



The Effect of Stress and Working Environment on Employee Performance through Motivation Mediation: A Case Study on International Restaurant in Badung Bali

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Abstract-This study aims to determine the effect of stress and working environment on employee performance through motivation mediation at international restaurants in Badung, Bali. The respondents of this study are laborers at international restaurants in Badung, Bali. The samples of this study are 80 people with the determination of the number of samples which is representative. This study uses partial least square analysis (PLS) with the help of PLS software program. The results of this study indicate that 1) stress gives negative and insignificant effects on employee motivation, 2) stress has negative and significant effect on employee performance, 3) the work environment gives positive and significant effect to motivation, 4) work environment gives negative and insignificant effect on employee performance, 5) motivation gives positive and significant effect on employee performance, 6) motivation is not a mediation between stress and employee performance, 7) motivation is a perfect mediation between work environment and employee performance. The implications of this research are international restaurants in Badung, Bali should pay more attention to the performance of their employees by paying attention to the workload so that the employees do not experience excessive levels of stress. And also pay more attention to the work environment, especially non-physical working environment that is still below the total average, such as: the use of technology.

Keywords: Employee performance; motivation; stress; working environment

INTRODUCTION

Human Resource Management is a process of handling various issues on the scope of employees, laborers, managers and other workers to be able to support the activities of the organization or company in order to achieve the goals that have been determined. The departments or units that normally manage HR are human resources departments or in English called HRD or human resource department. Human Resources has a very strategic position as a sustainable competitive advantage. Mangkunegara (2000) mentions that performance is the result of the quality and quantity of the work achieved by an employee in performing their duties in accordance to the responsibilities given to them (Mangkunegara,

2000). The statements are in accordance with those outlined by (Jeffrey & Dantes, 2017) as employee performance needs to be assessed and measured, including team work quality, creativity in problem solving, and work discipline.

Poniasih (2015) states that stress and motivation provide a simultaneous and significant impact on employee performance. She showed variable of work motivation, communication in work stress simultaneously and partially significant effect the employee job satisfaction. For further research could use more accurate analysis techniques, as well as adding another variable that is contributing to the problem that occurred as the employment relationship. (Poniasih & Dewi, 2015). Noor and friends (2016) in their research result show

how stressful conditions of work and job satisfaction on employee performance, where there is a direct relationship between Work Stress and Job Satisfaction on Employee Performance, and partially and simultaneously influenced on employee performance. While the independent variables that most influence on the performance of employees is job stress (Noor, Rahardjo, & Ruhana, 2016).

Hannangan reinforces it by emphasizing that the key of effective performance lies on the understanding of human motivation itself, quoted from (Jeffrey & Dantes, 2017). Several studies have been done before to find out the relationship between stress, motivation and its impact on employee performance. As proposed by Sukartini (2016), which states that motivation has a positive and significant effect on performance. Noermijati and Primasari (2015) in their research found that motivation has a significant positive effect on employee performance. Job stress does not have an effect

on job satisfaction. Motivation significantly positive influences job satisfaction. Job satisfaction significantly influences employee performance. Job stress does not have indirect effect on employee performance through job satisfaction. Motivation has an indirect effect on employee performance through job satisfaction. Motivation has the most important role to enhance employee performance. As an implication, company must give more attention and enhance employee motivation, especially on fulfilling self-actualization need (Noermijati & Primasari, 2015).

Currently, business in Bali can be quite promising. Especially on the tourism business that has never been sluggish. Service to guests is a priority that must be maintained for the sake of business continuity. But sometimes, the problems encountered are closely related to the resources they have. Employee performance will lead to quality of service to customers.

