



# An Effect of Work Stress and Work Motivation on Employee Performance During the Covid-19 Pandemic at PT. Fast Food Indonesia (Case Study of KFC Branch Elephant Mada Medan)

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## **Abstract:**

*This study is to show and analyze the relationship between work stress and work motivation on employee performance during the current Covid 19 pandemic. The population in this study is PT Fast Food Indonesia Kentucky Fried Chicken (KFC) Gajah Mada Branch in Medan City. The number of samples in this study was 54 people who were employees of the company. with the analysis technique using multiple linear regression analysis. The results of the study (1) the results showed that partially the work stress variable had a positive and significant effect on employee performance at KFC Branch Gajah Mada. (2) The results showed that partially the work motivation variable had a positive and significant effect on employee performance at KFC Branch Gajah Mada.*

## **Keywords:**

*job stress; work motivation; employee performance*

## **I. Introduction**

In 2020, the whole world was rocked by a new virus, Coronavirus Disease (COVID-19), which was first discovered in Wuhan, China. The Covid-19 pandemic has had an impact on the decline in sales of food and beverages. The company that manages the franchise, namely PT Fast Food Indonesia Kentucky Fried Chicken (KFC) Indonesia suffered a loss of Rp. 142.23. Billion. In preventing the transmission of Covid-19, the Government of Indonesia issued a Decree of the Minister of Health of the Republic of Indonesia Number Hk.01.07/Menkes/413/2020 concerning Guidelines for the Prevention and Control of Coronavirus Disease 2019 (Covid-19). This made the Medan City Government issue a circular regarding preparedness in the face of Covid-19, namely on 19 March to 31 May 2020 all restaurants, coffee shops, restaurants, places that serve food and drinks, allowed to serve only through interstitial messages, if there is a queue then the distance between people is at least one and a half meters. This policy has an impact on the sale of Kentucky Fried Chicken (KFC) not only throughout Indonesia, but also has an impact on KFC Branch Gajah Mada in Medan City.

Factors that affect the level of success or achievement of an organizational goal is employee performance. This performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2011). Employee performance is the work achieved by a person in carrying out his duties on skills, efforts, and opportunities Hasibuan (2002: 160)

A job depends on the ability and level of stress experienced by employees in achieving good performance and employees must have the ability to control the work stress experienced, the higher the motivation to do a good job, the job stress will be experienced with a higher level of job satisfaction. productivity and efficiency.

Job stress is a stressful condition that affects a person's emotions, thought processes and conditions (Karim, 2013). Factors that cause job stress come from the environment, organization and individual. Another factor that affects employee performance is work motivation. states that work motivation is essentially a process that determines how much effort an employee will make in carrying out a job (Arifin et al, 2017)

Handoko (2016), states that work motivation is a condition in a person's personality that encourages the desire to perform certain tasks in order to achieve an organizational goal. The stronger the work motivation, the higher the employee's performance (Giantari et al, 2017). Organizations that want to achieve good and optimal performance, the organization must provide work motivation to employees (Triyaningsih, SL, 2014).. From the background of this research, the title of the research analyzed is "The Effect of Work Stress and Work Motivation on Employee Performance During the Covid-19 Pandemic At PT Fast Food Indonesia (Case Study of KFC Branch Gajah Mada Medan)".

## **II. Review of Literatures**

### **2.1. Work Stress**

According to Robbins (2012) stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources related to what the individual wants and the results are seen as uncertain and important. Work stress apart from being obtained from internal parties (organizations and personal relationships in the company), external factors such as the current Covid-19 pandemic can affect work stress, especially its impact on the company (Agung, IM, 2020).

Job stress causes job burnout, often the first sign of job stress is the feeling that he is experiencing emotional exhaustion from work. When asked to explain how they feel, an emotionally exhausted employee will feel tired and physically exhausted (Siagian, 2011).

