



# Influence of Motivation on Job Stress, Job Satisfaction and Job Performance at Alam Puri Villa Art Museum and Resort Denpasar

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**Abstract**-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 well accommodated and accepted by all employees within an organization or company. In this study employee performance is influenced by job satisfaction, work stress and work motivation. This study aims to explain the effect of work stress on employee performance, the effect of work stress on employee job satisfaction, the effect of motivation on employee job satisfaction, the effect of motivation on employee performance, the effect of job satisfaction on employee performance, how job satisfaction mediates the effect of work stress on employee performance, and how job satisfaction mediates the effect of motivation on employee performance. This research is included in the type of research explaining or explanatory research. This research was conducted at Alam Puri Villa Art Museum and Resort Denpasar. Respondents of this study were 64 employees of Alam Puri Villa Art Museum and Resort Denpasar. Data collection techniques used in research include observation, interview, literature study, questionnaire. Data analysis was performed using PLS (partial least square). The results of this study indicate that work stress has a negative and not significant effect on employee performance, work stress has a negative and not significant effect on job satisfaction, work motivation has a positive and significant effect on proven job satisfaction, work motivation has a positive and not significant effect on employee performance, job satisfaction has a positive and significant influence on employee performance, job satisfaction is not a mediating variable between work stress on employee performance, and job satisfaction mediates the influence between work motivation on employee performance.

**Keywords:** Employee Performance, Job Stress, Job Satisfaction, Motivation

## INTRODUCTION

The company as a business organization with the main goal of obtaining maximum profit must be ready to compete. The company's goals can be achieved by managing well the resources within the company. The only company resources that have competitive value are human resources, where the human resource factor is one of the important aspects that exist within the company as the executor of every operational activity carried out by the company to bring the company to the desired goals (Permatasari, 2018).

One way to see the progress of the performance of an organization is by evaluating employees in the organization. Assessment can be done on employees and managers. The scoring system is used the method that is considered to be most appropriate to the form of the organization, because the misuse of the method will make the assessment made unable to give the intended answer. According to aspects assessed in performance appraisal are quantity of results, quality of results, timeliness of results, timeliness, presence, ability to work together. Employee performance as the work

produced by employees or real behavior that is displayed from a number of efforts made on his work in accordance with his role in the organization. Employee performance is influenced by various personal characteristics of each individual. The factors that influence employee performance are work motivation, ability, work environment, work discipline and leadership. While the results of the study of (Hoboubi *et al.*, 2013) state that the factors that influence employee performance are job stress and job satisfaction. But in this study only will be discussed about job satisfaction, work stress, and motivation.

In the Discrepancy Theory developed by (Porter, 1961), it is explained that job satisfaction is the difference or comparison between expectations and reality. Strong organizations have the ability to create and maintain employee job satisfaction so that it will provide stimuli to employees to work properly according to established standards and have a high commitment to the company. (Robbins, 2008) defines job satisfaction as a general attitude of an individual to his work. In this work, a person is required to interact with co-workers and leaders, to follow company rules and policies, and to meet performance standards. (Davis & Newstrom, 2008) describe job satisfaction as a set of employee feelings about whether or not their work is pleasing.

(Jamal, 2016) argues that work stress has a significant negative effect on performance, meaning that the more stress decreases, the more it increases employee performance. According to (Veithzal & Sagala, 2010) Job stress is a condition of tension that creates physical and psychological imbalances, which affect emotions, the process of thinking, and the condition of an employee. Job stress is measured by work conditions, roles, interpersonal factors, career development and organizational structure. Stress on performance can play a positive role and also play a negative role, as explained in the Law of (Podson, 1904) which states the relationship between stress and performance like an inverted U letter. The findings of (Li, *et al.*, 2014) state that employee performance is influenced by motivation variables. (Simamora, 2004) revealed that motivation is a psychological impulse that directs a person towards a goal. To measure motivation according to (McClelland, 2009) expressed by the need for achievement, the need for relationships, the need for power.