Table 1

Number of Customers' Reviews toward Some International Restaurants in Badung Region during 2017

Explanation/ Name	A	B	C	D	E	F	G	H	I	J	Total	Percentage
Excellent	195	156	217	195	39	238	47	112	298	438	1935	38
Very Good	225	176	221	75	52	230	96	115	228	417	1835	36
Average	74	93	86	27	21	95	40	39	96	209	780	15
Poor	28	59	22	12	9	30	11	25	44	107	347	7
Very Poor	39	35	16	3	7	25	13	21	33	33	225	4
Total	561	519	562	312	128	618	207	312	699	1204	5122	100

Source: Tripadvisor

From the table it can be seen that there are still many customers who give unfavorable comments, where there are 572 times the upload or 11% of the total 5122 times customers who give poor category and very poor to some restaurants in the Badung region. From some of the information given by corporate leaders (managers), that in general the standards that should be achieved by a good restaurant in service, if the error rate or customer complaints are below 5% of the total customer opinion on the quality of service provided. It shows that with the current data, there is lack of maximum service provided to customers, so it can be said that the employees' performance are still not good or not maximum.

Based on the phenomena and descriptions of previous research results above, a study entitled "The Effect of Stress and Working Environment on Employee Performance

through Motivation Mediation of Case Study on International Restaurant in Badung Bali" is worthy to be conducted for the following purposes: to analyze and explain the influence of stress and working environment on employee performance.

LITERATURE REVIEW

Employee performance

Employee performance is the willingness of a person or group of people to do some activities and accomplish them in accordance with responsibilities and expected results.

Performance is derived from the word job performance or actual performance which means working achievement or real achievement reached by someone. Definition of performance (working performance) is the work of quality and quantity achieved by an employee in performing its functions in

accordance with the responsibilities given to him. Noor (2014) in his research mentions that performance (performance) is a result that has been done in order to achieve organizational goals that are carried out legally, not violating the law and in accordance with morals and responsibilities imposed that is achieved in a certain period.

Stress

There are some things that identify stress factors in invoices are environmental factors, organizational, and individuals who act as potential source of stress. What are these factors towards the actual stress depends on individual differences such as work experience and personality like the stress model described on below this.

Table 2
Model Stress

Model Stress		
Potential Source	consequences	
Environmental factor	Individual differences	Physiological symptoms
Economic uncertainty	Perception	Headache
Political uncertainty	Work experience	Hypertension
Technological uncertainty	Social support	Heart disease
Confidence will control position		
Hostile attitude		
Organizational Factors	Psychological Symptoms	symptoms of stress experienced
Task demands		Anxiety
Demands for role		Gloomy
Interpersonal demands		Reduced
Organizational structure of job		
Organizational leadership		
Stage of establishment and dete-		
Individual Factors	Behavior Symptoms	
Family and relationships	Productivity	
Economic problems	Absence	
Personality	Level of discharge em-	

Source: Pengaruh stres kerja terhadap kinerja karyawan di pt tonga tiur putra (Bimantoro & Noor, 2012)

Working Environment

The working environment is something that exists around the workers and affects them in carrying out the tasks imposed (NitiseMITO, 1992). Furthermore, according to Sedarmayati working environment is all tools and materials faced, the environment surrounding where a person works, methods of working, and arrangement of work both as individuals and as a group (Sedarmayanti, 2001).

Working Motivation

Motivation comes from the word "motive" which is defined as the effort that forces someone to do something. Definition of

motivation is a change of energy in a person (personal) characterized by the emergence of feelings and reactions to achieve goals (Hamalik, 1992). In other definition motivation is a change of energy in a person characterized by the emergence of "felling" and preceded by a response toward the existence of a goal (Sardiman, 2006).

Theoretical Framework, Conceptual Framework And

Research Hypotheses

Theoretical framework is the result of abstraction and synthesis theory and empirical

research. The description of the proposed conceptual framework of this study is as

follows:

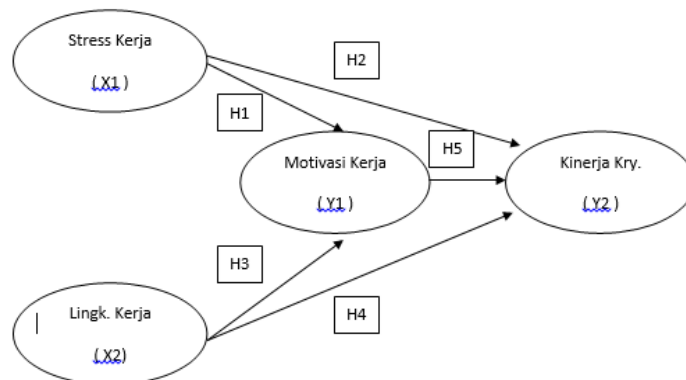


Figure 1.
Hypothesis

It can be formulated and explained that the hypotheses in this study are as follows.

