

**FACTORS AFFECTING WORK MOTIVATION MEDIATED BY WORK STRESS:
STUDY IN BPKD NAGAN RAYA**

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ABSTRACT

The research is to determine the factors that influence work motivation at Regional Finance Management Agency (BPKD) employees, in Nagan Raya, Aceh, Indonesia. The population is 138 employees, and the sample taken is all population member. Structural Equation Modeling (SEM) is used to analyze the data. The Sobel test is used to test the mediation effect of the model. This research test results individual characteristic effects motivation significantly, workload effects motivation significantly, work environment effects motivation significantly, individual characteristic effects work stress significantly, work load effects work stress significantly, work environment effects work stress significantly, work stress effects work motivation significantly, individual characteristic does not effect motivation through work stress, workload effects motivation through work stress significantly, and work environment does not effect motivation through work stress at the BPKD Nagan Raya. The novelty of this research lies in the form of the model, that is resulted by the combination of the previous causality theories. The limitation resides in the limited number of variables, and in the scope of object, that is BPKD Nagan Raya. This model has proven the previous causality theories so it contributes to be the new premise for science. This model also can be used as a reference for practical managers especially in BPKD Nagan Raya.

Keyword: Individual characteristic, workload, work environment, work stress, motivation.

1. INTRODUCTION

The Nagan Raya Regional Finance Management Agency, in this study we call it BPKD Nagan Raya, as one of Government institution that manages the Finance in Nagan Raya district, Indonesia. It has the responsibility in budgeting, accounting, and managing treasury, revenue and asset. The comfort and professionalism will determine the success of the government, especially in the mentioned agency. Tired and bored with too many responsibilities, time and target achievement, and stack of work are some factors that often experienced in BPKD Nagan Raya.

The Nagan Raya government is very concerned to performance of their BPKD employees. The work routine unconsciously reduces work morale and motivation of the employee, especially in the BPKD Nagan Raya. This condition will adversely affect the performance and also affects the career development of employees. Intrinsic motivation can be managed well to improve the performance, where employees have an inner urge to do better and

have enough creative power to complete their work, actively participating in tasks (Deci, 1972). Increasing the motivation consistently will increase work motivation that ultimately make work meaningful in life and form positives attitudes to improve work performance (Friedlander, 1966), (Lee & Liu, 2009); (Wijono, 1997). Based on the results obtained from the pre-survey conducted to 30 employees, showed that the employees choose alternative answers to agree and strongly agree with the statements related to motivation, which means they have relative performance wanting to progress and choose alternative answers to agree and strongly agree with each statement.

Characteristics inherent in individuals consist of biographical characteristics, personality, perceptions and attitudes (Sopiah, 2008). The biographical characteristics inherent in the individuals are age, sex, marital status, number of dependents and years of service. The individual factors that included in this study are attitudes, abilities and stress. (Suwanto, 2010) grouping individual variables into 3; 1) Ability and skills both mental and physical, 2) Demographic (gender, age and race), and 3) Background, namely social class and experienced as well as individual psychological variables which include perceptions, attitudes and personality.

The ability of employees is the capacity of the employees to do work which is their responsibility (Robbins & Judge, 2008). From a survey conducted by the authors to 30 employees (initial survey for this research) in BPKD Nagan Raya regarding to individual characteristics, most of them chose “disagree” from the questionnaire.

Workload provides a significant impact on the performance of BPKD Nagan Raya. In accordance with the previous researches, time load is the most important dimension of workload affecting the employee performance. The consequences for the employee performance that carry out tasks over their ability limits tend to be less efficient and effective at work, so this condition must be addressed immediately. According to the initial survey regarding to the workload, most of the employees felt burdened with the work.

Work performance is physical and non-physical condition around the employees/workers that affect the tasks assigned, but in general the definition of work environment is an environment which carries out their duties and responsibilities (Melba, 2012). From the initial survey most of the employees chose the answers “agree and strongly agree” with the given statement about work environment.

