

The Effect of Job Stress and Motivation on Employee Performance of Jabodetabek Domicile with Work Method Policy as an Intervening Variable

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ABSTRACT

This research purpose is to find relationship among work stress on work method policies, work motivation on work method policies, work stress to employee performance, work motivation to employee performance, work method policies to employee performance, work stress to employee performance through work method policies as intervening variables, work motivation to employee performance through work method policies as intervening variables. Respondents in this study were workers in the JABODETABEK area totaling 161 people. The results obtained are work stress has a significant effect to work method policy, motivation has a significant effect to work method policy, work stress has a significant effect to performance, motivation has a significant effect to performance, work method policy has a significant effect to performance, work stress has a significant effect on performance through work method policy as intervening variable, motivation has a significant effect to performance through work method policy as intervening variable

INTRODUCTION

The Covid-19 virus outbreak that emerged in early 2020 from Wuhan, China, triggered global panic and disrupted activities in various sectors. The economic sector was particularly affected, with many companies experiencing a drop in revenue due to activity restrictions and the implementation of strict health protocols. In response, many companies implemented Work From Home (WFH) policies to minimize the risk of the virus spreading. The Work From Home (WFH) scheme is a part of the telecommuting concept. The Work From Home concept then becomes one of the alternative work method policies. The company needs to maintain the performance of its employees so that work can run in accordance with company goals. The goals to be achieved by the Company will not be separated from the role of each employee as the driving force of a company's life, so it is appropriate for the role of the Company Leader and also the Organization to be able to understand the conditions of its employees, if there is a burden of problems that can hinder employee performance (Prabowo, Sanusi and Sumarsono, 2018). Employee performance during the pandemic is the main concern of the company. However, employee motivation also needs to be considered by the Company. During the pandemic, the Government issued a policy related to Covid 19 which caused almost all companies to implement Work From Home (WFH) with the aim of social restrictions to decrease contact among alleged infected people to healthy people, so as to decrease a transmission of Covid 19. With the implementation of Work From Home (WFH), employee motivation to work must be considered. Motivation is a very important thing at work because with motivation it is expected that every employee wants to work hard and enthusiastically in achieving high work productivity and the company's goals are achieved (Syafitri et al, 2021). Therefore, Company management must create conditions that can motivate employee performance by understanding the work that employees do, so that the motivation model developed is in accordance with the needs of company employees (Andriyanty et al in Rambe et al., 2022).

In 2022, the Covid situation in Indonesia is more under control because of the vaccine. Many companies are starting to re-implement the Work From Office (WFO) work system. The year 2022 itself is a transition period from the Work From Home (WFH) work system to the Work From Office (WFO) work system. This different work method policy not only affects the company's operations but also the work rhythm of the employees. Some companies also apply a hybrid work method, which is a combination of working in the office (Work From Office) and working anywhere, including working from home (Work From Home). According to katadata.co.id, the majority of workers in Indonesia prefer to work from the office or Work From Office (WFO) after the Covid 19 pandemic. This is based on the results of the Jakpat survey entitled "Post-Pandemic Workplace Preference" (JAKPAT Survey Report 2022). The following is a graph from a survey conducted by katadata.co.id:

