

EFFECT OF WORK MOTIVATION AND WORK STRESS ON EMPLOYEE PERFORMANCE DURING PANDEMICS

R Achmad Drajat Aji Sujai
Femy Resiani
Ryan Pramasta
Muhammad Faisal Abdul Aziz
Nur Muhamad Iskandar
Muhamad Agri Utama

DOI: <https://doi.org/10.37178/ca-c.23.1.042>

R Achmad Drajat Aji Sujai, Faculty of Economics and Business, Widyatama University, Bandung, Indonesia
Email : drajat.aji@widyatama.ac.id

Femy Resiani, Faculty of Economics and Business, Widyatama University, Bandung, Indonesia
Email : femy.resiani@widyatama.ac.id

Ryan Pramasta, Faculty of Economics and Business, Widyatama University, Bandung, Indonesia

Muhammad Faisal Abdul Aziz, Faculty of Economics and Business, Widyatama University, Bandung, Indonesia

Nur Muhamad Iskandar, Faculty of Economics and Business, Widyatama University, Bandung, Indonesia

Muhamad Agri Utama, Faculty of Economics and Business, Widyatama University, Bandung, Indonesia

Abstract

The study was conducted to test the effect of work motivation and work stress on employee performance during pandemics. The type of research used is associative research with a research sample of 78 respondents through saturated sampling techniques. Measurement instruments in the form of questionnaires with likert scales. The statistical analysis tool used is a multiple linear regression test. Based on the results of processing data shows that work stress and work motivation have a low influence with a positive relationship direction. Based on the results of hypothesis testing that work motivation and work stress affect employee performance simultaneously at PT. X during the pandemic. Partial test results showed that both work motivation and work stress had a significant effect on employee performance. The higher the employee's motivation, the higher the employee's performance during the pandemic. While the higher the level of work stress, the decreased employee performance during the pandemic.

Keywords: Work Stress, Work Motivation, Employee Performance, Pandemic

INTRODUCTION

Employees are one of the valuable assets of a company, so the company has an obligation to keep employees to perform optimally in the company so that they can achieve the company's ultimate goals. According to [1] The outcome of a person's labour in carrying out duties assigned to someone based on his skills, experience, seriousness, and time is referred to as performance. [2] added that Performance is the outcome of an employee's quantifiable effort in carrying out activities in accordance with the obligations that have been assigned to them. [3] also stated that employee performance can be predicted by an employee, because it is related to how the activity is completed. An employee's high level of performance can be achieved by doing a good job (motivation), being able to accomplish the job well (ability), as well as having the necessary supplies, resources, information and equipment [4].

Motivation is the process of determining how much effort will be put into completing a task [5]. Motivation or the desire to work is critical for achieving a goal, so individuals must be able to increase their work motivation as much as possible. The relationship between a person's motivation to do an activity with the performance that will be obtained, namely if someone who has high motivation in work, it will produce good performance, because that motivation can be influenced by various personal considerations such as interest or gaining hope. Employees' attitudes (attitudes) in coping with work situations in the organisation shape motivation (situation). The mental attitude of an optimistic individuals toward work problems is what fuels their desire to perform at their best. This is supported by research by [6] that workplace motivation and employee performance have a positive association. The results of [4] showed that individual's performance is positively and significantly affected by their motivation to work.

In addition to work motivation, employee conditions also determine their performance. One of the conditions of employees that support improved performance is work stress. Work stress, according to [7], is a condition that inhibits a person's psychic state in reaching an opportunity where there are constraints or impediments to achieving the opportunity. Then according to [1] is a condition where individual's state of mind and physical well are disturbed. Stress can affect employee performance. Work stress has an important role to regulate the mind and focus of employees in doing their work. [7] also defines that work stress is a dynamic circumstance in which an individual is confronted with opportunities, impediments, or demands connected to what he desires, as well as his success is uncertain as a result. [8] that work stress has a significant influence on employee performance in Kanwil DJP Jatim 1 Field of Objection, Appeal and Reduction. Then the results of [9] that Workplace stress has a negative and severe impact on employee performance. This is supported by the results of [10] that work stress negatively and significantly affects employee performance at PT. Bank BPD Bali Ubud Branch means, the higher the work stress then its performance will decrease. The results of [11] research that work stress negatively and significantly affects employee performance. The results of [12] that work stress affects employee performance at PT. International Colliman Noble.

