

The Effect of Job Stress and Job Motivation Toward Employee Performance in Department of Tourism and Culture Bandung

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Abstract

This research was conducted to determine how job stress and job motivation affecting employee's performance at the Department of Tourism and Culture in Bandung City. This study aims to further analyze the impact of job stress and job motivation within the employees partially and simultaneously toward the Department of Tourism and Culture's employee performance. This research uses quantitative methods with descriptive and causal research types. Sampling was conducted using non-probability sampling method, with a saturated sample size of 69 respondents. The data analysis technique used is descriptive analysis and multiple regression analysis.

The results indicate that job stress and job motivation simultaneously positively and significantly affect the Department of Tourism and Culture Bandung City employees' performance. Job stress and job motivation partially have a significant effect on employee performance. Job stress and job motivation simultaneously also affect employee performance by 41.7 percent, while the remaining 58.3 percent is influenced by other factors not discussed in this study.

Keywords: Job Stress, Job Motivation, Employee Performance, Human Resources

1. Introduction

Human resources are the main factor in achieving organizational goals (Gilang et al.,2019). Humans resources hold an essential role in bringing forward the company and maintain company existence in the future. Time, energy, and abilities have to be used optimally to benefit the organization and its individual (Silvianita & Tan, 2017). Every company always hopes that its employees fulfil their goals because employees who can deliver the best performance can benefit the company (Fakhri et al., 2020). Successful employees align with the improvement of company performance. Hence proved, organizational success is depending on employee performance. According to Robbins and Judge (2017), performance results from employee's quality and quantity in carrying out his duties by following the assigned task. From January until October 2019, employees of the Department of Tourism and Culture Bandung City showed fluctuating absences. Employee attendance tolerance of absences usually based on several excuses such as illness, family death, leave, and dispensation. Employees are not tolerated to leave without any confirmation in advance. The employee absentee level can be seen in table 1.1.

Table 1. Employee absence report from January-October 2019

Month	Number of Working Days (Days)	Number of Employees (person)	Number of Absences	Attendance Level
January	22	75	211	13%
February	20	72	107	7%
March	21	72	106	7%
April	21	69	18	1%

May	17	69	131	11%
June	21	69	963	66%
July	22	69	295	19%
August	18	69	294	24%
September	22	69	208	14%
October	19	69	152	12%
Average				17%

The calculation of the attendance rate can be calculated using the formula: $\text{Absence rate} = \frac{\text{Number of absences}}{\text{Number of employees} \times \text{Number of working days}} \times 100\%$. The level of employee absenteeism at the Department of Tourism and Culture Bandung City shows fluctuating figures, the average level of absenteeism that occurs from January to October is 17 percent. This level of attendance exceeds the company's tolerance level of 15 percent. This situation can affect employee performance, meaning that the higher the absenteeism level will result in lower employee performance.

Table 2. Report of employee achievement in the department

2018			2019	
Achievement Value	Number of Employees	Percentage (%)	Number of Employees	Percentage (%)
P1	5	6%	1	1%
P2	75	93%	79	99%
P3	1	1%	0	0
P4	0	0	0	0
P5	0	0	0	0
Total	81	100%	80	100%

The Department of Tourism and Culture Bandung City's employee performance appraisal system is carried out once a year. Based on table 1.2, it can be seen that the results of the employee performance appraisal at the Department of Tourism and Culture Bandung City within special predicate or P1, indicate a decline in performance comparing the data from the last two years. It can be seen within the data from 2018, five employees achieved the special criteria, while in 2019, there was only one person who achieved the special criteria. This condition shows that employee performance needs to be improved to achieve optimal company goals. According to Kasmir (2016), declining performance must be managed immediately in order to maintain organizational sustainability.

