
Article,

The Influence of Motivation and Work Stress on the Performance of PT Karya Bakti Metalasri Employees

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Abstract: This research aims to determine the effect of motivation and work stress on employee performance at PT Karya Bakti Metalasri Surabaya (Surabaya and Jakarta branches). The method used is quantitative research with associative causal type and data processing using SPSS version 25. There are 96 samples in this research with the employee criteria being employees who work at the DKI Jakarta and Surabaya branches of PT Karya Bakti Metalasri obtained through the census method. The data collection technique in this research uses a questionnaire whose validity and reliability have been tested. The method used is multiple linear regression. The results of this research show that through the F Test (simultaneous test) carried out, it can be concluded that work motivation and work stress have an impact on the performance of PT Bakti Metalasri employees. Through the T Test (partial test), the Work Motivation variable is able to directly influence employee performance. Likewise, the Job Stress variable is able to directly influence employee performance. Furthermore, based on the R-Square Test, the two independent variables, namely Work Motivation and Work Stress, were able to explain the dependent variable Employee Performance by 73.5% at PT Karya Bakti Metalasri.

Keywords: *Motivation, Work Stress, Employee Performance.*

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1 Introduction

Quality human resources are needed to serve consumers well and pay attention to employee performance so that company activities run optimally. Therefore, every company must also pay attention to employee productivity and performance, one of which is providing quality service and product production in order to maintain customer loyalty. Because basically if the company understands the importance of employee

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performance then the company's goals will be achieved, in this case employee performance is an important factor in the continuity of the company's business (Annisa, 2021).

Efforts to improve employee performance are not easy because they involve mental attitudes, changes in behavior and skills. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Sutrisno, 2016). A decline in employee performance that occurs in an agency or company can be caused by many factors. One of them is work stress. The more often someone feels stressed at work, the more it can lead to a decrease in performance such as high levels of absenteeism and turnover (Shabrina & Yurnalis, 2016). The relationship between work stress and employee performance is that the higher the level of work stress, the lower the employee's performance if the stress experienced by the employee is not controlled well, and vice versa if work stress increases and stress can be controlled well, employee performance will also increase (Soleha, 2010).

Not only work stress, lack of motivation is also a factor in reducing employee performance. According to Robbins & Judge (2018), motivation is the willingness to expend a high level of effort for organizational goals which is conditioned by ability and effort in meeting several individual needs.

According to Sherman in Edison et.al., (2017) motivation is related to what provides energy, what directs or channels behavior that is maintained or sustainable. Work motivation talks about how to encourage someone's work enthusiasm, so that they want to work optimally with their abilities and skills in order to achieve their company's goals. Another opinion explains that motivation can refer employees to work hard so they can achieve their goals, which will later increase employee work productivity (Pangastuti, et.al., 2020).

Meanwhile, work stress is a form of a person's physical or mental response to changes in the environment that are felt to be disturbing and result in him being threatened (Michael et al., 2009). If employees do not have stress then there are no challenges and the result is low performance. The higher the stress level, the more work challenges increase, which will result in increased performance. So an employee's work stress must be within the maximum standard of a person's performance (Rahmawati, et.al., 2021).

PT Karya Bakti Metalasri (KBM) was founded in 1994 and has since been known as a private company that produces and supplies steel barrels for Pertamina's downstream supporting products such as lubricants and fuel. After more than a decade focusing on metal packaging, in 2005 KBM succeeded in expanding its business by entering the growing telecommunications industry as a SACME (Site Acquisition Civil Mechanical Electrical) contractor.

The performance of PT Karya Bakti Metalasri employees is said to be not optimal, as indicated by information obtained from Mr. Ahmad Fauzi as Financial Director. It is known that the decline in the performance of PT Karya Bakti Metalasri employees is caused by several factors.

Based on **figure 1.1**, PT Karya Bakti Metalasri employee performance experiences a decline in sales every year. This indicates that there are problems in completing work,

resulting in a decline in sales in the 2021-2023 period. This decline in performance is also supported by data on **figure 1.2**, which shows that the percentage of customer complaints coming in from 2021- 2023 is always increasing.

