

# 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)

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## ABSTRACT

Job stress and motivation has a critical role to enhance female employee performance. The research attempts to analyze the direct effect of job stress and motivation on employee performance, and indirect effect of job stress and motivation on employee performance through job satisfaction. This research involves 108 married female employees, with minimal one year working period, as the population and respondents (census sampling). Using Path analysis, it was found that job stress have significant negative effect on employee performance. Motivation has a significant positive effect on employee performance. Job stress does not have an effect on job satisfaction. Motivation significantly positive influences job satisfaction. Job satisfaction significantly influences employee performance. Job stress does not have indirect effect on employee performance through job satisfaction. Motivation has an indirect effect on employee performance through job satisfaction. Motivation has the most important role to enhance employee performance. As an implication, company must give more attention and enhance employee motivation, especially on fulfilling self actualization need.

## ABSTRAK

Stres kerja dan motivasi kerja memiliki peran penting untuk meningkatkan kinerja karyawan perempuan. Penelitian ini bertujuan untuk menganalisis pengaruh langsung stres kerja dan motivasi kerja terhadap kinerja karyawan, dan pengaruh tidak langsung stres kerja dan motivasi kerja terhadap kinerja karyawan melalui kepuasan kerja. Penelitian ini menggunakan pendekatan kuantitatif. Populasinya adalah seluruh karyawan tetap, perempuan yang telah berkeluarga, dengan masa kerja lebih dari satu tahun, sebanyak 108 orang, sebagai responden (sensus sampling). Dengan path analysis, hasilnya menunjukkan: stres kerja berpengaruh langsung signifikan negatif terhadap kinerja karyawan. Motivasi kerja berpengaruh langsung signifikan positif terhadap kinerja karyawan. Stres kerja tidak berpengaruh signifikan terhadap kepuasan kerja, motivasi kerja berpengaruh signifikan terhadap kepuasan kerja, dan kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan. Selanjutnya stres kerja berpengaruh tidak langsung terhadap kinerja karyawan melalui kepuasan kerja dan tidak signifikan, dan motivasi kerja berpengaruh secara tidak langsung terhadap kinerja karyawan melalui kepuasan kerja. Motivasi memiliki peran terpenting dalam meningkatkan kinerja karyawan. Implikasinya, perusahaan harus memperhatikan dan terus meningkatkan motivasi kerja karyawan dengan meningkatkan peluang karyawan dalam memenuhi kebutuhan aktualisasi diri.

## 1. INTRODUCTION

It is the fact that the organization's existence cannot be separated from their efforts to achieve their goal. In this case, any organization wants to be able to survive, grow and develop. For achieving such

objectives, the human resources are the main driver of the organization and are essential. They have to see whether or not such objectives are achieved and all are highly dependent on the performance of human resources in the organization. Employee

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performance is an important part to paid attention by the leaders of the organization. If the employee's performance is low, ultimately the performance of the organization will also be affected. Likewise for PT Jasa Marga (Per share) at Surabaya-Gempol branch is one branch of PT. Jasa Marga (Pershare), located in East Java. The company that manages the toll road 43 kilometers along the road is fully operational since 1986, with revenue from tolls per day in 2008 amounted to USD 402 325 000, (Jasa Marga 2015). In 2014, the national projection of the Company's revenue was Rp 5.8 trillion (kabarBUMN 2015). The Company is committed to providing the best service or service excellence to the satisfaction of the general public toll road users, through high-performing employees. In addition, employees have a duty to serve the public using toll road Surabaya-Gempol, with outstanding service, however, employees working in a stressful working conditions, i.e. in offices and toll booths with less comfortable working atmosphere, very noisy, and hot.

This study took female employees who are married as respondents, considering the female employees would have a dual role: the role at work and home roles as housewives. In order they can satisfy consumers; they must have high performance and therefore, must be capable. There are several factors that need to be taken to ensure that employees have a high performance, including managers of the organization that should pay attention to the working conditions of stress, employee motivation, and employee satisfaction. Job stress can be experienced by every employee, especially female employees who have a family because they have a dual role, namely as an employee, as well as mother and wife. Job stress can be triggered by many problems such as stress due to family problems and job problems. In addition to job stress, motivation as a driving force someone to do something action, should also obtain the attention that employees have job satisfaction, so that at the next stage of employees who have job satisfaction will be able to achieve high performance. When employees are in a high-performing organization, they will also have high performance in the organization (Noermijati 2013). In this case, the problems being formulated are as follows: (1) whether the stress of work and motivation to work directly affect the performance of female employees? (2) Whether the job stress and work motivation have an indirect effect on the performance of female employees through job satisfaction? Furthermore, the purpose of this study was to analyze the direct effect of job stress and work motivation on employee performance, and the indirect effect of job stress and

work motivation on employee performance through job satisfaction.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