The hospitality business in Indonesia enters a new era. Ministry of Tourism (2018)

stated that the growth in the hotel sector in the third quarter of 2018 was lower than the growth in the third quarter of 2017. In the third quarter of this year, the hotel industry growth was only 4.31%, while in the same quarter in 2017, its growth is worth 5.58%. One of the factors that caused the decline, changes in various fields, including the development of communication technology, the emergence of a generation of millenials that played a major role as a driver of economic growth, mindset needs, new work patterns, and business models.

Alam Puri Villa Art Museum & Resort Denpasar is a company engaged in tourism services. Alam Puri Villa Art Museum & Resort Denpasar is located in Penatih Village, East Denpasar, Bali. Alam Puri Villa Art Museum & Resort Denpasar until now still exists and even continues to develop every year, although there are many competitors in similar companies in the area. Alam Puri Villa Art Museum & Denpasar Resort is a part of the Alam Hotel Group unit located in Penatih Village, Denpasar, Bali. This hotel was founded in 2002 which has 64 employees.

Based on the results of the independent interview with key informant Agus Ega Jaya as Managing Director on December 14, 2018 in the office of Alam Puri Villa Art Museum and Resort Denpasar that from 2014 to 2018 there was a significant decline in income of -6% in all divisions. This is far from the target which should have increased by 10% each year. This decrease was due to the declining performance of employees, employees at Alam Puri Villa Art Museum and Resort Denpasar did not follow the operational standards of the company's procedures, the non-conducive environment both from superiors, colleagues, inadequate facilities and infrastructure resulting in less performance. Lack of maximum employee performance can be said to be caused by changes in motivation, job satisfaction and work stress.

Based on the phenomenon and research gap results of previous research, it is necessary to examine how the influence of work stress and motivation on job satisfaction and employee performance at Alam Puri Villa Art Museum and Resort Denpasar.

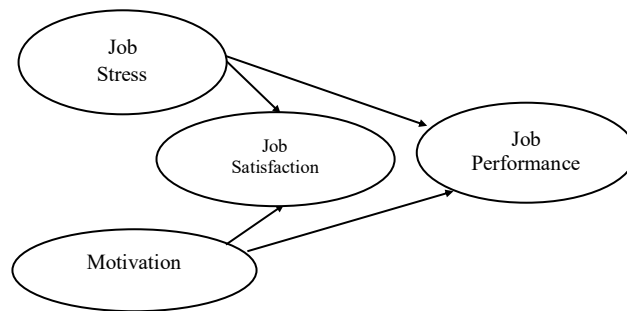
## **CONCEPT AND HYPOTHESIS**

Job satisfaction and performance are two things that often get more attention in various studies in various countries including in Indonesia. This is because the variable job satisfaction and performance are the main

determinants in organization performance and effectiveness. Job satisfaction and performance are influenced by work stress variables and work motivation.

In (Sopiah, 2008; Peni, 2011; Showkat, 2013) states that employee performance is influenced by work stress variables. Job stress is defined as an adjustment response mediated by individual differences and/or psychological processes which are a consequence of any external action (environment), situation or event that determines excessive psychological and/or physical demands on someone (Gibson, 2009)

Job stress also affects satisfaction. Interesting findings from the results of research by (Mansoor et al., 2011), and (Setiadi, 2014) show that an individual who is under excessive pressure will tend to be less satisfied with his job. The research findings of (Li et al., 2014) state that employee performance is influenced by motivation variables. (Simamora, 2004) revealed that motivation is a psychological impulse that directs a person towards a goal. In addition to influencing employee performance, motivation also influences job satisfaction. Based on this, the research conceptual framework is as follows.



**Figure 1**  
Framework

Based on the conceptual, the hypothesis of this research can be made as follows:

- H1: Work stress has a negative and insignificant effect on performance
- H2: Work stress has a negative effect and insignificant on job satisfaction
- H3: Work motivation has a positive and significant effect
- H4: Work motivation has a positive and significant effect
- H5: Job satisfaction has a positive and significant effect on performance
- H6: Job satisfaction is not a mediation between work stress on employee performance
- H7: Job satisfaction is a mediation between work motivation and employee performance

**METHOD**

The population in this study was 64 employees at Alam Puri Villa Art Museum and Denpasar Resort. The sampling technique in this study was to use a census technique that is all populations sampled. This study is conducted on Alam Puri Villa Art Museum and Denpasar Resort and this research was conducted in 2018. The variables used in this study are work stress,

work motivation, job satisfaction and employee performance. Data collection techniques used in research include observation, interview, literature study, questionnaires. This research is included in the type of research explaining or explanatory research (Ghozali, 2004). The analysis technique used to analyze data is Partial Least Square (PLS). The results of the analysis are then interpreted and the final step is concluded and given an explanation.