PT. X is a company in the field of marketing services that makes sales for the introduction of new products to the public to be interested and know about these new products. Products promoted and sold by this company such as Jenius products, Dunhill products and Danone products. The company has many branches of the area spread across major Indonesian cities such as Jakarta, Bandung, Surabaya, Bali, Medan and Yogyakarta. Pandemics that hit the world, including Indonesia, made this company inevitably close some branches of the area to cover many costs due to the company's declining revenue. Government-imposed restrictions aimed at preventing the spread of the Covid-19 virus also make it difficult for companies to promote newly issued products by their partners. Working as an employee of PT. X is a flexible job (not tied to time). However, such flexible time does not always make employees avoid

fatigue or pressure felt while working in general. The difficulty of finding trials (consumers who buy products) due to the situation now faced by every countries including in Indonesia, namely the Covid-19 Pandemic that makes partners restless because it concerns changes in revenue received. Such a large sales target for employees sometimes makes them have to work harder with increasing hours for the desire to achieve the desired targets a result of the epidemic of covid-19 that occurred during this year many branches of the company in several cities were closed due to a decrease in people's purchasing power, making the working hours of employees plus without additional incentives that caused the motivation to work employees decreased. In addition, with a limited situation plus various pressures faced by employees make work stress experienced by PT employees. X is very clear there is an increase compared to before the pandemic. Therefore, the purpose of this study was to test the influence of motivation and work stress on the performance of PT X employees in the pandemic period.

LITERATURE REVIEW

1. Work motivation

Motivation is the encouragement of an employee to achieve a predetermined goal. [13] explained that motivation is the initial stage in a person taking action as a result of physical or psychological deficits. It can also be understood as an urge to achieve a specific objective. Goals of work motivation according to [1] include: (1) Improving employee work productivity, (2) Improving employee morale and job satisfaction, (3) Maintaining the stability of company employees, (4) Effectively employee procurement, (5) Improving employee discipline, (6) Creating a positive work environment and connections, (7) Improving employee loyalty, creativity, and participation, (8) Improving employee welfare levels, (9) Enhancing the sense of responsibility employees to their duties, and (10) Improve the efficiency with which tools and raw materials are used. According to Hasibuan (2017) there are two methods of motivation, namely:

a. Direct, is motivation (material and non-material) that is offered to every employee in order to meet and satisfy their needs. As a result, it has a unique nature of rewards, praise, salary increase, and many more

b. Indirect, is the motivation motivation provided to the employee in the form of facilities that will help them increase their enthusiasm for work. Thus employee will feel at ease as well as willing to accomplish their work to their best of ability

[14] explains that motivation is defined as a readiness to put up a significant amount of effort toward organisational goals, conditioned on the capacity of such efforts to meet life's requirements. The following are the indicators of work motivation, namely:

- a. Salary
- b. Incentives
- c. Work Environment
- d. Relationships between employees

2. Work stress

Work stress is a condition of imbalance between the psychic and physical of an employee so that it interferes with his thoughts and emotions. According to [4] workplace stress is a form of tension that has an impact on an individual's emotions, thoughts, and physical well-being, if an individual's stress level is too high, they will not be able to work effectively. According to [15] Individual differences and/or psychological processes mediate work stress as an adjustment response that occurs as a result of any circular action, scenario, or event that places an individual under excessive psychological and/or physical demand. [1] stated that if a person / employee experiences too much stress it will be able to interfere with the ability of a person /

employee to deal with his environment and the work he will do. The Work Stress Indicator according to [7] is as follows.

- a. Task demands, are factors that are associated with a person's work such as working conditions, work layout, physical location.
- b. Role demands are the pressures that are placed on an individual as a result of a specific role in an organisation.
- c. Interpersonal demands, is a pressure created by other models.
- d. Organizational structure, an agency picture tinged with an unclear organizational structure, lack of clarity regarding positions, roles, authorities, and responsibilities.
- e. Organizational leadership provides a management style to the organization. Some parties in it can create an organizational climate involving assertiveness, fear, and anxiety.

3. Employee Performance

Performance is an indicator of employee success in contributing to the company. According to [11], the result or success that is influenced by the company's operational actions in employing its resources is called performance, usually in a form of a complete display of the state of change over a specific period. The term "performance" stems from the term "job performance," which refers to a person's actual performance and accomplishments in carrying out tasks in line with the obligations entrusted to him. [16]. According to [17], Performance is the outcome of labour that a person or group in an organisation can accomplish in accordance with their individual authorities and responsibilities in order to meet organisational goals in a legal, non-illegal, and morally or ethical manner. Performance is the level of achievement of the implementation of a program or activities in realizing the goals, objectives, vision, and mission of the organization as outlined in a strategic planning of an organization [18]. The following are the employee performance indicators, namely:

- a. Achievement of work targets
- b. Timeliness of costs
- c. Cooperation with other employees
- d. Working in accordance with SOP

According to [13], (a) work discipline, (b) knowledge, (c) work design, (d) organizational culture, (e) work motivation, (f) leadership and leadership style, (g) personality, (h) job satisfaction, (i) loyalty, (j) work environment. (k) commitment, and (l) ability and expertise are all the factors that influence employee performance. Furthermore, performance indicators according to Cashmere (2016) are (a) Quality (Quality), (b) Quantity (Amount), (c) Time (Period), (d) Suppression of Supervision Costs and (e) relationships between Employees.

