



## The Effect of Job Stress on Public Service Motivation and Job Performance on Employees at Bintang Semarang Hospital General Hospital

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### ABSTRACT

This study was conducted to determine the effect of job stress on public service motivation and job performance. The sample in this study were all employees at RSU Bintang Semarang Bali as many as 134 respondents. Data was collected by distributing questionnaires containing 20 questions with a Likert scale of 1-5 based on the simple random sampling method. Data analysis using PLS-based SEM method. The results of this study state that challenge stress has a direct positive and significant effect on job performance and public service motivation. But hindrance stress directly negative and significant effect on job performance and public service motivation. Meanwhile, public service motivation has been shown to mediate the positive effect of challenge stress on job performance and negatively between hindrance stress on job performance.

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### 1. Introduction

Improving the quality of health services is a major issue in the development of the health sector, both nationally and globally. This is what drives the increasing demands on health care organizations in providing excellent health services. One of them is General Hospital Semarang Stars are always committed to serve the health of people in Klungkung, ser t a community in the province of Bali. RSU Bintang is committed to always developing the quality and choice of professional and quality specialist doctor services, as well as comprehensive and affordable services to the community. Seeing the increasing number of covid cases, shows the phenomenon of problems that occur at Bintang RSU, which is that medical personnel as the front line in dealing with the corona virus are exhausted. In addition, many medical personnel have concerns about their work and the impact on themselves.

In addition, medical workers face various difficulties in their work such as being overworked. Excessive workload certainly causes work stress. The high workload of health personnel in a hospital can have a decreasing effect on work performance. According to Mauladi and Dihan (2015) and Cristy and Amalia (2017) work stress has a negative influence on employee performance. Job stress is often seen as a dysfunctional effect that can reduce performance both in terms of quality and quantity of work itself. The results of Khuong and Yen's research (2016) show that the workload factor has a significant and positive effect on work stress and vice versa, work stress has a negative effect on employee performance. However, different results were found by Sutanto and Mogi (2016) that work stress has a positive effect on employee performance, where the higher the employee's stress level, the higher the employee's performance. In addition, research by Deng, Guo, Ma, Yang and Tian (2019) explains that work stress can affect employee performance through public service motivation as a mediating variable. Public service motivation shows the idea of public service commitment, the pursuit of the public interest and the desire to do work that is beneficial to society. Goleman in Deng et al. (2019) found that public service motivation indirectly mediates the effect of job stress on performance. This study therefore introduces public service motivation and explores the mediating role it plays in the relationship between job stress and performance.

This study was conducted with the aim of analyzing the effect of job stress on public service motivation and job performance for employees at RSU Bintang Semarang. Then this study also aims to analyze the effect of job stress on job performance with public service motivation as moderator. As is well known, job stress is an important issue for managers, employees, and other stakeholders. Job stress is a complex phenomenon that has many definitions in various theoretical models. Job stress results from a mismatch between high commitment and effort at work and low rewards, including salary, recognition and career promotion (Siegrist, 2016). While challenge stress is stress that refers to job demands that can be a valuable work experience and can create opportunities for personal growth (Cavanaugh et al. in Shabrina and Yurnalis, 2016). Challenge stress is said to generate higher motivation, thus leading to better performance.

However, for hindrance stressors are defined as job demands that are seen as obstacles to prevent someone from achieving goals to be appreciated. This stress refers to the stress that the individual feels that cannot be overcome and will hinder future development. The research also discusses public service motivation, where PSM argues that human behavior is driven not only by self-care but also by altruistic motives and others with the aim of doing good for the community (Perry and Wise in Schwarz and Eva, 2020). Job performance is the dependent variable in this study, defined as the total value expected by the organization or company from a person's behavior during a standard time period. One important idea in this definition is that job performance is a behavioral trait. Specifically, it is an aggregated property of many, discrete behaviors that occur over some span of time.

### 2. Research Method

This research uses quantitative methods as its research approach, also this research is causality research. Case research itself is commonly referred to as explanatory research which is carried out to identify the level and nature of cause-