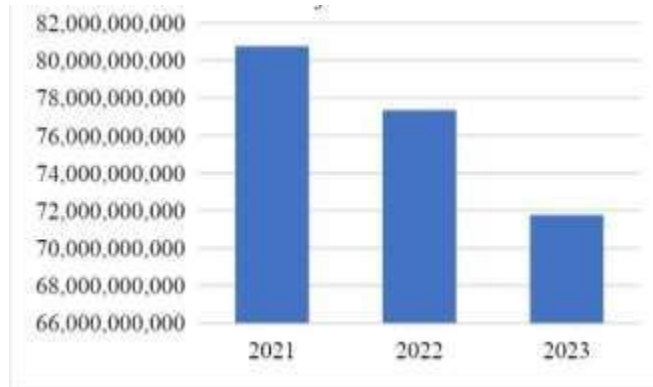


Figure 1.1. Sales Data for the 2021-2023 Period

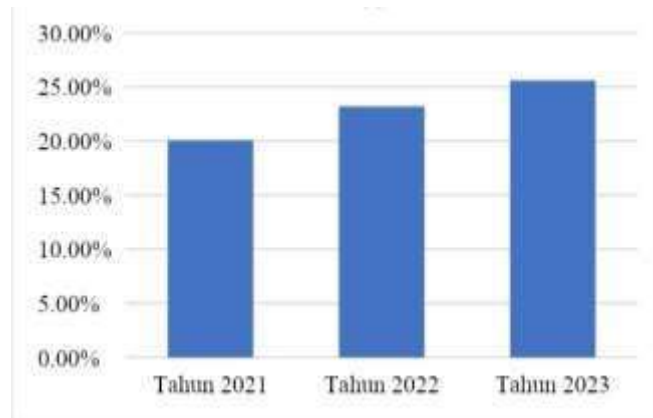


Figure 1.2. Customer Complaint Data 2021-2023

This is supported by the information provided by Mr. Faisal Hudaya who explained that this happens apart from sometimes due to machine errors that are faulty and require repair, but what is of concern is because the employees carrying out the production process lack focus, lack of enthusiasm for work, and employees experience fatigue. and stressed by the amount of work targets and responsibilities.

This increase in complaint data is directly proportional to the decline in sales. Based on the observation results, it can be concluded that this increase in complaints indicates that errors tend to occur in producing products influence purchasing levels (Interview, June 5, 2024).

Excessive workloads and relatively fast work completion times have resulted in some employees feeling stressed by the working atmosphere in the office. This also makes them sometimes feel stressed at work, so many of them choose not to come in for several days. This statement is supported by the results of an interview with Mr. Faisal

Hudaya who said that this factor occurs because some employees are over 35 years old, so they sometimes feel tired with the relatively fast flow of work (Interview, 05 June 2024). The following is the percentage of employee absenteeism data for the period 2022 to 2023.