**RESULT AND DISCUSSION**

**Table 1**  
Statistical Test Results

Construct	Indicator	Outer Loading	Alpha Cronbach's	CR	AVE
Job Stress	X1.1	0,62	0,840	0,84	0,51
	X1.11	0,67			
	X1.13	0,76			
	X1.3	0,91			
	X1.5	0,57			
Motivation	X2.1	0,68	0,808	0,83	0,50
	X2.2	0,77			
	X2.4	0,70			
	X2.5	0,78			
	X2.6	0,58			

	Y1.1	0,83					
	Y1.10	0,67					
	Y1.11	0,70					
	Y1.12	0,70					
	Y1.2	0,55					
Job Satisfaction	Y1.3	0,66	0,917	0,91	0,56		
	Y1.4	0,70					
	Y1.5	0,66					
	Y1.6	0,67					
	Y1.7	0,70					
	Y1.8	0,67					
	Y1.9	0,61					
Job Performance	Y2.1	0,68					
	Y2.2	0,59	0,756	0,72	0,59		
	Y2.4	0,65					
	Y2.5	0,58					

Data processed, 2018

The calculation results regarding the value of outer loading in Table 1 show that all indicators have met valid requirements based on discriminant validity criteria, namely the outer loading value > 0.50 and statistically significant. The reliability test results of the research instrument showed that the value of Cronbach Alpha in each construct was > 0.60 which means that the reliability of all research variables was categorized as good and accepted (Nunnally's, 1969). The AVE value of all constructs has shown a value > 0.50 so that it meets valid requirements based on discriminant validity criteria. While the composite reliability value of each construct has shown a value greater than 0.70 so that it meets reliable requirements based on composite reliability criteria.

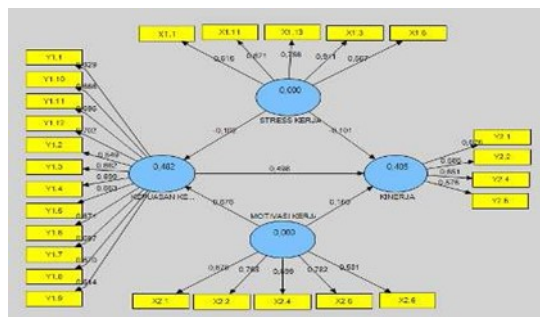


Figure 2

Outer Loading and Path Analysis Result

### Influence of Job Stress with Job Performance

The results of the data analysis show that job stress has a negative effect on performance of -0.10 and the relationship is not significant

at the 0.05 level with a calculated t value of 0,73. Negative insignificant relationships indicate that a decrease in the level of work stress on employees can improve employee performance, but the effect is weak. Job stress is an important aspect for the company, especially in relation to employee performance. Decline in performance can harm the company. Therefore, employee performance needs to get attention, among others, by carrying out studies related to work stress variables. Based on research findings, to achieve lower work stress and productivity in the workplace recommended supporting measures include: identifying and optimizing factors that affect work stress, provide direct staff support by management, employ individuals according to their skills and abilities, provide appropriate definitions and job descriptions for employees and choose employees who are suitable for work shifts.

The results of this study contradict the results of previous studies conducted by (Vijayan, 2018; Saryanto & Amboningtyas, 2017; Ishwari & Pradanawati, 2017; Prabowo *et al.*, 2018; Hasan *et al.*, 2018) showed a significant relationship between work stress and employee performance. (Jamal, 2016) found that work stress has a significant negative effect on performance, meaning that the more stressed it decreases, the more it will improve employee performance. The results of this study are in line with the results of previous studies conducted by (Hoboubi *et al.*, 2017) and (Martini, 2018) which show the relationship between work stress and employee performance with negative and insignificant results.