2. LITERATURE REVIEW

Motivation

Working motivation is also important for forming positive attitudes and improving work performance (Lee & Liu, 2009) and (Wijono, 1997). (Gomes, 2003) explained that motivation of employee usually a very complicated thing, because motivation involves individuals and organization factors. Motivational factors consist of internal and external factors originating from an employee. Some internal factors that can affect the motivation given to a person are : (1) Desire to live, (2) Desire to own, (3) Desire to get rewards, (4) Desire to gain recognition, (5) Desire to rule. While the external factors also play a role in undermining a person’s motivation that are : (1) Working environment conditions, (2) Adequate compensation, (3) Good revision, (4) There is job security, (5) Status and responsibility, (6) Flexible rules.

Work Stress

(Gibson, Ivancevic, & Konopaske, 2012), argued that working stress is an adjustment response mediated by individual differences/ or physiological processes that are consequence of any actions from outside (environment), situations, or event that determine physiological request or physically excessive to someone. (Robbins & Judge, 2008) in (Timangratuogi, 2012) mentioned that are three main sources that can cause stress condition, namely: (1) Environmental factors, uncertain environmental conditions cause unhealthy organizational structure on employees, (2) Organizational factors in the form of Role Demands, namely regulations and demands in the work that are not clear in organization, 3) Interpersonal Demands, unclear communication among the employees and lack of social support. Organizational Leadership, related to the role to be performed by a leader in company.

Individual Characteristic

Each individual has characteristic, innate characteristics that are influenced by the environment, innate characteristics are characteristics carried from birth both related to biological and social psychological factors. According to (Rachman, 2016), individual characteristics are the individual who has a characteristic in accordance with certain dispositions. According to (Robbins & Judge, 2008) *cited in* (Rachman, 2016), Individual characteristics are the way of looking at certain objects and trying to interpret what they see According to (Rachman, 2016), individual characteristics are characteristics that show a person's differences about motivation, initiative, ability to remain rigid in facing a work to completion or solving problems to the environment that affect individual performance

Workload

The definition to workload according to the Decree of the Ministry of Administrative Reform and Bureaucratic Reform (Menpan) number KEP/75/M.PAN.2004 is a group of activities that have to be completed by an organizational unit or position holder within a certain period of time. According to Permendagri No. 12/2008, work load is the amount of work that must be borne by an office/organizational unit and is the product of work volume and time norms. The indicator used in measuring workload refers to (Robbins & Judge, 2014) then adjusted to the focus and research interests. These indicators consist of (1) Intensity to carry out difficult works, (2) Demands for completing tasks, (3) Ability to complete the works, (4) There are time limits in completing tasks, (5) There are limitations in ability to complete tasks, (6) Limited work skills and (7) Job complexity

Work Environment

(Sedarmayanti, 2009) mentioned that "In general, type of work environment are divided into 2 namely: 1) Physical work environment, define as all that exists around the workplace that can affect employees both directly and indirectly. The physical work environment affects the morale and emotion of the work of the employees. According to (Robbins & Judge, 2014), the physical work environment as also a factor causing employee work stress that affects work performance. Some factors that affecting the work environment are: a) temperature, b) noise, c) lighting, and d) air quality. 2) Non-Physical work environment, states as all conditions that occur relating to the work relationship, both with superior and colleagues or relations with subordinates. The non-physical work environment is a work environment that cannot be

ignored”(Sedarmayanti, 2009).

Hypothesis

From the literatures above, authors formulate the hypothesis as follows.

- H1 : individual characteristic effects motivation significantly
- H2 : workload effects motivation significantly
- H3 : work environment effects motivation significantly
- H4 : individual characteristic effects work stress significantly
- H5 : work load effects work stress significantly
- H6 : work environment effects work stress significantly
- H7 : work stress effects work motivation significantly
- H8 : individual characteristic effects motivation through work stress significantly
- H9 : workload effects motivation through work stress significantly
- H10 : work environment effects motivation through work stress significantly

3. METHOD

The research is conducted at BPKD Nagan Raya. The populations is all of the employees, as much as 138 people consisting of 113 permanent employees and 25 employees with contract status. The sample is determined using the census method, so all employees are used as the research sample. Empirical research is carried out by collecting primary data for the study; the data is collected using questionnaire. The research variables consist of motivation as endogenous variables of individual characteristic, workload and work environment as exogenous variables. In addition, stress is positioned as an intervening variable between these variables. The research data analysis uses Structural Equation Modeling (SEM). The Sobel test is used to test the mediation effect of the model.