4. The Impact of Motivation and Work Stress on Employee Performance

A company or organization has different problems such as declining employee performance due to increased work stress, therefore the company provides motivation to reduce work stress that can lead to increased employee performance. A company has its own way of providing motivation to its employees, providing motivation to employees is the most important factor in improving employee performance to achieve a company goal. This is reinforced by research conducted by [10] that work motivation significantly and positively influence the performance of the employee of PT. BPD Bali Ubud branch. It means that the higher individual's motivation, their performance will also raise accordingly. On the other hand, if an individual's stress level is high, he/she will not work to their fullest. This is happening because work stress negatively and significantly affects individual's performance.

[19] show that providing motivation to employees can improve employee performance in the agency. In motivation has several indicators such as economic needs, security and calmness in work, creating pleasant working relationships, obtaining award charters and developing the abilities and careers of employees at the East Kutai District Secretariat. From some of the indicators there are two weak indicators are a pleasant working relationship and awarding employees in improving the performance of the employee itself. While the results of [20] in Manado IT Center Management Office found that the work stress has a negative significant impact to the employee will to work as well as their performance. It also found that employee with high level of stress is more likely to work carelessly, so the results of their work is mediocre. Work stress can affect an employee's emotions, mental, and thought processes, so it can hinder the company in achieving a goal.

5. Framework of Thought

Work motivation is an encouragement arising from an employee to achieve organizational goals. This of course must be supported by encouragement from the company so that an employee's self-motivation increases, so that employee performance increases which can ultimately achieve organizational goals. High motivation will cause employees to feel happy at work so as to minimize the level of stress at work. Work stress can affect the mindset and emotions of an employee, so employees can not focus on their work so that it can affect employee performance in completing their work. Thus motivation and work stress are important factors that can affect the performance of an employee in a company. The following is an image of the relationship between variables between work motivation and work stress on employee performance:

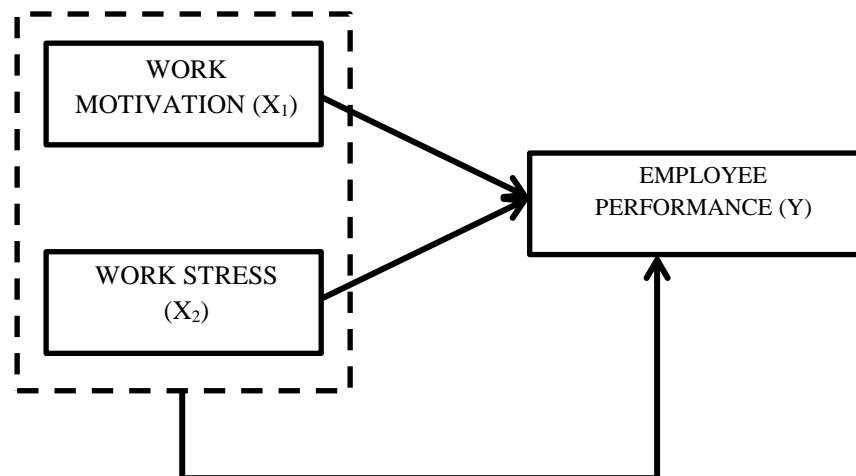


Figure 1 Frame of Thought

Based on the picture above, a hypothesis can be drawn that:

- H₁ Work motivation and work stress affect employee performance during pandemics
- :
- H₂ Work motivation affects employee performance during pandemics
- :
- H₃ Work stress affects employee performance during pandemics.
- :

RESEARCH METHODS

Associative research is the method employed in this research. According to [21] associative research is a study that aims to analyze the relationship or influence between two or more variables, when the purpose of the study is to analyze the influence between variables then called causal research. A study aimed at determining the influence of two or more variables is known as causal associative research [22]. This study used two data, namely primary data obtained through questionnaire answers that have been shared with company employees and secondary data obtained through literature studies. The measurement instrument of the variable is to use the Likert scale as the measuring scale. A Likert scale is a psychometric scale that is often used in questionnaire-based research. Where the measured scale is spelled out into a variable indicator then the indicator can be used as a starting point to compile a question or statement item. The Likert scale has two forms of statements: positive statements and negative statements. Each alternative answer is scored from the statement. The score given for each answer choice is SS (strongly agreed) given a score of 5, S (agree) given a score of 4, KS (disagree) given a score of 3, TS (disagree) given a score of 2 and STS (strongly disagreed) given a score of 1.

The population in this study is all employees of PT. X. From the existing population taken a number of samples with saturated sampling technique because all populations are used as samples [14]. The area used as a sample is the Bandung area with 78 employees. The following is the operationalization of research variables :

Table 1

Operational Definition

Variable	Operational Definition	Indicators	Measurement
Work Motivation (X1)	[6]explains that motivation is defined as a preparedness to put up a significant amount of effort toward organisational goals, conditioned on the capacity of such efforts to meet life's requirements	Salary Incentives Work environment Relationships between employees	Likert scale
Work Stress (X2)	If a person / employee experiences too much stress it will be able to interfere with the ability of a person / employee to deal with his environment and the work he will do. [1]	Task Demands Role Demands Personal demands Organizational structure Organizational leadership	Likert scale
Employee Performance (Y)	Employee performance is a measure of how well an activity programme or policy is achieving the organization's objectives, goals, mission as well as their vision as described in its strategic plan. [4]	Achieving work target Timeliness of work Work with other employees Works in accordance with the SOP	Likert scale

Source: Various previous studies

In the process of processing research data used SPSS application program to conduct various tests on the data that has been obtained. Instrument testing is conducted with validity tests and reliability tests. The research methods used are

classical assumption tests, multiple linear regression tests, determination coefficient tests (R²) and hypothesis testing.