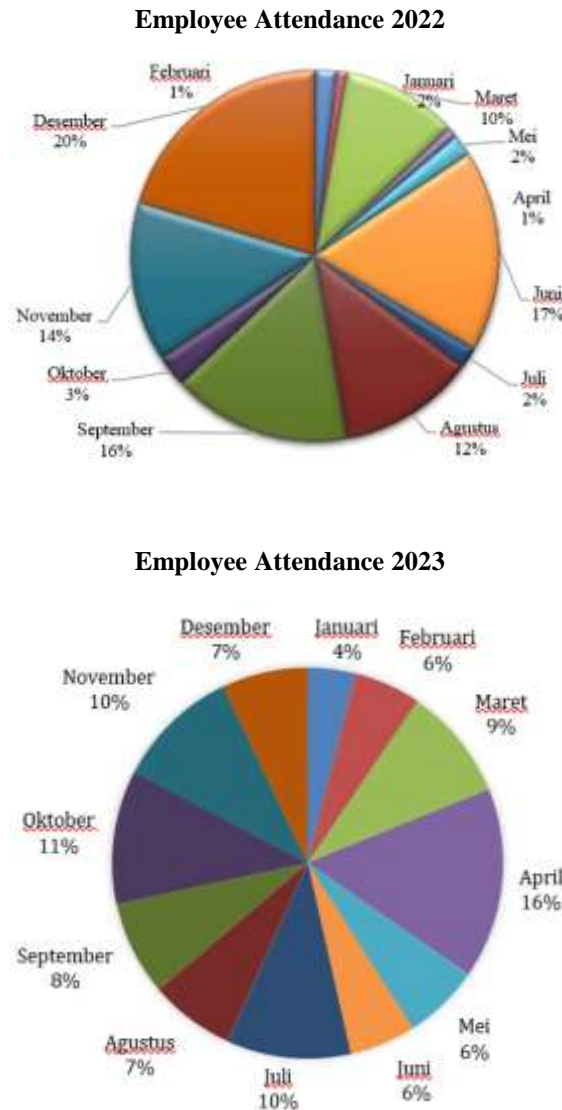


Figure 1.3. Employee Attendance Data

Based on **figure 1.3.** above, we can see that the highest number of absences occurred in December 2022, August 2023 and November 2023. We can see the decline in employee performance from the increasing level of absenteeism in each month. This is usually triggered by high work stress in the scope of work and a lack of optimal work

motivation in the scope of work.

Mr. Faisal Hudaya explained that the level of work stress at PT Karya Bakti Metalasri is found in the work flow which is quite dense and has deadlines for completing work that is required to be done quickly. One example is tender work. In this process, companies are required to make detailed prices per drum, details of drum materials up to specific delivery in a fairly short time.

Based on table 1.4. above, it is indicated that there are problems in carrying out tasks, namely exceeding the work target in loading goods into the warehouse, where the target in this company is every 8 hours. This is a problem for employees carrying out tasks with limited time, so that employees feel excessive pressure in carrying out their duties. This problem is supported based on the results of an interview with Mr. Faisal Hudaya as company secretary.

Period	Average Material Weight (tons)	Standard/Target Time for Entering Goods (Hours)	Average Time to Enter Goods (Hours)
Year 2021	5	8	10
Year 2022	7	8	13
Year 2023	6	8	12

Table 1.4. Time to enter goods into the warehouse for the 2021-2023 period

One solution that can be done to reduce stress is reducing excessive workload, as found in Damrus & Sihalo's research (Damrus & Sihalo, 2018). Not only that, there is often a phenomenon of working overtime, up to 13 hours, in order to complete the targets and workload given. They admit that this creates stress because it reduces their rest hours so they often feel sleepy while working.

2. Literature

2.1 Understanding Human Resources

HRM itself is a science that regulates the relationships and roles of the workforce with the aim of making them more effective and efficient in achieving company goals (Widodo, 2015). The definition related to HRM was also expressed by (Sunyoto, 2015) that according to him human resources are activities to build, develop, maintain and motivate performance in the organization. Human resource management has 3 (three) objectives, namely to improve productivity, quality of work life, and convince the organization that it has fulfilled legal aspects (Jordan, 2016).

2.2 Work Motivation

According to Supriyono (2016), "Motivation or motive is an impulse from within a person that causes that person to carry out certain activities to achieve a goal." Meanwhile, according to Afandi (2018) "Motivation is strength, encouragement, needs,

pressure and psychological mechanisms from the accumulation of internal and external factors."

Hafidzi et al (2019) state that motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively and be integrated with all their efforts to achieve satisfaction. Motivation is the main thing that drives someone to work. Meanwhile, research conducted by Achmad Fawaid and Maufur (2017) states that employee work motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and the need for self-realization.

2.3 Job Stress

According to Sunyoto (2015) stress is the consequence of every action and environmental situation that places excessive psychological and physical demands on a person. Furthermore, work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes and condition of an employee (Rivai, 2004).