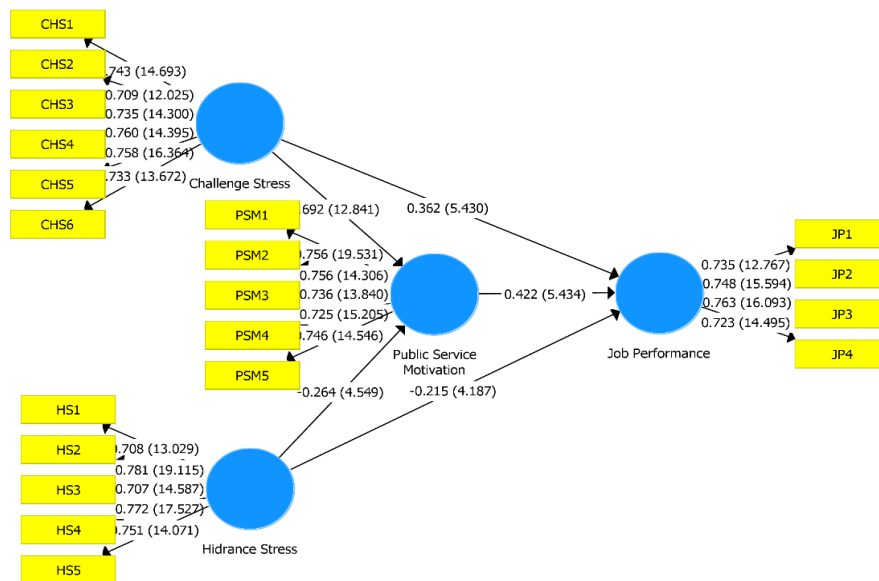


and-effect relationships. All employees at RSU Bintang Semarang Bali became the population in this study, with a total of 201 people. Sampling itself in the study using the Slovin formula, and samples were taken based on probability sampling and simple random sampling techniques. So the results of calculations based on these techniques found the number of respondents as many as 134 people. In this study, there are two independent variables, namely challenge stress and hydrance stress, and one dependent variable, namely job performance with a mediating variable, namely public service motivation.

Researchers used two kinds of data collection techniques according to classification and sources, namely primary data and secondary data. Where primary data is obtained by distributing questionnaires, and secondary data is obtained through library collection that can support primary data. For the analysis of the data itself using the structural equation model (SEM), because SEM provides a conceptually interesting test method for a theory. This study uses a structural equation model (SEM) approach with a measurement model using the SmartPLS version 3.2.9 program to measure the intensity of each research variable and the structural model analyzes the research data and hypotheses.

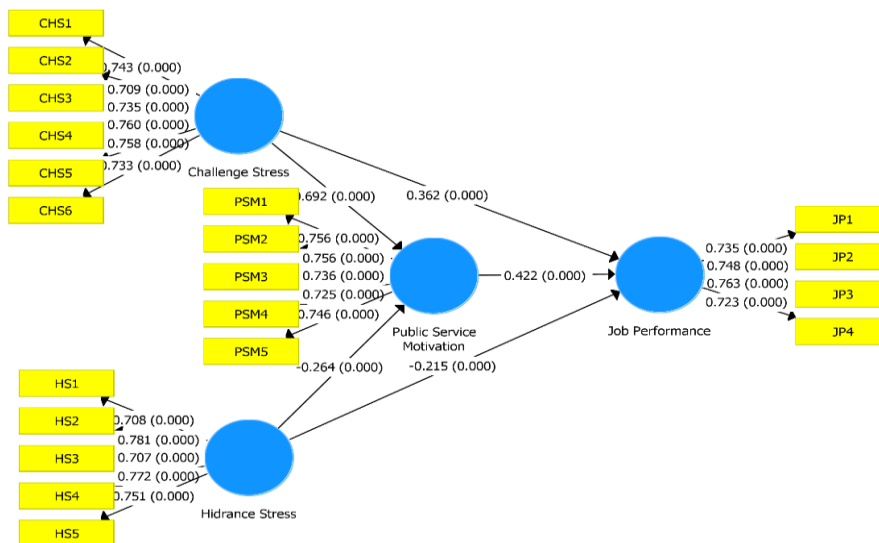
**3. Results and Discussion**

Hypothesis testing between constructs was done by resampling bootstrap method. Calculation of Hypothesis Testing using SmartP LS 3.2.9 can be seen from the Path Coefficient value, namely the t-statistic value of the relationship between variables in the study.



**Fig 1 Structural Model Testing (T-Value)**

Furthermore, the coefficient value between variables can be seen in the following output, which can be seen in Figure 2 below.



**Fig 2 Original Sample**



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The results of the hypothesis based on the picture above are shown in the following table.

**Table 1**  
Value of Path Coefficient, t-Statistics, and P-Values

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Challenge Stress -> Job Performance	0,362	5,110	0,000
Hindrance Stress -> Job Performance	-0,215	4,119	0,000
Challenge Stress -> Public Service Motivation	0,692	13,421	0,000
Hindrance Stress -> Public Service Motivation	-0,264	4,663	0,000
Public Service Motivation -> Job Performance	0,422	5,253	0,000
Challenge Stress -> Public Service Motivation -> Job Performance	0,292	5,339	0,000
Hindrance Stress -> Public Service Motivation -> Job Performance	-0,111	3,034	0,003

In the *direct effect* table in the study, it can be seen that the five hypotheses are accepted or said to have an influence. This is because the whole hypothesis of the *direct effect* has a value of t-statistic greater than t table and the value of P-Values smaller than  $\alpha$ .

