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The Influence of Work Stress, Job Satisfaction, and Work Motivation on Employee Performance

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ABSTRACT

The importance of the role of human resources in the progress of a nation, therefore it is necessary to improve human resources in order to achieve goals in a company. This study aims to examine the effect of work stress, job satisfaction and work motivation on Employee Performance at PT. Pelayaran Andalas Bahtera Baruna. This study uses a saturated sampling method with a population of 75 respondents with the same sample of 75 respondents. The data analysis method uses the Structural Equation Model (SEM) with the SmartPLS 3 analysis tool. The results of this study indicate that the work stress variable has a positive and significant effect on employee performance, the job satisfaction variable has a positive and significant effect on employee performance and the work motivation variable has a positive and significant effect on employee performance at PT. Pelayaran Andalas Bahtera Baruna.

Keywords: Employee performance, Job Satisfaction, Job Stress, Work Motivation.

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INTRODUCTION

Human resource management involves the processes of planning, organizing, and overseeing various resources to accomplish predetermined objectives (Shabrina et al., 2020). Within a company's operational framework, human resources are considered essential assets that play a critical role in achieving the organization's goals and targets (Wibawa et al., 2024).

Employee performance serves as a key measure of how well an individual can effectively contribute to the attainment of organizational objectives and overall success (Kabdiyono, Perkasa, Ekhsan, & Abdullah, 2024). It reflects the results generated by employees as part of their contribution to the organization. Any decrease in employee performance may indicate underlying challenges and highlight the company's difficulty in developing its workforce according to established standards (Farisi & Irnawati, 2020). Several factors have been recognized as capable of either improving or reducing employee performance (Simanjuntak, Hafiz Mudrika, & Tarigan, 2021).

The main factor influencing employee performance at PT. Pelayaran Andalas Bahtera Baruna is work-related stress. Work stress refers to physical or emotional reactions that occur when there is a discrepancy between job requirements, individual abilities, and available resources (Ehsan & Ali, 2019). It also describes a condition of tension that affects both mental and physical stability, thereby impacting an employee's health, thought processes, and overall well-being (Saragih & Siahaan, 2021).

Another significant factor affecting employee performance is job satisfaction. Employees who experience high job satisfaction are likely to develop positive feelings toward their tasks, while those with low satisfaction may exhibit negative attitudes (Soelton, Amaelia, & Prasetyo, 2020). Job satisfaction is considered the result of an employee's experiences in the workplace, shaped by how well these experiences align with their personal values and expectations regarding their role (Setiani & Febrian, 2023).

Finally, work motivation acts as a driving force that enables employees to carry out their responsibilities, whether originating from external factors or internal impulses (Rampisela & Lumintang, 2020). Motivation is crucial in boosting employee performance, as it fosters enthusiasm, joy, and determination, providing employees with the energy necessary to complete their tasks effectively (Sugiono, Efendi, & Afgani, 2021).

PT. Pelayaran Andalas Bahtera Baruna, a provider of shipping services with the largest cement transportation fleet, needs to continuously enhance its performance to stay competitive in the market. Although having a large fleet provides a strategic edge, this advantage must be complemented by high employee performance to maintain productivity and achieve operational goals effectively. In reality, the company faces difficulties in sustaining consistent employee performance, particularly in terms of productivity, discipline, and individual responsibility in supporting fleet operations.

Therefore, this research aims to investigate the challenges related to employee performance at PT. Pelayaran Andalas Bahtera Baruna, with the goal of identifying the key factors influencing performance and analyzing the effects of work stress, motivation, and job satisfaction on employees' performance.

LITERATURE REVIEW

Employee Performance

Employee performance serves as a vital factor in determining a company's success, as it demands that employees exhibit professionalism, integrity, and efficiency in accomplishing their work objectives (Mulyadi & Pancasasti, 2022). High performance combined with a strong work ethic allows organizations to achieve their goals and maintain profitability. On the other hand, a decline in employee performance can negatively impact organizational outcomes and lead to financial setbacks (Nurzakiah & Febrian, 2024).

Work Stress

Sulastri and Onsardi (2020) indicate that work-related stress acts as a barrier that can adversely affect employee performance, with extended periods of stress potentially causing considerable organizational losses. Moreover, work stress is characterized as a state of physical strain and psychological imbalance that impacts an individual's emotions and cognitive functioning (Soelton et al., 2020).

Job Satisfaction

Suryani and Hastono (2020) define job satisfaction as the level of contentment or dissatisfaction an individual feels regarding their role or responsibilities within an organization. This sense of satisfaction can be shaped by multiple factors, such as the fulfillment of employee needs, a well-structured compensation system, and effective leadership. Furthermore, job satisfaction reflects how content and happy employees are with their work, influenced by elements like the work environment, salary and benefits, opportunities for career advancement, and the quality of interpersonal relationships at the workplace (Wahyuni, 2023).