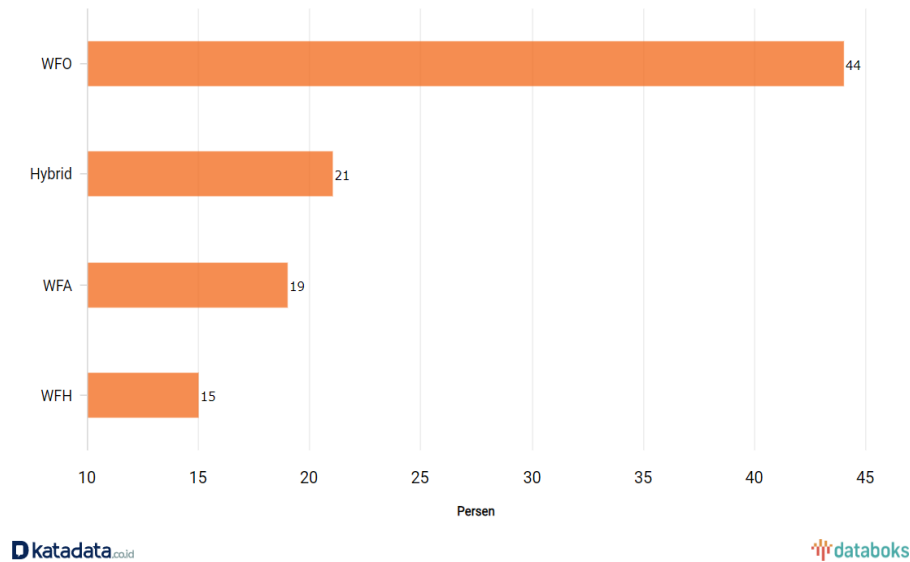


Figure 1. Graph of Survey Results

Based on the survey, 44% of respondents chose WFO post-pandemic. Respondents who choose WFO are mostly from Generation X who work in private and state-owned companies. Of these respondents, the majority of them argued that working in an office is more effective than other work models (WFH, Hybrid, WFA) because the WFO work system facilitates communication and coordination. As many as 21% of respondents choose to do work in combination or hybrid. As many as 19% of respondents chose to work with the Work From Anywhere (WFA) method and the remaining 15% of respondents chose the Work From Home (WFH) work method. The survey was conducted in the period June 24 - July 4 involving 1,436 respondents with an age range of 18 - 44 years (katadata.co.id). From this description, the author is interested in raising the title of this research, namely: "The Effect of Job Stress and Motivation on Employee Performance Domiciled in JABODETABEK with Work Method Policy as an Intervening Variable". The objectives of the research conducted in this study are as follows:

1. Analyzing Job Stress influence to Work Method Policy
2. Analyzing Work Motivation influence to Work Method Policy
3. Analyzing Job Stress influence to Employee Performance
4. Analyzing Work Motivation influence to Employee Performance
5. Analyzing Work Method Policy influence to Employee Performance
6. Analyzing Job Stress influence to Employee Performance through Work Method Policy as an intervening variable.
7. Analyzing Work Motivation influence to Employee Performance through Work Method Policy as an intervening variable.

LITERATURE REVIEW

Work Method Policy (WFH, WFO and Hybrid)

Work From Home (WFH) is office work that is done at the employee's home by utilizing internet-based technology. The advantage of WFH is that employees become closer to their families at home and become more efficient because employees do not need to spend money on transportation and food. Employees are also more focused on working without having to go to the office. This can be a means to increase work productivity by utilizing technology so that employees can work flexibly without having to leave home (Aditina and Sugiharti, 2019 in Suzana and Siagian, 2022).

Work From Office (WFO) is an employee working from an office where employees work in an environment or office that cooperates and interacts with fellow employees in one organizational goal, where there are facilities that support the efficiency of employee work so that employees can be motivated to work in an office environment (Suzana and Siagian, 2022). The advantage of WFO is that employee work can be more easily controlled directly so that interaction and coordination can run smoothly.

Hybrid working is a combination of work from home (WFH) and work from office (WFO). Sometimes employees work in the office, and sometimes employees can also work outside the office (or at home).

Work Stress

According to Rambe & Setyawati (2017), work stress is the result of any actions and situations in the work environment that require physical and mental punishment. Job Stress can have a positive effect (eustress), where the positive effects of stress can motivate employees to improve high performance, but job stress has more negative effects than positive effects. The negative effects of stress (distress) cause physical and mental symptoms. Physical symptoms include metabolic changes, high blood pressure, causes of heart attacks and persistent headaches. While psychological symptoms can include anxiety, depression, restlessness, nervousness and aggression (Rambe & Setyawati, 2017). According to Stephen P. Robbins (2013), work stress has three dimensions and indicators, namely:

1. Environmental stress is a condition where an uncertain environment that affects organizational change. Employees feel burdened by organizational change
2. Organizational Stress is a condition where employees must perform their duties, roles, and personal needs.
3. Individual Stress is the personal life of each employee, any family problems, personal economic problems and personality of the employee.

Work Motivation

According to Stephen P Robbins (2018), motivation is the stage that explains the intensity, focus, and perseverance of an individual to achieve expected goals. Motivation can be referred to a person's struggle that fully prepared, directed, and consistent to achieve a goal. This definition of motivation have three key elements: energy, direction, and perseverance. Without a motivation from an employee, a condition will not be created where employees can complete their work properly and get quality results (Rambe et al., 2022).