H1: Stress Gives Negative and Significant Influence to Working Motivation

H2: Stress Gives Negative and Significant Influence to Employee Performance.

H3: Working Environment Gives Positive Influence and Significant Influence to Employee Motivation

H4: Working Environment Gives Positive and Significant Influence on Employee Performance

H5: Working Motivation Gives Positive and Significant Influence to Employee Performance

H6: Motivation Acts as Mediation Between Stress and Employee Performance

H7: Motivation Act as Mediation Between Work Environment and Employee Performance

METHODS

Population and Sample Research

The populations in this study were employees at several international restaurants located in Badung region Bali with 80 respondents as the samples. The variables that are used in this research are: (1) Employee Performance, (2) Stress, (3) Working Environment and (4) Motivation. Stress Variable (X1) and Working Environment (X2) are independent variables while Employee Performance Variable (Y2) is dependent variable with Motivation variable (Y1) as mediation. This research uses research instrument in the form of a questionnaire consisting of several statements, where the answers to the statement are provided in the

form of Likert scale that has range from 1 to 5 where 1 = Strongly Agree, 2 = Agree, 3 = Doubt, 4 = Disagree and 5 = Strongly Disagree based on their perceptions of stress in working, working environment, employee motivation and performance.

Operational Definition of Variables

Employee performance

In this study, the indicators used to assess employee performance are:

- 1) Quantity of work, the amount of work performed within a specified time period
- 2) Quality of work, the quality of work achieved based on the requirements of suitability and readiness
- 3) Job knowledge, the knowledge about work and skills
- 4) Initiative, the spirit to carry out new tasks and in enlarging responsibilities

Stress

The indicators used to measure stress in this research are:

- 1) Indicators on the psychological, including: restless feeling, anxious
- 2) Indicators on the physical, including: feeling tired, exhausted
- 3) Indicators on behavior, including: avoiding or delaying work

Working Environment

The indicators used in this study to assess the work environment are as follows:

- 1) Physical working environment, in the form of:
- 2) Cleanliness of working area

- 3) Ventilation and air circulation
- 4) Workplace safety
- 5) Non-physical work environment, in the form of:
- 6) Technology
- 7) Relationships with other employees

Work Motivation

The indicators for assessing employee working motivation are:

- 1) Intrinsic motivation, including physiological needs in the form of the need to be able to live like eating and drinking
- 2) Extrinsic motivation, which is the need for safety and security
- 3) Extrinsic motivation, namely the need for love / love in the form of a need for friendship, a closer interaction with others.
- 4) Extrinsic motivation, namely the need for reward in the form of compensation.

Data Analysis Methods

Descriptive Analysis

Descriptive statistical analysis used is the average and frequency, to describe the profile of respondents and description of research variables.

Inferential Analysis

Inferential analysis technique is used to test the hypothesis. The analysis technique used is PLS (Partial Least Square) with second order confirmatory factor analysis.

RESULTS AND DISCUSSION

Characteristics of Respondents

Referring to the results of the research to 80 samples of employees at international restaurants in Badung area, it can be identified the characteristics of respondents that most of the respondents of the study are aged over 20 years with period of working over 5 years.

Description of Job Stress Variables

Overall on the variable work stress, it is obtained an average score which is 3.29 with high enough category.