Work Motivation

Fadli and Hasanudin (2020) describe motivation as an internal force that directs an individual's behavior toward accomplishing a particular goal. Specifically, work motivation acts as the driving factor that encourages employees to carry out their tasks and responsibilities in accordance with the objectives and targets set by the organization or company.

Hypotheses and Conceptual Framework

Hypothesis Development

a. The Influence of Job Stress on Employee Performance

Prior studies by Pratama and Nugrohoseno (2022) indicate that work-related stress exerts a positive and significant effect on employee performance. Stress at work can shape performance by broadening perspectives and presenting challenges, which may lead to outcomes that are either beneficial or detrimental, ultimately influencing the overall performance of employees (Kasim et al., 2022).

H₁: There is a positive and significant influence of job stress on employee performance.

b. The Influence of Job Satisfaction on Employee Performance

Research conducted by Irbayuni and Pratama (2023) revealed that job satisfaction exerts a positive and significant effect on employee performance. Variations in job satisfaction—whether rising or declining—can have a considerable impact on employee performance, either improving or reducing it (Pramanita, Conoras, & Yulia, 2022).

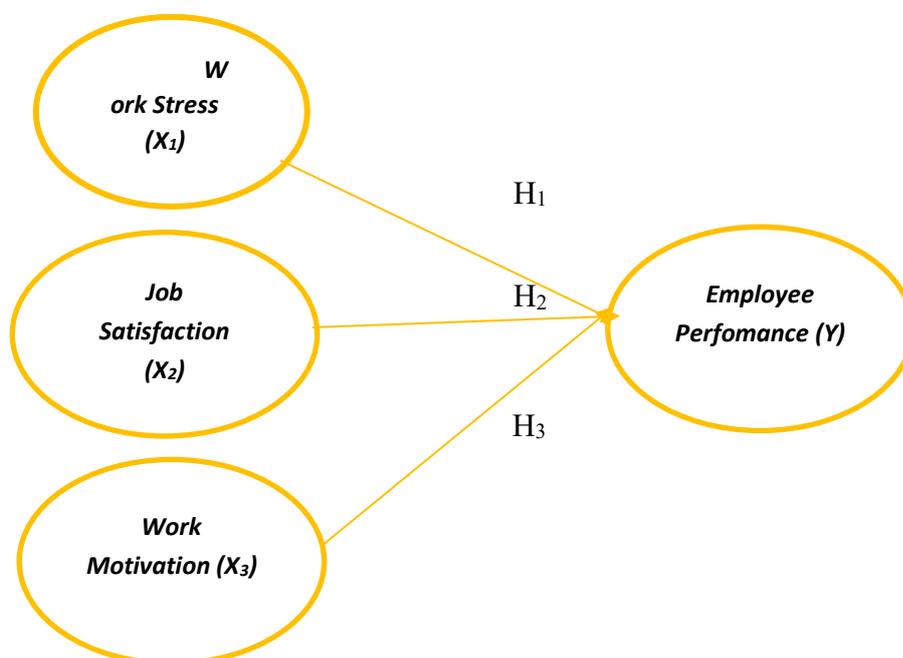
H₂: There is a positive and significant influence of job satisfaction on employee performance.

c. The Influence of Work Motivation on Employee Performance

Previous studies by Ulfa, Sumantri, and Wihara (2022) demonstrated that work motivation has a significant impact on employee performance, as employees with higher motivation show greater responsibility in completing their tasks and interact more constructively with colleagues. In a similar vein, research by Tri Finta (2021) confirmed a significant relationship between work motivation and employee performance, suggesting that increased motivation corresponds with enhanced performance outcomes.

H₃: There is a positive and significant influence of work motivation on employee performance.

Figure 1 Conceptual Framework



METHOD

Research Time

This study was carried out from April 2022 to June 2025 through a series of stages, including problem identification, proposal drafting, consultations, questionnaire development, and data analysis for thesis preparation. The research was conducted at PT Pelayaran Andalas Bahtera Baruna, with its main office located at Jalan Tiang Bendera 5 No. 11H, RT.4/RW.3, Roa Malaka, Tambora District, West Jakarta, Special Capital Region of Jakarta 11230.

Research Design

This research utilizes a quantitative approach designed to examine the hypothesized effects of the independent variables—Work Stress, Job Satisfaction, and Work Motivation—on the dependent variable, Employee Performance, at PT Pelayaran Andalas Bahtera Baruna. Data

collection was conducted using questionnaires containing structured items, which respondents filled out based on their actual experiences and conditions.