### Job Stress

When dealing with the concept of stress, it can be defined as a dynamic condition when the individual is faced with an opportunity, obstacles, and demand that are associated with the desire, in which the result is perceived as very important but they think it is not certain to be achieve it (Robbins and Judge 2011). Another definition is by Luthans (2006) who defines stress as a response in adjusting to a certain condition and it is influenced by individual differences and psychological processes, as a consequence of environmental actions, circumstances or events that lead to many psychological and physical demands.

In relation to job stress, it can be caused by many factors called stressors. Stressors can come from outside and within the organization, from the group of affected employees and the employees themselves (Luthans 2006). Robbins and Judge (2011), revealed that job stress can be caused by too many tasks, supervisors are less intelligent, limited time to complete the work, lack of adequate responsibility, role ambiguity, differences in the value of the firm, frustrated, changes in the type of work, and role conflict.

Furthermore, job stress can also affect the employees' performance. The influence of work stress on performance can be either positive or negative, depending on the level of job stress experienced by employees. If job stress is at a low to moderate level, it can actually increase the employees' performance. However, when the level of stress being experienced by continuously is over the maximum limit, the employee's performance can decline.

Job stress is stress, tension or unpleasant disturbance perceived by the employee who can influence the emotions, thought processes and conditions of employees. Parker and DeCotiis (1983) stated that there are two causes of job stress indicators, namely time pressure (Time Stress) and Anxiety. In this study, the measurement of job stress refers to research by DeCotiis Parker (1983), using indicators such as stress due to time pressure (Time Stress) and Anxiety.

### Motivation

Motivation is the driving force that exists in a person to do something. According to Robbins and Judge (2011), motivation is a process that describes

the strength, direction, and persistence of a person in an attempt to achieve their goals. Thus, motivation is a process that explains the intensity, direction, and persistence of effort to achieve a goal. Furthermore, Uno (2007) defines motivation as encouragement contained in a person to try to establish behavioral changes that better meet their needs. Motivation can be described as the force that drives a person or employee, in order to meet their needs.

### **Maslow's Theory Of Motivation**

Maslow, in Robbins and Judge (2011), states that every human being has five hierarchies of human needs. These needs are physiological need (include hunger, thirst, shelter, sex, and other physical needs), safety need (covering curiosity protected from physical danger and emotional), social need (includes compassion, possession, receipt, and friendship), esteem need (including factors such as internal rewards of self respect, autonomy, and achievement, as well as external factors such as status, recognition, and attention), and self-actualization need (including growth, the achievement of one's potential, and fulfillment self). The five human needs becomes a powerful motivator for individuals to do anything in order to fulfill five requirements.

The above needs can be a motivation for employees to do a good job. If these needs are met, the employees feel satisfied and ultimately affect the increased performance. In this study, the instrument used to measure the adoption of Maslow's theory of motivation include: meeting the needs of clothing, food, shelter or housing, safety, security of job or career, harmonious relations with colleagues, and with the leadership, awards, support for achievement

### **Job Satisfaction**

Job satisfaction is a person's positive feeling about his work (Robbins and Judge 2011). In addition, job satisfaction is a pleasant emotional attitude and loves his job (Hasibuan 2006). Finally, Cherington (1995) stated that job satisfaction basically refers to how much an employee likes his job.

Job satisfaction also depends on the results of intrinsic and extrinsic factors and perceptions of job holders on the job. Thus, job satisfaction is the degree to which one feels positive or negative about the various aspects of the work, the workplace, and relationships with coworkers (Gibson et al. 2011) ,

Robbins and Judge (2011) argue that organizations that have more satisfied employees tend to be more effective when compared to organizations

that have employees who are less satisfied. Furthermore, Noermijati (2013) states that employees who have high job satisfaction will have a peak performance. In this study, job satisfaction is measured using indicators of job satisfaction overall with four items, namely: a sense of pride in the work, do not want to work even if there is an opportunity to move better, very fond of his work at this time, and overall were satisfied with his work, draws on research Noermijati (2008).