Description of the Working Environment Variables

In the working environment variables it is obtained an average score 1.84. Working environment with the average score 1.77 is below the average while the physical

environment which is above the average is 1.9

Description of Motivation Variables

In the variable of working motivation, the average score is 2,47. The intrinsic motivation indicator which is above the average is 2.75 while extrinsic motivation indicator which is below the average score is with a value 2.18

Description of Performance Variables

The average value of the answers on employee performance variables obtained an average score which is 1.95. Indicators that are above the average values are the indicator of job knowledge (understand the task so that it does not need any instructions) and Initiative (always try to find ideas for the progress of the company) while the other indicators are below the average value.

Test Item Validity

Based on the result of validity test, all indicators are valid because the value is more than 0.30 (> 0.30) both psychological indicator (X1.1), physical (X1.2) and on behavioral indicator (X1.3), environmental indicator physical work (X2.1) and non-physical work environment indicators (X2.2), intrinsic motivation indicators (Y1.1) as well as extrinsic motivation indicators (Y1.2), and Quantity of work (Y2.1) indicators, Quality of work (Y2.2), Job knowledge (Y2.3) and the Initiative indicator (Y2.4).

Test of Construction Reliability

From the reliability test results, it indicates that the entire construct is reliable. It can be proven from the value of Alpha Chronbach based on standardized items in each construct. At working stress construct equals to 0,80, at work environment construct equals to 0,857, at work motivation construct equals to 0,857 and at work performance construct equals to 0,748. All constructs in Tables X1, X2, Y1 and Y2 are reliable, because Chronbach Alpha values are based on Standardized Items > 0.60

Evaluation of Measurement Model (Outer Model)

Convergent Validity

An indicator is said to be valid, if the outer loading coefficient is between 0.60 to 0.70 but for theoretical analysis it is not clear then outer loading 0.50 is recommended (Lathan and Ghazali, 2012: 78), and significant at alpha level 0.05 or t- statistics 1.96. Because the value of outer loading behavior, quality of work and job knowledge is

below 0.5 then it is performed model reconstruction by putting out these indicators.

The indicators are behavioral indicators on working stress variables and indicators of

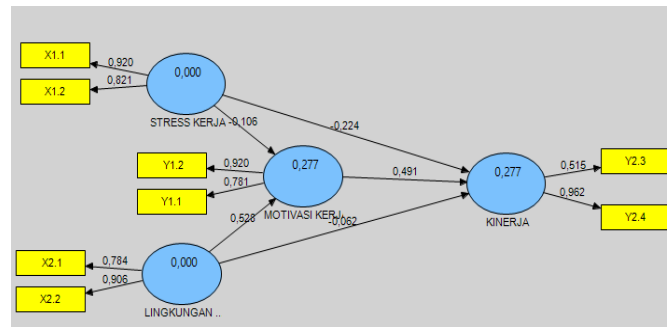


Figure 2
Outer Loading and Path Analysis Estimated Result after the Reconstruction

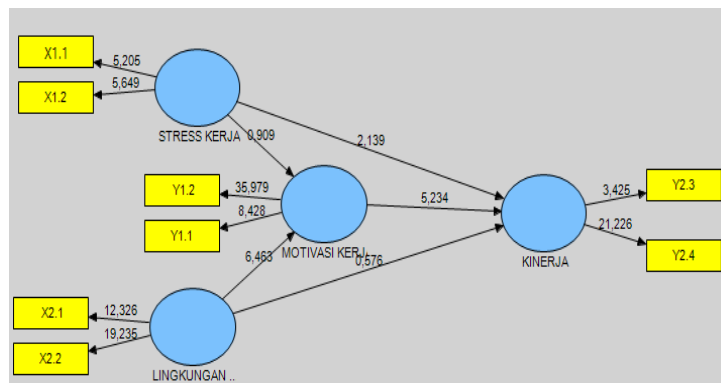


Figure 3
Bootstrapping after Reconstruction (Statistical Test)

quantity of work and indicators of quality of work.