Work motivation is a state of mind, so there is a desire to work seriously to achieve the expected work results (Leonardo et al. in Rambe et al., 2022). Companies must create conditions that can motivate employee performance by understanding the work that employees do, so that the motivation model developed is in accordance with the needs of company employees (Andriyantya et al. in Rambe et al., 2022). David McClelland and colleagues (in Stephen P Robbins, 2018) have a simple theory which is the main motivation at work. The theory is "Three Needs Theory" or "Three Needs Theory". The three needs are:

1. Needs for Achievement is the drive to succeed and excel in relation to a set of standards.
2. Needs for Power is the need to make others behave in ways that they would not otherwise.
3. Needs for Affiliation is the desire to have good and close interpersonal relationships.

According to Stephen P Robbins (2018) there are 15 important things that can motivate employees at work, namely Salary, Job Security, Leaders / Managers, Training, Performance Evaluation, Leadership, Time off, Career Advancement, Involvement in Decisions, and Company Culture.

Employee Performance

Performance is an act of doing. Performance composed of few components and the result cannot be seen at that time (Fiolita & Safaria, 2024). Employee performance is an execution of employee responsibilities along the achievement related to the quality and quantity that exist in the company (Mangkunegara, 2013). According to (Rivai, 2013) states that "Performance is a display of the state as a whole for changes during a particular period, and an outcome that is affected by the company's operational activities in utilizing its resources". Factors that affect employee performance according to (Kasmir, 2016 in Hustia, 2020) are unique ability, great knowledge, good work design, great personality, high motivation, leadership, good organizational culture, job satisfaction, work environment, high loyalty and commitment, as well as discipline at work. According to (Cashmere, 2016) performance indicators are Quality, Quantity, Timeframe, Supervision and Relationships among Employees

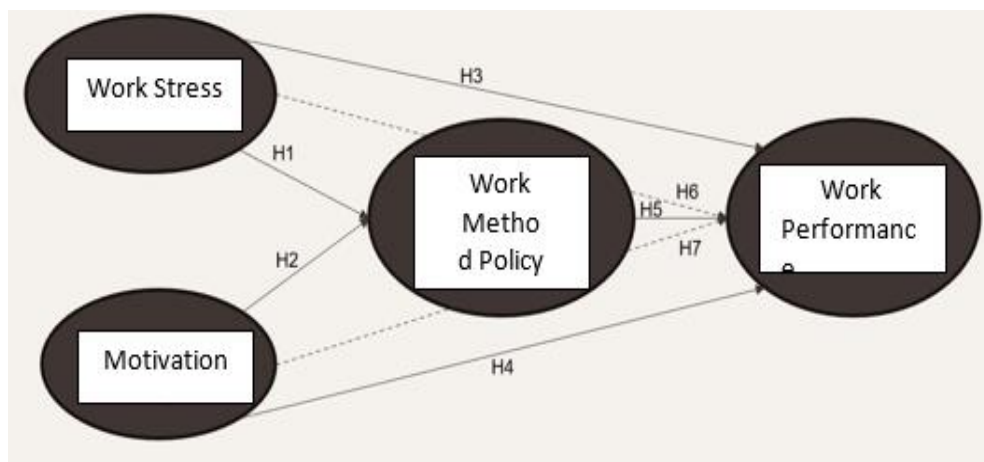


Figure 2. Conceptual Framework

Hypothesis

1. Job Stress has an influence on Work Method Policy (H1)
2. Work Motivation has an influence on Work Method Policy (H2)
3. Job Stress has an influence on Employee Performance (H3)
4. Work Motivation has an influence on Employee Performance (H4)
5. Work Method Policy has an influence on Employee Performance (H5)
6. Job Stress has an influence on Employee Performance through the Work Method Policy as an intervening Variable (H6)
7. Work Motivation has an influence on Employee Performance through the Work Method Policy as an intervening Variable (H7)

METHODOLOGY

Quantitative approach is a research to predict particular populations or samples as well as random sampling along the data collected according to the instrument (Sugiono, 2022: 16). The data obtained from the questionnaire will be calculated with a statistical model in SmartPLS software. The result is the Outer Model, the Inner Model, and the hypothesis test.

Outer Model (Measurement Model) provides information of a ties between latent variables and each of every indicators. The calculation consists of Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity value must be above 0.70. Discriminant validity is counted based on the cross loading value of the variable to every other latent variable. The variable value must be greater than other latent variables. Reliability Test has a good score if a composite reliability score more than 0.7.

