

The Role of Motivation in Mediation of Job stress on Performance of General Hospital Employees

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ABSTRACT

The purpose of this study is to explain the effect of job stress on employee performance through motivation as a mediation. This research was conducted at Puri Raharja General Hospital. The number of samples used in this study were 66 people using the saturated sample method. Data was collected using a survey approach, where the research instrument used was a questionnaire. The collected data was then analyzed using path analysis techniques. In this study, the theory used is Attribution Theory. The results of this study indicate that Job stress has a negative and significant effect on employee performance at the Puri Raharja General Hospital. Job stress has a negative and significant effect on motivation at Puri Raharja General Hospital. Motivation has a positive and significant effect on employee performance at Puri Raharja General Hospital. Motivation is able to mediate the effect of job stress on the performance of Puri Raharja General Hospital employees.

Keywords: Job Stress, Motivation, Performance.

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I. INTRODUCTION

Employees have an important role in a company because it functions as a driver in achieving organizational goals (Paais, 2018). Employees can act as planners, and implementers, and can also act as controllers who always play an active role in achieving goals in an organization or industry (Hossieni & Soltani, 2017). Employees are supporters of achieving organizational goals, but employees also have feelings, thoughts, and desires that can affect attitudes in completing their work (Li *et al.*, 2017). This attitude will then determine work performance and dedication as evidence of love for the work for which he is responsible (Aryanta *et al.*, 2019).

Hospital is a health service institution that have an important role to improve the health status of the community. The quality of service in a hospital is strongly influenced by the quality and number of health workers owned by the hospital. Aspects of tools are the facilities and infrastructure needed to support the activities of providing the best health services for patients. Health services are maintenance or improvement of health status through prevention, diagnosis, therapy, recovery, or healing of diseases, injuries, and other physical and mental disorders which are provided professionally by health workers.

One of the professions that play an important role in the continuity of health services in hospitals is a nurse. Nurses always make efforts to maintain the quality of professionalism as a nurse. Highly motivated nurses will have good quality saddles in hospitals. As the main task of nurses is to treat patients in the healing process. Nurses are one type of work that is dynamic, so it requires having a prime body condition to carry out all its activities. If the nurse's body

condition is not good, it will result in the nurse being easily discouraged due to physical fatigue and emotional exhaustion during work (Hudiyani *et al.*, 2019).

Job Performance is the result of work in quality and quantity achieved by an employee or an employee in carrying out duties by the responsibilities given (Afandi *et al.*, 2021). An employee's performance is influenced by motivational factors and job stress (Hotiana & Febriansyah, 2018). Job stress is one of the factors that can cause employees to feel pressured at work it can result in barriers to thought processes, emotions, and disturbances in physical conditions (Erawati *et al.*, 2019). If stress increases, it will further affect performance (Prabowo *et al.*, 2018).

Job stress is a dynamic condition in which an individual is faced with an opportunity, demand, or resource related to environmental conditions, organizational conditions, and to a person. Several working conditions often cause stress for employees, including excessive workload and pressure or time pressure (Zulkifli *et al.*, 2020). Stress is generally seen as a negative condition. However, at a certain level, stress can trigger better employee performance (Cahyana & Jati, 2017). Stress arises due to pressure from superiors, conflicts with coworkers, and competition that occurs in the work environment. This can happen because a certain level of stress can trigger employees to create innovative ideas to solve problems and work so that stress becomes a constructive state (Diningsih, 2021).

With the impact that has been caused by stress, both positive and negative impacts on employee performance, job stress should get attention in company life. Reducing the workload can make employees feel comfortable so that stress levels decrease. A low level of stress will cause feelings of

boredom at work, decreased motivation, absenteeism, and apathy so that performance becomes low (Hidayah *et al.*, 2021). Employee performance also decreases if they get excessive workloads. However, with an optimal level, employees will be more productive because employee performance becomes optimal as a result of high motivation, high energy, sharp perception, and calmness possessed by employees (Diningsih, 2021). Work results will be optimal if there is the right motivation. The low work motivation of employees is an unfavorable symptom because the low work motivation of them indicates an indifferent attitude towards social life (Woerdianto & Husain, 2021)

The object of this research was conducted at Puri Raharja General Hospital, Bali, Indonesia. Hospitals are health care institutions that provide inpatient, outpatient, and emergency services. Puri Raharja General Hospital employs permanent workers and contract workers and is led by a director and staff. Based on the results of initial interviews conducted with the Assistant Manager of HR and Training at the Puri Raharja General Hospital, it was stated that measuring performance was seen from the achievements produced by employees. The management of Puri Raharja General Hospital made Individual Performance Indicators and Unit Performance Indicators which will later be used as performance evaluations of employees of Puri Raharja General Hospital. In carrying out the job description target, there are still some employees who do not achieve the target. In addition, some employees feel unfair to the work and result obtained. Currently, Puri Raharja, employees who excel, have not yet received a special reward. There are also some administrative employees who are less disciplined, such as arriving late and providing unfriendly service. Another performance problem, namely the COVID-19 pandemic and the emergence of a new variant of the virus, has overwhelmed hospital employees because the quantity faced is increasing and there is a feeling of fear because they work in places that are in direct contact with patients.

