

THE INFLUENCE OF WORK STRESS AND WORK MOTIVATION ON THE PERFORMANCE OF EMPLOYEES OF BALAI PUSAT PENDIDIKAN DAN PELATIHAN (PUSDIKLAT) PT. KAI DURING THE COVID-19 PANDEMIC

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Abstract

Human resources are the most important element of the company. Since the covid-19 pandemic, the level of work stress experienced by employees has increased due to changes in the work environment that also have an impact on decreasing employee work motivation levels. This research aims to determine the influence of work stress and work motivation on employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI during the Covid-19 pandemic. This quantitative research approach with this type of explanatory research and a structured survey method through questionnaires. Sampling technique using census sampling technique with the number of samples as many as 50 employees who work at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI. The results of the t-test

obtained that work stress (X_1) did not have a significant effect on employee performance (Y) with a t -count value smaller than the t -table, which is $1,318 < 2,012$. As for work motivation (X_2) has a significant effect on employee performance (Y) with t -calculate $> t$ -table, namely, $7,629 > 2,012$. For model feasibility tests, work stress (X_1) and work motivation (X_2) had a significant effect on employee performance (Y) with f -count $> f$ -tables, which were $32,664 > 3.20$. In addition, the large influence of both independent variables on employee performance was 58.2%.

Keywords: Work stress, work motivation, employee performance

Introduction

The success of a company in achieving its goals is influenced by the human resources factor owned. This human resource is the most crucial element of the company because it is directly related to its operational activities. Therefore, these human resources should be well maintained so that the performance provided is by the company's wishes.

An article released in 2020 by one human resource software provider, Limeade, stated that Covid-19 puts immeasurable pressure on employees worldwide. Employee fatigue caused by work stress was 72% from 42% before the pandemic. 59% of managers worked beyond the allotted time since the pandemic, and 72% said they often felt depressed. A survey conducted by the World Economic Forum and IPSOS stated that 13,000 employees in 28 countries suffered from anxiety due to job security and changes in routine during the pandemic.

Work stress affects both personally and organizationally. The personal impact felt included a decrease in productivity levels, while for organizations, it could reduce employee commitment, absenteeism, and decreased actual turnover. In short, Limeade says that work stress affects employee performance.

On the other hand, in the PPM Management survey, 31% of service sector employees, 30% for each trade and construction employee, 26% of manufacturing employees, and 19% of mining employees experienced stress due to thinking about business continuity pandemic period. Furthermore, the changes that occur suddenly result in their shock. The entire company is required to adapt to impact the decrease in the level of work motivation quickly. The study, conducted by Lane4 through YouGov on more than 1000 employees, revealed that a lack of motivation in young employees (under 35 years old) twice affected their performance compared to employees aged 45-54 years. They said that employees under 35 had experienced a decrease in motivation since the pandemic started in March 2020 [1, 2].

Performance is the realization of employee work that serves as a basis for assessing employees or organizations. According to Mangkunegara in [3] performance results from work both in quality and quantity achieved by employees in carrying out tasks by the responsibilities given. A variety of factors influences employee performance. One of them is the work stress factor and work motivation. [4, 5] stated a strong correlation between work stress and work motivation and indicated that work stress and work motivation have a significant effect on employee performance.

Pandemic times are a challenge for businesses and industries. At this time, all employees work hard to maintain their company's performance. One of them is a state-owned company. Based on the performance report issued by the Ministry of BUMN, the following are the development of organizational performance from 2016 to 2020:

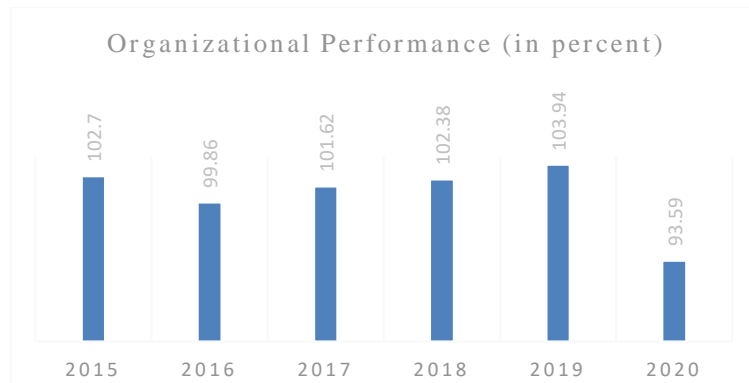


Figure 1. Performance Value of BUMN Organizations in 2016-2020

One of the state-owned companies is PT. KAI, it's also severely affected. In the picture below, it can be seen during the pandemic of PT. KAI has decreased revenue. Here is the revenue data of PT. KAI from 2016 to 2020:

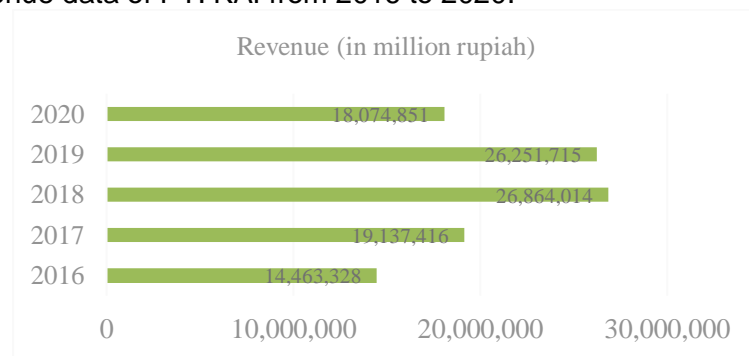


Figure 2. Annual Report PT. KAI

In addition, in its annual report PT. KAI also focuses on sustainability programs. One of these programs contains training and human resource development held in two places, there are operating area 2 Bandung and operating area 3 Cirebon. Employee education and training play an essential role in helping to improve employee performance to fit the company's goals. Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) operating area 2 Bandung is a place of education and training of employees of PT. KAI is currently running its training program based on e-learning. Of course, e-learning is not the same as face-to-face learning. In addition, there are limitations of activities that require some employees to do their work at home.

Then, self-employment stress is one factor that affects employee performance [6]. According to [7] stress is a tension that affects a person's emotions, thought processes, and condition. states that work stress occurs when individuals cannot bear the workload they carry.

Based on pre-survey results data conducted on some employees of PUSDIKLAT PT KAI on May 01, 2021, 7 out of 10 people complained of stress due to the addition of employee training programs that were considered unnecessary. Such as English business education programs that include employees over the age of 50 years. Followers of employees over the age of 50 years are considered less effective. In addition to the retirement age, the period also has difficulty in the learning process. The expansion of this program causes their workload to become more in addition to the tasks carried out. They are also required to take additional training outside of working hours. This program makes the stress level higher than before the implementation of the extra training program.

Work stress can affect employee performance. [8] state that works stress has a significant effect on employee performance. [9] also mentioned a positive and significant influence between work stress and employee performance. In contrast,[6,

[10] stated that work stress negatively affects employee performance. That state is not in line with [8, 11]. which said that work stress does not significantly affect employee performance.

Another factor that affects employee performance in addition to work stress is work motivation. Mc. Cornick in [7] mentions that work motivation is a condition that can evoke and direct in maintaining behavior related to the work environment.

Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) implements a Work From Home (WFH) system that causes each employee to have a different work environment and work facilities. Therefore, implementing the Work From Home (WFH) system should consider that the work environment and availability of facilities affect employee work motivation. In the pre-survey results, there was 35 percent of employees had limited facilities during WFH. Those obstacles certainly cause incompetence in tasks by being characterized by a decrease in work motivation.

[11] states that work motivation has a substantial effect on employee performance. [12] also said that there is a considerable influence between work motivation and employee performance. Furthermore, [1] states that work motivation has a significant positive effect on employee performance, that the higher the employee motivation, the better the performance.

Based on the description above, this study conducting to see how much work stress and work motivation influence the employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) in the pandemic period.