There are several indicators that can be used as a reference to determine work stress, according to GibsoninLH, SR, & Eryanto, H. (2013), among others:

#### **1. Role in organization**

Each worker works according to his role in the organization and workers have a group of tasks that must be done according to the existing rules according to what is expected by him, which is a source of stress, which includes:

- a) Role conflict. Role conflict arises when an employee experiences
- b) The conflict between the tasks he has to do and the responsibilities he has.
- c) The tasks that must be done according to his view are not part of his job.
- d) Conflicting demands from superiors, coworkers, subordinates, or other people of significant value to him.
- e) Conflicts with his personal values and beliefs while performing his job duties

## 2. Workload

If an employee does not have sufficient information to perform his or her duties, or does not understand or realize the expectations associated with a particular role.

Factors that may give rise to unclear roles include:

- a) Lack of clarity of advice (work objectives)
- b) Ambiguity about responsibility
- c) Lack of clarity about work procedures
- d) Ambiguity about what other people expect.
- e) Uncertainty about work productivity.

## 3. Career development

This stress can occur if the worker feels he has lost the safety of his race towards his job. Promotions that are deemed inappropriate are generally caused by a mismatch between the expected career and what has been achieved so far, and there is no clarity about career development. Here's the stress in career development

### a) Relationships at work

Poor working relationships are manifested in symptoms of low trust, and low interest in problem solving in the organization. Distrust was positively associated with high role coercion, leading to communication between work and psychological energy in the form of low job satisfaction. Decreased health conditions, and a sense of being threatened by superiors and coworkers.

### b) Organizational structure and climate

The known stress factor in this category is stress arising from the form of organizational structure that takes place in the institution concerned. If the form or organizational structure is unclear and in a long time there has been no change or renewal, it can be a source of stress. The position of an individual in an organizational structure can also describe the stress experienced.

## 2.2 Work Motivation

The origin of the word motivation comes from the Latin word "movere" which means encouragement or moving. Motivation in management is related to human resources, namely the relationship between superiors and subordinates in particular. Motivation questions how to direct the power and potential of subordinates or staff to work more productively and successfully achieve and realize the goals that have been determined. Edwin in his book Hasibuan (2016) defines motivation as a skill in directing employees (subordinates) and organizations to work together so that the wishes of employees and organizational goals can be achieved at the same time.

According to Siagian (2012) motivation is the result of a result that a person wants to achieve and the relevant estimate that his actions will lead to the desired result. Motivational factors are things that encourage intrinsic achievement, meaning that it comes from within a person. (Siagian, 2012).

According to Hasibuan (2016), there are two methods of motivation, namely the direct method and the indirect method. The two motivational methods can be described as follows:

1. The direct method is a material or non-material motivation that is given directly to someone to meet their needs and satisfaction. This motivation can be realized for example by giving praise, awards, bonuses, and certificates.

2. The indirect method is a motivation in the form of facilities to support and support work morale and the smooth running of tasks. Examples are the provision of a comfortable workspace, the creation of a good working atmosphere and conditions.

Oemar Hamalik (2015) reveals the function of motivation, among others, to encourage the emergence of behavior or actions. The act of learning occurs when a person has the motivation, as a director, it means it can be a way to be able to achieve what you want to achieve, as a driver, to function as an engine for a car. The function of motivation is identified as giving direction in achieving what is desired in determining the attitude or behavior that will be carried out to get what is desired and also as a motivator for someone to carry out activities.

Indicators of work motivation carried out in the study, among others, according to Hasibuan (2016) are:

1. Wages  
A reasonable level of salary is received in return for work assignments.
2. Suitability of working conditions  
The level of suitability of working conditions with the process of carrying out work tasks.
3. Career Level  
The path is taken by a career when an employee advances to a position of greater responsibility.
4. Incentive  
Stimulus power given to certain employees based on their work performance is expected to increase employee motivation so that organizational goals can be achieved as planned.

### **2.3 Employee Performance**

Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction, and contributes to the economy. (Iskandar, 2018). Sutrisno (2011), revealed that performance is a personal characteristic as well as a perception of his role in work. The benefits of evaluating the employee's performance, according to Mulyadi (2017:) are:

1. Manage the organization's operations effectively and efficiently through maximum employee motivation.
2. Assist in making decisions related to employees, such as promotions, transfers, and layoffs.
3. Identify employee training and development needs and provide criteria for the selection and evaluation of employee training programs.
4. Provide feedback to employees on how their superiors evaluate their performance.
5. Provide the basis for award distribution.