4. RESULT

Confirmatory Factor Analysis (CFA)

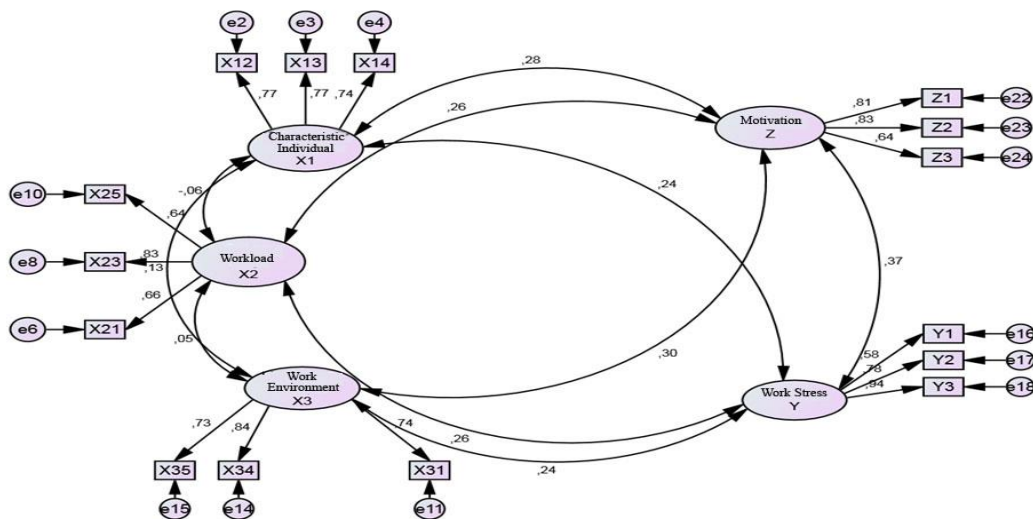


Figure 1. Confirmatory Factor Analysis

From the result in the figure 1, the loading factor values of all indicators are >0.50. it concludes that all indicator have met the measurement model requirements.

Hypothesis Testing

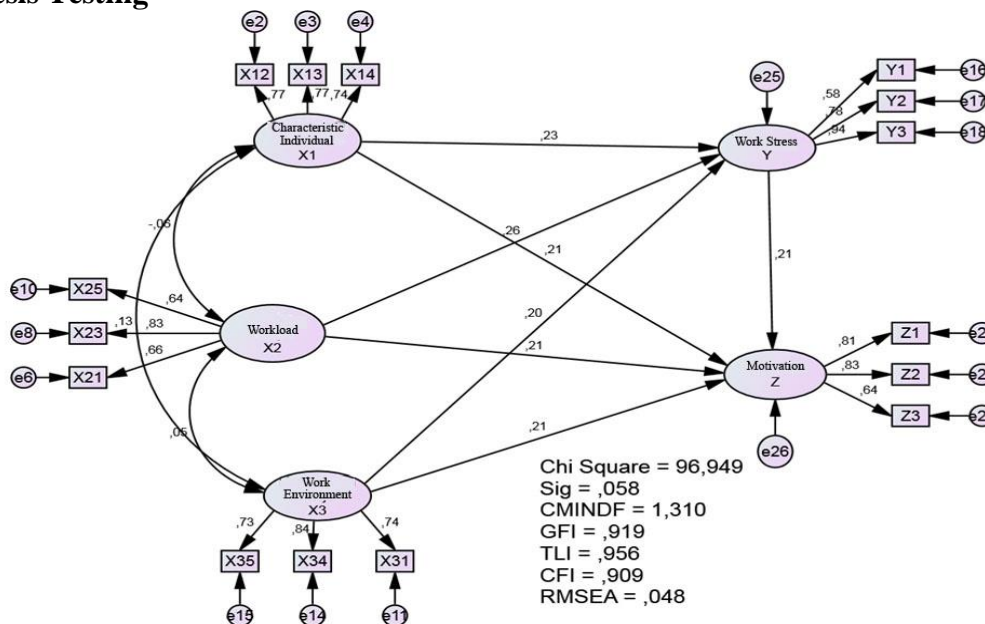


Figure 2. SEM Test Result

H1 : The effect of the individual characteristic on motivation

The test for hypothesis 1 results the C.R value 2.079 or >1.95 and a probability value 0.021 or <0.38 which concludes that individual characteristic has a direct and significant effect on motivation. Factors that affect an employee motivation include individual characteristic and work motivation. Individual characteristic can be seen through interests, attitudes and needs.