Literature Review

Work Stress

Stress is a condition that suppresses a person's psychic state in achieving an opportunity, but there are limits and barriers in it [11, 12]. According to [13], stress is a tension that affects a person's emotions, thought processes, and condition. Sinambela, Greenberg & Barton, Luthans (in[9] explain that work stress is when the individual is under pressure in his work and work environment. The individual responds negatively feels burdened in completing his obligations. Work stress occurs when an individual is unable to bear the workload. Stress is also a natural thing that happens as a form of individual interaction with their environment. Many factors affect work stress, both internal and external factors. Factors related to work stress due to nonconformities between job demands and workers' abilities or skills, work completion time, differences between organizational and employee values, unsalted desires, and dissatisfaction in work [14].

Work Motivation

[15] defines work motivation as a condition that influences awakening and directing in maintaining behaviors related to the work environment. In addition, Greenberg and Baron in[12] suggest that motivation is a series of processes that can awaken, direct, and maintain human behavior in achieving goals. According to [8] work motivation is determined by the mental condition that encourages reaching his maximum achievement. The motivation of work consists of 3 ability drives, there are:

- The need to achieve (Need of achievement).
- The need to expand association (Need of affiliation).
- The need to master something (Need of power).

Furthermore, according to [14] some factors affect a person's work motivation. Typical characteristics of individuals, namely: biographical elements (age, gender, marital status, number of dependents, and working life), personality, perception, and learning ability, are the base factors.

Employee Performance

Employee performance is the result of work performance which employees do by the instructions, directions given by the leadership (manager), competence, and ability of employees to develop their reason in work [6, 16]. Performance is also interpreted as the result of work in quality and quantity achieved by employees in carrying out tasks by the responsibilities given [15]. According to [6] employee performance is an employee's actual achievement compared to the expected accomplishments of employees. Due work performance is a standard achievement arranged as a reference to see the employee's performance by his position compared to the standards made. In addition, it can also be seen the performance of these employees against other employees. [17] present factors that serve as a measuring tool for employee performance: the quantity and quality of work produced, punctuality, effectiveness, and employee attendance levels.

Methods

This research uses a quantitative approach with this type of explanatory research. Then, the method used in this study was a structured survey method through questionnaires. The population used is all employees of pt. KAI at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) as many as 50 oarang with the use of census or saturated sampling methods for the determination of samples. Furthermore, the study used multiple regression analysis techniques with an error rate of 5%.

Results and Discussions

The questionnaire was given through google form to employees who work at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI, Bandung. Based on the survey results, it shows that male respondents are more dominant, which is as many as 34 respondents (68%) compared to female respondents, which is only 16 respondents (32%).

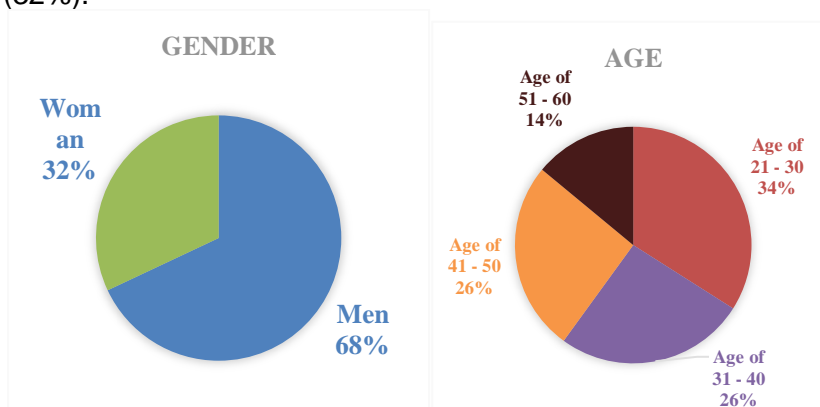


Figure 3. Description of Respondents (Sample)

Furthermore, the range of 21 years old to 30 years old dominates as many as 17 respondents. Then followed by 31 years to 40 years and 41 years to 50 years each has 13 respondents. The age range of 51 years to 60 years occupies the last position with only seven respondents.