Inner Model is a structural model to estimate relationships between latent variables. The inner model consists of R-square and Goodness of Fit value. R-square testing measures the tier of goodness of fit of a structural model. Ghozali (2012), an R-square of 0.67 means good mode. The R-square between 0.33 and 0.67 means moderate model, R-square below 0.33 means weak model. Respondents in this study were workers in the JABODETABEK area as many as 161 people.

Table 1. Research Object

	Category	Number of Respondents	Percentage
Gender	Male.	49	30,43%
	women	112	69,57%
	Total	161	100,00%
Working Status	SOE employees	24	14,91%
	private employee	122	75,78%
	PNS	15	9,32%
	Total	161	100,00%
Length of Service	<1 year	9	5,59%
	1 - 3 years	33	20,50%

	4 - 6 years	44	27,33%
	7 - 9 years	34	21,12%
	>10 years	41	25,47%
	Total	161	100,00%
Work method policy implemented by the organization	hybrid	33	20,50%
	WFH / WFA	11	6,83%
	WFO	117	72,67%
	Total	161	100,00%

RESULT

Convergent Validity

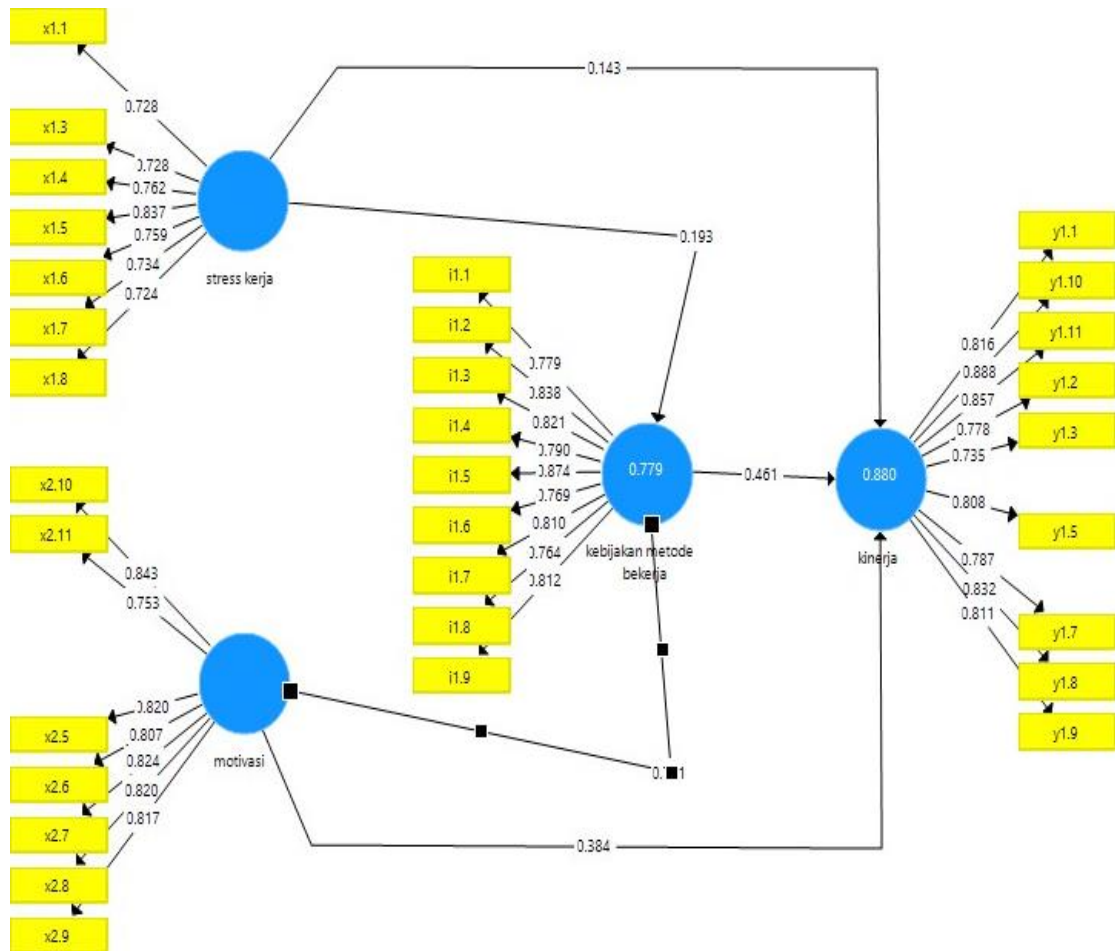


Figure 3. Outer Loading

Discriminant Validity

Table 2. Cross Loading Value

	Working Method Policy	Performance	Motivation	Work Stress
i1.1	0,779	0,805	0,800	0,633
i1.2	0,838	0,763	0,760	0,643
i1.3	0,821	0,811	0,797	0,669
i1.4	0,790	0,695	0,704	0,578
i1.5	0,874	0,751	0,718	0,603
i1.6	0,769	0,739	0,694	0,600
