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## The influence of adversity quotient and job stress against employee performance through work motivation as an intervening variable

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### ABSTRACT

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This study aims to examine and analyze the influence of adversity quotient (measured through control, origin, reach and endurance), and work stress (measured through roles in the organization, workload, career development, employee relations, and organizational climate), on employee performance through work motivation as an intervening variable of study in conventional taxi drivers in the city of Medan. The type of this research is associative research. The population in this study were 824 taxi drivers in Medan City. The sampling technique used was non-probability sampling by a convenience sampling method. The method of determining the number of samples is by looking at the Krecjie & Morgan Table, and the number of samples is 265 people. Testing of the research data using path analysis. The results of the study show that adversity quotient and work stress have a significant effect on job motivation and employee performance. According to the results of multiple regression analysis, there is a positive and significant influence between adversity quotient and employee motivation and employee performance, besides that the work stress variable has a positive and significant effect on work motivation, but has a negative and significant effect on performance. , it was found that adversity quotient and work stress had a direct influence on improving employee performance; In addition, the work motivation variable is not an intervening variable, because the adversity quotient and work stress variables can be directly related to the performance of conventional taxi drivers.

**Keywords:** Adversity Quotient, Job Stress, Employee Performance, Work Motivation

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## INTRODUCTION

Competition between conventional taxis and online application-based taxis is increasing. With the presence of online application-based taxis, the position of conventional taxis is increasingly cornered. Many passengers are initially using conventional taxi services switched to taxi-based online applications. The main factor that caused the transfer of passengers to online application-based taxis was due to a significant fare difference. Based on observations of researchers, an online application-based taxi passenger only needs to pay Rp.39,000, - for a distance of 9 km, compared to if passengers use conventional taxi services with the same distance but at a cost of Rp. 64,000,-. Apart from significant fare differences, taxi passengers based on online applications are also given such convenience taxi booking process, passengers can easily order a taxi by using the application on the smartphone, and in just a few minutes' waits, prospective passengers have been picked up by an online application-based taxi. If on the one hand there are parties who greatly benefit from this condition, namely the passengers and taxi drivers based on online applications, there are also disadvantaged parties, namely conventional taxi companies, especially conventional taxi drivers.

With the onslaught of competition from taxi-based applications online automatically there is a reduction in the number of passengers resulting in a reduction in the income of taxi drivers. If before the presence of an online application-based taxi conventional taxi drivers can get a bonus of Rp. 50,000 earned from the income deposited to the company of Rp. 500,000, now the driver's conventional taxis can only get a bonus of Rp. 20,000, because the income deposited to the company is only Rp. 200,000. With the condition as described in the previous paragraph, it could lead to a decrease in the performance of conventional taxi drivers.

Even if the performance achieved by conventional taxi drivers is good, in the end, it will contribute to the company's performance. The company's success in improving the performance of the company is very dependent on the quality of the relevant human resources at work. Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and duties, in an effort to achieve the objectives of the organization in question legally, not violating the law and in accordance with morals and ethics. Every activity carried out by someone is driven by the power in that person, this driving force is called motivation. The motivation of employee work in an organization can be considered simple and can also be a complex problem because basically human is easy to motivate by giving what they want. There are three key elements in motivation, namely effort, organizational goals, and needs. In general, high performance is always associated with high work motivation.

If it is related to the current state of conventional taxi drivers, it is not surprising that there is a decline in performance due to a decrease in work motivation caused by the

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difficult conditions faced by conventional taxi drivers. To encourage an increase in the performance of conventional taxi drivers, self-confidence in the ability to overcome obstacles in running a business is needed, in this case, the concept of adversity quotient.

An adversity quotient is a form of intelligence behind a person's success in facing challenges when there are difficulties. If someone has a good quality of adversity quotient it will be able to overcome obstacles that prevent a person from achieving his goal. If it is associated with the current situation of conventional taxi drivers, it is not surprising that there is a decrease in performance due to a decrease in work motivation caused by difficult conditions conventional taxi drivers. To encourage an increase in the performance of conventional taxi drivers, self-confidence in the ability to overcome obstacles in running a business is needed, in this case, the concept of adversity quotient. An adversity quotient is a form of intelligence behind a person's success in facing challenges when there are difficulties. If someone has a good quality of adversity quotient it will be able to overcome obstacles that prevent a person from achieving his goals. Without good adversity quotient, it is feared that taxi drivers will experience frustration and anxiety in carrying out their daily work.

