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Effect of Motivation and Job Stress on Employee Performance (Case Study of General Support and Marketing Division and Enterprise Service Division of PT Telekomunikasi Indonesia, Tbk.)

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Abstract

This study aims to know the effect of motivation and job stress to employee performance in PT Telekomunikasi Indonesia, Tbk. The object in this study is 46 employee at PT Telekomunikasi Indonesia, Tbk.. and using quantitative descriptive approach. This data analysis which is used is statistic analysis in the form of multiple regression test. This study result shows that either simultaneously or partially, the variable of motivation and job stress to employee performance in PT Telekomunikasi Indonesia, Tbk.. It has been proven from the result of (f) simoultant test and the result of (t) partial shows significant point of two independent variables that supports hipothesys. There fore, the accepted assumption is, there is effect between motivation and job stress to employee performance in PT Telekomunikasi Indonesia, Tbk.

Keywords: motivation, job stress, employee performance, PT Telekomunikasi Indonesia, Tbk.

INTRODUCTION

Performance of a company can not be separated from the role of the company's resources, one of which is human resources. Human resources is the most important asset in an organization or company because of its role as the subject of implementing policies and operational activities of the company. Human resources must be well managed so that company goals can be maximized. Human resource management has several goals, one of which is the goal of the organization that is to achieve what the company goals and also to achieve personal goals of employees (Simamora, 2006).

Dessler (2009) argues that employee performance is the actual achievement of employees compared to the expected performance of employees. Expected work performance is a standard achievement that is arranged as a reference so that it can see employee performance in accordance with its position compared with the standards made. Moreover, it can also be seen from the employee's performance against other employees.

PT Telekomunikasi Indonesia, Tbk. is a full-service information and communication company, service provider, and telecommunications network in Indonesia that provides a range of information, media and edutainment services, including cloud-based and server-based managed services, e-Payment services and IT enablers, e-Commerce and other portal services.

Performance Decrease at General Support division and Marketing Enterprise Service Division of PT Telekomunikasi Indonesia, Tbk. seen from the number of procurement of goods / services in the period of quarterly employment, decreased in the third quarter of 2015 by 15%, the fourth quarter by 18%, and the first quarter 2016 by 30%. This problem occurs because of organizational transformations or employee moves that cause certain positions to be empty, allowing temporary job delegation to employees within a work unit resulting in increased employee stress, in addition to the lack of employee benefits for the contributions they have made.

The attitude of the leader who is too focused on the taget given by the company so that the impact on the lack of rewards to employees for their contributions to the company, in this case the process of regenerating employees in the productive age category at the Unit of General Support and Marketing Enterprise Service Division PT Telekomunikasi Indonesia Tbk is still lacking.

Based on the obtained is known that of 46 employees, 23 of whom are aged 46-57 years, it is known that the average age of employees in General Support and Marketing devision is dominated by the age of approaching retirement, this is one cause of the lack motivation in General Support division and Marketing Enterprise Service Division

According to Gibson, (2008) the factors that affect the performance is a factor of psychological variables consisting of perception, attitude, personality, motivation, job satisfaction and job stress. Based on the theory of factors affecting the performance, the authors have conducted a survey and conducted a questionnaire on employees of General Support Division and Marketing Enterprise Service Division of PT Telekomunikasi Indonesia, Tbk. the results show that the smallest score score is Job Stress and Motivation.

Ugur Yozgataa, Assoc. Serra Yurtkorub, Elif Bilgingoluc (2013) states that job stress is negatively related to job performance. In addition Rachel Mboni Mambea, Joseph Obwogi (2015) the researchers found that rewards and training, have a close relationship on the influence of motivation on performance. Based on previous research, the authors propose a study entitled:

"THE EFFECT OF MOTIVATION AND JOB STRESS ON EMPLOYEE PERFORMANCE AT GENERAL SUPPORT AND MARKETING ENTERPRISE SERVICE DIVISION PT TELEKOMUNIKASI INDONESIA, TBK."

