The Connection Between Work Motivation and Work Stress with Work Engagement for Bakti Timah Medika Employees

Hubungan Antara Motivasi Kerja dan Stres Kerja dengan Work Engagement pada Karyawan Bakti Timah Medika

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ABSTRACT

This research aims to determine the strength of the relationship between motivation and work stress with work involvement individually or simultaneously. Quantitative approach used in research. Sampling used is the saturated sample method. A total of 270 people filled out the questionnaire with a response rate of 17.21% of the total population. The data analysis method used quantitative descriptive analysis, simple correlation and multiple correlation. Normality and linearity tests were used before hypothesis testing. The finding in this study is that work motivation is positively and strongly correlated with work engagement. Job stressor has a negative and weak correlation with work engagement. Motivation and work stress are simultaneously positively connected with work engagement. The company is expected to provide motivation, increase the benefits provided and provide freedom in managing work schedules and ways of working so that employees feel more comfortable with their work. Further researchers can use factors that mediate the link between job stress and job engagement to explain the weak relationship found in this study. The next researcher can compare work motivation, job stress and job involvement on employees who have different job positions.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui kekuatan hubungan motivasi dan juga stres bekerja dengan work engagement secara masing-masing maupun simultan. Pendekatan kuantitatif dipakai dalam penelitian. Pengambilan sampel yang dipakai ialah metode sampel jenuh. Sebanyak 270 orang yang mengisi kuesioner dengan tingkat respon 17,21% dari total populasi. Metode analisis data memakai analisis deskriptif kuantitatif, korelasi sederhana dan korelasi berganda. Uji normalitas dan linearitas dipakai sebelum pengujian hipotesis. Temuan dalam penelitian ini ialah motivasi kerja berkorelasi positif
Health becomes an important factor for a country. Health has an impact on economic growth in a country (Sharma, 2018). Health in a country must certainly be supported by various factors including the quality of human resources from workers in the health sector. Presiden RI (2014) stated that health workers are people who serve, have skills and knowledge about health, and have authority in carrying out health efforts.

The survey results (Harter, 2017) found employees in the world have a work engagement rate of 21% while in Indonesia have a work engagement rate of 24%. This means that as many as 76% of employees in Indonesia do not feel tied to their work. Still in a survey conducted (Harter, 2017) that Indonesia has a daily stress level of 20%. Stress itself is a trigger for low work engagement (Zhang et al., 2021).

It is important for employees who work in the health sector to have high work engagement. Employees with good work engagement will have a low intention to change jobs (Memon et al., 2021). Work engagement is able to increase organizational commitment and organizational behavior which in turn can improve team performance in the organizational context (Uddin et al., 2019). When employees feel attached to their work, they will behave more innovatively at work (Ariyani & Hidayati, 2018). Low work engagement triggers increased burnout and stress felt by employees (Agarwal et al., 2020). The more an employee feels attached to his job, the better his performance will be (Puspita et al., 2020).

Motivation is a fundamental impetus for someone to behave in accordance with the urge within him (Prayetno & Ali, 2020). Work motivation is a driver for employees to work harder according to their duties and responsibilities (Hasibuan & Silvya, 2019). Work motivation is influenced by a variety of factors. Management controls such as personnel control, culture control and result control can increase employee motivation (van der Kolk et al., 2019). Training can be considered as the main key in increasing work motivation (Ozkeser, 2019). Work motivation is impacted by ethical leadership and emotional leadership (Ouakouak et al., 2020). A supportive work environment can have an impact on employee motivation intrinsically (Ciobanu et al., 2019). The high-performance work system is one of the factors increasing employee motivation at work (Bryson & White, 2019). Increased skills and participation opportunities also contribute to increased employee motivation in the workplace (Beltrán-Martín & Bou-Llusar, 2018). Increased work motivation depends on work facilities, employee...
discipline levels and compensation obtained (Anggrainy et al., 2018). Rewards and punishments are factors that affect motivation at work (Pradnyani et al., 2020). Job stress is a response that is issued due to work situations and causes changes in aspects such as behavioral, psychological, physiological employees (Ramlawati et al., 2021). Job stress is influenced by various types of factors. Length of work, social support and awarding are factors that have an impact on changes in work stress (Yoon et al., 2018). The amount of work stress is influenced by the work environment, work resources, work load, time pressure, working hours per day, length of work, number of night shifts per week, and level of academic qualifications (Zhan et al., 2020). Managerial, personal, physical, patient care and interpersonal factors were each identified as sources of stress (Raesi et al., 2021). The amount of work stress is influenced by conflicts between work, family, and workload (Dodanwala et al., 2022). Sensory processing sensitivity is one of the factors that have an impact on work stress (Andresen et al., 2018). Work engagement is a positive and satisfied employee's state of mind towards their work which is characterized by dedication, vigor and absorption (Kristiana et al., 2019). Changes in employee work engagement are influenced by various types of factors. Increased work engagement occurs when employees have intrinsic motivation and autonomous motivation (Chua & Ayoko, 2021). Employee satisfaction with their work is a driver of increased work attachment (Garg et al., 2018). Learning culture can increase work attachment (Saputra, 2018). Work engagement is influenced by factors of psychological capital and quality of work life (Wardani & Anwar, 2019). Leadership determines the amount of employee engagement (Asif et al., 2019). Employment engagement is influenced by performance appraisal, reward and compensation (Aboramadan et al., 2020). Spirituality in the workplace and organizational commitment determine work engagement (Adi & Fithriana, 2020).