### **Employee Performance**

Performance is basically related to anything done or not done by an employee. Employee performance is affecting how much they contribute to the organization. The increased performance should be for both individuals and groups to be the center of attention in an effort to improve organizational performance (Mathis & Jackson 2000). Performance is the result of the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities given to them (Mangkunagara 2009). Employee performance is also a combination of ability, effort, and opportunity which can be assessed by seeing the results of his work (Sulistiyani 2009). More importantly, the employee who has a high performance is the one that has got a motivation to take advantage of his ability to achieve optimal results. To measure the performance of employees, this study refers to previous research questionnaire conducted by Karakurum (2005).

### **Research Hypothesis**

Bimantoro and Noor (2012), Ananta (2011), Bashir and Ramay (2010), Salami et al. (2010), Hidayati et al. (2008), and Rozi (2006) research results indicate that there is an effect of job stress on employee performance. This effect can be direct or indirect, and can negatively or positively correlate. Based on the previous studies and the arguments above, the first hypothesis can be stated as follows:

H1. Job stress has a significant effect directly on the employees' performance.

Koesmono (2006), Alonso and Lewis (2001), Ali et al. (2012), Chaudary et al. (2012), and Asim (2013) all have consistently stated that the motivation affects the employees' performance of employees in a positive correlation. It means that the higher the employees' motivation, the higher their performance. Based on the results of previous studies, the second hypothesis can be stated as the following.

H2. Motivation significantly and directly affects the employees' performance.

**Table 1**  
**Variable Measurements**

No	Variables	Indicator
1	Job Stress	a. Stress due to time pressure (Time Stress) b. Anxiety
2	Job motivation	a. Meeting the needs of food and clothing, housing b. Work safety c. Security of jobs / careers d. Harmonious relationship with colleagues and leaders e. Awards f. Support to excel Overall job satisfaction
3	Job satisfaction	a. High-quality work.
4	Employees' performance	a. Successfully completing the main task b. Do the job efficiently c. Have the technical capability d. Have verbal ability e. Have the ability to write f. Willing to volunteer for other work g. Enthusiastic in the work h. Willing to help colleagues i. Comply with the procedures or rules companies j. Support all the rules of the company.

Tunjungsari (2011) and Dania (2012) asserted that job stress affects job satisfaction, it shows different correlations, in which Tunjungsari (2011) states that there is a significant and positive correlation between job stress and job satisfaction, while Dania (2012) states that there is a negative correlation between job stress and job satisfaction, but the effect is not significant. Yet, Rozi (2006) argued that there is an indirect effect of job stress and employees' performance through job satisfaction. Brahmasari and Suprayetno (2009) and Koesmono (2006) asserted that motivation significantly influenced by positive correlation with job satisfaction and job satisfaction has significant influence with a positive correlation to the performance of employees. Tobing (2009) also states that job satisfaction has a positive and significant influence on employees' performance, which means that a person's performance will increase when the job satisfaction of the individual is at a high position. Based on the above evidences, third and fourth hypotheses can be stated as the following.

H3. Job stress indirectly and significantly affect the employees' performance through job satisfaction.

H4. Motivation indirectly and significantly affects the employees' performance through job satisfaction.

### 3. RESEARCH METHOD

This research can be considered an explanatory study, using a quantitative approach, in which the data were obtained through questionnaires using score of a five-point Likert response scale from strongly disagree (1) to strongly agree (5). The popu-

lation is all full time employees, all are women, at PT Jasa Marga (Pershare) Surabaya-Gempol branch all have a family, a service life of more than one year, totally of 108 people. The sampling technique was done by means of saturated sampling, which uses all members of the population, 108 employees as the study sample. Analysis was done using Path Analysis, which examines the direct effect of job stress variable and job motivation on employees' performance, and the indirect effect through job satisfaction. All these are described in Table 1.

### 4. DATA ANALYSIS AND DISCUSSION

#### Description of Respondents

Description of the characteristics of respondents being surveyed IS based on aspects of age, years of service, number of children, and the husband's occupation status, shown in Table 2.