From the background above problems, the authors formulate the problem as follows:

1. Does Motivation Affect Performance in the General Support and Marketing Enterprise Service Division of PT Telekomunikasi Indonesia, Tbk?
2. Does Working Stress affect Performance at General Support and Marketing Enterprise Service Division of PT Telekomunikasi Indonesia, Tbk?

LITERATURE REVIEW
Human Resource Management
Human resource management according to Hasibuan (2009) is the science and art of managing relationships and the role of manpower in order to effectively and efficiently help realize company goals, employees and society while according to Mondy (2008) is the utilization of a number of individuals to achieve organizational goals.

Human resource management is a science or how to manage the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used maximally so as to achieve goals together with the company, employees and society to the maximum.

Peformance
According Mangkunegara (2006) that employee performance is the result of work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Mangkunegara (2009) suggests that performance indicators, namely:

1) Quality
2) Quantity
3) Implementation of Duties
4) Responsibility

Motivation
According to Robbins (1996) in Rahmila Sari (2012) Motivation is the willingness to give more effort to achieve organizational goals caused by willingness to satisfy individual needs.

Sutrisno (2009) suggests that motivation is a psychological process influenced by several factors. These factors can be distinguished from internal factors and external factors derived from employees.

Job Stress
According to Mansoor (2011) Job stress arises because of the demands and resources owned by an employee. The demand in question is the responsibility, pressure, obligation or uncertainty facing the individual. While resources are something that is within the control of an employee who can be used to meet the demands. Stress is a condition that occurs when faced with many pressures or obligations or responsibilities and one is incapable of handling it and the obligation is large and continuous over a long period of time without pause.

According to Robbins (2014) there are three dimensions of job stress are:

1) Psychological characteristics, Psychologically an employee who is feeling depressed in the face of work, the job is usually quickly offended by the words or attitudes of others, not communicative in working, many daydreaming, and mentally tired easily.
2) Physical Characteristics An employee who is stressed will affect his or her physical impact or affect various physical disorders, such as increased heart rate and blood pressure, physical fatigue, headaches, sleep problems or in other words difficult to sleep.
3) Characteristics of Behavior, Employees who experience stress can be seen from their daily behavior. An employee who experiences stress will exhibit unusual behaviors, such as delaying or even avoiding work, sabotaging behavior in work, and abnormal eating behaviors.

Hypotheses Development & Conceptual Frameworks
Mtivation effect on Peformance
Research conducted by Agripa Toar Sitepu (2013) with the title of research "Workload and Motivation effect on Employee Performance on PT.Bank Tabungan Negara TBK Branch Manado" shows the results of regression analysis proves that the motivation of work affect the employee performance.
H1: Motivation has a significant effect on Performance.

Job Stress effect on Pefermance
The research done by Tia Afrianty Purnamasari, Hamidah Nayati Utami, Mohammad Iqbal (2015) shows In a reverse U-draw made by Robbins (2008: 156) describes the reaction to stress over time and there is a change in the intensity of stress. This means that moderate levels are negatively affecting long-term performance, because the sustained stress intensity decreases the individual's performance in work, high levels will have a negative effect on long-term performance.
H2: Job stress has a significant effect on Performance.

Based on the description above, the conceptual framework scheme in this study is shown by Figure 2.1 as follows:
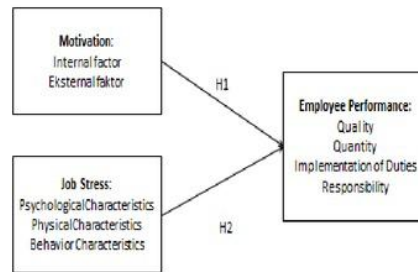

Figure 2.1
Conceptual Framework

RESEARCH METHOD

Research design

The design of this research is a causal associative, meaning that this study aims to determine the causal effect of Motivation and Job Stress on Employee Performance of PT Telekomunikasi Indonesia, Tbk. General Support and Marketing Enterprise Service Division, The approach taken in this research is quantitative approach.