Here is a series of tests in the process of testing multiple regression analysis models used in the study:

Instrument Test

a. Validity Test

The validity test is to determine the extent of the measuring instrument's ability to measure what it wants to measure. Using the number of respondents as much as 50 and the error rate is determined 5%. It can be said to be valid if $r\text{-calculates} > r\text{-table}$. Here are the results of each variable's validity test:

Table 1

Work stress Validity Test Results

	R-Count	Information
X1-1	0.722	Valid
X2-2	0.605	Valid
X1-3	0.797	Valid
X1-4	0.630	Valid
X1-5	0.595	Valid

Table 2

Work Motivation Validity test Results

	R-Count	Information
X2-1	0.673	Valid
X2-2	0.685	Valid
X2-3	0.657	Valid
X2-4	0.738	Valid
X2-5	0.686	Valid
X2-6	0.734	Valid
X2-7	0.777	Valid

Table 3

Performance Validity test Results

	R-Count	Information
Y-1	0.887	Valid
Y-2	0.903	Valid
Y-3	0.829	Valid
Y-4	0.882	Valid

Table 1, Table 2, and Table 3 above show that each r-count is larger than the r-table so that the entire item of the questionnaire can be declared valid.

b. Reliability Test

the questionnaire is said to be reliable if the Cronbach's alpha value > 0.6 . That way, variables X_1 , X_2 , and Y are declared reliable because they have cronbach alpha over 0.6.

Table 4

Reliability test

	Cronbach's Alpha	N-item	Information
Work stress(X1)	0.696	5	Reliable
Motivation(X2)	0.827	7	Reliable
Performance(X3)	0.898	4	Reliable

Based on the table above, Cronbach's alpha value of the variable used is more significant than 0.6. That is, the variables studied are reliable.

Classic Assumption Test

a. Normality Test

The normality test is used to examine the normality of the variables studied whether the data distribution is normal or not. This test uses the Kolmogorov-Smirnov method with the results below:

Table 5

One Sample Kolmogorov- Smirnov Test

		Unstandardized Residual
N		50
Normal parameter, a, b	Mean	0E-7
	Std. Deviation	1.87424730
Most Extreme Difference	Absolute	.088
	Positive	.064
	Negative	-.088
Test Statistics		.621
Asymp. Sig. (2-tailed)		.835

A data is said to be normal if it has an Asymp value. Sig. (2-tailed) >.05. The error rate used in the study was 5% or 0.05. That's why Asymp is worth it. Sig. (2-Tailed) = 0.835 > 0.05. So it can be said that the data qualifies the assumption of normality or normal distribution data.

b. Multicollinearity Test

The multicollinearity test is used to test whether a regression model found a correlation between independent variables or not. The requirement of the multicollinearity test itself is to have a tolerance value of > 1.00 and VIF < 10.00. Here are the results of the multicollinearity test:

Table 6

Multicollinearity Test

Model 1	Unstandardized Coefficients		Collinearity		T	Itself
	B	Std. Error	Tolerance	BRIGHT		
Constant	4.694	.1.604			2,926	.005
Work stress	-.119	.091	.770	1.299	1.318	.194
Work Motivation	.486	.064	.770	1.299	7.629	.000

Based on the table above, tolerance scores on work stress (X_1) and motivation (X_2) are more than 0.100. Similarly, the VIF values of work stress (X_1) and work motivation (X_2) are less than 10.00. Therefore, it can be concluded that there is no gejala multicollinearity in the regression model used.

c. Autocoleration Test

Autocorrelation testing uses the run test method with the asym value provision. Sig. (2-tailed) greater than 0.05. Here are the results of the autocorrelation test:

Table 7

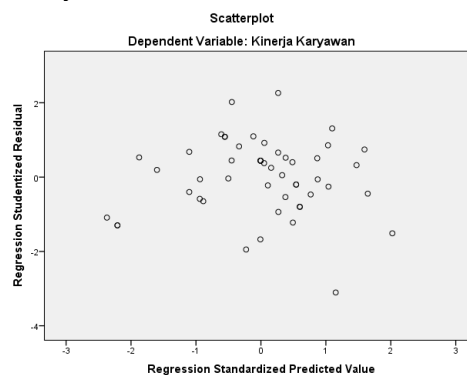
Autocoleration Test	
	Unstandardized Residual
Test value	.22790
Case < test value	25
Case >= test value	25
Total Cases	50
Number of Run	27
With	.286
Asymp. Sig. (2-tailed)	.775