H2 : The effect of workload on motivation

The test for hypothesis 2 results the C.R 2.015 or >1.95 and a probability value 0.044 or <0.05. It reveals that workload has a direct and significant effect on motivation. This result is in accordance with (Ellyzar, Mukhlis, & Amri, 2017) that said excessive workload can cause a decrease in morale and motivation of nurses so that this condition will cause the work fatigue.

H3 : The effect of working environment on motivation

The test for hypothesis 3 results the C.R value of 2.067 or >1.95 and a probability value of 0.039 or <0.05. This value explains that the work environment has a direct and significant effect on motivation. This result is supported by (Nitisemito, 2010) that said the work environment is anything that exists around the employees who can influence themselves in carrying out their duties

H4 : The effect of the individual characteristic on work stress

The test for hypothesis 4 results the C.R value of 2.237 or >1.95 and a probability value of 0.025 or <0.05. This result proves that individual characteristic directly and significantly effects the work stress of employees at BPKD Nagan Raya. This result is also supported by (Hurriyati, 2015) that stated “individual characteristics are a psychological process that affects individuals in obtaining, consuming and receiving goods and service experiences”.

H5 : The effect of the work load on work stress

The test for hypothesis 5 results the C.R value of 2.448 or >1.95 and a probability value of 0.014 or <0.05. This result shows that the workload directly and significant influences the work stress on employees at BPKD Nagan Raya. This result is in line with the theory conveyed by (Anatan & Ellitan, 2009), that stated workloads that can cause work stress include the assignment system, difficulty of the task, insufficient time for completion, the presence or absence of work instructors, or employee fatigue level in completing the work.

H6 : The effect of the working environment on the work stress

The test for hypothesis 6 results the C.R 1.971 or < and a probability value of 0.049 or <0.05. This result explains that the work environment has a positive effect on employee work stress in BPKD Nagan Raya. This result is also in line with the opinion conveyed by (Sedarmayanti, 2009) that the work environment is the overall tools and material faced, the surrounding environment in which a person works, his work methods and work arrangements both as individual and as groups.

H7 : The effect of work stress on the work motivation

The test for hypothesis 7 results the C.R 1.992 or >1.95 and a probability value of 0.046 or <0.05. The results proved that work stress has a direct and significant effect on motivation. This result is supported with the research conducted by (Sinaga & Sinambela, 2013) where said the motivation can be significantly affected by work stress.

H8 : The effect of individual characteristic on motivation through work stress

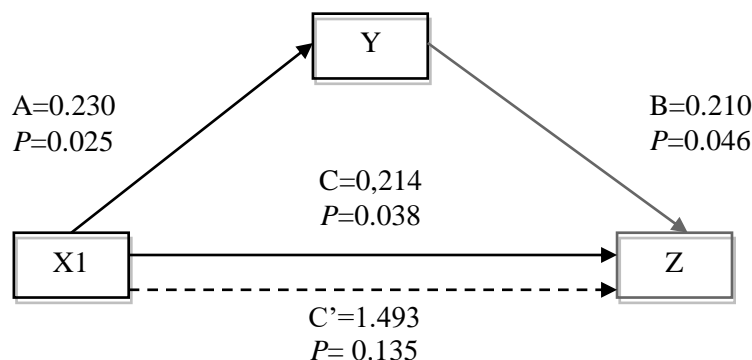


Figure 3. The effect of individual characteristic on motivation through work stress

Sobel calculation for the hypothesis 8 results the t-test value 1.493 < 1.96 at a significant level of 0.05. Furthermore, the p-value of 0.135 > 0.05. So this means that this hypothesis is

rejected, the individual characteristic does not effect motivation through work stress.