Variable

Variables observed in this study there are two kinds, namely independent variables and dependent variables. independent variable is motivation and job stress while dependent variable is performance. The variables are measured using Likert scale.

Population and Sample

Population in this research is employees of PT Telekomunikasi Indonesia, Tbk. General Support and Marketing Enterprise Service Division of 46 Employees. The sample used is a saturated sample.

RESULT AND DISCUSSION

Respondent Characteristics

Based on survey results, the number of respondents aged 20-32 years were 9 respondents or 19.6%, and 31-45 year olds were 14 respondents or 30.4%, and 46-57 years old were 23 respondents or 50,0%. Thus the employees, PT Telekomunikasi Indonesia Tbk is mostly aged between 46-57 years with a percentage of 50.0%.

Based on gender, female respondents were 22 respondents or 47.8% and male respondents were 24 respondents or 52.2%. Thus the majority of respondents were male.

Based on the last education, respondents who are educated Bachelor (S1) counted 46 respondents or 100.0% ,. Thus most of the employees of PT Telekomunikasi Indonesia Tbk undergraduate with 100.0%.

Based on the long working, respondents who worked 1-5 years as many as 10 respondents or 21.7%, who worked for 6-10 years as many as 22 respondents or 47.8%, and who worked for more than 10 years as many as 14 respondents or 30 , 4%. Thus most of the employees of PT Telekomunikasi Indonesia Tbk has a working period of 6-10 years with a percentage of 47.8%.

Descriptive Statistics Test Results

Descriptive Variable Motivation results

Based on the results of respondents' answers, it is known that the average respondent more answer "Agree" to almost all items of statement of Motivation variable.

Descriptive Variable Job Stress Result

Based on the results of respondents' answers, it is known that the average respondent more answer "Agree" to almost all items of statement of job stress variable.

Descriptive Variable Performance Result

Based on the results of respondents' answers, it is known that the average respondent more answer "Agree" to almost all items of statement of Performance variable.

Qualitative test result
Validation test
Motivation

Table 1
Validation test results of Motivation Variable (X₁)

Code	r-table	Pearson Correlation (r-Count)	Information
M1	0,2907	0,768	Valid
M2	0,2907	0,723	Valid
M3	0,2907	0,728	Valid
M4	0,2907	0,966	Valid
M5	0,2907	0,942	Valid
M6	0,2907	0,919	Valid
M7	0,2907	0,912	Valid
M8	0,2907	0,921	Valid
M9	0,2907	0,914	Valid
M10	0,2907	0,890	Valid

Source: data results by process SPSS 23

Based on table 1 above to test the validity of motivation variable statement seen that all grains of the statement has the value of r-count> r-table then declared valid.

Job Stress

Table 2
Validation test results of Job Stress Variable (X₂)

Code	r-table	Pearson Correlation (r-count)	Information
SK1	0,2907	0,458	Valid
SK2	0,2907	0,735	Valid
SK3	0,2907	0,490	Valid
SK4	0,2907	0,923	Valid
SK5	0,2907	0,470	Valid
SK6	0,2907	0,819	Valid
SK7	0,2907	0,912	Valid
SK8	0,2907	0,751	Valid
SK9	0,2907	0,840	Valid
SK10	0,2907	0,458	Valid

Source: data result by process SPSS 23

Based on table 2 above to test the validity of Job Stress variables statements it is seen that all the items of the statement have the value of r-count> r-table then declared valid.

Performance

Table 3
Validation test results of Employee Performance (Y)

Code	r-table	Pearson Correlation (r-Count)	Information
KK1	0,2907	0,654	Valid
KK2	0,2907	0,851	Valid
KK3	0,2907	0,483	Valid
KK4	0,2907	0,972	Valid
KK5	0,2907	0,479	Valid
KK6	0,2907	0,847	Valid
KK7	0,2907	0,919	Valid
KK8	0,2907	0,938	Valid
KK9	0,2907	0,842	Valid
KK10	0,2907	0,850	Valid

Source: data result by process SPSS 23

Based on table 3 above to test the validity of Employee Performance variable statements seen that all the items of the statement has the value of r-count> r-table then declared valid.