Based on the Ouput SPSS above, the value of Asymp. Sig. (2-tailed) of 0.775 which means greater than 0.05. So it can be concluded that there is no autocorrelation problem.

d. Heteroskedasticity Test

Heteroskedatisity tests are used to test whether there is a variant or residual inequality from one observation to another in a linear regression model. This heteroskedasticity test uses the scatterplot method. Here are the results of the heteroskedasticity test:

Figure 4 Heterocedasticity Test



Sumber: SPSS Data Processing Results Version 25

Based on the image above, it can be seen that the dots on the image do not have a clear pattern. Instead, it spreads above and below the number 0 on the Y-axis. Therefore, it can be said that this study does not have a problem of heteroscedasticity.

Multiple Linear Regression Analysis

Based on the SPSS output in table 6 above, the results of multiple linear regression equations can be obtained as follows:

$$Y = 4.694 - 0.119X_1 + 0.486X_2$$

So that it can be interpreted as follows:

- a. Constant value (a) = 4.694. That is, if work stress (X₁) and work motivation (X₂) are consistently worth or 0 (zero), then employee performance (Y) is worth 4,694.
- b. Regression coefficient of work stress variable (X₁) = - 0.119. If work motivation (X₂) is a fixed value and work stress increases by 1%, employee performance (Y) will decrease by 0.119.
- c. The regression coefficient of the work motivation variable (X₂) is 0.486. That is, if work stress (X₁) is fixed value and work motivation (X₂) increases by one percent, then employee performance (Y) will increase by 0.486.

Test t

The result of the t test can be seen in table 6 above. Based on these results can be described as follows:

Hypothesis Testing (Test - t)

H₀₁ = 0 :There is no significant influence between work stress on employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

H_{a1} ≠ 0 :There is a significant influence between work stress on employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

Condition: Reject H₀ if t-count > t-table, accept in other respects.

From table 6 above, it can be seen that the t-count value obtained by the work stress variable (X₁) is -1,318. So that there will be a comparison with the value t-table in the distribution t-table. With α = 0.05, df = n-k-1 = 50-2-1 = 47, obtained the value t-table for two-party testing of 2,012. Based on the results of the SPSS output above, it is seen that the value t-calculate work stress (X₁) of 1.318 < t-table 2.012. That is, by the hypothesis testing criteria that H₀ accepted and H_a rejected. Thus it can be concluded that there is no significant influence between work stress (X₁) on employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

H₀₂ = 0 :There is no significant influence between work motivation and employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

H_{a2} ≠ 0 :There is a significant influence between work motivation on employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

Condition: Reject H₀ if t-count > t-table, accept in other respects.

From table 6 above, it can be seen that the value of t-count obtained work motivation variable (X₂) is 7,629 > t-table 2.012. That is, by the hypothesis testing criteria that H₀ rejected and H_a accepted. Thus it can be concluded that there is a significant influence between work motivation (X₂) on employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

Model Feasibility Test (Test F)

Here are the results of the model feasibility test (test F):

Table 8

Test F

Model 1	Sum of Square	df	Mean Square	F	itself
Regression	239.253	2	119.626	32.664	0.00
Residual	172.127	47	3.662		
Total	411.380	49			

Model Feasibility Test Hypothesis Testing (Test F)

$H_0 = 0$:There is no significant influence between work stress and work motivation on employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

$H_a \neq 0$:There is a significant influence between work stress and work motivation on employee performance at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

Condition: Reject H_0 , if f-count > f-table, accept in other respects

Based on the table above, it can be determined the value f using df1, df2 with an f-table result of 3.20. Thus, f-count > f-table = 32,664 > 3.20. That is, H_0 is rejected, and H_a is accepted. Thus, work stress (X_1) work motivation (X_2) to employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

Correlation Coefficient Analysis

The coefficient of determination determines the density of the relationship between an independent variable and its dependent variable. To find out the level of relationships between variables, below is a table that interprets the correlation coefficient often used.