Based on the researchers' observations, in addition to other factors besides adversity quotient which causes a decline in the performance of conventional taxi drivers is a work-stress factor. Job stress is an important aspect of a company that is mainly related to employee performance. The high level of competition between taxi-based applications online with conventional taxis, reduced number of passengers, obligation to fulfill daily deposits to the company as well as demands that are present from internal parties of the family which increase the number of pressures that must be faced by conventional taxi drivers in the work environment.

The object of this research is conventional taxi drivers in the city of Medan. No less than 824 conventional taxi drivers from various conventional taxi companies are still active in the city of Medan. Based on the background above, this research is intended to know-how is "The Influence of Adversity Quotient and Job Stress Against Employee Performance Through Work Motivation as an Intervening Variable (Study of Conventional Taxi Drivers in Medan City)".

### **METHODS**

The research was conducted at the Taxi Fleet base in Medan City. The time of the research activities began in May 2018 - December 2018. The population taken was all Conventional Taxi drivers in the city of Medan which numbered 824 people. The method of determining the number of samples is done by using the Krecjie & Morgan in Table (Sekaran, 2009) which is with a population of over 800 people, then the sample is 265 people. The sampling technique this study used is a nonprobability sampling technique that is by a convenience sampling method. Convenience sampling is the method of

sampling that is done only on the basis of consideration of the ease. Someone is sampled on the basis of their willingness to fill out the questionnaire.

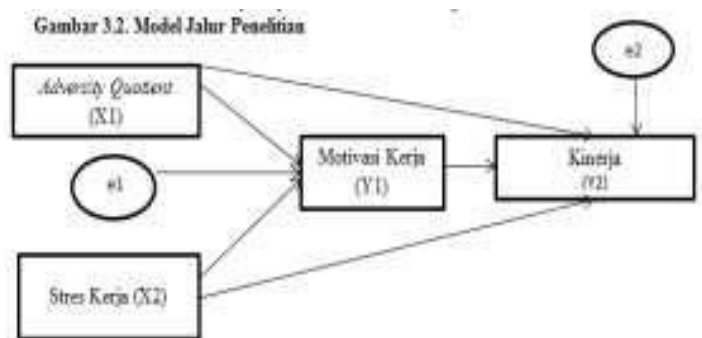
This research includes quantitative research which emphasizes causal effects. This study aims to test hypotheses and is a study that explains phenomena in the form of relationships between variables. The main objective of this study is to identify causal relationships between various variables (Erlina, 2011: 20). In this study, researchers wanted to test and analyze the influence of adversity quotient and work stress on the performance of conventional taxi drivers in Medan City with work motivation as an intervening variable. The method of data collection in this study using questionnaires and documentation. The method of data analysis in this study is descriptive statistics, multiple regression analysis (Multiple Regression Analysis) and path analysis for intervening variables. The research data was processed using the Statistical Package for Social Science (SPSS) program 22.

Multiple regression analysis intends to predict how the state of the dependent variable is associated with two or more independent variables. To test the intervening variable selected using path analysis, with the regression equation:

$$Y_1 = b_1X_1 + b_2X_2 + e_1$$

$$Y_2 = b_1X_1 + b_2X_2 + b_3Y_1 + e_2$$

and path analysis model:



## RESULTS

### Normality Test Results

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In this study, the residual normality test can be done by testing the Kolmogorov-Smirnov (K-S) non-parametric statistics.

Table 1 Normality Test Results

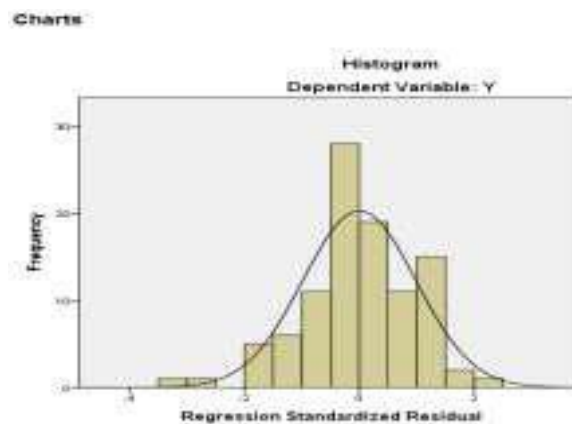
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		253
Normal Parameters <sup>a,b</sup>	Mean	30.3900
	Std. Deviation	3.21660
Most Extreme Differences	Absolute	.015
	Positive	.003
	Negative	-.015
Kolmogorov-Smirnov Z		1.550
Asymp. Sig. (2-tailed)		.126

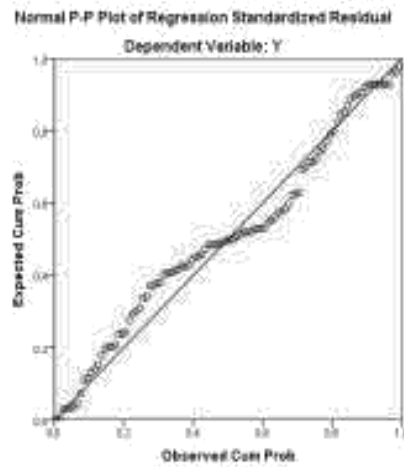
a. Test distribution is Normal.

b. Calculated from data.

