

Motivation Mediates Performance

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Abstract

BPJS Ketenagakerjaan is (Social Security Administering Agency for Employment) is a public program that provides protection for workers to overcome certain socio-economic risks and its implementation uses a social insurance mechanism as a state institution engaged in the field of social insurance. BPJS Ketenagakerjaan, formerly known as PT Jamsostek (Persero), is the implementer of the labor social security law. This study aims to see the effect of Work Stress and Work Conflict on Employee Performance with Work Motivation as an Intervening Variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya. The results of this study are as follows: Work Conflict has a positive and significant effect on Employee Performance with an original sample value of 0.351 and p values of 0.011. Work Conflict has a positive and significant effect on Work Motivation with an original sample value of 0.783 and p values of 0.000. Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.481 and p values of 0.001. Work Stress has a positive and insignificant effect on Employee Performance with an original sample value of 0.084 and p values of 0.186. Work Stress has a positive and significant effect on Work Motivation with an original sample value of 0.164 and p values of 0.017. Work Conflict has a positive and significant effect on Employee Performance through Work Motivation with an original sample value of 0.377 and p values of 0.001. Work Stress has a positive and insignificant effect on Employee Performance through Work Motivation with an original sample value of 0.079 and p values of 0.050.

Keywords: Work Stress, Work Conflict, Work Motivation, Employee Performance.

INTRODUCTION

Increasing competition and demands for professionalism create many pressures that individuals must face in the work environment. In addition to pressure from the work environment, the family environment and social environment also have the potential to cause anxiety. The very detrimental impact of anxiety disorders that are often experienced by the community and employees in particular is called stress. Work stress is an important aspect for companies, especially in relation to employee performance. Companies must have performance. Good performance can help companies make a profit. Conversely, if performance declines, it can be detrimental to the company. The dangers of stress are caused by physical, emotional and mental fatigue caused by long-term involvement with emotionally demanding situations. The process that takes place gradually, accumulatively, and over time becomes worse. In the short term, stress that is left alone without serious handling from the company makes employees depressed, unmotivated, and frustrated causing employees to work less than optimally so that their performance will be disrupted. In the long term, employees cannot withstand work stress, so employees are no longer able to work in the company. At a more severe stage, stress can make employees sick or even resign. A company, conflict is inevitable, conflict always comes in the middle of a company's running. Conflict is a condition that occurs when differences of opinion or perspective in

several people differ in a group or organization. Conflict is a condition that arises because of conflicting desires. The term conflict itself is translated into several terms, namely differences of opinion, competition and hostility. Conflict is closely related to human feelings, including feelings of being ignored, belittled, unappreciated, abandoned and also feelings of irritation due to excessive workload (Harmah, 2017). Work motivation is something that is very much needed by employees, employees with high motivation will certainly have the enthusiasm to complete the work assigned to them. Motivation can also be used as an option to achieve company goals. Without high motivation in every employee, the organization or company will not be able to progress and develop. According to Sutrisno in Sudjatmoko & Rusilowati U (2022) Motivation is a factor that drives a person to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. If an employee has a strong drive from within himself or from outside himself, then the employee will continue to contribute to the company and continue to carry out the obligations and responsibilities given by the company to employees who work in a company happily without any feeling of being less conducive.

LITERATURE REVIEW

Employee Performance

Afandi (2018) Employee performance is the work results that can be achieved by an individual or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.

Performance indicators

According to Afandi (2018) employee performance indicators are as follows:

- a. Quantity of work results
All kinds of units of measurement related to the amount of work results that can be expressed in numbers or other numerical equivalents.
- b. Quality of work results
All forms of units of measurement related to the quality or standard of work results that can be expressed in numerical measurements or other numerical equivalents.
- c. Efficiency in carrying out tasks
Share resources wisely and in a cost-effective manner.
- d. Work discipline
Comply with applicable laws and regulations.
- e. Initiative
The ability to decide and do the right thing without being told, being able to find what needs to be done about something around you, trying to keep moving to do things even though the situation feels increasingly difficult.
- f. Accuracy
The level of conformity of the work measurement results, whether the work has achieved its objectives or not.