Meanwhile, according to Sunyoto (2015), work stress does not always produce bad results. Stress is divided into two parts, namely destructive distress and eustress which is a positive force. Stress is needed to produce high performance. The higher the drive for achievement, the higher the productivity and efficiency.

2.4 Employee performance

According to Moeharionto (2016), according to the Oxford Dictionary, performance is an action process or way of acting or carrying out organizational functions. Moekijat (2017), concludes the definition of employee performance or the definition of performance or performance as the performance results that can be achieved by a person or group of people in an organization, both qualitatively and quantitatively, in accordance with the authority, duties and responsibilities of each in an effort to achieve goals. the organization concerned is legal, does not violate the law and is in accordance with morals or ethics."

According to Sinambela (2016), employee performance is defined as an employee's ability to perform certain skills. Employee performance is very necessary, because with this performance it will be known how far the employee's ability is to carry out the tasks assigned to him." Meanwhile, according to Harsuko (2015), performance is the extent to which a person has played a role in implementing the organization's strategy, both in achieving specific targets related to the individual's role and/or by demonstrating competencies that are stated to be relevant to the organization."

3. Methods

This research is classified as quantitative research. According to Sugiyono (2017) quantitative research methods are defined as research methods based on the philosophy of positivism, which can be used to research certain samples or populations, data collection used in the form of research instruments, quantitative/statistical data analysis, which aims to test hypotheses that have been set.

The form of research that will be used is associative causal with the aim of finding out the cause and effect relationship between variables. As stated by Sugiyono (2017), associative causal research asks about the causal relationship between two or more variables. The variables examined in this research are the influence of work motivation and work stress on employee performance.

4. Results

4.1. Respondent Characteristics

As many as 26.04% of the respondents were female and the remainder were male respondents with a percentage of 73.96%. Employees who work at PT Karya Bakti Metalasri are in the age range of 30-34 years with a percentage of 53.75%.

The average education level of the final respondents was D4/S1 with a percentage of 93.75%, followed by D3 at 4.17%, and Master's degree at 2.08%.

As many as 86.46% of PT Karya Bakti employees work at the main office located in Subaya. The remaining 13.54% are those located at the Jakarta branch office.

Most of the employees of PT Karya Bakti Metalasri are employees who have worked for 4-6 years with a percentage of 71.88% and are permanent employees with a percentage of 88.54% and the remaining 11.46% are contract employees.

4.2 Variable Description

4.2.1 Work Motivation Variables

Based on the results of the questionnaire related to work motivation variables, it shows that there is jealousy related to job promotions which will cause disappointment in employees who have achieved targets as projected by the company. This disappointment will be even greater if the condition of employees who have worked for the company for years and often achieve the targets given and even exceed these targets never get the available promotions.

4.2.2 Job Stress Variables

Employees feel that they have felt conflicting opinions with their colleagues. Therefore, companies need to ensure and pay more attention to conflicts between employees. Debates about differences of opinion between employees can cause conflict at work so that it will affect work results, especially work that involves teamwork.

4.2.3 Employee Performance Variables

Some employees feel that they are still unable to increase their work capacity to meet the targets set by management. They still don't have the feeling to work harder to increase their capacity to work. This will have implications for their initiative to work even harder. If self-initiative increases to work, then the target given will be achieved and can even exceed the target. So companies need to create an activity or program to help them have the desire to increase their capacity.

4.3 Research Instrument Test Results

4.3.1 Validity Test

all statements on the variables Work Motivation, Work Stress and Employee Performance have a sig value <0.05 and a conclusion can be drawn if the validity of the statements related to these three variables has been tested and can be used as a measurement instrument in this research.

4.3.2 Reliability Test

Cronbach's Alpha for the Work Motivation variable is 0.833, Job Stress is 0.967, and Employee Performance is 0.765. Therefore, it can be concluded that the variables Work Motivation, Job Stress and Employee Performance are considered reliable. These conditions show that the instruments used by researchers can be trusted and used.