Research Population

Sugiyono (2018) defines a population as a generalization encompassing objects or subjects with certain characteristics and qualities determined by the researcher to gather information and draw conclusions. In this study, the population consisted of employees at PT Pelayaran Andalas Bahtera Baruna, totaling 75 respondents. The sampling method used was Non-Probability Sampling, specifically saturated sampling (census), where all members of the population were included as respondents.

Method of Data Analysis

This study applies the Component or Variance-Based Structural Equation Modeling approach, with data analyzed using Partial Least Squares (SmartPLS) version 3. PLS serves as an alternative to covariance-based SEM and can be employed both to validate theoretical models and to examine the presence or absence of relationships among latent variables. As noted by Ghozali (2014), PLS is a robust analytical method because it relies on minimal assumptions, accommodates non-normally distributed data, and is suitable for studies with relatively small sample sizes.

RESULTS AND DISCUSSION

Data Quality Test Results

1. Outer Model

a. Convergent Validity

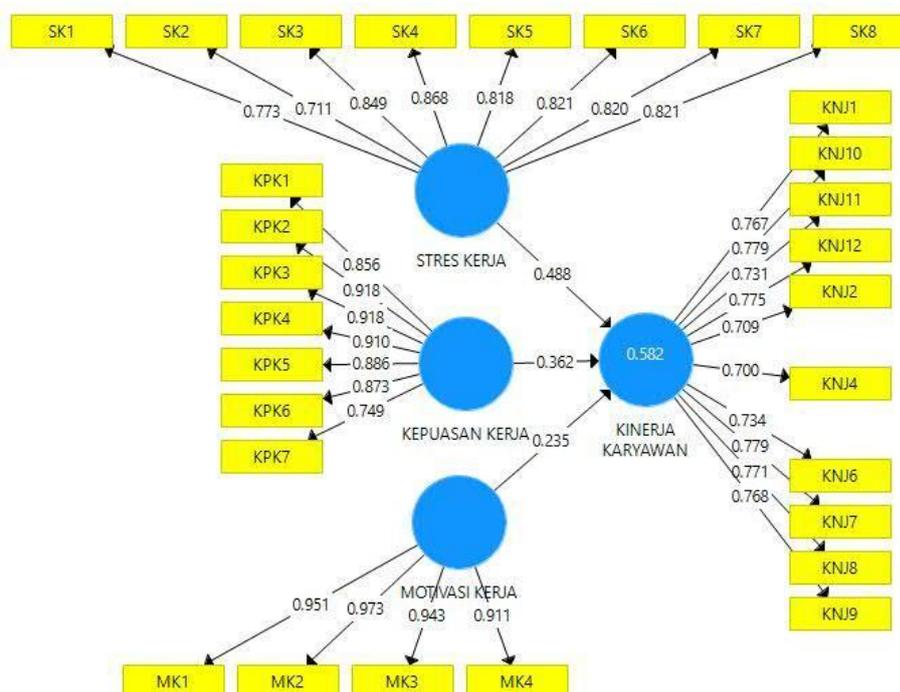
In reflective models, convergent validity is evaluated by analyzing the correlation between indicators and their respective constructs using PLS. According to Hair et al. (2018), an indicator is considered valid if its correlation exceeds 0.70. However, during the scale development phase, loading factor values between 0.50 and 0.60 may still be acceptable. The outcomes of the correlation analysis are summarized in the following table and structural diagram.

Table 1 Results of the Convergent Validity Test (Modified)

Variable	Indicator	Outer Loading	Description	
Employee Performance (Y)	KNJ1	0.767	Valid	
	KNJ2	0.709	Valid	
	KNJ4	0.700	Valid	
	KNJ6	0.734	Valid	
	KNJ7	0.779	Valid	
	KNJ8	0.771	Valid	
	KNJ9	0.768	Valid	
	KNJ10	0.779	Valid	
	KNJ11	0.731	Valid	
	KNJ12	0.775	Valid	
	Work Stress (X1)	SK1	0.773	Valid
		SK2	0.711	Valid
SK3		0.849	Valid	
SK4		0.868	Valid	

	SK5	0.818	Valid
	SK6	0.821	Valid
	SK7	0.820	Valid
	SK8	0.821	Valid
Job Satisfaction (X2)	KPK1	0.856	Valid
	KPK2	0.918	Valid
	KPK3	0.918	Valid
	KPK4	0.910	Valid
	KPK5	0.886	Valid
	KPK6	0.873	Valid
	KPK7	0.749	Valid
Work Motivation (X3)	MK1	0.951	Valid
	MK2	0.973	Valid
	MK3	0.943	Valid
	MK4	0.911	Valid

Figure 2 Results of the PLS Algorithm (Modified)



The results of the modified convergent validity assessment, illustrated in Figures 1 and 2, show that the indicators for Work Stress, Job Satisfaction, Work Motivation, and Employee Performance satisfy the criteria for convergent validity, as all loading factor values exceed 0.70. Consequently, these variables can be considered valid. In addition, the Average Variance Extracted (AVE) test was performed to evaluate the degree to which the indicators account for the construct's variance, with AVE values above 0.50 indicating that the construct explains more than half of the variance of its indicators.