The *indirect effect* in the study can be seen that all hypotheses or both hypotheses are accepted, so it is said that the three hypotheses can be mediated by the mediating variable. With the value of t-statistic greater than t table and the value of P-Values smaller than  $\alpha$ .

**Table 2**  
Summary of Hypothesis Test Results

	Hypothesis	Significance	T Statistics	Conclusion
H1	Challenge Stress on Job Performance	0,000	5,110	accepted
H2	Hindrance Stress on Job Performance	0,000	4,119	accepted
H3	Challenge Stress on Public Service Motivation	0,000	13,421	accepted
H4	Hindrance Stress on Public Service Motivation	0,000	4,663	accepted
H5	Public Service Motivation on Job Performance	0,000	5,253	accepted
H6	Public Service Motivation and Challenge Stress on Job Performance	0,000	5,339	accepted
H7	Public Service Motivation and Hindrance Stress on Job Performance	0,003	3,034	accepted

### 3.1 Influence Challenge Stress Against Job Performance

The t-statistic value on the challenge stress variable on job performance is 5.110 which is greater than the t-table value of 1.979, and the P-Value value is 0.000 which is smaller than  $\alpha = 0.05$ . The value of the coefficient is positive, meaning that the variable that is equal to 0.362 challenge stress has a positive and significant impact on job performance by 36.2%. Thus the first hypothesis is accepted, so it can be concluded that challenge stress has a positive and significant effect on job performance. In accordance with the theory of Shabrina and Yurnalis (2016) that Challenge stressors are stress that refers to job demands that can be a valuable work experience and can create opportunities for personal growth. This is in line with research conducted by Deng et al. (2019) regarding the relationship between job stress and job performance, found that challenge stress has a positive and significant relationship to job performance. These results are the same as the research conducted by Lu et al. (2016), where the results show that challenge stressors have a positive relationship with job performance.

### 3.2 Influence hindrance Stress Against Job Performance

The value of t-statistic on the variable of hindrance stress on job performance is 4.119 which is greater than the t-table value of 1.979, and the p-value of 0.000 which is smaller than  $\alpha = 0.05$ . The value of the coefficient is negative, meaning that the variable that is equal to -0.215 hindrance stress have a negative and significant impact on job performance sebesar 21.5%. Thus the second hypothesis is accepted, so it can be concluded that hindrance stress has a negative and significant effect on job performance. On the other hand, stress that can also have a negative effect (distress) is Hindrance Stressors. In a study, a survey of job stress managers with several measurements, Caplan (1975) in W. Lin (2015), suggests that Hindrance Stressors cause undesirable outcomes such as turnover intention and withdrawal. In their study, Shabrina and Yurnalis (2016) showed that hindrance stressors have a significant negative effect on job performance. The same result is also shown by Jamal (2016) providing evidence that the relationship of stressor hindrance in a negative direction to performance.

### 3.3 Influence Challenge Stress Against Public Service Motivation

It is known that the t-statistic value of the challenge stress variable on public service motivation is 13,421 which is greater than the t-table value of 1,979, and the P-Value value of 0.000 which is smaller than  $\alpha = 0.05$ . The coefficient value is positive, which is 0.692, meaning that the challenge stress variable has a positive and significant influence on public service motivation of 69.2%. Thus the third hypothesis is accepted, so it can be concluded that challenge stress has a positive and significant effect on public service motivation. The results of this hypothesis supports research conducted by Lepine (2004) in Shabrina and Yurnalis (2016) showed that the challenge stressors can generate higher motivation. These results are in line with research conducted by Deng et al. (2019) which states that challenge stressors have a positive influence on public service motivation. According to Shabrina and Yurnalis (2016) challenge stressors can generate a high level of motivation so that it leads to better engagement and performance. Meanwhile, Shabrina and Yurnalis (2016) argue that challenge



stressors which are assessed as positive job satisfaction will cause more tension due to increased effort associated with assessing the demands to overcome problems.

### 3.4 Influence Hindrance Stress Against Public Service Motivation

The value of t-statistic on variables *hindrance stress* on *public service motivation* of 4,663 larger than t-table value of 1.979, and the value of P-Value of 0.000 smaller than  $\alpha = 0.05$ . The value of the coefficient is negative, meaning that the variable that is equal to -0.264 *hindrance stress* has a negative and significant impact on *public service motivation* of 26.4%. Thus the fourth hypothesis is accepted, so it can be concluded that *hindrance stress* has a negative and significant effect on *public service motivation*. In accordance with the theory of Cavanaugh (2000) in Shabrina and Yurnalis (2016) which defines *hindrance stressors* as job demands that are seen as obstacles to prevent someone from achieving goals to be appreciated. They are labeled as such because they create potentially stressful demands that are generally considered to be beyond the employee's control, so they may limit opportunities for personal growth (Wallace et al. in Jamal, 2016).