g. Leadership

The process of influencing or giving an example by a leader to his followers in an effort to achieve organizational goals.

h. Honesty

One of the human traits that is quite difficult to apply.

i. Creativity

A mental process involving the generation of ideas or involving the generation of ideas

Job Stress

According to Alfarol & Bahwiyanti (2023) Job stress is Job stress is the feelings and perspectives of individuals who become anxious and feel restless continuously. According to Ghani & Muttaqiyathun (2023) Job stress is an unpleasant psychological process that occurs as a form of response to pressure from the environment.

Work stress indicators

According to The Last Supper (2023) are as follows:

- a. Working Conditions
- b. Job Roles
- c. Interpersonal variables
- d. Career Advancement
- e. Organizational structure

Work Conflict

According to Rivai (2016), work conflict is a discrepancy between two or more members or groups (in an organization/company) who must share limited resources or work activities and/or due to the fact that they have different statuses, goals, values or perceptions.

Work Conflict Indicators

According to Rivai (2016), work conflict indicators consist of:

a. Conflict within a person

Conflict within a person generally occurs because a person is faced with conflicting goals.

b. Inter-individual conflict

Conflicts between individuals are generally triggered by differences regarding a problem and a goal, where the results and joint decisions are considered very important.

c. Conflict between group members

Conflict within a group can be affective or substantive. Affective conflict is a conflict that arises because of an emotional response to a particular situation. While substantive conflict is a conflict that occurs because of differences in expertise background.

d. Inter-group conflict

Inter-group conflicts generally occur because each group prioritizes its own interests or goals too much.

Work motivation

According to Sutrisno (2019), motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Every activity carried out by a person must have a factor that drives the activity.

Work motivation indicators

According to Sutrisno (2019), employee work motivation indicators are:

a. Job satisfaction

Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors.

b. Achievements achieved

Job performance is a record of the results obtained from certain job functions or certain activities during a certain period of time.

c. Opportunity to advance

The opportunity to advance is the desire to get fair compensation according to the job.

d. Career development possibilities

Career development opportunities are the process of improving employees' technical, theoretical, conceptual and moral skills through education and training.

e. Responsibility

Responsibility is a person's attitude or behavior in carrying out tasks and obligations that must be done for oneself, society and the environment.

f. Recognition of others

Recognition from others is the desire to get a higher salary than usual.

Conceptual Framework

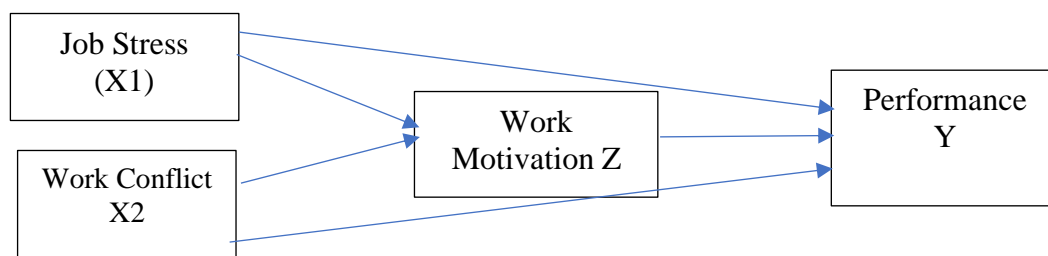


Figure 1. Conceptual Framework of Research

Research Hypothesis

The hypothesis in this study is as follows:

- H1: Work stress has a negative effect on work motivation at BPJS Employment Branch Offices Throughout Medan Raya.
- H2: Work stress has a negative effect on employee performance at BPJS Ketenagakerjaan Branch Offices Throughout Medan Raya
- H3: Work conflict has a negative effect on work motivation at BPJS Employment Branch Offices Throughout Medan Raya.
- H4: Work conflict has a negative effect on employee performance at BPJS Ketenagakerjaan Branch Offices Throughout Medan Raya.
- H5: Work motivation has a positive effect on employee performance at BPJS Employment Branch Offices Throughout Medan Raya.
- H6: Work stress has a negative effect on employee performance through work motivation at BPJS Employment Branch Offices Throughout Medan Raya.
- H7: Work conflict has a negative influence on employee performance through work motivation at BPJS Employment Branch Offices Throughout Medan Raya.