Previous research has found that work motivation can increase work engagement (Endayani & Saman, 2021). Then, work stress can reduce work engagement (Shibuya & Tsukikawa, 2022). The study aims to see the magnitude of the relationship between motivation and work stress with work engagement independently or combined.

**Method**

**Population/Sample**

The research population is 1569 employees under the authority of PT. Bakti Timah Medika with various job professions such as nurses, doctors, admins, etc. The study population is employees who work at Bakti Timah Pangkalpinang Hospital, PT. Bakti Timah Medika, FKTP Pangkalbalam, FKTP Sudirman, KM Stannia Belinyu, KBT Toboali, Paritiga, Tanjung Pandan, Bakti Timah Muntok Hospital, Bakti Timah Karimun Hospital, and Stannia Sungailiat Medical Hospital. The sampling method uses saturated sampling or as many responses as received will be processed into research results.

**Data Collection**

Data collection using google form media which is disseminated through leaders in each agency. The research instrument in the google form consists of 5 alternative answer options. A total of 37 statement items from 3 variables were distributed to various respondents in the population.

**Research Instruments**

The work motivation research instrument was adapted from Gagné et al.
which consists of six aspects, namely amotivation (3 items), extrinsic social regulation (3 items), extrinsic material regulation (3 items), introjected regulation (4 items), identified regulation (3 items), intrinsic motivation (3 items) and has a majority reliability value above 0.80 in nine countries. The work stress research instrument is adapted from Shukla & Srivastava (2016) which consists of two aspects, namely time stress (4 items) and anxiety (5 items) and has a reliability level of 0.83. The work engagement research instrument was adapted from Kristiana et al. (2019) which is formed from three dimensions, namely vigor (3 items), dedication (3 items), absorption (3 items) and has a reliability value of 0.85.

Validity testing uses Product Moment correlation where as many as 19 items of work motivation statements, 9 points of work stress statements and 9 points of work engagement statements are declared valid. The basis of decision making is that r calculation must be higher than r table. The r value of the table in this study was 0.119. The overall t value of the calculation is higher than the t table so that all items of work motivation, work stress and work engagement are declared valid. The r value of calculating the work motivation variable is in the range of 0.256 to 0.626. The r value of calculating the work stress variable is in the range of 0.451 to 0.742. The r value of calculating the work engagement variable is in the range of 0.598 to 0.780.

The results of reliability testing from three variables where work motivation has a reliability level of 0.812. Work stress has a reliability score of 0.791. Work Engagement has a Cronbach Alpha reliability level of 0.850. All three variables were declared reliable because the Cronbach Alpha score was higher than 0.6.

Gagné et al. (2015) have proven the stability of work motivation measurement tools in nine countries and seven different languages with the majority reliability value above 0.80. The results of this study found that in the field of health the level of reliability obtained was 0.812 and this finding reinforces the results of previous studies that have been conducted by Gagné et al. (2015). This study found a reliability value of work stress of 0.791, while previous research by Shukla & Srivastava (2016) was found at 0.830. The reliability of the work engagement measurement tool in this study was found to be 0.850 and these results reinforce the previous findings by Kristiana et al. (2019) who also found results of 0.850. The reliability value of work engagement was found to be higher than this study at 0.902 even though it was used in various types of work (Muchtadin, 2022). Based on previous exposure, it can be concluded that the measuring tools for work motivation, work stress and work engagement used in this study tend to be stable when used in different time spans.