### Influence of Job Stress and Job Satisfaction

The results of data analysis show that work stress has a negative effect of -0.11 on job satisfaction and the relationship is not significant at the 0.05 level because the value of t count is 0.83 smaller than the T table value of 1.96. This means that the decrease in the level of work stress on employees has a weak effect on increasing job satisfaction of employees at Alam Puri Villa Art Museum and Denpasar Resort.

The findings of this study support the results of the research by (Mansoor *et al.*, 2011; Setiadi, 2014; Sugama, 2017; Sasuwe *et al.*, 2018) show that an individual who is under excessive pressure will tend to be less satisfied with his job. Some of their intrinsic and extrinsic needs are not sufficient. The research findings also revealed that subjects



with lower job satisfaction were found to have stress in the form of workload, role conflict and physical environment compared to those who had high job satisfaction. Someone with a high level of job stress is likely to be unsatisfied with their work and affect productivity and they will not feel happy working in the organization (Ahsan *et al.*, 2009; Ganapathi & Venkataraman, 2013; Hariandja 2009). In other words, work stress is not one of the determinants of high or low job satisfaction at Alam Puri Villa Art Museum and Denpasar Resort.

The results of this study contradict the results of previous studies conducted by (Setiadi *et al.*, 2016; Melani *et al.*, 2016; Permatasari & Prasetio, 2018; Li *et al.*, 2014) revealed that work stress has a significant negative effect on satisfaction. The lower level of stress on employees will increase job satisfaction.

### **Influence of Motivation and Job Satisfaction**

The results of data analysis show that work motivation has a positive effect on satisfaction of 0.68, and the relationship is significant at the 0.05 level with a t value of 10.43 greater than the T-table of 1.96. Positive and significant influence shows that the higher the motivation of employees, the higher the job satisfaction of employees. Significant relationships are indicated by the challenges in work and in line with satisfaction with the work atmosphere.

Based on the support of the results of the analysis, the formation of the effect of work motivation on job satisfaction is found in the indicator of satisfaction in the work atmosphere, meaning that the work atmosphere at Alam Puri Villa Art Museum and Denpasar Resort makes employees feel comfortable. The relationship of motivation to job satisfaction is when individuals are motivated, they will make positive choices to do a job, because they can satisfy their desires.

The results of this study support the results of previous studies conducted by (Sekartini, 2016) who conducted a study of the effect of work motivation on job satisfaction in 162 administration employees of Warmadewa University, the results of the analysis showed that work motivation had a positive and significant effect on employee job satisfaction. This means that the better work motivation will increase job satisfaction at Universitas Warmadewa. While the results of the (Ginantra, 2017; Melani *et al.*, 2016;

Sugama, 2017) shows that work motivation has a positive and significant effect on job satisfaction.

### **Influence of Motivation and Job Performance**

The results of data analysis show that work motivation has a positive effect of 0.15 on performance, and the relationship is not significant at the 0.05 level with a t value of 1.49 smaller than the T-table value of 1.96. This positive influence shows that the higher the work motivation, the higher the employee's performance. This insignificant relationship is caused by employees not looking for ways to progress when completing tasks, so that employees at Alam Puri Villa Art Museum and Denpasar Resort have not been able to produce quality work. This result gives the meaning that even though employee motivation increases, but the increase in employee performance at Alam Puri Villa Art Museum and Denpasar Resort is not significant.

The results of this study support the results of previous studies conducted by (Kumarawati *et al.*, 2017) who conducted a study of 69 employees in the Denpasar Regional Secretariat, the results showed that motivation had a positive and not significant effect on employee performance at the Denpasar City Secretariat. These results give the meaning that even though employee motivation increases, but the increase in employee performance at the Regional Secretariat of Denpasar City is not significant. The results of this study contradict the results of previous studies conducted by (Sekartini, 2016; Febriani & Indrawati, 2016; Ginantra, 2017; Iswari & Pradhanawati, 2017; Setiyawati *et al.*, 2018; Gunasekara, 2018) shows the relationship between motivation and performance of employees with positive and significant results. High motivation can have a direct impact on employee performance and will benefit the company itself.