Table 3. Job stress data in the department

Number	Indicator	Number of Samples	Number of Employees			
			Yes	%	No	%
1	The workload that was given simultaneously made me rush to finish it	20	14	70%	6	30%
2	The leader does what he can to help with employee problems	20	12	60%	8	40%
3	Often feel irritable when unable to complete work on time	20	13	65%	7	35%
4	Often complains when given a job that is difficult to do	20	14	70%	6	30%
5	Getting a salary is not in accordance with the job	20	3	15%	17	85%
6	Busyness at work disturbs the family	20	17	85%	3	15%
Percentage Average				61%		39%

The author conducted a pre-questionnaire about job stress on 20 employees at the Department of Tourism and Culture Bandung City. Based on these data, it can be seen that the job stress felt by employees within 61 percent. Apart from job stress, another factor that affects employee performance is job motivation. Higher job motivation will implicate employee performance. Conversely, lower job motivation can decrease employee performance. Commitment can be the main force that causes an increase in motivation (Winarno & Hermana, 2019).

Table 4. Data of employee motivation

Number	Indicator	Number of Samples	Number of Employees			
			Yes	%	No	%
1	The company provides bonuses to employees who excel in their work.	20	14	70%	6	30%
2	The company evaluates performance results with all employees in each field	20	16	80%	4	20%
3	Perusahaan menyediakan fasilitas yang dapat mendukung hasil pekerjaan saya menjadi lebih baik lagi	20	13	65%	7	35%
Percentage Average				72%		28%

Source: Pre-Questionnaire Results.

Based on the results of the pre-questionnaire regarding motivation at the Department of Tourism and Culture Bandung City, it can be seen that the level of motivation in the Department of Tourism and Culture Bandung City is 72 percent. Augustrianto (2019) states that workplace behavior can influence employee performance, such as job stress and motivation. This study aimed to determine and analyze job stress and motivation toward employee performance at the Department of Tourism and Culture Bandung City.

2. Theories

Human Resource Management

Human resource management is an art to manage labor relations so that it is effective and efficient to help achieve the company's goals, employees, and society. Human resource management focuses more on its regulation and role in realizing optimal goals (Fakhri et al., 2021). According to Dessler (2020), the purpose of human resource management is to be responsible for strategy, ethics, and society and increase the productive contribution of individuals or workers to the organization or company. Human resource management goals reflect senior managers' wishes and balance the organization, the human resource function, and the challenges of the people affected.

Job stress

Job stress is conceptualized as "awareness or feeling of dysfunction due to perceived working conditions or occurrences" (Parker & DeCotiis, 1983). Job stress occurs when a person experiences work-related hardness, stress, anxiety, anger, concern, and distress (Griffin et al., 2010). Earlier research has shown that high levels of job stress are related to damaging habits such as decreased efficiency, absenteeism and increased turnover intentions (Crawford et al., 2010). In addition, work tension may also be the key cause of employees' dismissal (Ito et al., 2001). It is important to note that leaving can be used to escape the tension, whether or not it can be linked to work-based causes on its own. This may build a catch 22 situation for administrators in certain environments, as research shows that workers employed in higher turnover areas experience higher stress levels (Erenstein & McCaffrey, 2007).

Dimensions of Job Stress

A description where we can find out the state of employees who experience stress at work, namely there are several factors of job stress according to Hasibuan (2016) consisting of:

1. Workload

Workload that is too heavy will put pressure on employees. Workload is the difference between the ability or skills to carry out the job responsibilities that must be done. The company has determined a person's workload in the form of a job description standardized. If all employees work according to company standards, there is no burden. If employees do not work according to standards, the workload they bear will be excessive.

2. Pressure and Attitude of Leaders

One of the responsibilities of company leaders is to ensure that the company's performance runs effectively. This is related to the success of the leader and cannot be separated from the influence of the interaction between the leader and its members. A description of the leader's success in interacting, namely the leader's ability to influence subordinates to enable its members to follow the direction and policies. If the leader's inappropriate attitude pressures employees, it will have an impact on employees' stress because of the work environment that is not conducive and uncomfortable.

3. Time and Work Equipment

When completing tasks, employees will be given specific work time and equipment to complete their work, short working hours and defective work equipment will affect work pressure.

4. Work Conflicts Job

Conflicts can damage or even hinder company achievements and expectations. In addition, it can also cause emotional tension that affects work efficiency and productivity. Conflict can make people experience changes in behavior, these changes are usually destructive, even make people feel stressed.

5. Remuneration

Salary is one of the most important things for employees.