H9 : The effect of workload on motivation through work stress

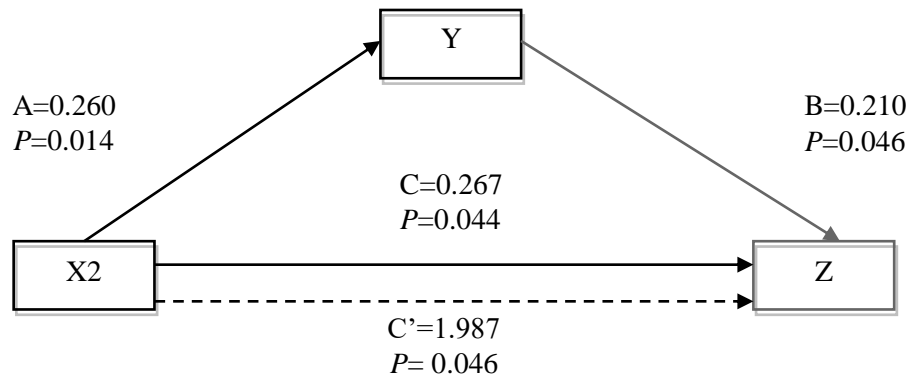


Figure 4. The effect of workload on motivation through work stress

Sobel calculation for hypothesis9 results t-test value $1.987 > 1.96$ at a significant level of 0.05. Furthermore, the p-value of $0.046 < 0.05$. So this means that this hypothesis is accepted, the workload effects motivation through work stress significantly, and this mediation type is a partial mediation.

H10 : The effect of working environment on motivation thourgh work stress

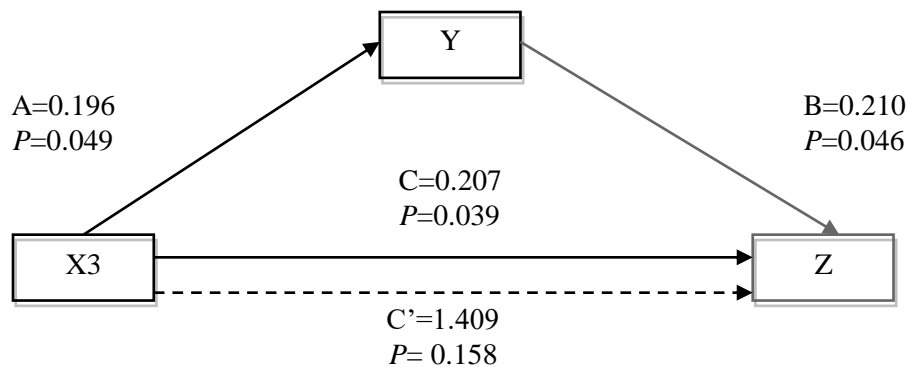


Figure 5. The effect of work environment on motivation through work stress

Sobel Test for hypothesis9 results t-test value $1.409 < 1.96$ at a significant 0.05. Furthermore, the p-value of $0.158 > 0.05$. So this means that this hypothesis is rejected, the work environment does not effect motivation through work stress.

5. CONCLUSION

This research test results individual characteristic effects motivation significantly, workload effects motivation significantly, work environment effects motivation significantly, individual characteristic effects work stress significantly, work load effects work stress significantly, work environment effects work stress significantly, work stress effects work motivation significantly, individual characteristic does not effect motivation through work stress, workload effects motivation through work stress significantly, and work environment does not effect motivation through work stress at the BPKD Nagan Raya. The novelty of this research lies in the form of the model, that is resulted by the combination of the previous causality theories. The limitation resides in the limited number of variables, and in the scope of object, that is BPKD Nagan Raya. This model has proven the previous causality theories so it contributes to be the new premise for science. This model also can be used as a reference for practical managers especially in BPKD Nagan Raya.

Some of implications have mapped. The assignment of workload to employees must be based on their work abilities and responsibilities that they carry in accordance with their field of assignment/work assignments. In addition, it must also be accompanied by a determination of the time period to carry out the task, so that the employees can carry out the task comfortably without having to rush. Improving the quality of the physical environment including the provision of all work equipment needed by employees is also important in order to improve the overall work environment.

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