Edy Sutrisno (2011) revealed that the factors that affect employee performance are as follows:

1. Effectiveness and efficiency  
It is said to be effective when it reaches a goal, said to be efficient when it is satisfying as a motivator to achieve a goal, regardless of whether it is effective or not.
2. Authority and responsibility  
Clarity of authority and responsibility of everyone in an organization will support the performance of employees. The performance of officers will be realized if the officers are committed to the organization and are supported by high work discipline
3. Discipline  
Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations.

#### 4. Initiative

Every initiative must get attention or a positive response from the boss if it is a good boss.

Employee performance must be seen from the success of work which is the ultimate goal of implementing a job as well as the behavior of individuals or employees in achieving success by predetermined standards. How well does it work, is it within a certain period, how well does it work, do the results come out on time, how effective is the use of tools and costs, According to Hedry Simamora (2016), performance indicators are:

##### 1. Quantity

Is the amount of output or output that must be produced by employees in carrying out their work?

##### 2. Quality

Is the quality of output that must be produced by employees in carrying out their work.

##### 3. Punctuality

The suitability of the time produced by employees in completing the work as planned.

##### 4. Creativity

Employees can develop creativity and unleashes their potential in solving problems

### 2.4 Conceptual Framework

The following describes the conceptual framework of this research, there are three variables, namely Job Stress (X1) and Work Motivation (X2) are independent variables. Employee Performance (Y) is the dependent variable.

The hypothesis in this study is as follows:

1. Job stress has a positive and significant effect on employee performance at KFC Branch Gajah Mada.
2. Work Motivation has a positive and significant effect on the Employee Performance of KFC Branch Gajah Mada.
3. Work Stress and Work Motivation together have a positive and significant impact on the Employee Performance of KFC Branch Gajah Mada.

## III. Research Methods

The research method is quantitative, using multiple linear regression analysis tools. This type of research is associative. An associative approach is an approach that uses two or more variables to determine the relationship or influence of one with another (Sugiyono, 2013). This study will use three variables, namely work stress and work motivation as independent variables and employee performance as the dependent variable. The research location is in Kentucky Fried Chicken Medan Jl Gajah Mada. This research schedule is carried out from October 2021 to December 2021.

In this study, the population is all employees at KFC Gajah Mada, on Jan. Gajah Mada No.14, Medan, totaling 54 people. The population in this study used a saturated sampling technique because the recruitment of members without considering status in the population, because the population was below 100, therefore the sample in this study amounted to 54 people.

The types and sources of data used in this study are primary data obtained directly from the object of research, interviews, and a list of questions distributed to respondents, processed in the form of data through statistical tools. Secondary data, data obtained to

complement primary data which includes reading sources as well as data about the history and development of the company, organizational structure, and company job descriptions obtained in connection with the problems studied.

Data collection techniques in this study were carried out using several techniques, among others. (1) Observation by making direct observations of the object of research. (2) List of questions (Questionnaire), where the respondent chooses one of the answers that have been provided in the list of questions.

Validity and reliability tests were carried out to test whether a questionnaire was suitable to be used as a research instrument using SPSS version 22 with the following criteria:

- 1) If count > table, then the question is declared valid.
- 2) If count < table, then the question is declared invalid.

A reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated. The method used is the Alpha Cronbach method.

The heteroscedasticity test is a data test that has a Sig value. less than 0.05 (Sig. < 0.05), that is, if the data has a value less than the value of Sig. 0.005 then the data has heteroscedasticity and the way to detect the presence or absence of heteroscedasticity in the study is carried out using the glacier test, the glacier test is one of the statistical tests carried out by regressing the independent variables into absolute values, (Sugiyono, 2014). Multiple regression analysis, is an analytical method used to determine the effect of two or more independent variables on these variables. Multiple linear regression model using SPSS 22 software program for windows, namely:

$$Y = a + 1X1 + 2X2 + e$$

Where:

- Y = dependent variable (Employee Performance)
- X1 = independent variable (Job Stress)
- X2 = Independent variable (Work motivation)
- a = Constant
- b<sub>1,2</sub> = Regression Coefficient
- e = Standard error 0.05 (5%)

In testing the hypothesis, among others, the F test, to test whether the independent variable simultaneously affects the dependent variable, with a 95% confidence level ( $\alpha = 0.05$ ). In addition, the t-statistical test is intended to test the partial effect of the independent variable on the dependent variable with the assumption that other variables are considered constant, with a 95% confidence level ( $\alpha = 0.05$ ). The coefficient of determination (R<sup>2</sup>) in this test is used to measure the closeness of the relationship between the models used. The coefficient of loss (adjusted R<sup>2</sup>) is a number that indicates the magnitude of the variance of distribution of the independent variable that describes the dependent variable or a number that shows how much the dependent variable is influenced by the independent variable.