RESULTS OF RESEARCH AND DISCUSSION

1. Characteristics of Respondents

The age, gender, employment, and monthly income of respondents are utilised to determine the variety of respondents. This should give a reasonably clear picture of the respondent's condition and how it relates to the problem and the study's goal. The following are the characteristics of the study's respondents:

Table 2

Characteristics of Respondents By Gender

Gender	Sum	Percentage
Male	47	60%
Female	31	40%
Total	78 people	100%

Source: Primary Data Researcher

In table 2, we can see the gender characteristics of the respondents. The male respondents consist of 47 of 78 people (60%), while female respondents consist of 31 of 78 people (40%).

The following table depicts the diversity of responses by age or age group:

Table 3

Characteristics of Respondents By Age

Age	Sum	Percentage
18-23 years	12	16%
24-29 years	50	64%
30-35 years	12	16%
36-40 years	4	4%
Total	78	100%

Source: Primary Data Researcher

Table 3 shows the age characteristics of the respondents. It can be seen that only 12 of 78 people (16%) are in the age of 18-23. Most of the respondent are between the age of 24-29 that consist of 50 people (64%). Then, there are 12 respondents (16%) who are in the age of 30-35, and lastly there 4 people (4%) who are in the age of 36-40.

2. Test validity and reliability

The results of the validity test are used to determine the degree of determination between the data that occurs on the research object and the data that can be reported by the study. The validity test in this study using $r_{\text{calculate}} > r_{\text{table}}$ was declared valid.

Table 4

Validity Test Results

ITEMS	Rcalculate	R table	VALIDITY
VARIABLE WORK MOTIVATION (X1)			
X1.1	0,333	0,2227	VALID
X1.2	0,664	0,2227	VALID
X1.3	0,528	0,2227	VALID
X1.4	0,741	0,2227	VALID
X1.5	0,275	0,2227	VALID
X1.6	0,749	0,2227	VALID
X1.7	0,748	0,2227	VALID
X1.8	0,481	0,2227	VALID
X1.9	0,436	0,2227	VALID
X1.10	0,710	0,2227	VALID
X1.11	0,716	0,2227	VALID
VARIABLE WORK STRESS (X2)			
X2.1	0,324	0,2227	VALID
X2.2	0,533	0,2227	VALID
X2.3	0,462	0,2227	VALID
X2.4	0,548	0,2227	VALID
X2.5	0,622	0,2227	VALID
X2.6	0,477	0,2227	VALID
X2.6	0,628	0,2227	VALID
X2.7	0,608	0,2227	VALID
VARIABLE EMPLOYEE PERFORMANCE			
Y.1	0,530	0,2227	VALID
Y.2	0,781	0,2227	VALID
Y.3	0,478	0,2227	VALID
Y.4	0,624	0,2227	VALID
Y.5	0,696	0,2227	VALID
Y.6	0,404	0,2227	VALID
Y.7	0,656	0,2227	VALID
Y.8	0,615	0,2227	VALID
Y.9	0,688	0,2227	VALID
Y.10	0,729	0,2227	VALID
Y.11	0,577	0,2227	VALID

Source: Primary data processed using SPSS, 2021

Judging from the data above it can be concluded that all variable research is valid because $r_{calculate} > r_{table}$. Furthermore, reliability tests are used to obtain valid and reliable research results, with a cornbach Alpha (α) size of > 0.6 .

Table 5

Reliability Test Results

Variable	Cronbach's Alpha	Information
Work Motivation (X1)	0,809	Reliable
Work Stress (X2)	0,617	Reliable
Employee Performance	0,833	Reliable

Source: Primary data processed using SPSS, 2021.

Judging from the results of the calculation above, all variables are declared reielabel because the value of Cronbach's Alpha > 0.6.

3. Classic Assumption Test

If a multiple linear regression model passes the BLUE criteria (Best Linear Unbiased Estimator) based on [23] in Kuncoro, it is considered a good model (2013). When it fits the classical assumption, the BLUE requirements can be met. The multicollinearity test, autocorrelation test, heteroscedasticity test, and normality test are examples of classical assumptions that will be examined in this study.

