.58	0.57	0.06	0.06	9.26
(Y2.5) <- Performance	.74	.73	0.09	0.09	7.97

Source: Data processed in 2020

Table 3 shows that not all of the outer loading indicators have values > 0.50 and are statistically significant, so that the model reconstruction is carried out by issuing indicators with outer loading <0.50. Furthermore, the results of the reconstruction model obtained by the following estimation model The results of calculations after the reconstruction of the model are as follows.

Table 4 Outer Loading Value Estimated Results After Model Reconstruction

INDICATORS <-CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O / STERR)
(X1.1) <- Stress	.81	.81	0.06	0.06	13.81
((X1.2) <- Stress	0.69	0.68	0.08	0.08	9.07
(X1.3) <- Stress	0.64	0.63	0.09	0.09	7.48
(X1.4) <- Stress	0.64	0.63	.10	.10	6.08
(X1.5) <- Stress	0.80	0.79	0.07	0.07	11.12
(Y1.1) <- Motivation	0.51	0.50	0.07	0.07	7.76
(Y1.2) <- Motivation	0.55	0.54	0.06	0.06	8.48
(Y1.3) <- Motivation	0.64	0.64	0.06	0.06	10.00
(Y1.4) <- Motivation	0.75	.74	0.05	0.05	13.65
(Y1.6) <- Motivation	0.55	0.54	0.08	0.08	7.14

(Y1.7) <- Motivation	0.55	0.54	0.07	0.07	7.42
(Y1.8) <- Motivation	0.71	0.70	0.06	0.06	11.67
(Y2.1) <- Performance	0.71	0.71	0.07	0.07	10.91
(Y2.2) <- Performance	.67	.67	0.06	0.06	12.05
(Y2.4) <- Performance	0.57	0.56	0.06	0.06	9.49
(Y2.5) <- Performance	.74	.73	.10	.10	7.35

Source: Data processed in 2020

The calculation results regarding the outer loading value in Table 4 show all indicators have met the valid requirements based on the criteria of discriminant validity that is the outer loading value > 0.50 and statistically significant. These results can be seen in Figure 2 and Figure 3.

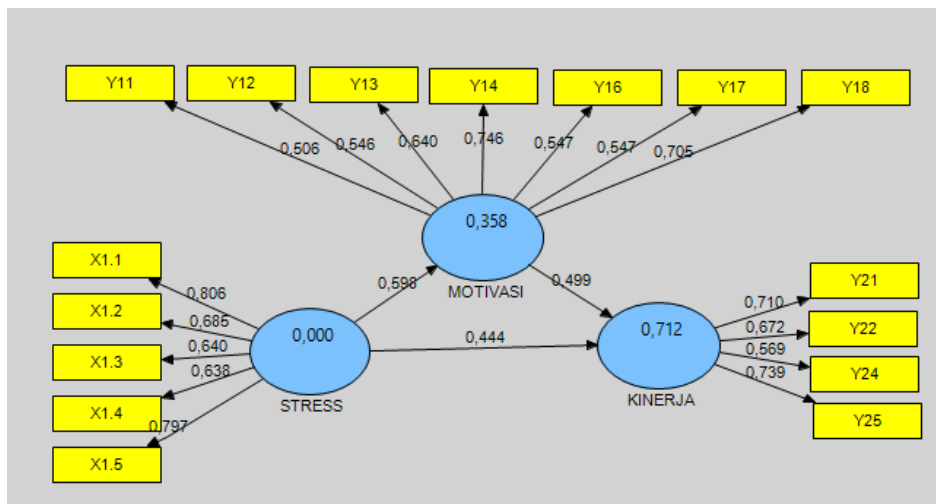


Figure 2 Outer Loading and Path Analysis Estimated Results

While the results of calculations regarding the results of the significance test (bootstrapping) before the reconstruction can be seen in Figure 3.

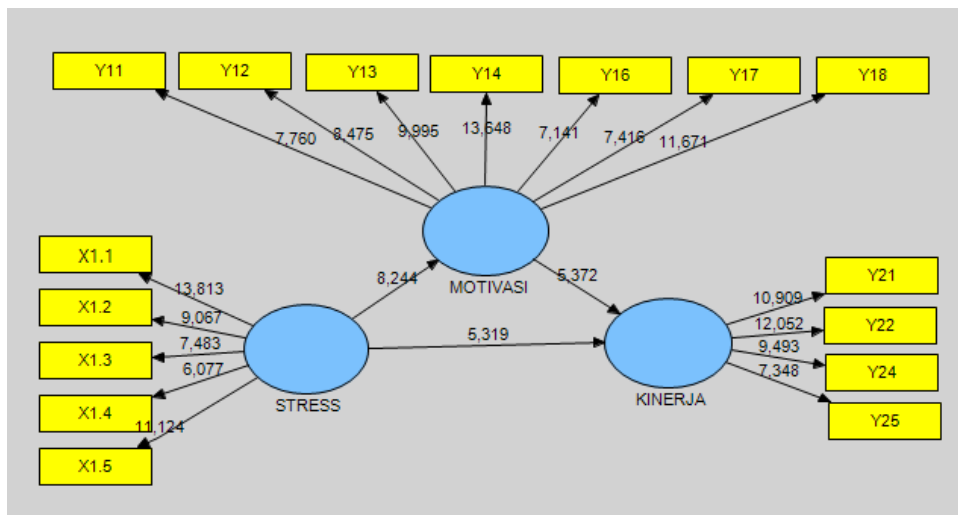


Figure 3 Bootstrapping (Statistical Test)