Based on Table 1 values Kolmogorov-Smirnov Z is 1,550 and its significance at 0,126 is greater  $\alpha = 0.05$  (Asymp. Sig = 0.126 > 0.05) so that the hypothesis  $H_0$  is accepted, which means that the residual data is normally distributed

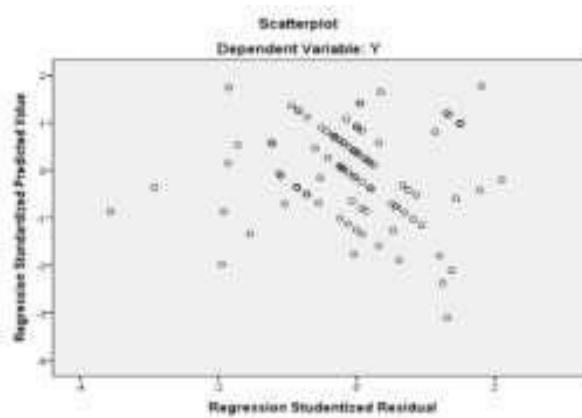


Picture 2 Normal P-P Plot



Based on Figure 1 and Figure 2 it can be a perfect bell and the normal P-P plot graphic spread along the diagonal line. Both of these graphs show that data is normally distributed.

Picture 3 Scatterplot



Hypothesis Test Results Regression Equation  $Y_1 = b_1X_1 + b_2X_2 + e_1$  Determination Coefficient Test Results ( $R^2$ )

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Table 4 Determination Coefficient Test (R<sup>2</sup>)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,862 <sup>a</sup>	,742	,737	2,09819

a. Predictors: (Constant), X2, X1  
Source : Research Results, 2018

Based on Table 4 the value of the Coefficient (R) is 0.862 which shows the magnitude of the relationship between variables, with the coefficient of determination (Adjusted R square) of 0.737 or 73.7%. This means the adversity variable

**Table 5 Test Result F Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,476	2,275		1,528	,130
	X1	,465	,071	,355	6,538	,000
	X2	,896	,072	,680	12,508	,000

a. Dependent Variable: Y1

**Multicollinearity Test Result**

Model	Collinearity Statistics	
	Tolerance	VIF
Constant)		
X1	.471	1.722
X2	.841	1.343
Y1	.775	1.112
Y2	.673	1.459

Source: Research Result, 2018

Based on Table 2 it shows that All independent variables have Tolerance  $\geq 0,10$  and VIF value  $\leq 10$  so data research did not experience multicollinearity.

**Heteroscedasticity Test Results**

By using a graph test, based on heteroscedasticity Test results the 3 scatterplot image shows that every point spreads and does not form a pattern, so free from heteroscedasticity consumption quotient and work stress can explain the variable motivation of conventional taxi drivers by 73.7%. While the remaining 26.3% is explained by other variables beyond this estimation model.

Based on Table 5 it is known that a significant value of 0,000 is smaller than 0.05 so that it can be said that

**t-Test Results**

**Table 6 t-Test Results**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,476	2,275		1,528	,130
X1	,465	,071	,355	6,538	,000
X2	,896	,072	,680	12,508	,000

a. Dependent Variable: Y1

Source: Results of the study, 2018

Based on Table 6 it can be seen that the significant value of the adversity quotient and work stress variables is less than 0.05 so that adversity quotient and work stress partially have a significant effect on the work motivation of conventional taxi drivers. From the coefficient values, the regression equation can be arranged as follows:  $Y = 3.476 + 0.465X_1 + 0.896 X_2 + e$

Based on the regression equation can be explained as follows:

1. The constant of 3.476 means that the work motivation of a conventional taxi driver remains at 3,476 even though the independent variable is zero.
2. Adversity Quotient (X1)  
Based on the significant value with alpha 0.05 the managerial ownership variable has a significant value of 0,000 smaller than alpha 0.05 so partially the adversity quotient variable