As presented on Table 2, the characteristics of respondents dealing with their age, the majority is female employees, who are between 40-49 years, or 66.7%. This indicates that the majority is of their mature age of female employees and is expected to always have a full consideration in doing the work and solving problems that occur during the work. Their age is also a productive working age. Based on the period of employment, it shows that the majority of female employees have tenure between 16-30 years, totaled 72.2%. These results indicate that the majority of female employees had experienced in his work, which is expected to handle the job well, without much help from superiors and colleagues.

**Table 2**  
**Description of Respondents' Characteristics**

Characteristics	Description	Frequency	Percentage
Employees' age	30 - 39 years	3	2.8 %
	40 - 49 years	72	66.7 %
	≥ 50 years	33	30.6 %
Work experience	> 1 - 15 years	2	1.9 %
	16 - 30 years	78	72.2 %
	> 30 years	28	25.9 %
Number of children	0 people	8	7.4 %
	1 - 2 people	77	71.3 %
	3 - 4 people	23	21.3 %
Status of their husbands	Working	92	85.2 %
	Not working	16	14.8 %

Source: Research processed data, 2015.

Characteristics of respondents by the number of children show that the majority of female employees have 1-2 children, totally of 71.30%. This indicates that the majority of female employees are not burdened with responsibilities that are too high in caring their children. The number of little kids also makes the parents easier for taking care of their daily needs. Characteristics of respondents by employment status of their husbands show that the majority of respondents have a husband who works, totally of 85.20%. It shows that the majority of respondents have a relatively mild economic burden for the family finance depends not only on income.

**Statistical Analysis Results of Variable Diskriptive-Value of Mean**

The result of descriptive statistical analysis on average value (mean) of each variable is summarized as follows: job stress with a mean value of 2.12 indicating that the level of respondents' stress is at a low level, with a mean of anxiety indicator of 2.15, higher than that of job stress indicator due to time pressure of 2.09. Job motivation variable has a mean of 3.97, indicating that the female employees have a high motivation to work, with the highest Indicator that is the need for safety, with a mean of 4.20 and the lowest indicator of self-actualization, at 3.46. This suggests that the fulfillment of self-actualization is still not in accordance with the respondents' expectations. Overall job satisfaction to work is scored 3.99, which means that respondents have high job satisfaction. Their last post performance variable has a mean score of 3.92, meaning female employees have had a performance at a high level.

**Test Instrument Research**

Validity test was conducted by using SPSS 16.0. Based moment Pearson (r), an instrument is said to be valid when the value of r is more than 0.300. Reliability test was also performed using SPSS 16.0. The reliability test result is based on the value of Cronbach alpha (α). If the test result shows sthe value of (a) above 0.6, then the instrument can be said to be reliable. The validity of the test result for all items has the value of r above 0.3 and the value of (a) above 0.6, thus, all the research instruments are valid and reliable.

**Classical Assumption Test**

Multicollinearity test was conducted done by looking at the value of R2, if the number of variables that is a bit correlated, when its value R2 is > 0.8, then there is colinearity. If the value of R2 is low, there is multicollinearity (Ghozali 2007). The result shows for all the correlations between variables, the R2 values are all low, that is below 0.8, which means there is no multicolonierity. Test for normality was done by using PP plot. The result shows that the data spread around the diagonal line and follow the diagonal line, so it can be said that the data used were normally distributed. Yet, the heterocedasticity test in this study is using a scatter plot. Overall, the results of testing the heteroscedasticity for research models indicate that the data were spread out and did not have a clear pattern (random). This means there is no heterocedasticity, it can be said that the data used have to meet the assumptions heteroscedasticity, thus, the research model is feasible for use in this study.

Table 3  
Summary of Path Analysis results

No.	Relationship among variables	Coefficient	t-Calculated	Significance	Description
1	Job stress → Employees' performance	-0.202	2.616	0.010	Significant
2	Motivation → Employees' performance	0.372	4.137	0.000	Significant
3	Job stress → Job satisfaction	-0.094	-1.105	0.272	Insignificant
4	Motivation → Job satisfaction	0.533	6.304	0.000	Significant
5	Job satisfaction → Performance	0.279	3.158	0.002	Significant
6	Job stress → Job satisfaction → Employees' performance	-0.026	-	TS & S	Insignificant
7	Motivation → Job satisfaction → Employees' performance	0.149	-	S & S	Significant

Source: Research processed data, 2015.