In addition to the description of the problems above regarding performance, job stress, and motivation, there is another reason in this study, namely the existence of a research gap. Differences in results or research gaps regarding previous research on job stress on performance. This is in line with research conducted by Sugama (2017) which found that job stress has a positive and insignificant effect on employee performance. Aprilia *et al.* (2017) found that job stresses partially affected the performance of hospital employees. In contrast to Simanjuntak *et al.* (2021) who get the results that job stress has a positive and significant effect on performance. Ekhsan & Septian (2021) that job stress has a positive and significant effect on performance. Research conducted by Pasaribu & Yanuarso (2021) found that job stress has a positive and significant effect on performance simultaneously. In contrast Pravitarsari (2020) found that job stress had a negative effect on performance. The same thing was also found in a study conducted by Parashakti & Ekhsan (2022) that job stress has a negative and insignificant effect on performance. Research gap regarding motivation to performance. Johari *et al.* (2020) found that motivation had a positive effect on employee performance. The same thing was also found by Sembiring *et al.* (2021) that motivation has a positive and significant impact on employee performance.

The Grand Theory underlying this research is attribution theory (Afifah, 2020). Attribution theory explains how individual attributes can cause an event and how this perception can affect their usefulness in the organization (Yanti, 2018). In this study, attribution theory is used as the basis of the researcher's analysis because this theory explains the causes and effects of an action taken. Performance in this study is a result of a cause or action that has been taken or applied to employees either from internal or external factors. Performance in this study is assessed by human resources or employees who are then able to contribute to the company so that as a result the company can survive and be sustainable.

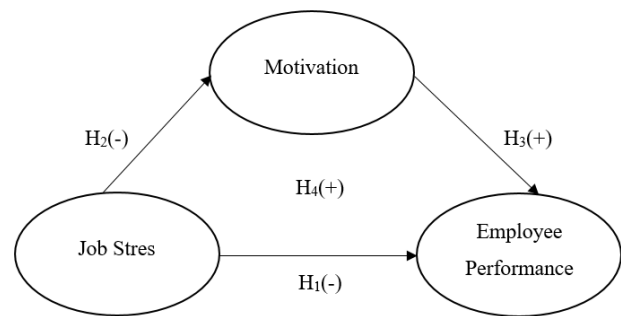


Fig. 1. Conceptual Framework.

A. Hypotheses

- H1: Job stress has a negative effect on employee performance.
 H2: Job stress has a negative effect on employee motivation.
 H3: Motivation has a positive effect on employee performance.
 H4: Motivation to Mediate Job stress on Employee Performance.

II. METHODOLOGY

The research design used is associative research using a quantitative approach. There are five indicators of employee performance, namely: work results, job knowledge, initiative, attitude, time discipline, and absenteeism. Job stress in this study was measured by indicators of Environmental Stress, Organizational Stress, and Individual Stress. The indicators of motivation in this study are Physiological or physical needs, Security, Social, Appreciation, and self-actualization. The sample in this study was 66 administrative employees of Puri Raharja General Hospital. The determination of the sample in this study is using a saturated sampling technique. Data collection methods in this study used interviews and questionnaires. Data were analyzed by Path analysis.

III. RESULTS AND DISCUSSION

A. Description of Research Variables

Employee Performance Variables that have the lowest score is the statement "According to superiors, the work done by subordinates is on time", which obtained a value of 3.11. This means that in general, according to superiors, the work carried out by subordinates is on time. Employee Performance Variables that have the highest score is the statement "Employees take the initiative to find the best ways to improve the quality of work", which obtained a value of

3.50, this means that in general respondents have the initiative to find ways best to improve the quality of work.

The Job stress variable that has the lowest score is the statement “The roles I accept in this company are often contradictory to each other”, which obtained a value of 3.24 means that in general, the respondents think that the roles they receive in this company do not conflict with each other. The job stress variable that has the highest score is the statement “The success of other employees is a competitor to my performance and the company’s target and task demands are too high”, with a value is 3.47, this means that in general respondents consider success other employees become competitors for their performance and the company's targets and job demands are too high.