### 3.5 Influence of Public Service Motivation Against Job Performance

The t-statistic value on the *public service motivation* variable on *job performance* is 5.253, which is greater than the t-table value of 1.979, and the P-Value is 0.000 which is smaller than  $= 0.05$ . The coefficient value is positive, which is 0.422, meaning that the *public service motivation* variable has a positive and significant influence on *job performance* by 42.2%. Thus the fifth hypothesis is accepted, so it can be concluded that *public service motivation* has a positive and significant effect on *job performance*. The results of this hypothesis support the research conducted by Deng et al. (2019) where *public service motivation* is directly positively related to *job performance*. This is in line with the opinion (Perry and Annie: 2008) in Acmeilia et al (2016) where *Public Service Motivation* (PSM) is a distinctive form or part of motivation which can be defined as motivation that includes beliefs, values, and attitudes. which goes beyond personal interests and organizational interests, encouraging a worker or employee to do good to others and contribute his dedication to the welfare of the organization and society. In contrast to Winarsih's research (2016), the study found that *public service motivation* did not have a positive effect on *job performance*. However, if through *job satisfaction*, PSM has an influence with a positive relationship direction.

### 3.6 Public Service Motivation Mediating Effect of Challenge Stress Against Job Performance

The t-statistic value of *challenge stress* on *job performance* through *public service motivation* is 5.339, which is greater than the t-table value of 1.979, and the P-Value is 0.000, which is smaller than  $= 0.05$ . The coefficient value is positive, which is 0.292, meaning that the *challenge stress* variable has a positive and significant influence on *job performance* through *public service motivation* of 29.2%. Thus the sixth hypothesis is accepted, so it can be concluded that *challenge stress* has a positive and significant effect on *job performance* through the variable *public service motivation*. According to Winarsih (2016) there are two factors that affect a person's work conditions, namely the *motivation factor* which is also called satisfier or intrinsic motivation and the health/maintenance factor (*hygiene*) which is also called dissatisfier or *extrinsic motivation*. Intrinsic factors, namely the driving force that arises from within each person and extrinsic factors, namely the driving force that comes from outside a person, especially from the organization where he works. So an intrinsically driven employee will enjoy a job that allows him to use creativity and innovation to work without needing to be closely monitored. As research Deng et al. (2019) found that *public service motivation* indirectly mediates the relationship between *job stress* and *job performance*.

### 3.7 Public Service Motivation Mediating Effect of Hindrance Stress Against Job Performance

The t-statistic value of *hindrance stress* on *job performance* through *public service motivation* is 3.034 which is greater than the t-table value of 1.979, and the P-Value is 0.003 which is smaller than  $= 0.05$ . The value of the coefficient is negative, amounting to -0.111 means that the variable *hindrance stress* has a negative and significant impact on *job performance* through *public service motivation* of 11.1%. With such a seventh hypothesis is accepted, so that it can be concluded that stress hindrance significant negative effect on *job performance* through variable *public service motivation*. This result is in line with the research conducted by Putri (2019) which found a negative effect between job stress on performance, so that if *job stress* is lower, performance will also increase. The mediating role of motivation in improving performance has been studied by many scholars several years ago such as Mavhunu & Bussin (2017) and Siswanto et al (2019). This motivation has been considered a factor that makes someone want to do a certain activity, with motivation a person can have the power that can encourage him to take an action or not Herdiyati et al (2020), because each employee has a high desire, namely (motivation) in themselves and provide a strong energy effect to carry out the activities carried out (Barlian, 2015), it can be concluded that work motivation can improve employee performance (Ghaffari et al., 2017).

## 4. Conclusion

From the results of the research described above, it can be concluded that challenge stress, hindrance stress, and public service motivation have a significant effect on job performance. It was also found that challenge stress and hindrance stress have a significant effect on public service motivation. This study also found that public service motivation was able to mediate the effect of challenge stress and hindrance stress on job performance significantly for employees at Bintang Semarapura Hospital, Bali.

Then the results can be used as a reference so that future researchers add theories and measures related to work stress and further examine potential sources that cause work stress. The hospital management can start re-evaluating the demands of the role for employees in completing work, as well as knowing the causes of work stress and issuing policies that aim to improve the welfare of human resources (HR) owned, for example the division of dynamic working hours (shifts) and regularly, avoiding giving excessive workloads to each employee, creating a pleasant working atmosphere among fellow employees, paying attention to the needs and comfort of employees in carrying out daily tasks at the hospital.

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