i1.7	0,810	0,630	0,603	0,636
i1.8	0,764	0,629	0,575	0,622
i1.9	0,812	0,722	0,649	0,601
x1.1	0,556	0,512	0,524	0,728
x1.3	0,493	0,506	0,489	0,728
x1.4	0,574	0,591	0,535	0,762
x1.5	0,619	0,717	0,686	0,837
x1.6	0,603	0,661	0,687	0,759
x1.7	0,644	0,679	0,688	0,734
x1.8	0,549	0,537	0,570	0,724
x2.10	0,719	0,778	0,843	0,667
x2.11	0,604	0,759	0,753	0,627
x2.5	0,685	0,671	0,820	0,657
x2.6	0,706	0,681	0,807	0,609
x2.7	0,764	0,699	0,824	0,636
x2.8	0,784	0,742	0,820	0,696
x2.9	0,703	0,792	0,817	0,657
y1.1	0,747	0,816	0,713	0,638
y1.10	0,773	0,888	0,803	0,728
y1.11	0,819	0,857	0,814	0,681
y1.2	0,724	0,778	0,702	0,671
y1.3	0,767	0,735	0,689	0,661
y1.5	0,677	0,808	0,764	0,668
y1.7	0,735	0,787	0,726	0,660
y1.8	0,707	0,832	0,698	0,621
y1.9	0,677	0,811	0,678	0,554

All cross loading values are above 0.70 and higher to other constructs.

Construct Reliability and Validity Test

Table 3. Construct Reliability and Validity Table

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Working Method Policy	0,933	0,935	0,944	0,651
Performance	0,936	0,937	0,946	0,662
Motivation	0,914	0,915	0,931	0,660
Work Stress	0,873	0,878	0,902	0,568

All AVE scores in each variable are more than 0.5, Cronbach's alpha and composite reliability value in reliability test shows in all variables above 0.70.

Inner Model (Test of Structural Model)