Table 6

Classic Assumption Test Results

Variable	Normality Test	Multicollinearity Test	Heteroskedasticity Test
Work Motivation (X1)	0,605 > 0,05	VIF 1,100 < 10	0,258 > 0,05
Work Stress (X2)	0,301 > 0,05	VIF 1,100 < 10	0,899 > 0,05
Employee Performance Karyawan (Y)			

Source: Primary data processed using SPSS, 2021.

From the results of the normality test analysis, using the One-Sample Kolmogorov-Smirnov method it is known that the significance value resulting from Variable Work Motivation, using One-Sample Kolmogorov-Smirnov is known that the resulting significance is $0.605 > 0.05$ so that the data tested normally distributes the Work Motivation to Employee Performance of employees during this pandemic. From the results of the Variable Work Stress normality test, using One-Sample Kolmogorov-Smirnov it is known that the resulting significance is $0.301 > 0.05$ so that the data tested normally distributed from Work Motivation to Employee Performance of employees during this pandemic. Likewise, the results of multicollinearity testing show values and $VIF\ 1,100 < 10$ that it can be concluded that there is no multicollinearity between 2 independent variables or free variables. Heteroskedasticity test results with glejser test showed a value of significance greater than 0.05 so it can be concluded that there is no problem of heteroskedastisity.

4. Coefficient of Determination (R2) Test

The coefficient of determination is used to measure percentage of total variation of variable dependent (Y) described by the independent variable (X) in the regression model [15]. Data processing results for the determination coefficient test are as follows:

Table 7

Results of the Coefficient of Determination (R2) Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607a	.369	.352	4.26669

Source: Primary data processed using SPSS, 2021.

It can be seen from the table 7 that the

Based on the table above that the coefficient value R Square (R²) of 0.369 indicates that motivation and Work Stress influence employee performance 36.9% of the time, while the remaining 63.1 percent is driven by unknown variables.

5. Multiple Linear Analysis Test

The data processing results for multiple linear regression tests are shown in the following table :

Table 8

Multiple Linear Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	17.149	4.108		4.174	.000
	Work	.424	.087	.471	4.895	.000
	Motivation					
	Work Stress	-.363	.131	-.267	-2.774	.007

Source: Primary data processed using SPSS, 2021.

From the table above produces regression equations, namely:

$$Y = 17,149 + 0,424X_1 - 0,363X_2$$

From the regression equation above can be analyzed that the employee performance level of EMPLOYEES of PT. X in Bandung during the pandemic period was 17,149. Variable Work Stress (X₂) regression coefficient indicates a negative relationship direction so that if Work Stress increases then employee performance will decrease. The more work stress increases, the decreased employee performance of employees. Conversely, with motivation that shows a positive coefficient, it means that the motivation positively affect employee’s drive to work. If an employee has a high motivation, he/she will work to their fullest, which means it also increases their performances.

6. Hypothesis Test

Hypothesis test results use the F test for simultaneous testing and the t test for partial testing. Here are the results of hypothesis testing:

Table 9

Test Results F and Test t

Hypothesis Test	Admission criteria
Uji F	Sig 0,000 < 0,05
Uji t :	
- Work Motivation	Sig 0,000 < 0,05
- Work Stress	Sig 0,007 < 0,05

Source: Primary data processed using SPSS, 2021.

Simultaneous test results with the F test showed that Work Motivation and Work Stress had a positive and significant effect on Variable Employee Performance. The output in the table above produces a significance value of 0.000 < 0.05 so that it can be concluded that together (simultaneously) Variable Work Motivation and Work Stress have a positive and significant effect on Variable Employee Performance. The

results of this study are in line with research conducted by [24] that Variable Work Stress, Work Motivation and work environment simultaneously have a significant effect on employee performance of employees in case studies at UD Pratama Karya Kota Kediri. The same results were obtained from research conducted by [25] that simultaneously Variable Work Stress and Work Motivation had a positive and significant effect on variable employee performance of Driver Grabbike Pontianak. Based on the results of the study showed that Work Motivation and Work Stress affect employee performance. The higher the Work Motivation the more employee performance increases. An employee who has high motivation will encourage himself to make the best contribution to the organization. The work spirit of an employee is strongly influenced by Work Motivation so that employees who have the potential to produce maximum Employee Performance. An employee who has operational capabilities and skills will not be able to fulfill and carry out their duties according to standards or even exceed standards without work motivation because the motives and motivations of employees doing work are not fulfilled [24]. For that, the company needs to provide encouragement so that employees are willing to exert all their abilities and potential. In addition, by providing good support to employees, the company will provide satisfaction in working in the company. According to [2] that dissatisfaction at work will cause Work Stress for an employee, so it can cause symptoms such as unstable emotions, feelings of unsettled, pleasure alone, high blood pressure, and indigestion. This condition will make it difficult for employees in the thought process to complete their work, so as to lower employee performance of employees who ultimately reduce the employee performance of the company.