Uji Reliabilitas

Table 4
Reliability Test Results

Variable	Cronbach's Alpha	N of items	Information
Motivation	0,786	11	Reliable
Job Stress	0,751	11	Reliable
Employee Performance	0,778	11	Reliable

Source: data result by process SPSS 23

Based on table 4 above shows that all research variables have a value of Cronbach's Alpha> 0.6 which means that all variables studied are reliable.

Classic Assumption Test Results
Normality Test Results

Table 5
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		46
Normal Parameters[a,b]	.0000000	.0000000
	1.85757418	1.91128287
Most Extreme Differences	.112	.101
	.112	.101
	-.071	-.089
Test Statistic		.112
Asymp. Sig. (2-tailed)		.189[d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: data result by process SPSS 23

Based on the results of testing with K-S method From the calculation results obtained Asymp sig Unstandardized Residual Regression value is 0.189 above 0.05. So it can be argued that all data in this study has

met the assumption of normal distributed data.

Multicollinearity Test Results

Tabel 6
Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.783	2.261		5.654	.000		
	Motivation	.764	.039	.955	19.521	.000	.986	1.014
	Job Stress	-.114	.054	-.103	-2.110	.041	.986	1.014

a. Dependent Variable: Employee Performance
Source: data result by process SPSS 23

Based on Table 6 the results of multicollinearity test data processing by using SPSS 23 showed that the two independent variables showed the tolerance value for the motivation variable of 0.986, and the job stress variable of 0.986 greater than 0.10, and the VIF value for the motivation variable of 1.014 and the Job stress variable of 1.014 less than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model among independent variables.
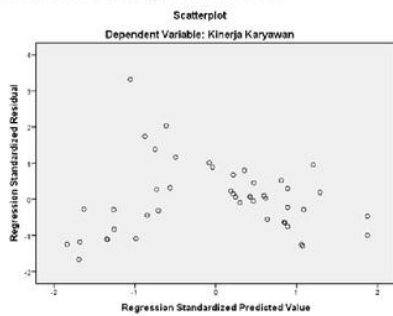
Heteroscedasticity Test Results

Scatterplot
Dependent Variable: Kinerja Karyawan

Figure.1
Heteroscedasticity Test Results

Source: data result by process SPSS 23

Based on the results of data processing using SPSS 23 diagram in Figure 1 can be seen that the data (dots) spread randomly and spread either above or brought the number 0 on the axis and did not form a certain pattern so it can be concluded that the results of this regression test is not disturbed heteroscedasticity.

Multiple Linear Regression Analysis Test Results.

Table 7
Multiple Linear Regression Analysis Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.783	2.261		5.654	.000
	Motivation	.764	.039	.955	19.521	.000
	Job Stress	-.114	.054	-.103	-2.110	.041

a. Dependent Variable: Employee Performance
Source: data result by process SPSS 23

Based on table 7 can be obtained the formulation of multiple linear regression equation for independent variables (motivation and job stress) to the dependent variable (employee performance) as follows:

$$Y = a + b1X^1 + b2X^2 + e$$
$$= 12{,}783 + 0{,}764X^1 + (-0{,}114X^2) + e$$

Hypotheses test result
Determination Coefficient Test (R^2)

Table 8
Determination Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948[a]	.898	.894	1.900

a. Predictors: (Constant), Stres Kerja, Motivasi
Source: data result by process SPSS 23

Based on table 8, known the determination coefficient result (adjusted R2) of 0.894 which means 89.4% employee performance can be explained by motivation and job stress variables. While 10.6% is explained by other variables not included in this research model.