6. Family Problems

In personal life, especially in the family, there must be separate problems. Domestic problems such as problems with children, parents, siblings and others that can interfere with work can have an impact on job stress.

Motivation

According to Latham (2007), motivation is a behavioral activity designed to fulfill particular needs. Motivation is defined as a behavior shown to achieve goals, and also its related to the level of effort made by a person in pursuing a target.

Dimensions of Motivation

Theory of needs from David Clarence McClelland in Priansa (2017) states that there are three types of human needs, namely:

1. The need for achievement

Need for achievement is a need that reflects the drive for responsibility to solve problem. The need to do a job better than before, and always be eager to achieve higher achievements.

2. The need for power

Need for Power is the need for power, which is the motivation to gain authority to influence others.

3. The need for affiliation

Need for Affiliation is a need to affiliate and build an encouragement to interact with other people, be with other people, and not harm others.

Performance

According to Robbins and Judge (2017), performance results from employee's quality and quantity in carrying out his duties by following the assigned task. Meanwhile, Kasmir (2016) states that performance results from work behavior achieved by completing the tasks and responsibilities given within a specific time.

Dimensions of Performance

According to Bangun (2012: 233) that to promote employee performance appraisal, work standards must be clear, measurable and understandable. A job can be measured through 5 dimensions, namely:

1) Quantity of Work

This indicates the number of jobs produced by an individual or group as a standard of work. Performance measured by the output target, work according to the number of activities completed.

2) Quality of Work

Every employee in the company must meet certain requirements following the quality required by organizations. Work according to manual operation and inspection.

3) Timeliness

For this type of work, each job has different characteristics. Some have to be completed on time because they depend on another job. Complete the work according to the specified deadline and take full advantage of the processing time to produce the company's output.

4) Attendance

Certain types of work require employee attendance at a specified time. Employees attendance and work following the rules that organizations have determined.

5) Cooperation Ability

A single employee can not perform every work alone because certain work types required two or more people. Employee performance can be measured by their ability to work with other colleagues. Assistance from superiors is necessary to increase company productivity and mutual respect between co-workers to work in harmony.

Research Framework

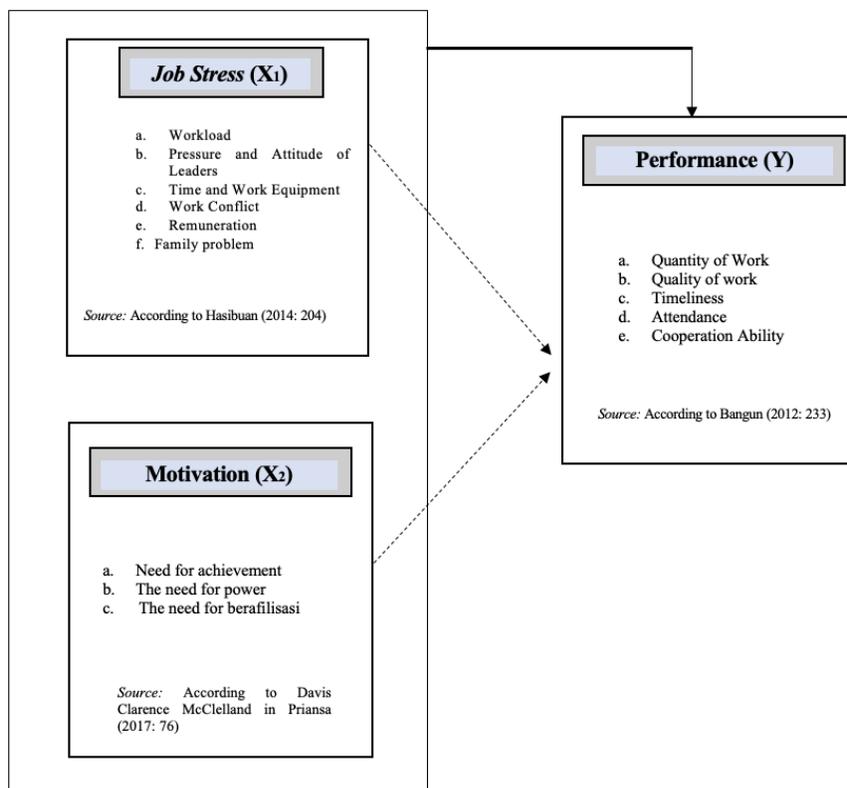


Figure 1. Research framework

3. Methodology

This type of research is descriptive research with quantitative methods. The population in this study were employees at the Department of Tourism and Culture Bandung City. Sampling technique used was *non-probability sampling*. The sample used was 69 people. The data used in this study are primary data obtained from questionnaires, while secondary data are obtained from previous research data, books, journals and the internet. The data analysis technique used is descriptive and multiple linear regression.