### **Influence of Job Satisfaction and Job Performance**

The results of data analysis indicate that job satisfaction has a positive effect of 0.50 on performance, and the relationship is significant at the 0.05 level because the T-statistic value is greater than 1.96 which is equal to 5.23. This means that the better job satisfaction will improve the performance of employees at Alam Puri Villa Art and Resort Denpasar. The facts in the field show that the more comfortable the work atmosphere in the

company, the more quality the work produced by employees. Job satisfaction felt by employees also needs to be improved, especially in terms of the promotion system which gives an opportunity for more employees to be able to follow the selection process to get a higher position. In order to provide greater opportunities for employees, one of them can be considered from the period of employment such as employees who have worked at least five years are given the opportunity to take part in higher job promotion selections. By giving employees greater opportunities to get promotion, they will be motivated to work better so they can get higher positions.

The results of this study support the results of previous studies conducted by (Fu & Deshpande, 2014); about the effect of job satisfaction on the performance of 476 employees working in Chinese insurance companies. The results of the analysis show that job satisfaction has a positive and significant effect on employee performance. (Platis et al., 2015; Sekartini, 2016; Zeffane & Melhem, 2017; Ghofur et al., 2017); shows the results that job satisfaction has a positive and significant effect on employee performance.

### **The Role of Job Satisfaction in Mediating the Effects of Job Stress on Job Performance**

Based on the criteria of (Hair et al., 2010) job satisfaction is not a mediation between work stress on employee performance. Job satisfaction variables have not been able to explain the relationship of work stress and employee performance because the indirect relationship between job satisfaction and employee performance is significant, while work stress has a not significant direct relationship to satisfaction. The meaning of the role of mediation variables here shows that the effect of work stress on employee performance has not been well conveyed by job satisfaction, in other words job satisfaction does not mediate the relationship of work stress to employees at Alam Puri Villa Art Museum and Denpasar Resort.

This is not in line with the research of (Setiadi et al., 2016) examining the relationship between work stress on job satisfaction in 148 front office employees in several creative industry sub-sector service companies. It was found that work stress had a significant effect on job satisfaction. (Fu &

Deshpande, 2014) about the effect of job satisfaction on the performance of 476 employees working in Chinese insurance companies. The findings of the study indicate that job satisfaction has a positive and significant effect on employee performance. (Platis et al., 2015) found results that job satisfaction had a positive and significant effect on employee performance. (Sugama, 2017) who examined the relationship of the effect of work stress and work motivation on job satisfaction and performance in 30 people of the Integrated Service Unit (ULP) of the Province of Bali. The results of the study show that job satisfaction is a mediating variable between work stress and performance.

### **The Role of Job Satisfaction in Mediating the Effects of Work Motivation and Job Performance**

Based on the criteria of (Hair et al., 2010) job satisfaction is a mediation between work motivation and employee performance. The findings of this study reveal that motivation has an important effect on job satisfaction, while job satisfaction has an important impact on the performance of employees of Alam Puri Villa Art Museum and Resort Denpasar. The meaning of the role of mediation here shows that the effect of work motivation on employee performance can be conveyed well by job satisfaction. So the better the work motivation, the employee's performance will increase.

The results of this study are in line with the research of (Melani et al., 2016) conducted a study on 87 employees in the sewing assembly line line of the Pringapus III unit of PT. Ungaran Sari Garments III Pringapus. It was found that work motivation had a positive and significant influence on employee job satisfaction. (Zeffane & Melhem, 2017; Ghofur et al., 2017) shows the results that job satisfaction has a positive and significant effect on employee performance. The findings of this study indicate the importance of job satisfaction in influencing the performance of employees in the public and private sectors. Examining the relationship between job satisfaction and employee performance. (Nurcahyani & Adnyani, 2016) to employees of PT. Sinar Sosro Pabrik Bali, found the results that job satisfaction mediates the effect of motivation on employee performance.

### **CONCLUSION**

The influence of job stress on job

performance shows negative and insignificant results. The influence of job stress on job satisfaction shows negative and insignificant results. The influence between motivation on job satisfaction has a positive and significant effect. The influence of motivation on job performance shows positive and insignificant results. The influence of job satisfaction on job performance shows positive and significant results. The role of job satisfaction in mediating the relationship of job stress to job performance shows the results that job satisfaction is not a mediating variable. The role of job satisfaction in mediating the relationship between work motivation and employee performance shows that job satisfaction is a perfect mediating variable.

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