Path Hypothesis Analysis and Testing

What is expected is that Ho is rejected or sig <0.05 (or t-statistic value> 1.96 with a level of significance of 0.05).

Table 5 Path Analysis and Testing Statistics

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O / STERR)	Ket.
Motivation -> Employee Performance	0.50	0.51	0.09	0.09	5,37	Significant positive
Job Stress -> Employee Performance	0.44	0.44	0.08	0.08	5,32	Significant Positive
Job Stress -> Motivation	0.60	0.60	0.07	0.07	8.24	Significant Positive

Source: Data processed in 2020

Table 5 shows that.

- 1) Motivation has a positive effect of 0.50 on employee performance, and the relationship is significant at the 0.05 level because the T test value is 5.37> T table 1.96.
- 2) Stress has a positive effect on employee performance by 0.44, and the relationship is significant at the 0.05 level with a calculated T value of 5.32> T table value of 1.96.
- 3) Stress has a positive effect of 0.60 on motivation, and the relationship is significant at the 0.05 level with a calculated T value of 8.24> T table 1.96.

Effect of Motivation on Employee Performance at The Anvaya Beach Resort Bali

Motivation has a positive effect of 0.50 on employee performance, and the relationship is significant at the 0.05 level because the T test value is 5.37> T table 1.96. That means the higher the motivation provided by The Anvaya Beach Resort Bali as measured by the need for achievement or achievement, it will improve employee performance. The most dominant motivation is explained by indicators enjoying difficult challenges in high-impact work. This means that any challenges that exist in the work will spur the enthusiasm of working for employees because employees enjoy every challenge in every job that is given. The results of this study are in line with Rinawati (2019) offices in Kediri City Subdistrict who found that motivation had a significant positive effect on employee performance. The higher the motivation provided, the higher the performance of the employee.

Effect of Job Stress on Employee Performance on The Anvaya Beach Resort Bali

Stress has a positive effect on employee performance by 0.44, and the relationship is significant at the 0.05 level with a calculated T value of 5.32> T table value of 1.96. That means the higher the work stress owned by the employees, the higher the performance of The Anvaya Beach Resort Bali employees as measured by the difference between demands and available resources to carry out duties and obligations (Saputra, 2018). The most dominant indicator of work stress in this study is explained by the indicator the leader always gives a strict rebuke to employees who make work mistakes has a strong influence. The results of this study are in line with Giovanni (2015) at PT Air Manado who found that motivation has a significant positive effect on employee performance. The higher the work stress given by the leader, the higher the performance of the employee.

Effect of Job Stress Against Motivation on The Anvaya Beach Resort Bali

Stress has a positive effect of 0.60 on motivation, and the relationship is significant at the 0.05 level with a calculated T value of 8.24> T table 1.96. That means the higher the work stress owned by the employees, the higher the performance of The Anvaya Beach Resort Bali employees as measured by the difference between demands and available resources to carry out duties and obligations. The most dominant indicator of work stress in this study is explained by the indicator the leader always gives a strict rebuke to employees who make work mistakes has a strong influence. The results of this study are in line with Iswari and Pradhanawati (2017) finding positive and significant labor stress on employee performance.

The Role of Motivation in Mediating the Effect of Work Stress on Performance on The Anvaya Beach Resort Bali

Based on the results of the Indirect Effect and Test Statistics Direct Relationship between Stress Against Employee Performance, it is found that motivation is a partial mediation between stress on employee performance. Motivation is able to mediate work stress with employee performance. Motivation can strengthen the relationship between work stress and employee performance. In addition, Sinaga and Sinambela (2013) research found that motivation can be a mediator between work stress. This means that if employees experience stress at work, then by providing the required motivation in accordance with employee needs, it can improve the performance of employees who have. Robbins (2001) motivation is a satisfying way of meeting an employee's needs, which means that when a person's needs are met by certain factors (Saputra & Jayanti, 2019).

CONCLUSIONS

This study offers empirical evidence about the relationship between work stress, motivation and employee performance. Based on the description and results of the study, it can be stated that motivation has a significant positive effect on employee performance. Job stress has a significant positive effect on employee performance. And work stress has a significant positive effect on motivation.

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