4.4 Classic Assumption Test

4.4.1 Normality Test

Table 4.1. Variable Normality Test

		Unstandardized Residual
N		96
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	2.696462
Most Extreme Differences	Absolute	0.126
	Positive	0.121
	Negative	-0.126
Test Statistic		0.126
Exact Sig. (2-tailed)		0.088
Point Probability		0

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

It is known that Exact Sig. (2-tailed) is 0.088, which means $\text{sig} > 0.05$, so it can be concluded that the data distribution in this research can be considered normal.

4.4.2 Multicollinearity Test

Table 4.2. Multicollinearity Test on Employee Performance (Y)

Variable	Tolerance	VIF	Conclusion
Work Motivation (X1)	0.929	1.076	Non Multicollinearity
Job Stress (X2)	0.929	1.076	Non Multicollinearity

All independent variables in this study have a tolerance of > 0.1 and the VIF (Variance Inflation Factor) of each variable is < 10 , so it can be interpreted that there is no multicollinearity between each independent variable.

4.4.3 Heteroscedasticity Test

Table 4.3. Variable Heteroscedasticity Test

Variable	Significance	Information
Work Motivation (X1)	0.117	Non Heteroskedasticity
Job Stress (X2)	0.488	Non Heteroskedasticity

All heteroscedasticity tests in the table have a value of > 0.05 with the Glejser test on each independent variable which shows that this research does not show symptoms of heteroscedasticity.

4.5 F Test (Simultaneous Test)

Table 4.4. Simultaneous Test X1 and X2 Against Y

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	580.222	2	290.111	129.125	.000 ^b
	Residual	208.948	93	2.247		
	Total	789.17	95			

a. Dependent Variable: Y_Total

b. Predictors: (Constant), X1_Total, X2_Total

It is known that the significance value of the F test is 0.000 or <0.05. So it can be concluded that there is a simultaneous influence of Work Motivation (X1) and Work Stress (X2) on the dependent variable, namely Employee Performance (Y).

4.6 Uji T (Uji Partial)

Table 4.5. Partial Test X1 and X2 Against Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	27.275	1.764		15.465	0
	X2_Total	0.047	0.012	0.221	3.999	0
	X1_Total	0.63	0.045	0.772	13.941	0

a. Dependent Variable: Y_Total

The independent variable (X) is said to influence the dependent variable (Y) if its significance value is more than 0.05.

1) Through the T Test (partial test), the Work Motivation variable (X1) is able to directly influence Employee Performance (Y). In fact, it experienced an increase of 0.630 units assuming that other variables had fixed values.

2) Through the T Test (partial test), the Job Stress variable (X2) is able to directly influence Employee Performance (Y). In fact, it experienced an increase of 0.047 units assuming that other variables were of fixed value.

4.7 Determination Test (R-Square)

Table 4.6. Coefficient of Determination Test Results for Variable Y

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	0.735	0.73	1.49892

a. Predictors: (Constant), X1_Total, X2_Total

b. Dependent Variable: Y_Total

The coefficient of determination R² on Employee Performance (Y) has an R-Square value of 0.735 or 73.5%. This shows that the contribution of variations in the independent variables Work Motivation (X1) and Work Stress (X2) is able to explain the dependent variable Employee Performance (Y) by 73.5% while the remaining 25.5% is influenced by other variables outside the research.

5. Discussion

Based on the results of the analysis with the help of the SPSS 25 computer program, it shows that the Work Motivation variable has a sig value of $0.000 < 0.05$, meaning that the Work Motivation variable (X1) statistically has a positive and significant effect on Employee Performance (Y). These results are supported by research by Ali Umar and Suarni Norawati (2022) entitled "The Influence of Motivation on Employee Performance with Organizational Commitment as an Intervening Variable at UPT Sungai Duku Pekanbaru". The research found that there is a significant influence of motivation variables on performance, there is a significant influence of motivation on organizational commitment and also on employee performance.