4. Result and Discussion

Validity Test and Reliability Test

Questionnaire items were distributed to 30 respondents and calculated using statistic tools and results as valid and reliable to proceed as tools to be used in this research.

Data Analysis

Descriptive Analysis

Of the 12 items statement of job stress variables, 6 items of motivation variable statements and 10 items of proposed employee performance statements, the total average response of respondents to job stress is 71 percent for the motivation variable 69 percent and 71 percent for the employee performance variable. So it is in the good category. Job stress, motivation, and employee performance at the Department of Tourism and Culture Bandung City are within good category.

Classical Assumption Test

a. Normality test

Table 5. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		69
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	3,8346779
Most Extreme Differences	Absolute	0,07
	Positive	0,039
	Negative	-0,07
Test Statistic		0,07
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

From table 5 above, it can be seen that the Asymp. Sig. (2 tailed) shows a number of 0.200 and greater than 0.05, this indicates that the residual variables are normally distributed.

b. Heteroscedasticity Test

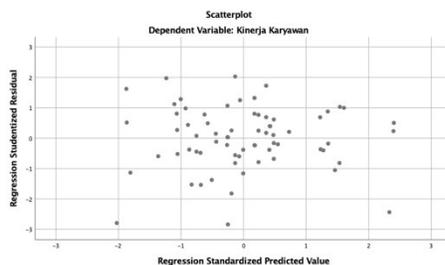


Figure 2. Heteroscedasticity Test Results

Based on figure 2 above, the Scatterplot chart results have no clear pattern and the dots spread above and below the number 0 and do not form a pattern then there is no heteroscedasticity, or it is also called homoscedasticity.

c. Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,755	,359		4,884	,000		
StresKerja	,253	,111	,291	2,272	,028	,756	1,322
Motivasi	,259	,074	,451	3,526	,001	,756	1,322

a. Dependent Variable: KinerjaKaryawan

From table 6, it can be seen that the VIF value for the Job stress and Motivation variables is the same, namely 1.322, which is less than 10 and the tolerance value for the Job stress and Motivation variables is also the same as 0.756, the value is more than 0.10 so it can be concluded that there was no multicollinearity problem because the VIF value of each variable was <10 and the value was *Tolerance* > 0.10.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,755	,359		4,884	,000
	StresKerja	,253	,111	,291	2,272	,028
	Motivasi	,259	,074	,451	3,526	,001

a. Dependent Variable: KinerjaKaryawan

Based on the results of data processing in table 7, the multiple regression equation models can be formulated as follows:

$$Y = 1.755 + 0.253 X_1 + 0.259 X_2$$

Based on this equation, it can be described as follows:

- Constant (a) = 1.775 This means that if the job stress () and motivation () are 0, then the employee’s performance is 1.755.
- The regression coefficient value of the Job Stress variable (positive value, namely 0.253. This means that any increase in Job Stress by one unit, the employee’s performance will increase by 0.253.
- The regression coefficient value of the Motivation variable (positive, that is 0.259. This means that every one unit increase in motivation, the employee’s performance will increase by 0.259.

Based on this equation, it can be concluded that there is a positive influence between Job Stress and Motivation variables with the Performance variable. This means that job stress and motivation variables can be supporting variable to improve employee performance.