Based on the results of the test showed that the effect of Work Motivation (X1) on employee performance during the pandemic with a positive relationship direction can be received because the value of $t_{hitung} = 4,895 > 1,992$. Thus, the higher the Work Motivation, the employee performance will also increase, and vice versa the decrease in Work Motivation will have an impact on the decline of employee performance of employees as well. The results of this study are supported by [26] research that motivation has a positive and significant effect on employee performance of employees in Beverage Industry Pakistan. Another study from [27] that motivation has a positive and significant effect on the Employee Performance of Commercial Bank employees in Kenya. Likewise, Abrivianto's research, et al (2014) stated that Work Motivation had a significant positive effect on employee performance of HRD employees of PT. Arthawena Sakti Gemilang Malang. Furthermore, [28] states that motivation has a significant positive effect on employee performance of employees at PT. Bank Negara Indonesia Tbk. Other research by [29] that motivation positively affects employee performance of employees based in textile sector of Faisalabad, Pakistan. Furthermore, [30] stated that Work Motivation has a positive and significant effect on the Employee Performance of civil servants in the Office of the Presidency of the Republic of Timor Leste. Furthermore, [31] states that Work Motivation has an influence on employee performance of employees of the Sales Division of PT Rembaka.. The results of [32] stated that Work Motivation has a significant positive effect on employee performance of employees in Manufacturing of Ambara. Motivation can provide strength for employees so that each action leads to the achievement of needs, provides satisfaction and reduces imbalances. Motivation can create a harmonious work atmosphere so that it can make employees work with more passion and employee performance of employees becomes higher [8, 13, 33].

Similarly, the results of the t test for the effect of Work Stress (X2) on employee performance of employees obtained a t_{hitung} value of $2,774 > 1,992$ meaning that Work Stress affects employee performance during the pandemic with a negative relationship direction acceptable. Thus the lower the Work Stress, the employee performance will be better, and conversely the higher the Work Stress it will have an impact on the decline of employee performance of employees. The results of this study are in line with [34] research that Work Stress negatively affects employee

performance of sector banking employees in Khyber Pakhtunkhwa Pakistan. Then the results of [35] showed there was a significant influence between Work Stress on Employee Performance of employees in Mother And Baby Magazine. Research [7] concluded that there is a negative influence between Work Stress and Employee Performance of employees at PT. Bank Rakyat Indonesia (Persero) Tbk Tuban Branch. Iswari and [9] stated that there is a significant influence between Work Stress and Employee Performance of employees at PT. Phapros Tbk Semarang City. Another study conducted by [17] that Work Stress negatively affects employee performance of employees at the Universities of Karachi Pakistan. In addition, [36] stated that work stress negatively and significantly affects employee performance of employees of PT PLN (Persero) Surakarta Area. [37] also stated that Work Stress negatively affects employee performance of employees based in banking sector of Faisalabad Pakistan, [38] stated that work stress has a significant effect on employee performance in the Office of Revenue, Financial Management and Assets of Musi Banyuasin Regency. According to [12] that work stress is often viewed as a dysfunctional effect that can reduce employee performance both in terms of quality and quantity of the work itself. Heavier workloads, more needs to be met, tougher competition and so on can cause work stress. Employees who experience Work Stress will not be able to focus on completing their work, because stress arises when employees are unable to meet the demands of work, lack of time to complete tasks, and there are no support facilities to carry out the work. Therefore, to minimize work stress, company employees must meet the social needs of employees to be able to communicate, provide support facilities to complete their work, and improve employee competence in order to be able to complete their job demands, so that employees with low levels of work stress will have high employee performance.

Evidenced by the results of this study that the highest indicator of work motivation is social, this shows that with higher relationships between employees, the higher the employee performance. When viewed from the characteristics of respondents, it is seen that the majority of the age of PT employees. X is less than 30 years old. This causes employees to be more easily sociable with fellow employees and have high motivation so that performance will increase. It is pointed out by the results of this study that the lowest indicator of work stress is personal guidance, where increased task demands cause increased work stress as well so that employee performance decreases. Judging from the age of most employees of PT. X who is less than 30 years old is quite young and at his productive age tends to experience stress at work.

CONCLUSION

Based on the results of discussions related to the influence of Work Motivation and Work Stress on Employee Performance of employees in PT. X can be summed up as follows:

1. Work motivation (X1) and Work Stress (X2) simultaneously tested significantly on employee performance variables (Y) of PT. X in the time of the pandemic. Employees with high motivation and low stress levels will improve employee performance.

2. Work motivation (X1) has a partially significant influence on employee performance (Y) of PT. X in a pandemic with a positive relationship direction. The greater the employee's motivation, the greater the employee's performance. Employees do need to be considered by the company for example by providing awards to improve employee performance such as incentives and promotions for outstanding employees, so that employee performance will be optimal.

3. Work stress (X2) has a partially important influence on the performance of karyawan (Y) PT. X in a pandemic with a negative direction of relationship. The lower the work stress felt by the employee, the higher the employee's performance, and the higher the level of work stress, the decreased employee performance. The company

must always ensure that employee work stress needs to be maintained stability caused by physical and work factors such as adjustment of work tasks provided by the company with employee capacity and ability.