METHOD

Types of research

This type of quantitative research is carried out to conduct research that aims to adjust research and the influence of work stress and work conflict on employee performance. Work motivation as an intervening variable at BPJS Employment Branch Offices in Medan Raya.

Research Location and Research Time

The research location was conducted at BPJS Employment Branch Offices Throughout Medan Raya Jl. Kapten Patimura No.334, Medan, North Sumatra. The research period was carried out for 3 months starting from July to September 2024.

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan Branch Offices Throughout Medan Raya totaling 80 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Ghozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)
2. Predictive Relevance (Q²)
3. t-Statistic
4. Path Coefficient

RESULTS AND DISCUSSION

Outer Model Analysis

The details of the relationship between the latent variables and the manifest variables can be ascertained by using measurement model testing, also known as external model testing.

1. Convergent Validity

The correlation between item/indicator scores and construct scores indicates the convergent validity of the measurement model with reflective indicators. If the correlation value of an indicator is more than 0.70, it is considered reliable. However, loadings between 0.50 and 0.60 are still appropriate at the scale development stage of this study. The indication has a loading below 0.60 and is not significant according to external loading data. The structural model of the study is depicted in the following figure:

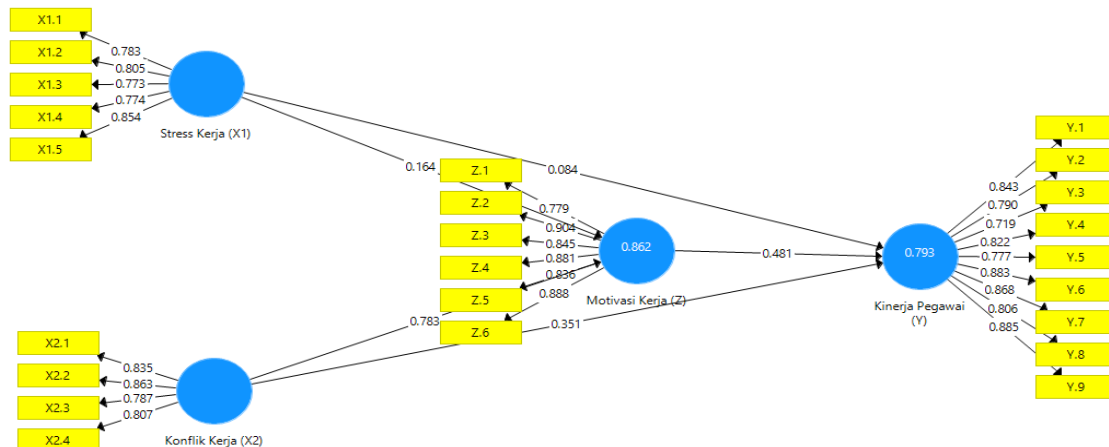


Figure 2. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings

In this research there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.164X_1 + 0.783X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.084X_1 + 0.351X_2 + 0.481 Z + e_2$$

Table 1. Outer Loadings

	Employee Performance (Y)	Work Conflict (X2)	Work Motivation (Z)	Job Stress (X1)
X1.1				0.783
X1.2				0.805
X1.3				0.773
X1.4				0.774
X1.5				0.854
X2.1		0.835		
X2.2		0.863		
X2.3		0.787		
X2.4		0.807		
Y.1	0.843			
Y.2	0.790			
Y.3	0.719			
Y.4	0.822			
Y.5	0.777			

Y.6	0.883		
Y.7	0.868		
Y.8	0.806		
Y.9	0.885		
Z.1			0.779
Z.2			0.904
Z.3			0.845
Z.4			0.881
Z.5			0.836
Z.6			0.888

Source: Smart PLS 3.3.3

Based on the data in table 1 above, each indicator in the variable has a valid value, thus indicating that further research can be conducted. In addition, the loading factor value is greater than 0.07.