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Hypothesis Test Results Regression Equation  $Y_2 = b_1X_1 + b_2X_2 + b_3Y_1 + e_2$   
 Determination Coefficient Test Results ( $R^2$ )

Table 7 Determination Coefficient Test Results ( $R^2$ )

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,716 <sup>a</sup>	,513	,497	2,97257

a. Predictors: (Constant), Y1, X1, X2

Source : Test Results, 2018

Based on Table 7 the value of the Coefficient (R) is 0.716 which indicates the magnitude of the relationship between variables, with the coefficients (Adjusted R square) of 0.497 or 49.7%. This means the adversity variable quotient, work stress and simultaneous adversity quotient and work stress variables influence the motivation variable the work of conventional taxi drivers.

has a positive effect and significant to work motivation conventional taxi drivers. The positive effect shows that the increasing adversity quotient of 1% will further improve the conventional taxi driver's performance by 0.465.

### 3. Work Stress ( $X_2$ )

Based on the significant value with alpha 0.05 the work stress variable has a significant value of 0,000 smaller than alpha 0.05 so that partial work stress variables have a positive and significant effect on the work motivation of conventional taxi drivers. The positive influence shows that the increasing work stress of 1% will further increase the work motivation of conventional taxi drivers by 0.896.

Work motivation can explain the variable performance of conventional taxi drivers by 49.7%. While the remaining 51.3% is explained by other variables beyond this estimation model.

## F Test Results

Table 8 Test Results F  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	892,235	3	297,412	33,658	,000 <sup>b</sup>
	Residual	848,275	249	8,836		
	Total	1740,510	252			

a. Dependent Variable: Y2

b. Predictors: (Constant), Y1, X1, X2

Based on Table 8 it is known that a significant value of 0,000 is smaller than 0.05 so that it can be said that simultaneous variable adversity quotient, stress work, and work motivation affect variable taxi driver performance conventional.

**T Test Results t**

**Table 9 Test Results t**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,464	3,261		5,969	,000
	X1	,299	,121	,223	2,471	,001
	X2	-,353	,164	,261	2,152	,034
	Y1	,359	,144	,351	2,498	,004

a. Dependent Variable: Y2  
 Source: Results of the study, 2018

Based on Table 9 it can be seen that the significant value of the adversity quotient variable, work stress, and work motivation is smaller than 0.05 so that partially adversity quotient, work stress, and work motivation have a significant effect on the performance of conventional taxi drivers. From the coefficient values, the regression equation can be arranged as follows:

$$Y = 19,464 + 0.299X_1 - 0.353 X_2 + 0.359X_3 + e$$

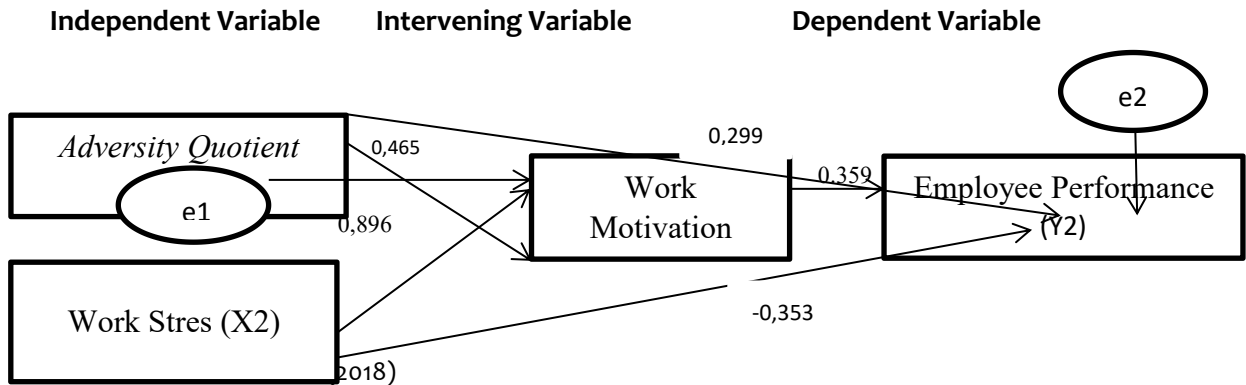
Based on the regression equation can be explained as follows:

1. The constant of 19,464 means that the performance of a conventional taxi driver remains at 19,464 even though the independent variable is zero.
2. Adversity Quotient (X1)  
 Based on the significant value with alpha 0.05, managerial ownership variables have a significant value of 0.01 smaller than alpha 0.05 so that partially the adversity quotient variable has a positive and significant effect on performance conventional taxi drivers. The positive effect shows that the increasing adversity quotient of 1% will further improve the conventional taxi driver's performance by 0.299.
3. Work Stress (X2)  
 Based on the significant value with alpha 0.05 the institutional ownership variable has a significant value of 0.034 greater than alpha 0.05 so that partially the work stress variable has a negative and significant effect on the performance of conventional taxi drivers. The negative effect shows that every increase in work stress by 1% will further decrease the performance of conventional taxi drivers by 0.353.
4. Work Motivation (Y1)  
 Work motivation variables have a positive and significant effect on the performance of conventional taxi drivers.