Discriminant Validity

The value of \sqrt{AVE} of each construct ranges from 0.77 to 0.87 which is greater than the correlation value between constructs of magnitude between 0.05 and 0.52, and the AVE value of each construct > 0.50 (between 0.60 to 0.76, so it is eligible valid based on discriminant validity criteria.

Composite Reliability and Chronbach Alpha

A measurement can be said to be reliable, if the composite reliability and Chronbach alpha has value greater than 0.70. The value of the composite reliability of each construct has shown value greater than 0.70 so it qualifies reliable based on composite reliability criteria. While the value of Chronbach Alpha shows that the value of each construct is smaller than 0.70, so from this criterion, it does not meet the requirements of construct reliability.

Evaluation of Structural Model (Inner Model)

Evaluation of Structural Model Through R-Square (R²)

The value of R² performance and work motivation is respectively equal to 0.28; based on the criteria of Chin (Ghozali & Latan, 2012), then the model includes weak to moderate criteria, the meaning is the variation of work stress and work environment can explain the variation of work motivation by 28 percent, the remaining 72 percent is explained by variations of other variables outside the model analyzed. While the performance has an R-square value of 0.28, which means work stress variation, work environment and work motivation are able to explain the variation of performance that is equal to 28 percent the remaining 72 percent explained by variations outside the model.

Evaluation of Structural Model through Q-Square Predictive Relevance (Q²)

Q-Square Predictive Relevance (Q²) is a measure of how well the observations performed give results to the research model. The value of Q-Square is $= 1 - (1 - R^2_1)(1 - R^2_2) = 1 - (1 - 0.28)(1 - 0.28) = 1 - 0.52 = 0.48$, based on this result the estimation model is included in strong criteria, meaning that 48 percent of endogenous constructing variations can be predicted by exogenous constructing

variations.

Evaluation of Structural Model through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of overall model accuracy (global), as it is considered as a single measurement of outer model measurements and inner model measurements. The measurement value based on Goodness of Fit (GoF) has a range of values between 0 (zero) to 1 (one). The value of Goodness of Fit (GoF) which is getting closer to 0 (zero), indicating the model is less good, the opposite, getting away from 0 (zero)

and getting closer 1 (one), means the model getting better. The criteria for how strong and weak the model is based on the measurement of Goodness of Fit (GoF) according to Lathan and Ghozali (2012: 88), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small) . (Tenenhaus et al., 2004: 175). The calculation with GoF shows a value of $\sqrt{AR^2 * A.Com} = \sqrt{0.28 * 0.70} = 0.44$. It means that the global model is good predictive (large).

Path Analysis and Testing Hypothesis, which is expected is H_0 rejected or sig <0,05

Table 3
Path Analysis and Statistical Test

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	Explanation
Working Environment -> Performance	-0,06	-0,05	0,11	0,11	0,58	Insignificant
Working Environment -> Working Motivation	0,53	0,52	0,08	0,08	6,46	Significant
Working Motivation -> Performance	0,49	0,49	0,09	0,09	5,23	Significant
Stress -> Performance	-0,22	-0,23	0,10	0,10	2,14	Significant
Stress -> Working Motivation	-0,11	-0,10	0,12	0,12	0,91	Insignificant

(or t statistic > 1,96 with significant level of 0,05).

The table shows that: 1) the work environment has negative effect of 0.06 on performance, and the relationship is not significant at the 0.05 level because the T-Statistic value is smaller than 1.96 that is 0.58. 2) The work environment positively affect the motivation of work of 0.53, and the relationship is significant with t value of 6.46 is greater than T-table that is 1.96. 3) Motivation gives positive influence that is 0,49 to performance, and the relation is significant with t value 5,23 which is bigger than T-table value that is 1,96. 4) Stress gives negative effect of 0.22 on performance and the relationship is significant with the value of t arithmetic of 2.14. 5) Stress negatively affects in the amount of 0.11 on work motivation and not significant with t value which is 0.91.

Discussion of Research Results

The influence of work stress on employee motivation.