Hypothesis testing

a. Simultaneous Significance Test

Table 8. Simultaneous Significance Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1,928	2	,964	16,858	,000 ^b
Residual	2,688	66	,057		
Total	4,617	68			
a. Dependent Variable: Kinerja Karyawan					
b. Predictors: (Constant), Motivasi, Stres Kerja					

Based on table 8, it can be seen that $F_{count} > F_{table}$ ($16,858 > 2.74$) and the level of significance is $0.000 < 0.05$. show that H_0 is rejected and H_a accepted, meaning that independent variables of Job Stress and Motivation jointly have a significant impact on employee performance to the Department of Culture and Tourism Bandung.

b. Partial Significance Test (t test)

Table 9. Partial Significance Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,755	,359		4,884	,000
	StresKerja	,253	,111	,291	2,272	,028
	Motivasi	,259	,074	,451	3,526	,001
a. Dependent Variable: KinerjaKaryawan						

Based on table 9 above it can be seen that:

- 1) Job Stress Variable (X_1) has the value $t(2.272) > t_{table}(1.998)$ and the level of significance $0.028 < 0.05$, rejected and accepted. This means that partially there is a positive and significant effect of Job Stress (X_1) on performance Employees (Y).
- 2) The motivation variable (X_2) has a value of $t_{count}(3.526) > t_{table}(1.998)$ and a significance level of $0.001 < 0.05$, so it is rejected and accepted. This means that partially there is a positive and significant effect of motivation (X_2) on Performance Employees (Y).

c. Determinant Coefficient Test

Table 10. Determinant Coefficient Test Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,646 ^a	,417	,393	2,392
a. Predictors: (Constant), Motivasi, StresKerja				
b. Dependent Variable: KinerjaKaryawan				

Table 10 shows that the R value of 0.646 and R square (R^2) is 0.417. This figure is used to see the magnitude of the influence of Job Stress and Motivation on Employee Performance simultaneously. How to calculate R square using the coefficient of determination (KD) using the following formula:

$$\begin{aligned} \text{KD} &= r^2 \times 100\% \\ &= (0.646)^2 \times 100\% = 41.7\% \end{aligned}$$

This figure shows the coefficient of determination (KD) of 41.7 percent. This shows that the influence of the independent variables (Job Stress and Motivation) on the dependent variable, namely Employee Performance affected as much as 41.7 percent, while the remaining 58.3 percent was influenced by other factors not examined organizational in this study, such as organizational culture, leadership, compensation, job satisfaction and so on.

5. Conclusion

Based on the results of research and discussion that has been stated previously regarding job stress and motivation on employee performance at the Department of Tourism and Culture Bandung City, several conclusions can be drawn as follows:

Job stress at the Department of Culture and Tourism of Bandung City.

Can be seen based on the results of a descriptive analysis of the Job stress at the Department of Culture and Tourism of Bandung City as a whole is at the level or category Good. Of all the existing statements regarding Job stress, the statement with the lowest score was “My family supports me in doing my work” and was in the Good category.

Motivation at the Department of Tourism and Culture Bandung City

can be seen based on the results of a descriptive analysis of the Motivation at the Department of Tourism and Culture Bandung City as a whole at the Good level or category. Of all the existing statements regarding motivation, the statement with the lowest score was “I feel safe at work because the company provides supporting facilities at work” and is included in the Fairly Good category.

Employee Performance at the Department of Culture and Tourism of the City of Bandung

Can be seen based on the results of a descriptive analysis of the performance of employees at the Department of Culture and Tourism of Bandung City as a whole is at the level or category Good . Of all the statements regarding Employee Performance, the one with the lowest score is “I am always on time to complete work.” and is included in the Fairly Good category.

The simultaneous effect of Job Stress and Motivation on Employee Performance at the Department of Tourism and Culture Bandung City

Based on the simultaneous hypothesis testing results (F test), the variable Job Stress and Motivation simultaneously have a significant effect on Employee Performance in the Department of Tourism and Culture Bandung City. The amount of influence of Job Stress and Motivation Simultaneously to Employee Performance of 41.7 percent while the remaining 58.3 percent is influenced by other factors not examined in this study, such as organizational culture, leadership, compensation, job satisfaction, etc.

Effect of Job Stress and Motivation partially on Employee Performance at the Department of Culture and Tourism of Bandung City

Based on partial hypothesis testing (T-test), job stress and Motivation partially have a significant effect on employee performance. The variable that has the greatest influence is the motivation variable in the second position, namely the job stress variable.

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