SUGGESTION

Based on the findings and discussion regarding work motivation and work stress, the author provides some suggestions or inputs for related companies as follows:

1. Companies should always ensure that their employees' stress remains at a low level by making the workplace flexible and the communication relationship between employees and superiors well established. All this is done so that the company can reciprocate from good employees so that employee performance will increase.

2. The company must fully support its employees to achieve and maintain good relationships between superiors and subordinates so that employee performance increases.

3. Factors that affect the level of Work Stress of PT X employees are the workload, especially sales targets that are so high. The company must evaluate its sales targets in times of pandemic that have decreased, so that the burden or sales target can be achieved more realistically.

4. A factor that affects the employee performance level of employees is cooperation with the team. For this reason, the company must create a good working climate through increasing cooperation in teams with realistic targets and harmonious communication between the team and company leaders.

BIBLIOGRAPHY

1. Handoko, T.H., *Personnel and human resource management 2nd edition*. . 2016: Bpfe.
2. Székely, F. and M. Knirsch, *Responsible leadership and corporate social responsibility:: Metrics for sustainable performance*. European Management Journal, 2005. **23**(6): p. 628-647.DOI: <https://doi.org/10.1016/j.emj.2005.10.009>.
3. Arumsari, S.S. and M. Widowati., *Analysis of the Effect of Work Motivation, Work Stress, and Communication on Employee Performance*. Journal of Islamic Economics and Banking Science, *9*(1), 44-58. 2019.
4. Noermijati and D. Primasari., *The effect of job stress and job motivation on employees' performance through job satisfaction (A study at PT. Jasa Marga (Persero) Tbk. Surabaya - Gempol branch)*. Journal of Economics, Business, and Accountancy Ventura, *18* (1), 231-240. 2015.DOI: <https://doi.org/10.14414/jebav.v18i2.450>.
5. Buhler, P., *Alpha teach yourself management skills in 24 hours*. 2001: Alpha Books.
6. Shabrina, N., D. Darmadi, and R. Sari, *The Influence of Work Motivation and Stress on Employee Performance CV. Muslim Gallery Indonesia*. Civilian Journal: Science, Technology, And Humanities, 2020. **3**(2): p. 164-173.DOI: <https://doi.org/10.33753/madani.v3i2.108>.
7. Robbins, S.P. and T.A. Judge, *Organizational behavior 12th edition*. Jakarta: Salemba Empat, 2008. **11**.
8. Kesik, M.I.D., *The Influence of Work Motivation and Stress on Employee Performance at the Regional Office of the Directorate General of Taxes, East Java I, Appeals and Reductions*. 2020.
9. Parashakti, R.D. and M. Refahla, *Effect of Motivation and Job Stress on Employee Performance (Case Study of General Support and Marketing Division and Enterprise Service Division of PT Telekomunikasi Indonesia, Tbk.)*. European Journal of Business and Management, *10* (18), 51-57. 2018.
10. Dewi, C.I.A.S. and I.M.A. Wibawa, *Pengaruh Work Motivation dan Work Stress terhadap Employee Performance Karyawan pada PT. Bank BPD Bali Cabang Ubud*. E-Jurnal Manajemen Unud, *5* (12), 7583-7606. 2016.
11. Rahardjo, K.S., I.G.M. Dewi, and G. Manuati, *The effect of job stress on employee performance with locus of control as a moderating variable*. Journal of Management, Business Strategy and Entrepreneurship, 2016. **10**(2): p. 117-127.