Based on the results of the analysis it shows that stress negatively and insignificantly affects on work motivation. It means that the higher the stress level the lower the motivation, but this influence is not significant or the relationship is not real. The influence of work stress that is not significant to work motivation can be caused by the characteristic of the respondents where 54 percent of the respondents have working period between 1 to 5 years. The work period is considered already known the situation or working atmosphere in the restaurant. The insignificant relationship can be caused that at some level stress may motivate employees. It shows different results because of different research objects which are between restaurants (private companies) and

public companies (e.g., hospitals).

Effect of work stress on employee performance.

Based on the results of research analysis, it shows that job stress has negative and significant influence on performance. It means that the higher the stress level the lower the performance shown by the employee.

The results of this study support the research conducted by Laiba et al., (2011) mentioning that job stress negatively affect the performance, where the higher the stress level of a person will decrease the performance of work owned.

Effect of work environment on employee motivation.

Based on the results of research analysis, it shows that the work environment has positive and significant effect on work motivation. It shows that a good environment will motivate employees to work and vice versa.

The results of this study support the previous research conducted by Noor (2014), which is in the results of his research stating that the work environment has a positive effect on work motivation, and have a positive and significant impact on performance.

Effect of work environment on employee performance.

Based on the results of the research analysis, it shows that the work environment has negative and insignificant effect on employee performance. Because of the motivation mediation testing on the influence of the work environment on the performance shows the result of perfect mediation. It can be concluded that the effect of work environment on performance is significant. This negative and significant influence can arise because the characteristic of the respondents / labor is more dominated between the ages of 21 to 30 years. That age can be said as productive age and with sufficient work experience, and also supported with appropriate educational background.

The results of this study are in accordance with previous studies. Ramanda et al (2013) in the results of his research, indicates that simultaneously the independent variables of physical work environment and non-physical work environment have significant effect on the dependent variable that is employee performance.

The influence of work motivation on employee performance.

Based on the results of research analysis it shows that the motivation of work has positive and significant impact on employee performance. It means that the more motivated the employee to do his or her job the higher the performance shown.

The results of this study support research that has been done before by Sukartini (2016) which proves that the motivation of work have positive and significant impact on employee performance.

The role of motivation is as a mediation between work stresses and employee performance.

Based on the results of research analysis it shows that motivation is not a mediation between work stress and performance. This means that motivation is unable to explain why job stress affects employee performance. It is suspected that other variables are not listed in the research model or it is suspected that other indicators have not been included in the study.

The role of motivation is as a mediation between the work environments on the employee performance.

Based on result of research analysis it indicates that motivation is perfect mediation between work environments to performance. It means that the work motivation is able to explain perfectly the reasons why the work environment affects employee performance. A good working environment will motivate employees to work well and good motivation will produce good performance as well.

Research Implications

Employee motivation can be improved by increasing intrinsic motivation, which can be in the form of appropriate salary to meet the physiological needs of employees, as well as extrinsic motivation in the form of guarantee as permanent employee, rewarding the work of employees.

Work environment can be improved by improving the non-physical work environment with the application of technology that is easily understood by employees and strengthen the relationship between employees.

Stress can be reduced by reducing physical stress, so that employees do not feel tired and exhausted in working, and reduce psychological stress so that the employees do not feel restless and anxious for something.

CONCLUSION

Based on the results and discussion, the conclusions of this research are:

Work stress gives negative and insignificant effect on the motivation of international restaurant employees in Badung, Bali.

Working stress gives negative and significant effect on the performance of international restaurant employees in Badung, Bali.

Work environment gives positive and significant effect on employee motivation in international restaurant in Badung, Bali.

The work environment gives a negative and insignificant effect on the performance of international restaurant employees in Badung, Bali.

Work motivation has positive and significant impact on the performance of international restaurant employees in Badung, Bali.

The effect of job stress on employee performance is not mediated by motivation. It means that motivation is unable to explain the effect of job stress on employee performance.

Motivation is a perfect mediation between work environments to performance. It means that the motivation is perfectly able to explain the influence of work environment on employee performance.

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