### Path Analysis

This path analysis is used to analyze the effect of causal that occurs in multiple regressions if the independent variables affect the dependent variable not only directly, but also indirectly. In this study, this test is used to examine the effect between job stress and motivation, as well as the effect of job stress and motivation on employees' performance indirectly through job satisfaction. The summary of the results of the path analysis can be seen in Table 3.

### Results of Hypothesis Testing

H1: The effect of work stress on employees' performance.

It shows that there is an effect of job stress on employees' performance with  $t$  (2.616) and greater than  $t$  table (1.960) or the level of significance (0.010) is smaller than 5% alpha (0.050) states that there is significant influence of job stress on employee performance, so the first hypothesis is accepted. Beta coefficient is negative which means that the work stress -0.202 have a relationship that is inversely proportional to the performance of employees, which means if the higher job stress, then the employee's performance would be lower.

H2: The effect of job motivation on employee performance.

It shows that there is also an effect of job motivation on employee performance with  $t$  value (4.137), greater than  $t$  table (1.960) or the level of significance (0.000). Thus, it is smaller than alpha 5% (0.050). It can be stated that the motivation has a significant effect on the performance of the employees, so that the second hypothesis is accepted. Beta coefficient is positive, i.e. 0.372 means that the motivation has a proportional relationship with the employee's performance, which means if the higher employee motivation, then the employee's performance will be higher as well.

1. The effect of job stress on employees' job satisfaction.

The  $t$ -test is 1.105 that is smaller than  $t$  table (1.960), or the level of significance (0.272) which is greater than 5% alpha (0.050), meaning there is no significant effect of job stress on employees' performance.

2. Motivation effect on employees' job satisfaction. The  $t$ -test is 6.304 which is greater than  $t$  table (1.960), with a significance level (0.000) that is smaller than alpha 5% (0.050), meaning there is a significant effect of job motivation on employees' job satisfaction.

3. The effect of job satisfaction on employees' performance.

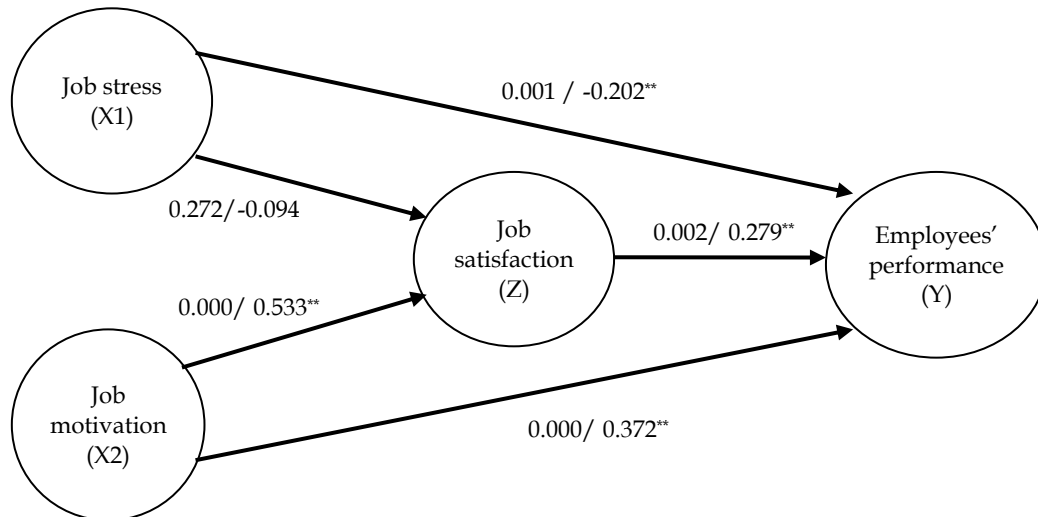
The path analysis shows a significance level of 0.002, meaning that it is less than 0.050. Then the job satisfaction significantly affects employees' performance. Therefore, when job satisfaction increases, the performance of employees will also increase.

H3: The indirect effect of job stress on performance through job satisfaction.

There is no effect of job stress on job satisfaction so that it is not significant but there is an effect of job satisfaction on the performance significantly, it can be stated that the indirect effect of job stress on employees' performance through job satisfaction is not significant. In other words, indirectly there is no significant effect of job stress on employees' performance through job satisfaction. Therefore, this hypothesis is rejected.