Table 9

Correlation Relationship Levels

Coefficient Interval	Relationship Level
0.00-0.199	Very low
0.20-0.399	low
0.40-0.599	keep
0.60-0.799	strong
0.8-1.00	Very strong

Furthermore, the table below is the result of processing data analysis of correlation coefficients.

Table 10

Correlation Coefficient

		Work stress (x1)	Work motivation (x2)	Employee Performance (Y)
Work stress (x1)	Pearson Correlation	1	.480	.252
	Sig. (1- tailed)		.000	.078
	N	50	.50	50
Work motivation (x2)	Pearson Correlation	.480	1	.752
	Sig. (1- tailed)	.000		.000
	N	.50	50	50
Employee Performance (Y)	Pearson Correlation	.252	.752	1
	Sig. (1- tailed)	.078	.000	
	N	50	50	50

Based on the output of SPSS above, the coefficient of correlation of occupational stress (X₁) to employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung amounted to 0.252. That is, the relationship of work stress (X₁) to employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung is undervalued. Then, the coefficient of correlation of work motivation (X₂) to employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung amounted to 0.752. That is, there is a strong relationship between work motivation (X₂) and employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung. Next, to find out the level of relationship simultaneously can be seen through the Summary Model table as follows:

Table 11

R-Square Correlation Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763	.582	.564	1.914

Based on the output of SPSS in the data above, the value of r contained in the summary model table is 0.763. That is, there is a strong relationship between work stress (X₁) and work motivation (X₂) to employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung.

Determination Coefficient Analysis

This determination coefficient analysis is done to see the magnitude of influence exerted by independent variables on their dependent variables. To calculate the importance of the coefficient of determination (Kd) partially between work stress (X₁) to employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung can be done with the formula:

$$\begin{aligned}
 Kd &= r^2 \times 100\% \\
 &= (0,252)^2 \times 100\% \\
 &= 6,35\%
 \end{aligned}$$

That way, the large influence of work stress (X_1) on employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung as much as 6.35%. The remaining 93.65% was affected by other variables not studied in the study.

Furthermore, the coefficient of determination (Kd) is partially between work motivation (X_1) to employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung is as follows:

$$\begin{aligned} Kd &= r^2 \times 100\% \\ &= (0,752)^2 \times 100\% \\ &= 56,55\% \end{aligned}$$

That way, work motivation (X_2) affects employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung as much as 56.55%. The remaining 43.45% was affected by other variables not studied in the study.

The calculation of the coefficient determination simultaneously is by looking at the value of r-square in the summary model table above. The r-square value was obtained by 0.582 or 58.2%. That is, the magnitude of influence exerted between work stress (X_1) and work motivation (X_2) on employee performance (Y) at Balai Pusat Pendidikan dan Pelatihan (PUSDIKLAT) PT. KAI operating area 2 Bandung at 58.2%. In comparison, the remaining 41.8% was influenced by other variables not studied in this study.

Conclusion

Based on the above research results, it can be concluded that work stress (X_1) has no significant effect on employee performance (Y). Work stress (X_1) also has a low level of relationship with employee performance (Y). This is evidenced by the value of the correlation coefficient of 0.252. As for work motivation (X_2) has a significant effect on employee performance (Y) which also has a strong level of relationship with employee performance (Y). This is evidenced by the value of the correlation coefficient of 0.752. The two independent variables together have a strong relationship with a correlation coefficient of 0.763. The magnitude of work stress (X_1) influence is calculated using a coefficient of determination of only 6.35% and work motivation (X_2) of 56.55%. Then, work stress (X_1) and work motivation (X_2) together had a significant effect on employee performance (Y), with an enormous influence of 58.2%.

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