12. Arijanto, A., *Motivation and Work Stress Effect on Employees Performance at PT. International Colliman Mulia*. Eur. J. Bus. Manag, 2017. 9(31): p. 101-106.
13. Komariyah, T. Haryati, and N. Miyono, *The Influence of the Principal's Role and Job Satisfaction on the Work Motivation of State Elementary School Teachers in Ampelgading District, Pemalang*. Journal of Educational Management (JMP), 9(3), 305-315. 2020. DOI: <https://doi.org/10.26877/jmp.v9i3.8122>.
14. Sugiyono, *Quantitative, Qualitative and R&D Research Methods, Edition 2*. Bandung: Alfabeta. 2019.
15. Ghozali, I., *Application of Multivariate Analysis With SPSS Program, Fourth Edition*, Diponegoro University Publisher. International, Inc, New Jersey, 2010. DOI: <https://doi.org/10.18775/ijied.1849-7551-7020.2015.46.2003>.
16. Hotiana, N. and F. Febriansyah, *Pengaruh Motivasi Dan Stres Kerja Terhadap Kinerja Pegawai*. Jurnal Riset Manajemen dan Bisnis, 2018. 3(1): p. 27-36. DOI: <https://doi.org/10.36226/jrmb.v3i1.84>.
17. Abrivianto P, O., B. Swasto, and H.N. Utami, *The Influence of Work Motivation and Organizational Commitment on Employee Performance (Study on HRD employees of PT. Arthawena Sakti Gemilang Malang)*. Journal of Administration and Business, 7(2), 1-9. 2014.
18. Muogbo, U.S., *The influence of motivation on employees' performance: a study of some selected firms in Anambra State*. AFRREV IJAH: An International Journal of Arts and Humanities, 2013. 2(3): p. 134-151.
19. Rahayu, K.W., *The Effect of Work Motivation on Employee Performance of Employees at the Regional Secretariat of Kutai Regency*. Journal of the Faculty of Economics, University of 17 August 1945 Samarinda, 6 (1). 2017.
20. Massie, R.N., W.A. Areros, and W. Rumawas, *The Effect of Work Stress on Employee Performance at the Manado It Center Management Office*. Journal of Business Administration (JAB), 6(2), 42-49. 2018.
21. Suliyanto, *Business Research Methods for Thesis, Thesis, & Dissertation, Edition 1*. Yogyakarta: ANDI. 2018.
22. Umar, H., *Metode penelitian untuk skripsi dan tesis bisnis, 3rd edition*. 2013.
23. A, G.K.Y.S. and S. Haryani, *The Influence of Workload, Work Stress, and Motivation on Employee Performance of Ludira Husada Tama Hospital Yogyakarta Employees*. Business Review, 19 (1), 29-42. 2018.
24. Kristanti, D. and R.L. Pangastuti, *Effect of Work Stress, Work Motivation, and Work Environment to Employee Performance Production Part*. Bussiness and Finance Journal, 4 (2), 105-114. 2019. DOI: <https://doi.org/10.33086/bfj.v4i2.1359>.
25. Kinanti, T., R. Rahmawati, and S. Uslianti, *Effect of Stress and Work Motivation on Employee Performance Driver Grab-Bike Pontianak*. Journal of TIN Tanjungpura University, 5 (1), 61-75. 2021.
26. Zameer, H., et al., *The impact of the motivation on the employee's performance in beverage industry of Pakistan*. International journal of academic research in accounting, finance and management sciences, 2014. 4(1): p. 293-298. DOI: <https://doi.org/10.6007/IJARAFMS/v4-i1/630>.
27. Omollo, P.A. and M.A. Oloko, *Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County*. International journal of human resource studies, 2015. 5(2): p. 87-103. DOI: <https://doi.org/10.5296/ijhrs.v5i2.7504>.
28. Tampi, B.J., *The Influence of Leadership Style and Motivation on Employee Performance at PT. Bank Negara Indonesia, tbk (regional sales Manado)*. Acta Diurna Komunikasi, 2014. 3(4).
29. Ehsan, M. and M.G. Qureshi, *Effect of Motivation on Employees Performance : Based in Textile Sector of Faisalabad, Pakistan*. European Journal of Business and Management, 11 (1), 95-114. 2019.
30. Boe, I., *Pengaruh program pelatihan dan motivasi kerja terhadap kinerja Pegawai Negeri Sipil dikantor Kepresidenan Republik Timor Leste*. E-Jurnal Ekonomi dan Bisnis Universitas Udayana, 2014. 3(2014): p. 559-580.
31. Susanto, N., *The Effect of Work Motivation, Job Satisfaction, and Work Discipline on Employee Performance in the Sales Division of Pt Rembaka*. Agora, 2019. 7(1).
32. Regards, *The Effect of Stress on Employee Performance (Case Study at Bengkalis State Polytechnic Lecturer)*. Student Scientific Journal, 1(1), 10-18. 2012.
33. Mulita Sari, P., E.S. Astuti, and G.E. Nurtjahjono, *The Influence of Conflict and Work Stress on Motivation and Employee Performance of Employees at PT. Bank Rakyat Indonesia (Persero) Tbk Tuban Branch*. Journal of Business Administration (JAB), 27(2), 1-10. 2015.

34. Zeb, A., G. Saeed, and S. ur Rehman, *The impact of job stress on employee's performance: investigating the moderating effect of employees motivation*. City University Research Journal, 2015. **5**(1): p. 120-129.
35. Wartono, T., *The Effect of Job Stress on Employee Performance (Study on Employees of Mother and Baby Magazine)*. *Scientific Journal of Pamulang University Management Study Program*, 4 (2), 41-55. 2017.
36. Parwoto, S. Hartono, and Istiqomah, *The Effect of Compensation, Leadership, and Work Stress on Employee Performance of PT PLN (Persero) Surakarta Area Employees*. *Journal of Economics and Entrepreneurship* 17 (2), 353-361.
37. Ehsan, M. and K. Ali, *The impact of work stress on employee productivity: Based in the banking sector of Faisalabad, Pakistan*. *International Journal of Innovation and Economic Development*, 2019. **4**(6): p. 32-50.
38. Oemar, U. and L. Gangga, *The Effect of Work Stress on Employee Performance at the Regional Revenue, Finance and Assets Office of Musi Manyasin Regency*. *Global Ecoment Journal: Business and Management Studies*, 2017. **2**(2): p. 22-34.