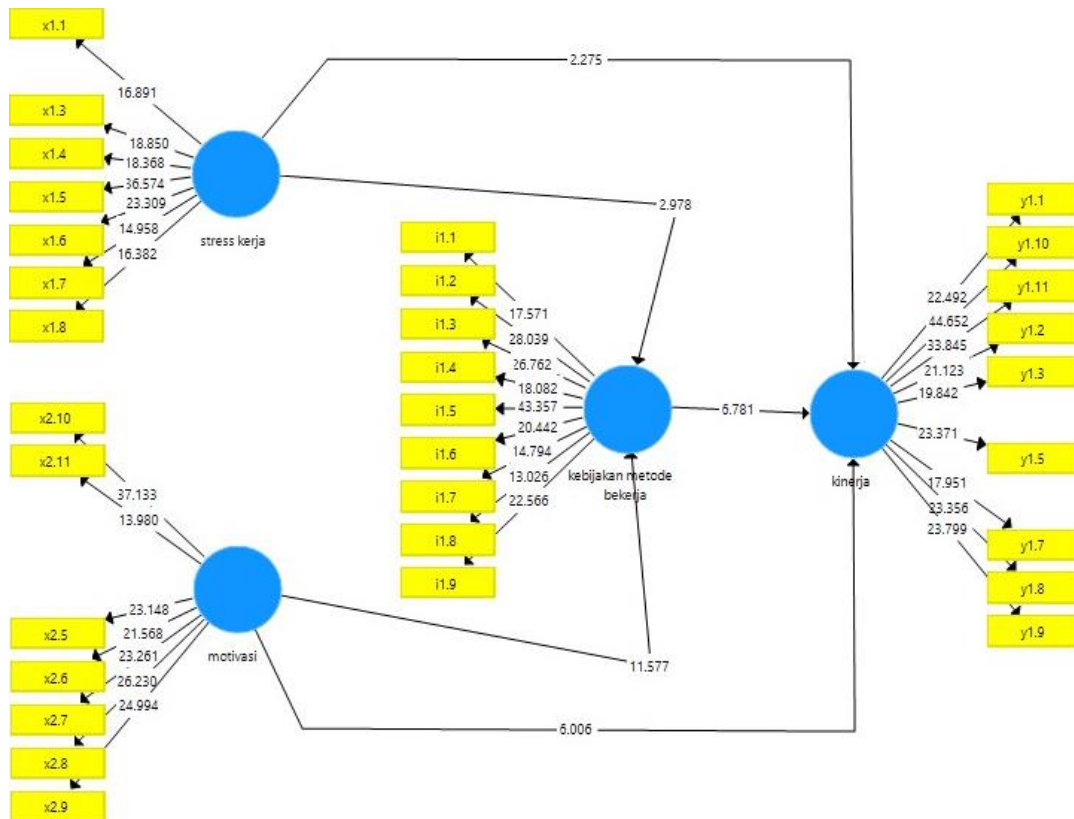


Figure 4. Inner Loading

There are 2 calculation in Inner Model, R-Square and GoF (Goodnessfit model), structural test is created by R-square to determine dependent constructs and the t-test to determine significant level of the structural path parameter coefficients.

Table 4. R-Square

	R Square	R Square Adjusted
Working Method Policy	0,779	0,776
Performance	0,880	0,878

The R-square of the working method policy is 0.779 or 77.9% (Strong category). The performance R-square is 0.880 or 88% (Strong category). (Sarstedt, 2017) said that > 0.75 is strong, 0.5 means moderate, and below 0.25 means weak.

Gof (Goodness of Fit)

The function of GoF test is to validate all display among outer model and inner model.

$$\begin{aligned}
 \text{Gof} &= \sqrt{\text{average AVE} \times \text{average R-square}} \\
 \text{GoF} &= \sqrt{0,6352 \times 0,8295} \\
 &= 0.6611
 \end{aligned}$$

GoF Score deems small = 0.1, medium = 0.25, large = 0.36 (Ghazali, 2014). GoF calculation generates 0.6611, it can be said that that the display of the outer model and inner model is deemed to be in the large category.

Hypothesis Test

Table 5. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Working Method Policy -> Performance	0,461	0,464	0,068	6,781	0,000
Motivation -> Working Method Policy	0,721	0,726	0,062	11,577	0,000
Motivation -> Performance	0,384	0,379	0,064	6,006	0,000
Work Stress -> Work Method Policy	0,193	0,187	0,065	2,978	0,003
Job Stress -> Performance	0,143	0,146	0,063	2,275	0,024

The variable work method policy -> performance has a T-Statistic of 6.781 > 1.654, it display strong direct effect meanwhile P-Value of 0.000 < 0.05 display a significant effect. The variable motivation -> work method policy has a T-Statistic of 11.577 > 1.654, it display strong direct effect meanwhile P-Value of 0.000 < 0.05 display significant effect. The variable motivation -> performance has a T-Statistic of 6.006 > 1.654, it display direct effect meanwhile P-Value of 0.000 < 0.05 display significant effect. The variable work stress -> work method policy has a T-Statistic of 2.978 > 1.654, it display direct effect meanwhile P-Value of 0.003 < 0.05 display a significant effect. The variable work stress -> performance has a T-Statistic of 2.275 > 1.654, it display strong direct effect meanwhile P-Value of 0.024 < 0.05 display a significant effect.

Table 6. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivation -> Work Method Policy -> Performance	0,332	0,337	0,056	5,915	0,000
Work Stress -> Work Method Policy -> Performance	0,089	0,086	0,032	2,743	0,007

The variable motivation -> work method policy -> performance has a T-Statistic of 5.915 > 1.654, it display strong indirect effect meanwhile P-Value of 0.000 < 0.05 display a significant effect. The variable work stress -> work method

policy → performance has a T-Statistic of 2.743 > 1.654, it display strong indirect effect meanwhile P-Value of 0.007 < 0.05 display a significant effect.

DISCUSSION

The Effect of Job Stress on Work Method Policy

T-statistics worth 2.978 > 1.654 (t table) P-value score is 0.003 < 0.05 (significance level), work stress affects the working method policy, H_a is accepted. The coefficient display value of 0.193 means that work stress affects the work method policy by 19.8%. (H1) is accepted, work stress has a significant effect on work method policies.