Model Accuracy Test (F Statistic Test)

Table 9

Model Accuracy Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1376.202	2	688.101	190.553	.000ᵇ
	Residual	155.276	43	3.611		
	Total	1531.478	45			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Job Stress, Motivation

Source: data result by process SPSS 23

Based on table 9 can be seen the value of f arithmetic of 190.553> 3.23 or f count is greater than the value of f table and the significance value is 0.000 or less than 0.05 then Ho is rejected and Ha accepted, it can be stated that motivation and job stress collectively affect employees performance.

t Test Results (Partial Test)

Table 10

T test Results

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.783	2.261		5.654	.000
	Motivation	.764	.039	.955	19.521	.000
	Job Stress	-.114	.054	-.103	-2.110	.041

a. Dependent Variable: Employee performance

Source: data result by process SPSS 23

From table 10 shows that the results of multiple linear regression analysis calculation after calculation by IBM SPSS 23, the value as follows:

a. Hypotheses test: Effect of Motivationon Employee Performance

Based on Table 10 can be seen t count on motivation variable (X1) is 19,521 greater than t table value 2,016 and significant value of motivation variable 0,000 or less than 0,05 so Ho is not accepted and Ha accepted, it can be expressed partially there is a significant effect of motivation variable on employee performance.

b. Hypothesis test: Effect of Job Stress on Employee Performance

Based on Table 10 can be seen t value on job stress variable (X2) is -2,110 smaller than t table value 2.016 and significant value of job stress variable 0.041 or less than 0.05 so Ho is not accepted and Ha accepted, it can be expressed partially there is a significant effect of job stress variable on employee performance.

Discussion

Motivation effect on performance

Based on the results of the first hypothesis testing showed that motivation has significant effect on employee performance. The results of this hypothesis is also strengthened by Analisa (2011), Motivation has a positive effect on employee performance and significant value to employee performance. In this study, the motivation has a significance level of 0,000, which is smaller than the 0.05 significance level, the Ha1 hypothesis is accepted, so it can be concluded that Motivation variable (X1) has a significant effect on Employee Performance in PT Telekomunikasi Indonesia Tbk. This means that if the motivation is given well then the resulting employee performance is also optimal.

Job Stress effect on Perfrmance

Based on the results of the second hypothesis testing stating that job stress significantly affect employee performance. This hypothesis is strengthened by the results of the study of Merdania (2011), that job stress have a significant effect on employee performance. In this study, the work culture has a significance level of 0.041 where the value is greater than the 0.05 significance level, the Ha2 hypothesis is accepted, so it can be concluded that job stress variable (X2) has a significant effect on employee performance in PT Telekomunikasi Indonesia Tbk. Thus, based on the above analysis can be concluded that job stress has a significant affect on employee performance in PT Telekomunikasi Indonesia Tbk. This means that if the job stress is managed well then the employee's performance is also maximal.

CONCLUSION AND SUGGESTION

Conclusion

Based on research that has been done, it can be concluded as follows:

1. Motivation has a positive and significant effect on employee performance of General Support Division and Marketing Enterprise Service Division of PT Telekomunikasi Indonesia Tbk.
2. Job stress has a negative and significant effect on employee performance of General Support Division and Marketing Enterprise Service Division of PT Telekomunikasi Indonesia, Tbk.

Suggestion

1. For Company
   a. Companies need to pay more attention to employees one of them by giving rewards either directly or indirectly to improve employee performance such as giving policy in the form of in the form of

incentive and promotion promotion for employees who excel. Given the good reward employee performance would be optimal.

b. Companies need to know how to manage and handle job stress effectively and efficiently for the employees themselves. Companies must maintain the stability of job stress caused by physical and occupational factors such as adjusting the workload with the capacity and ability of employees and not provide excessive workload that will affect the physical and psychological conditions that will lead to job stress on the job and social factors such as the relationship between superiors with subordinates who maintain communication with a good working relationship then by considering both these factors employee performance can be optimal.

2. For Further Researchers

In relation to this research have limitations in doing research, it is suggested for the next researcher who want to examine related variables contained in this research, that is Motivation, Job Stress and Employee Performance, so that further research can develop other variables so it can as reference to examine variable has never been done nor use other research objects and with the addition of the number of respondents in different research objects.

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