Discriminant Validity

The findings of the discriminant validity test will be discussed in this section. The cross loading value is used for the discriminant validity test. If the cross loading value of an indicator on a variable is greater than that of another variable, then it is said to indicate discriminant validity. The cross loading value for each indicator is as follows:

Table 2. Discriminant Validity

	Employee Performance (Y)	Work Conflict (X2)	Work Motivation (Z)	Job Stress (X1)
X1.1	0.581	0.653	0.620	0.783
X1.2	0.607	0.614	0.629	0.805
X1.3	0.634	0.701	0.696	0.773
X1.4	0.620	0.691	0.673	0.774
X1.5	0.707	0.774	0.726	0.854
X2.1	0.695	0.835	0.769	0.775
X2.2	0.822	0.863	0.835	0.784
X2.3	0.703	0.787	0.706	0.615
X2.4	0.625	0.807	0.726	0.657
Y.1	0.843	0.682	0.720	0.658
Y.2	0.790	0.696	0.686	0.655
Y.3	0.719	0.671	0.622	0.613
Y.4	0.822	0.726	0.692	0.737
Y.5	0.777	0.708	0.730	0.629
Y.6	0.883	0.787	0.833	0.700
Y.7	0.868	0.719	0.694	0.650
Y.8	0.806	0.670	0.697	0.545
Y.9	0.885	0.763	0.794	0.666

Z.1	0.757	0.779	0.779	0.721
Z.2	0.782	0.854	0.904	0.733
Z.3	0.698	0.789	0.845	0.642
Z.4	0.773	0.772	0.881	0.755
Z.5	0.717	0.731	0.836	0.730
Z.6	0.771	0.821	0.888	0.733

Source: Smart PLS 3.3.3

In table 2 there are loading factors for each variable, the explanation for each loading factor is as follows: For the employee performance variable loading factor, there is a higher cross loading factor value than the cross loading factor of other latent variables, for the work conflict variable cross loading factor there is a higher value than the cross loading factor of other latent variables, for the work motivation variable cross loading factor there is a greater cross loading factor value than the cross loading factor of other latent variables, there is a work stress variable cross loading factor value that is greater than the cross loading factor value of other latent variables, so it can be concluded that this study is discriminantly valid.

Composite reliability

Two approaches were used in this study to test dependency: composite reliability and Cronbach's alpha. While composite reliability evaluates the actual value of a construct's dependency, Cronbach's alpha assesses the lower limit of a construct's reliability value. This study tested reliability using Composite reliability based on this opinion. In general, the composite dependency value, or alpha, should be higher than 0.7, although 0.6 is still acceptable. The Composite Reliability and Cronbach's Alpha values are shown in the table below.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.940	0.950	0.677
Work Conflict (X2)	0.841	0.894	0.678
Work Motivation (Z)	0.927	0.943	0.734
Job Stress (X1)	0.857	0.898	0.637

Source: Smart PLS 3.3.3

Based on table 3 above, the validity test using AVE (Average Variance Extracted) produces a value greater than 0.50 and the reliability test using both Cronbach's Alpha and Composite reliability produces a value greater than 0.70 for all variables. Thus, it can be said that the variables examined are valid and reliable, thus allowing further testing of the structural model.

Inner Model Analysis

To ensure that the structural model created is reliable and accurate, the structural model (inner model) is evaluated. The stages of structural model evaluation analysis are seen through several indicators, including:

1. Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.793	0.785
Work Motivation (Z)	0.862	0.859

Source: Smart PLS 3.3.3

In this study, there is an R square value in table 4 and will be explained, for the R square value of the Employee Performance variable there is a value of 0.793 and if it is expressed as a percentage it becomes 79.3%, meaning that the influence of the variables Work Stress, Work Conflict and Work Motivation is 0.793 or 79.3% and the rest is on other variables. For the Work Motivation variable, there is an R square value of 0.862 and if expressed as a percentage of 86.2%, meaning that the influence of Work Stress and Work Conflict on work motivation is 0.862 or 86.2% and the rest is on other variables.