Effect of Motivation on Working Method Policy

T-statistics worth 11.577 > 1.654 (t table) P-value score is 0.000 < 0.05 (significance level), motivation affects the working method policy, H_a is accepted. The coefficient display value of 0.721 means that motivation affects the working method policy by 72.1%. (H2) is accepted, motivation has a significant effect on the working method policy.

The Effect of Job Stress on Performance

T-statistics worth 2.275 > 1.654 (t table) P-value score is 0.024 < 0.05 (significance level), work stress affects performance, H_a is accepted. The coefficient display value of 0.143 means that work stress affects performance by 14.3%. (H3) is accepted, work stress has a significant effect on performance.

Effect of Motivation on Performance

T-statistics worth 6.006 > 1.654 (t table) P-value score is 0.000 < 0.05 (significance level), motivation affects performance, H_a is accepted. The coefficient display value of 0.384 means that motivation affects performance by 38.4%. (H4) is accepted, motivation has a significant effect on performance.

The Effect of Work Method Policy on Performance

T-statistics worth 6.781 > 1.654 (t table) P-value score is 0.000 < 0.05 (significance level), work method policy affects performance, H_a is accepted. The coefficient display value of 0.461 means that the work method policy affects performance by 46.1%. (H5) is accepted, the work method policy has a significant effect on performance.

The Effect of Job Stress on Performance Through Work Method Policy as an Intervening Variable

T-statistics worth 2.743 > 1.654 (t table) P-value score is 0.007 < 0.05 (significance level), work stress affects performance through work method policy which means H_a is accepted. The coefficient display value of 0.089 means that work stress affects performance through the work method policy by 8.9%. (H6) is accepted, work stress has a significant effect on performance through the work method policy as an intervening variable.

The Effect of Motivation on Performance Through Work Method Policy as an Intervening Variable

T-statistics worth 5.915 > 1.654 (t table) P-value score is 0.000 < 0.05 (significance level), motivation affects performance through work method policy which means H_a is accepted. The coefficient display value of 0.332 means that motivation affects performance through the work method policy by 33.2%. (H7) is

accepted, motivation has a significant effect on performance through the work method policy as an intervening variable.

CONCLUSION AND RECOMENDATION

Conclusion

1. (H1) is accepted, work stress has a significant effect on work method policies.
2. (H2) is accepted, motivation has a significant effect on work method policies.
3. (H3) is accepted, work stress has a significant effect on performance.
4. (H4) is accepted, motivation has a significant effect on performance
5. (H5) is accepted, the work method policy has a significant effect on performance.
6. (H6) is accepted, work stress has a significant effect on performance through the work method policy as an intervening variable.
7. (H7) is accepted, motivation has a significant effect on performance through the work method policy as an intervening variable.

Recomendation

In the work stress variable, the lowest point is found in x1.7 of 4.29, namely "The company always pays attention to the psychological needs of its employees". The consequences of not paying attention to the psychological needs of employees include decreased performance, increased turnover, conflict and disharmony, decreased productivity and damage to reputation. How to prevent these negative impacts can be done by creating a positive and supportive work environment, providing competitive benefits and compensation and providing opportunities for professional development.

In the motivation variable, the lowest point is in x2.4 of 4.19, namely "Employees get equal opportunities to be promoted". The result of the lack of equal opportunities to be promoted is disappointment and demotivation, decreased team spirit and loss of competitive advantage. The solution that can be done is to make the promotion process transparent and objective and provide constructive feedback.

In the variable work method policy, the lowest point is found in i1.1 of 4.27, namely "WFH can spare me less time for traveling to the office". Although WFH does not spend time traveling to the office, there are many negative impacts of WFH, namely difficulty focusing and productivity, difficulty monitoring performance and hampered communication and collaboration. One solution to overcome this is to always provide regular feedback, organizations should facilitate communication and collaboration and do not hesitate to ask for help when needed.

In the performance variable, the lowest point is in y1.9 of 4.05, namely "I am able to make decisions in difficult or stressful conditions". Some steps that employees can take are to calm down, identify the problem, consider all options, seek additional information and be ready to accept the consequences. For companies, some of the ways that can be done to protect employees against work pressure are to create a positive and healthy work culture, provide support and resources, set clear boundaries.

FURTHER STUDY

This research still has related limitations, so it is necessary to carry out further research on the topic of the Influence of Work Stress and Motivation on the Performance of Employees Domiciled in Jabodetabek with Work Method Policy as an Intervening Variable in order to perfect this research and increase insight for readers

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