**Data Analysis**

<table>
<thead>
<tr>
<th>Normality Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1: Normality Test Results</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>N</th>
<th>Unstandardized Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>270</td>
<td>0.0000000</td>
</tr>
<tr>
<td>Normal Parameters a,b</td>
<td>Mean</td>
</tr>
<tr>
<td>Std Deviation</td>
<td></td>
</tr>
<tr>
<td>Most Extreme Differences</td>
<td>Absolute 0.048</td>
</tr>
<tr>
<td>Test Statistic</td>
<td>Asymp. Sig. (2-tailed) 0.048</td>
</tr>
<tr>
<td>Source: processed data (2022)</td>
<td></td>
</tr>
</tbody>
</table>

a. Test distributions is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
The normality test was performed on residual unstandardized values using KS (Kolmogorov Smirnov). The results of the normality test where the Sig. number is 0.2 and the number is higher than 0.05, the research data is declared normally distributed.

### Linearity Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Deviation from Linearity Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Motivation</td>
<td>0.063</td>
</tr>
<tr>
<td>Work Stress</td>
<td>0.071</td>
</tr>
</tbody>
</table>

Dependent variable: Work Engagement  
Source: processed data (2022)

The results of the data linearity test showed the value of Deviation from Linearity of the work motivation variable 0.063 and the value was >0.05. That is, the relationship between work motivation and work engagement is linear. The value of the Deviation from Linearity of the work stress variable is 0.071 and the value is greater than 0.05. That is, stress has a linear relationship with work engagement.

This study uses parametric data analysis techniques because it has fulfilled assumption tests in the form of normality tests and data linearity tests. The data analysis process uses quantitative descriptive analysis to provide an overall picture of respondents. In addition, simple correlation analysis and multiple correlation analysis are used in hypothesis testing.

## Result

### Overview of Respondents

This study managed to gather as many as 270 respondents or 17.21% response rate of the total population. The description of respondents contains information about sample characteristics such as last education, length of work, job position, age, agency origin, gender, marital status.

The respondents of this study were divided into 86 men (31.9%) and 184 women (68.1%). A total of 230 respondents (85.2%) stated that they were married, 32 respondents (11.8%) were not married and 8 people (3%) were divorced. In the last education, as many as 22 respondents (8.2%) were high school graduates/equivalent, 141 respondents (52.2%) were Diploma graduates, 98 respondents (36.3%) were Bachelor/equivalent graduates, 9 respondents (3.3%) were Master / equivalent graduates. The age of respondents varied, there were 36 respondents (13.3%) aged 18-27 years, 134 respondents (49.6%) aged 28-37 years, 77 respondents (28.5%) aged 38-47 years, 23 respondents (8.5%) aged 48 years and over. As many as 41 (15.2%) respondents have worked < 5 years, 71 respondents (26.3%) have worked ≥ 5 years but < 10 years, 75 respondents (27.7%) have worked ≥10 years but < 15 years, 41 respondents (15.6%) have worked ≥15 years but < 20 years, 41 respondents (15.2%) have worked for more than 20 years.

In job positions, as many as 134 respondents (49.6%) were nurses, 16 respondents (5.9%) were doctors, 21 respondents (7.8%) were senior officers, 38 respondents (14.1%) answered others, 61 respondents (22.6%) were a combination of pharmacy, admin, finance, chief, physiotherapy, officer, nutrition, labor and midwife. When viewed from the origin of the agency, as many as 161 respondents (59.6%) came from Bakti Timah Pangkalpinang Hospital while the remaining 109 respondents (40.4%) were a combination of PT. Bakti Timah Medika, FKTP Pangkalbalam, FKTP Sudirman, Stanni Belinyu Medical clinic, Bakti Timah Toboali clinic, Bakti Timah Paritiga clinic, Bakti Timah Tanjung Pandan clinic, Bakti
Timah Muntok Hospital, Bakti Timah Karimun Hospital, and Stannia Sungailiat Medical Hospital.

The majority of respondents in this study were women, married, have a diploma final education, aged 28-37 years, have worked for more than 10 years but less than 15 years, occupy nurse positions and come from Bakti Timah Pangkalpinang Hospital. All research instruments from the three variables were declared valid and reliable without any items falling even though they were used in different positions or job characteristics. The research data were found to be normally distributed and passed the linearity test.

### Simple Correlation Test

Table 3. Simple Correlation Test Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Work Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Motivation</td>
<td>0.628**</td>
</tr>
<tr>
<td>Work Stress</td>
<td>-0.230**</td>
</tr>
</tbody>
</table>

** = Degree of significance 99%
Source: processed data (2022)

Table 3 is the result of a simple correlation test where a correlation of 0.628 is found in the relationship between work motivation and work engagement. A correlation of -0.230 was found in the relationship between work motivation and work engagement. Both results were found to be valid at a 99% confidence level.

### Multiple Correlation Test

Table 4. Multiple Relationship Testing

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>F. Change</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.643a</td>
<td>0.413</td>
<td>94.026</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: processed data (2022)

Multiple correlation testing is shown in table 4. The value of Sig. F Change was found to be 0 and < 0.05. This means that work engagement is influenced simultaneously by motivation and work stress. The strength level of the relationship is seen at an R value of 0.643. A positive R value indicates that the relationship between work motivation and work stress simultaneously with work engagement is positive.