H4: The indirect effect of job motivation on employees' performance through job satisfaction.

There is an effect of motivation to work on job satisfaction and job satisfaction affecting the performance significantly. Or, it can be stated that the effect of job motivation on employees' performance through job satisfaction is also significant. It can be concluded there is no direct influence of job motivation on employees' performance through job satisfaction. Thus, the fourth hypothesis is accepted. In general, the structure of effects between the study variables in the model can be described in Figure 1.



Description: \*\*: Significant at the level of 0.01.

**Figure 1**  
Structure of Causal Relationship among the Variables

**Discussion**

The effect of job stress on the female employees' performance is proved to be significant. Therefore, the first hypothesis is accepted. Based on the regression coefficients, job stress is negative (-0.202). In this case, it can be concluded that job stress can decrease employees' performance. If job stress is high, the employees' performance is getting lower or the other way around. If job stress is low, the performance of employees will increase. This evidence is still consistent with previous studies (Ananta 2011; Bashir and Ramay 2010; Salami et al. 2010; Hidayati et al. 2008; Rozi 2006) which argued that job stress can decrease employees' performance. If the stress is at a high level, then it can degrade the performance of the employees. However, the stress at the medium level can be allowed to continue for it will also be able to degrade the performance of employees, according to the relationship U-Reversed proposed by Robbins and Judge (2011). The path analysis in this study indicates that there is a reverse effect of job stress on employees' performance. When the stress level is low, the employee's performance still increases. This result is also supported by the mean value of the variable that indicates that female employees at PT Jasa Marga (Persero) Tbk Surabaya-Gempol branch have a low level of job stress while performing at a high level, the source of stress is more instrumental in shaping the stress levels of employees which is an indicator of anxiety ,

The effect of motivation on employees' performance in this research is significant. Thus, the second hypothesis is accepted. Based on the regression coefficient, motivation is positive (0.372). There-

fore, it can be concluded that the motivation has a proportional relationship with employees' performance. This means that if the motivation is high, the employees' performance will also be higher. This results support the results of previous research by Asim (2013), Ali et al. (2012), Chaudary et al. (2012), Laniwidyanti, et al (2010), Koesmono (2006), Sutanto and Patty (2014), Alonso and Lewis (2001) that argued that motivation significantly influences employees' performance. Employees who feel that the company has been able to meet their basic needs (such as food, clothing, housing, and ensure the safety and security of his career) are still highly motivated employees. They need a good relationship in the workplace as well as awards from the company in order that they can improve their performance. As such they are also motivated to do a good job so that it can improve its performance.

The effect of job stress on employees' satisfaction is not significant. Thus, this study is consistent with the results of research by Dania (2012), stating that job tress does not significantly affect job satisfaction. Female employees, who are in the lower position, do not experience excessive job stress, but job satisfaction while they are at a high level. But, the results of path analysis show that job stress has no effect on job satisfaction. This suggests that the stress experienced by female employees working at this time has nothing to do with their job satisfaction. This condition can also be said that the female employees enjoy their work at this time, which is supported by research data showing that the level of employee satisfaction is still at a high level.

Motivation has a positive significant effect on job satisfaction of employees, meaning the higher

the female employee motivation at PT. Jasa Marga (Persero) Tbk, Surabaya-Gempol branch, the higher their level of job satisfaction. Employee motivation is illustrated by the fulfillment which includes: clothing, food, shelter / housing, safety, security of job / career, harmonious relationship with coworkers, and with the leadership, award, for outstanding support. These results support previous research conducted by Noermijati (2005), Brahmasari and Suprayitno (2009), Koesmono (2006) and Tobing (2009) which states that motivation significantly influence employee satisfaction.

The effect of job satisfaction on performance is as follows. It shows that job satisfaction has a positive and significant effect on employees' performance, meaning the higher the level of job satisfaction of female employees at PT. Jasa Marga (Persero) Tbk, Surabaya-Gempol branch, the higher their performance. Noermijati (2013) stated that employees who have high job satisfaction will have a top performance. The result also supports the previous studies conducted Visser and Coetzee (2005), Rozi (2006), Brahmasari and Suprayitno (2009), Koesmono (2006) and research Tobing (2009) among the results showed that job satisfaction significantly influence employee performance ,

The next is the indirect effect of job stress on employees' performance through job satisfaction. In this research, it is noted that there is no indirect effect of job stress on employees' performance through job satisfaction. It shows that there is no effect of job stress on job satisfaction and job satisfaction has an influence on employees' performance. These results contradict with the results of previous studies by Tunjungsari (2011), stating that the job stress has a positive significant effect on job satisfaction. Also by Rozi (2006) that states that job stress has an indirect effect on employees' performance through job satisfaction.