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## PATH Analysis Results

Path analysis (PATH Analysis) in the following image:



This research can be described as in Direct, indirect and total influence can be seen in Table 10 the following:

**Table 10 Direct Influence, Indirect Influence, and Total**

	Influence		
	Direct	Indirect	Total
X1 against Y1 (p1)	0.465		
X2 against Y1 (p2)	0.896		
Y1 against Y2 (p5)	0.359		
X1 against Y2 (p3)	0.298	0.166935	0.464935
X2 against Y2 (p4)	-0.353	0.321664	-0.674664

Source: Results of the study, 2018

Based on calculations such as Table 10, the calculation of indirect effects obtained from the multiplication of coefficients directly affects adversity quotient on work motivation, with the effect of work motivation on performance  $(0.465 \times 0.359) = 0.166935$ . The same calculation is also for the work stress variable. Total influence is obtained by summing direct and indirect influences.

So the indirect relationship is smaller than the direct relationship, meaning that the work motivation variable is not an intervening variable, but the adversity quotient variable and work stress can be directly related to the performance of conventional taxi drivers.

## DISCUSSION

The results of testing the hypothesis can be concluded that work stress variables have a negative and significant effect on variable taxi driver performance conventional. Adversity quotient and work motivation variables have a positive and significant effect

on the variables of conventional taxi driver performance. And the work motivation variable is proven as an intervening variable on the effect of adversity quotient and work stress on the performance of conventional taxi drivers.

**1. Effect of adversity quotient on the performance of conventional taxi drivers**

The results of testing the variable adversity quotient on the performance of taxi drivers conventionally in this study show, adversity quotient, has a positive and significant effect. Positive seen from the regression coefficient value of 0.299 and a significant value 0.01 smaller than 0.05. The results of this study are in line with and Phoolka & Kaur (2012) states that adversity quotient has an influence on employee performance in the company. Because the ability of an individual to overcome difficult situations will have an impact on improving performance employees. And this study is not in line with Ablana et al (2017) and Thi (2007) which reveal that adversity quotient is not a concept that can improve employee performance.

**2. Effect of work stress on the performance of conventional taxi drivers**

The results of the testing of work stress variables on the performance of conventional taxi drivers in this study indicate that work stress has a negative and significant effect on the performance of conventional taxi drivers with a significant value of 0.034 smaller than alpha 0.05. The results of this study are in line with the research of Awadh et al (2015) that work stress has a negative effect on employee performance. Job stress indirectly causes low organizational performance (Folkman & Lazarus, 1991), work stress even though it has an impact that cannot be underestimated in the organization and individual performance. (Margolis, Kroes, & Quinn, 1974).

**3. Work Motivation as an Intervening variable**

Test results of commissioner variables Motivation can be seen as a change of energy in a person that is characterized by the appearance of feeling and preceded by a response to the purpose. Motivation is a basic impulse that moves a person or the desire to devote all his energy to a goal. Therefore, to achieve the expected performance the company needs motivation for employees. With the existence of motivation and performance appraisal, organizational goals can be achieved and personal goals can be achieved by giving motivation to someone. is a chain that starts from needs, causes desires, lead to actions, and produce decisions. Based on the calculation of direct, indirect and total influence, it was found that the calculation of indirect relationships was smaller than the direct relationship, meaning that the work motivation variable was not an intervening variable, so that the adversity quotient and work stress variables could be directly related to the performance of conventional taxi drivers.

**CONCLUSION**

From the results of the research conducted, conclusions can be taken as follows:

1. Adversity quotient, work stress, and work motivation simultaneously influence and is significant towards the performance of conventional taxi drivers in the city of Medan.

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2. Adversity quotient and work motivation have a positive and significant effect on the performance of conventional taxi drivers in Medan City. While work stress has a negative and significant effect on the performance of conventional taxi drivers in the city of Medan.
3. Work motivation is proven not to be an intervening variable between adversity quotient and stress variables work with the variable performance of conventional taxi drivers in the city of Medan.

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