## IV. Results and Discussion

### 4.1 PT. Fast Food Indonesia KFC Branch Gajah Mada.

Company PT. Fast Food Indonesia is a company engaged in the food sector and is the only franchise company for the KFC brand where the main ingredient of this company is crispy fried chicken. This company is KFC (Kentucky Fried Chicken). This company is not only optimizing in the food sector but also in the service sector. This study takes the object of KFC Gajah Mada Store which is a national company engaged in fast food restaurant services.

### 4.2 Validity and Reliability Test

The test is carried out to determine whether or not the measuring instrument used is feasible. and carried out to meet the level of suitability and speed of measuring instruments (instruments) in assessing an object of research. The results of the calculation of validity for the variables of Work Stress, Work Motivation and Employee Performance all statements are feasible to use because they have a correlation value greater than r table of 0.30 so that the instrument used is feasible for further analysis.

**Table 1.** Work Stress Variable Data Validity (X1)

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	22.46	2.253	.382	.512
X1.2	22.44	2.403	.479	.554
X1.3	22.89	1.987	.359	.472
X1.4	22.56	2.214	.387	.509
X1.5	22.70	1,948	.445	.429
X1.6	22.50	2.330	.314	.541

Seen in the picture above that the results of the calculation of the validity of Work Stress (X1) all statements are feasible to use because they have a correlation value greater than r table of 0.30 the instrument is feasible to use.

**Table 2.** Data Validity of Work Motivation Variable (X2)

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	30.44	5.836	.542	.571
X2.2	30.78	5.723	.364	.605
X2.3	30.20	5,977	.445	.691
X2.4	30.28	6,242	.397	.604
X2.5	30.28	6,242	.397	.604
X2.6	30.46	6329	.335	.638
X2.7	30.54	5.461	.460	.576
X2.8	30.63	5.898	.356	.607

Seen in the picture above that the results of the calculation of the validity of Work Motivation (X2) all statements are feasible to use because they have a correlation value greater than r table of 0.30 the instrument is feasible to use.

**Table 3.** Employee Performance Variable Data Validity (Y)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1	29.17	8.896	.444	.738
Y2	29.28	8,506	.570	.720
Y3	29.61	8,695	.309	.760
Y4	30.04	7,885	.350	.766
Y5	29.61	8016	.495	.726
Y6	29.56	8.403	.614	.714
Y7	29.48	7,802	.530	.719
Y8	29.70	7.948	.511	.723

Seen in the picture above that the results of the calculation of the validity of Employee Performance (Y) all statements are feasible to use because they have a correlation value greater than r table of 0.30 the instrument is feasible to use.

**Table 4.** Research Variable Data Reliability

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Work Stress	68.72	31.072	.610	.373	.851
Work motivation	60.89	19.572	.770	.598	.638
Employee performance	62.06	15,638	.761	.592	.682

Based on the table, it can be seen that the reliability value of Cronbach's alpha variables X1, X2 and Y is greater than 0.6 meaning all data variables are reliable.

#### 4.3 Multicollinearity Test

To find out whether there is multicollinearity in a variable, it can be seen from the value of VIF (Variance Inflated Factor) if the VIF value is  $> 10$ , it can be said that there are symptoms of multicollinearity. In the figure below, all independent variables have a VIF value  $< 10$  so it can be concluded that there is no multicollinearity problem (there is no very high linear relationship between independent variables). In the Tolerance column, which shows all tolerance values  $> 0.1$ , it means that there are no symptoms of multicollinearity.

**Table 5.** Multicollinearity Test

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Stress	.668	1.49
	Work motivation	.668	1.49

a. Dependent Variable: Employee performance



#### 4.4 Multiple Regression

It can be seen in the table on the multiple linear regression equation model in this study, namely.