The above evidence supports the results by Dania (2012), stating that job stress does not significantly affect job satisfaction. The stress felt by female employees at the company who are in the lower position is not in excessive condition, so they do not feel job stress. But, job satisfaction is still at a high level. However, this result shows that job stress has no effect on job satisfaction. This suggests that the stress experienced by female employees working has nothing to do with their job satisfaction, but the female employee stress is related directly to their performance.

The indirect effect of motivation on employees' performance through job satisfaction shows that there is a significant effect. Thus, the fourth hypothe-

sis is accepted. This evidence supports the research by Lanuwidanti, et al (2010), Brahmasari and Suprayitno (2009) and Koesmono (2006) and Tobing (2009), stating that motivation has a significant effect on job satisfaction and job satisfaction also has a significant effect on the employees' performance with positive correlation. The employees are motivated because of subsistence by the company that make them satisfied and have a positive view of the work that they have done in the company. Thus, it can lead to increased employees' performance.

The path analysis results shows that, among the variables of job stress, motivation and job satisfaction, motivation turns out to have the highest effect on employees' performance. Likewise, in terms of the degree of the coefficient of the direct and indirect effects of job stress on performance and motivation through job satisfaction, motivation turns to have a direct effect on the performance with the highest correlation value or the most effective path. It can be implied that motivation is the most instrumental in improving employees' performance.

## 5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

In general, this study can provide some evidences. First, there is a significant effect of job stress on employees' performance with a negative correlation, meaning that there the lower job stress felt by employees, the higher their performance, and conversely the higher the stress level of employees, the lower their performance. Therefore, companies must ensure that their employees' stress remains at a low level. Thus, the employees' performance can be maintained and improved.

Second, motivation is proved to have a significant effect on the employees' performance with a positive correlation. This implies that the higher the motivation of employees, the higher their performance. When there is the lowest motivation there must be an attempt to meet the needs of self-actualization. In addition, it is essential for the company to pay more attention to addressing the needs of employees for self-actualization, so that their employees whose high performance can still be improved more and more.

Third, job stress has no significant effect on employees' satisfaction, which means that the level of job stress perceived by employees has no significant effect on employees' satisfaction. The employees satisfaction has a significant effect on employees' performance with a positive correlation, which means that the higher satisfaction, the higher



the female employees' performance at PT Jasa Marga (Persero) Tbk, Surabaya-Gempol branch. It can be concluded that the indirect effect of job stress on employees' performance through job satisfaction is not significant. Although job stress has no effect on job satisfaction, it turns to have the role in improving the performance of employees. Job satisfaction should be paid attention because the satisfied employees can improve their performance. This shows that job stress has no effect on job satisfaction. Subsequently, further studies need to consider and develop an indicator variable for measuring job stress and job satisfaction.

Fourth, job motivation can improve employees' performance, through job satisfaction. The increasing employee motivation can improve job satisfaction, and higher job satisfaction can finally improve employees' performance. Job motivation affects employees' performance and it turns out to have the most influence compared to the other two variables. Therefore, it is important to give attention to employees' motivation, especially in fulfilling the need for actualization. The hope with the fulfillment of motivation is related to the fulfillment of the need for self-actualization, the performance of employees will increase. Yet, the indicator of motivation is the greatest contribution in the form of motivation that is meeting the needs of job security. So, it can be said that job security becomes important indicator forming employees' motivation. It is natural that this happens in the State of Indonesia which is so difficult to find a job, so that employees do not want to lose their job.

Finally, this study strengthens the theory about the effect of job stress on employees' performance. The higher job stress, the lower the performance and vice versa, according to the U-Reversed relations theory about job stress relationship with employees' performance as suggested by Robbins and Judge (2011),

Limitations of this study deals with the only one company as the research object, and only the female employees. For that reason, the level of generalization of the results is limited. For further research, the researcher can expand the research object, as well as the respondents in order to get the wider generalization.

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