2. Hypothesis Testing

The next step is to analyze the hypothetical relationship between latent constructs in this study after evaluating the inner model. T-Statistics and P-Values are tested in the process of testing the hypothesis of this study. If the P-Value is less than 0.05 and the T-Statistics value is more than 1.96 then the hypothesis is considered accepted. The results of the direct influence path coefficient are as follows:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Conflict (X2) -> Employee Performance (Y)	-0.351	2,304	0.011	Accepted
Work Conflict (X2) -> Work Motivation (Z)	-0.783	10,730	0,000	Accepted
Work Motivation (Z) -> Employee Performance (Y)	0.481	3,201	0.001	Accepted
Work Stress (X1) -> Employee Performance (Y)	-0.084	0.892	0.186	Rejected
Work Stress (X1) -> Work Motivation (Z)	-0.164	2,115	0.017	Accepted

Source: Smart PLS 3.3.3

In table 5 there are the results of the hypothesis which will be explained as follows:

1. Work Conflict has a negative and significant effect on Employee Performance with an original sample value of -0.351 and p values of 0.011. This means that work conflict between other employees and between employees and superiors has a negative effect between work conflict and performance, it can be explained that the higher the conflict, the lower the performance, conversely the lower the conflict, the higher the performance.
2. Work Conflict has a negative and significant effect on Work Motivation with an original sample value of -0.783 and p values of 0.000. This means that work conflict also has a negative effect on work motivation because the conflict that occurs interferes with the motivation given.
3. Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.481 and p values of 0.001. This means that the better the motivation given, the more the employee's performance increases, conversely, the lower the good motivation, the lower the performance.
4. Work Stress has a negative and insignificant effect on Employee Performance with an original sample value of -0.084 and p values of 0.186. This means that work stress has a negative effect on performance because in the study respondents felt stressed at work to the point that their performance was disrupted, some felt stressed at work but not too much so that performance was not disrupted.
5. Work Stress has a negative and significant effect on Work Motivation with an original sample value of -0.164 and p values of 0.017. This means that respondents feel excessive stress on work so that they still accept the work motivation stress that is often experienced by respondents, the result is just ordinary stress.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Conflict (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0.377	3,099	0.001	Accepted
Job Stress (X1) -> Work Motivation (Z) -> Employee Performance (Y)	0.079	1,644	0.050	Rejected

Source: Smart PLS 3.3.3

The results of indirect influence can be explained as follows:

1. Work Conflict has a positive and significant effect on Employee Performance through Work Motivation with an original sample value of 0.377 and p values of 0.001. This means that work motivation is an intervening variable because it can have a positive and significant effect, with work motivation work conflict can be stopped because the conflict that occurs is not big so that employees do not have a problem with it.
2. Work Stress has a positive and insignificant effect on Employee Performance through Work Motivation with an original sample value of 0.079 and p values of 0.050. This

means that work motivation is not an intervening variable because it is unable to influence significantly.

CLOSING

Conclusion

1. Work Conflict has a negative and significant effect on Employee Performance with an original sample value of 0.351 and p values of 0.011.
2. Work Conflict has a negative and significant effect on Work Motivation with an original sample value of -0.783 and p values of 0.000.
3. Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.481 and p values of 0.001.
4. Work stress has a negative and insignificant effect on employee performance with an original sample value of -0.084 and p values of 0.186.
5. Job stress has a positive and significant effect on work motivation with an original sample value of 0.164 and p values of 0.017.
6. Work Conflict has a negative and significant effect on Employee Performance through Work Motivation with an original sample value of -0.377 and p values of 0.001.
7. Job stress has a negative and insignificant effect on employee performance through work motivation with an original sample value of -0.079 and p values of 0.050.

Suggestion

1. It is hoped that this research will be used as suggestions for organizations and to build better organizations.
2. This research is expected to be used as a benchmark for organizational development.
3. This research is expected to be used as reference material for other research and new topics.

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