Figure 1. Research Model

(Note: motivasi kerja = work motivation; stres kerja = work stress)

### Discussion

The results of this study found that work motivation was positively correlated with work engagement. The findings are supported by research conducted by Chua & Ayoko (2021) where work motivation is positively correlated with work engagement. Another similar thing was expressed by
Endayani & Saman (2021) where the more motivated workers are while working, the more work engagement these workers will increase. Work motivation originating in individuals can increase the work attachment of workers (Solatani Arabshahi et al., 2019). The drive to work better makes workers become enthusiastic and dissolved when on the job but must be accompanied by a good assessment and compensation system (Rahmana & Solilha, 2022). Motivation tends to reflect inner psychological factors whereas engagement is more activity-oriented (Martin et al., 2017). In the end, motivation as a psychological drive to work better can make workers feel enthusiastic, proud and excited when doing their work activities.

A person's encouragement in work can make workers feel more attached to their work which can then increase productivity at work (Ratnaningtyas et al., 2021). When a person has the motivation to be fully involved in his choice at work, employees will feel more attached to their work (Moreira-Fontán et al., 2019). A leader can make workers feel more attached and engrossed to their work when they are able to increase the motivation of their subordinates (Chen & Cuervo, 2022; Chua & Ayoko, 2021; Santiago et al., 2021). Satisfaction with basic needs can encourage employees to work better so that employees feel exciting, proud and enthusiastic in their work (Xu et al., 2022). When workers are given freedom in managing their work, workers will be more motivated while working and feel more cool, proud and enthusiastic when working (Malinowska et al., 2018). Birth order was found to encourage employees to work better and be more enthusiastic, feel proud and exciting while working (Yunita, 2019). In the end, various factors that can increase employee motivation at work will be able to increase employees' sense of attachment to their work and employee work productivity will increase and bring benefits to the organization/company.

Work stress was found to be negatively correlated with work engagement in this study. This finding is supported by Zhang et al. (2021) where workers with low stress levels tend to feel more attached to their work, especially in terms of service to their organization. The same thing was expressed by Shibuya & Tsujikawa (2022) that stress can reduce employee work engagement. Perceived burnout and stress are negatively associated with work attachment from workers (Agarwal et al., 2020). Work stress due to the pandemic was found to be a predictor of decreased morale and employee pride in their work (Bernburg et al., 2022). Work stress is a determining factor of work attachment but depends on how much welfare the worker has (Vandiya & Etikariena, 2018). Conditions of tension that occur due to work stress can have a negative impact on the sense of sacrifice and also reduce the effort that employees put into their work (Misbah et al., 2017). Stress was found to bridge the influence of other variables on work attachment. Stress was found to reduce the impact of self-efficacy on work engagement (Pérez-Fuentes et al., 2019).

The findings in this study concluded that work motivation and work stress together (simultaneously) correlate positively with work engagement (attachment/morale). This happens because the positive correlation between work motivation and work engagement is stronger when compared to the negative correlation between work stress and work engagement (see table 7). A value of 0.628 was found when work motivation was positively correlated with work engagement. Then a value of negative 0.230 was found when
work stress correlated with work engagement. If interpreted, the relationship between work motivation and work engagement is in the strong category (0.6-0.8) while the correlation value between work stress and work engagement is in the weak category (0.2-0.4) (Sihombing & Bangun, 2019). The cause of the weak relationship between work stress and work engagement occurs because work motivation has a greater relationship with work engagement.

**Conclusion**

This study concludes that work motivation is positively correlated with the work engagement of Bakti Timah Medika employees. This means that the higher the work motivation, the higher the employee work engagement. The relationship between work motivation and work engagement is in the strong category because it is in the range of 0.6 to 0.8 with a positive direction.

Work stress is negatively correlated with the work engagement of Bakti Timah Medika employees. This means that the higher the work stress, the more it will reduce employee work engagement. The relationship between work stress and work engagement is in the weak category because it is in the range of 0.2 to 0.4 and has a negative direction.

Work motivation and work stress together are positively correlated with work engagement. The measuring instruments measuring the three variables have good validity and reliability without a single item being discarded.

**Suggestion**

The Bakti Timah Medika company is expected to increase employee work engagement by increasing work motivation and reducing the level of stress owned by its employees.

Researchers are then expected to use mediating variables on the relationship between work stress and work engagement which is the cause of the weak relationship between the two variables. Further researchers can also compare levels of work motivation, work stress and work engagement in employees who have different job positions.

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