**Table 6.** Multiple Regression

Coefficients <sup>a</sup>			
Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	2.960	4.794
	Work Stress	.383	.208
	Work motivation	.754	.130
a. Dependent Variable: Employee performance			

$$Y = 2.960 + 0.383X_1 + 0.754X_2 + e$$

Based on these equations can be described as follows:

1. A constant of 2.960 indicates that if there is no influence from the independent variables (X1, X2) then Employee Performance (Y) will be worth 2.960
2. The coefficient of X1 ( $\beta_1$ ) = 0.383 shows that every time there is an increase in the Work Stress variable by one unit, it will increase Employee Performance by 38.3%. If other variables are considered constant.

The coefficient of X2 ( $\beta_2$ ) = 0.754 shows that every time there is an increase in the Work Motivation variable by one unit, it will increase Employee Performance by 75.4%. If other variables are held constant

#### 4.5 Coefficient of Determination Test (R<sup>2</sup>)

The R value is 0.776, this shows the level of correlation or relationship between Work Stress, Work Motivation and Employee Performance at KFC Branch Gajah Mada has a fairly close relationship. The results of this study indicate the adjusted value (R<sup>2</sup>) is 0.776 or 77.6%. This indicates that other things are explained by the variables in this study. While the remaining 22.4% is explained by other reasons not examined in this study, for example, the influence of leadership, loyalty and other variables.

**Table 7.** Determination (R<sup>2</sup>)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 <sup>a</sup>	.592	.776	2.104
a. Predictors: (Constant), Work Motivation, Job Stress				
b. Dependent Variable: Employee performance				

#### 4.6 Hypothesis Test

##### a. F test (simultaneous test)

The results from table 4.8 show that the calculated F value is 36,978 with a significant level (Sig.) of 0.000<sup>b</sup>. So F count > F table (36,978 > 2.13) or significance (Sig.) < 5 % (0.000 < 0.05) means that the variables of Work Stress and Work Motivation have a positive and significant effect on Employee Performance at KFC Gajah Mada City, which means that H<sub>0</sub> is rejected H<sub>a</sub> accepted.

**Table 8.** F test ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	327,495	2	163.747	36,978	.000b
	Residual	225,839	51	4.428		
	Total	553.333	53			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Work Motivation, Job Stress						

**b. t test (Partial test)**

In Table 9 (t test results) can be seen in table

**Tables 9.** t test

Coefficientsa			
Model		t	Sig.
1	(Constant)	4.617	.140
	Work Stress	1,844	.004
	Work motivation	5.805	.000
a. Dependent Variable: Employee performance			

The following is a discussion of the results of the t-test as follows:

1. The t-count value of the Work Stress variable is 4.617 and the t-table is 1.98 so that t-count > t-table (1.844 > 1.98) and significant value (sig) (0.004 < 0.05) so it can be concluded that the Job Stress variable has a positive and significant effect on Employee Performance KFC Branch Gajah Mada. (The first hypothesis is accepted).
2. The t-count value of the Customer Satisfaction variable is 5.805 and the t-table is 1.98 so that t-count > t-table (4.423 > 1.98) and significant value (0.000 < 0.05) so it can be concluded that the work motivation variable has a positive and significant effect on employee performance at KFC Branch.Gajah Mada. (The first hypothesis is accepted).

**V. Conclusion**

The following are the conclusions of this study (1) the results of the study indicate that partially the work stress variable has a positive and significant effect on employee performance at KFC Branch Gajah Mada. (2) The results showed that partially the work motivation variable had a positive and significant effect on employee performance at KFC Branch Gajah Mada. (3) The results of the study indicate that there is a positive and significant effect between the variables of Work Stress and Work Motivation on the Employee Performance of the KFC Branch Gajah Mada.

The company needs to change employee targets because the purchasing power of the people of KFC, especially the Gajah Mada Branch, is related to Covid 19. Furthermore, HR understands the symptoms of work stress in employees, before looking for solutions to manage stress. Companies need to provide performance appraisals and rewards to be motivated by employees. Research can take further research samples at a broader and more specific job level such as adding other variables, such as promotion, segmentation, leadership, loyalty, and others.

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