The motivation variable that has the lowest score is the statement “Giving awards to employees who excel will give employees work motivation”, which obtained a value of 3.39, This means that in general, respondents think that giving awards to employees who excel has not given employees work motivation. The motivation variable that has the highest score is the statement “There is a desire to be more successful than others”, which obtained a value of 3.65 which is included in the high criteria, this means that in general respondents feel a desire to be more successful than others.

B. Path Analysis

In the calculation of the total coefficient of determination obtained by 0.665, then the conclusion is 66.5% of the Employee Performance variable at Puri Raharja General Hospital. influenced by job stress, and motivation, while the remaining 33.5% is influenced by other factors that are not included in the research model or outside the research model.

TABLE I: PATH ANALYSIS RESULTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Substructure 1					
(Constant)	5.166	0.274		18.839	0.000
Job Stress	-0.504	0.078	-0.630	-6.484	0.000
R ² : 0.396					
Substructure 2					
(Constant)	2.422	0.778		3.112	0.003
Job Stress	-0.311	0.111	-0.320	-2.805	0.007
Motivation	0.564	0.139	0.464	4.064	0.000
R ² : 0.505					

C. The Effect of Job Stress on Employee Performance

Based on Table I, “Job stress has a Beta value of -0.320 and a Sig value. of 0.007. The conclusion is that job stress has a significant negative effect on employee performance, in other words, the higher the job stress, the lower the employee performance. So the first hypothesis is accepted”

D. The Effect of Job stress on Motivation

Based on Table I, “Job stress has a Beta value of -0.630 and a Sig value. of 0.000, the conclusion is that job stress has a significant negative effect on motivation, in other words, the higher the job stress, the lower the motivation. So the second hypothesis is accepted”.

E. The Effect of Motivation on Employee Performance

Based on Table I, “Motivation has a Beta value of 0.464 and a Sig. value. of 0.000, it can be said that motivation has a significant positive effect on employee performance, in other words, if motivation increases, employee performance will increase. So the third hypothesis is accepted”.

F. Sobel Test

$$Z = \frac{0,630 \cdot 0,464}{\sqrt{(0,464^2 \cdot 0,078^2) + (0,630^2 \cdot 0,139^2) + (0,078^2 \cdot 0,139^2)}} \tag{1}$$

$$Z = \frac{0,292}{0,095}$$

$$Z = 3,065$$

Z = 3.065 > 1.96, which means motivation is able to strengthen the effect of job stress on employee performance at Puri Raharja General Hospital, so the fourth hypothesis is accepted.

G. Research Implication

The theoretical implications of the results of this study provide evidence for the development of human resource management science and organizational behavior science, especially regarding job stress, motivation, and employee performance, which can prove empirically that the theory used in this study refers to attribution theory which studies the process of how someone interprets an event, reason, or cause of behavior, attribution theory also explains how individual attributes can cause an event and how these perceptions can affect their usefulness in the organization. In this study, attribution theory is used as the basis of the researcher's analysis because this theory explains the causes and effects of an action taken. Performance in this study is a result of a cause or action that has been taken or applied to employees either from internal or external factors. Performance in this study is assessed by human resources or employees who are then able to contribute to the company so that as a result the company can survive and be sustainable.

The practical implications of this research can be a reference for Puri Raharja General Hospital to deal with job stress, motivation, and employee performance. and also provides an understanding that low job stress and high motivation can significantly improve employee performance, when low job stress is felt by employees it will increase motivation, with high motivation felt by employees it has the potential to improve employee performance.

IV. CONCLUSION

Based on the research results obtained, several conclusions can be drawn. Job stress has a negative and significant effect on employee performance so hypothesis 1 is accepted. Job stress has a negative and significant effect on employee motivation, so hypothesis 2 is accepted. Motivation has a positive and significant effect on employee performance so hypothesis 3 is accepted. Motivation is a variable mediating the effect of job stress on employee performance, so hypothesis 4 is accepted.

Based on the results obtained, job stress has a significant negative effect on employee performance and motivation has a significant positive effect on employee performance, this

shows that low job stress and increased motivation will be able to improve employee performance.

In terms of job stress, the indicator that has the highest average is the success of other employees being competitors for my performance and the company's targets and job demands are too high, what the company can do is provide a transparent assessment of employees, so that employees do not feel stressed at work, the company can also offer appropriate work targets so that employees do not feel stressed and can improve their performance and can increase employee motivation.

In terms of motivation, the indicator that has the lowest average is Giving awards to employees who excel will give employees work motivation, the thing that must be done by companies is to give awards to employees who excel in the form of incentives that will increase employee motivation so that it will improve employee performance.

For further research, it is expected to be able to add variables that can affect employee performance, and be able to expand the scope of research, or can also replace research locations that are not only focused on a research location.

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