The Job Stress variable (X2) statistically has a positive and significant effect on Employee Performance (Y). So this research succeeded in proving the second hypothesis which states that "Job Stress has a positive and significant effect on Employee Performance". The results of this research are in accordance with research conducted by Muhamad Ekhsan and Burhan Septian (2020) with the title "The Effect of Work Stress, Work Conflict and Compensation on Employee Performance". This research states that there is a positive and significant influence between work stress and employee performance.

The Work Motivation and Work Stress variables have a sig value of $0.000 < 0.05$, meaning that the Work Motivation (X1) and Work Stress (X2) variables statistically have a positive and significant effect on Employee Performance (Y) simultaneously. So this research succeeded in proving the third hypothesis which states that "Work Motivation and Job Stress have a positive and significant effect on Employee Performance".

The results of this research are in accordance with Tedi Pitri's research (2021) with the title "The Influence of Work Motivation and Work Stress on Employee Performance at PT. Great Afarel Sukabumi (Study in the Production Planning Inventory Control Division)". This research shows that work motivation and work stress simultaneously have a positive effect on employee performance in the PPIC Division at PT. Great Apanel Sukabumi, so the research hypothesis proposed in this study is proven that work motivation and work stress simultaneously influence employee performance. The large contribution of the influence of work motivation and work stress simultaneously influences employee performance by 68.7%, while the remaining 31.3% is influenced by variables that were not studied outside of the work motivation and work stress variables.

6. Conclusion and Recommendations

6.1 Conclusion

Based on the results of research conducted by researchers entitled "The Influence of Work Motivation and Stress on the Performance of PT Karya Bakti Metalasri Employees", the following conclusions can be drawn:

1. Through the F Test (simultaneous test) carried out, it can be concluded that Work Motivation (X1) and Work Stress (X2) have an impact on PT Bakti Metalasri Employee Performance (Y). If the company is able to control employee stress levels and is able to increase their work motivation, then employee performance will continue to increase both in terms of sales, target achievement, and others.
2. Through the T Test (partial test), the Work Motivation variable (X1) is able to directly influence Employee Performance (Y). In fact, it experienced an increase of 0.630 units assuming that other variables had fixed values. Work motivation also has a positive influence on employee performance. This means that employee performance will continue to increase if the work motivation provided is also increased.
3. Through the T Test (partial test), the Job Stress variable (X2) is able to directly influence Employee Performance (Y). In fact, it experienced an increase of 0.047 units assuming that other variables were of fixed value. Job stress also has a positive influence on employee performance. This means that the better an employee's stress level, the employee performance will continue to increase.

Based on the R-Square Test, the two independent variables, namely Work Motivation (X1) and Work Stress (X2) are able to explain the dependent variable Employee Performance (Y) by 73.5% at PT Karya Bakti Metalasri while the remaining 25.5% is influenced by other external variables. study.

6.2 Recommendations

1. Some employees feel that they did not get a promotion based on the achievements they have achieved. This indicates that there is jealousy which will cause disappointment in employees who have achieved targets as projected by the company. This disappointment will be even greater if the condition of employees who have worked for the company for years and often achieve the targets given and

even exceed these targets never get the available promotions. So companies need to pay attention to internal employees being promoted in several of these positions so that it will increase their work morale.

2. Most employees feel that they have had conflicting opinions with their coworkers. Therefore, companies need to ensure and pay more attention to conflicts between employees. Debates about differences of opinion between employees can cause conflict at work so that it will affect work results, especially work that involves teamwork. Therefore, companies must be able to manage employee work stress levels well to minimize errors at work. Companies can create conflict and mediation training programs where companies provide training on conflict management for employees and managers. Use a neutral mediator to help resolve conflicts that the parties involved cannot resolve themselves.
3. Some employees still do not have the feeling to work harder to increase their capacity at work. If self-initiative increases to work, then the target given will be achieved and can even exceed the target. So companies need to create an activity or program to help them have the desire to increase their capacity. To increase the feeling of working harder, companies can give awards to employees who show efforts to increase their capacity. Acknowledge their achievements in front of colleagues.

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