Table 2 Results of the Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Description
Kepuasan Kerja	0.765	Valid
Kinerja Karyawan	0.565	Valid
Motivasi Kerja	0.893	Valid
Stres Kerja	0.658	Valid

b. Discriminant Validity

Ghozali (2014) explains that discriminant validity for reflective indicators can be evaluated by examining the cross-loading values between each indicator and its respective construct. An indicator is deemed valid if it exhibits the highest loading factor on its target construct compared to its loadings on other constructs. This indicates that the latent construct more accurately predicts the measures within its own block than those in other blocks.

Table 3 Results of the Discriminant Validity Test (Cross Loadings)

Indicator	Work Stress	Job Satisfaction	Work Motivation	Employee Performance
SK1	0.773	0.153	0.146	0.493
SK2	0.711	0.066	0.081	0.387
SK3	0.849	0.150	0.301	0.524
SK4	0.868	0.171	0.283	0.545
SK5	0.818	0.060	0.261	0.473
SK6	0.821	0.156	0.255	0.520
SK7	0.820	0.081	0.261	0.472
SK8	0.821	0.173	0.181	0.530
KPK1	0.183	0.856	0.241	0.512
KPK2	0.198	0.918	0.226	0.506
KPK3	0.223	0.918	0.251	0.541
KPK4	0.162	0.910	0.116	0.357
KPK5	0.071	0.886	0.167	0.364
KPK6	0.031	0.873	0.159	0.319
KPK7	-0.021	0.749	0.139	0.259
MK1	0.366	0.258	0.951	0.523
MK2	0.272	0.201	0.973	0.443
MK3	0.185	0.206	0.943	0.366
MK4	0.170	0.157	0.911	0.319
KNJ1	0.458	0.455	0.438	0.767
KNJ2	0.397	0.409	0.354	0.709
KNJ4	0.404	0.311	0.446	0.700
KNJ6	0.401	0.239	0.351	0.734
KNJ7	0.405	0.352	0.246	0.779
KNJ8	0.518	0.403	0.402	0.771

KNJ9	0.483	0.470	0.273	0.768
KNJ10	0.520	0.224	0.268	0.779
KNJ11	0.497	0.388	0.257	0.731
KNJ12	0.486	0.387	0.333	0.775

The PLS output shown in Table 3 reveals that each indicator attains its highest loading factor with its respective endogenous construct. This finding demonstrates that, based on the discriminant validity assessment, all indicators meet the validity criteria.

c. Reliability Test

Reliability assessment, often measured through composite reliability, is used to evaluate the internal consistency of a construct. A composite reliability score exceeding 0.70 signifies that the construct can be considered reliable (Ghozali, 2014).

Table 4 Results of the Reliability Test (Composite Reliability and Cronbach's Alpha)

Variable	Cronbach's Alpha	Composite Reliability	Description
Kepuasan Kerja	0.950	0.958	Reliabel
Kinerja Karyawan	0.914	0.928	Reliabel
Motivasi Kerja	0.961	0.971	Reliabel
Stres Kerja	0.925	0.939	Reliabel

Based on Table 4.13, the results of the composite reliability and Cronbach's alpha tests indicate satisfactory values, as all latent variables have composite reliability and Cronbach's alpha scores ≥ 0.70 . This means that all latent variables are considered reliable (Ghozali, 2014).

2. Inner Model

a. R-Square

Table 6 Results of the R-Square Test

Variable Endogen	R square	R-square adjusted
Employee Performance (Y)	0.582	0.565

The test results presented in Table 6 show that the R-Square value for Employee Performance is 0.582, suggesting that Work Stress, Job Satisfaction, and Work Motivation together account for 58.2% of the variance in employee performance, which is considered moderate. The remaining 41.8% is influenced by other factors not included in this study. As noted by Ghozali (2014), R-Square values above 0.33 are classified as moderate.

b. GOF (Goodness of Fit)

Table 7 Results of the Q-Square Test

Variable Endogen	Q Square
Employee Performance(Y)	0.293

Based on these calculations, the predictive relevance value is 0.293, which is greater

than zero. This indicates that 29.3% of the variation in employee performance is explained by the independent variables used. Therefore, it can be concluded that the model demonstrates a moderate predictive capability.

c. Hypothesis Testing Results (Path Coefficient Estimates)

The estimated values for the path relationships in the structural model must be significant. This significance value can be obtained through the bootstrapping procedure. To determine whether the results are significant, the T-table value at an alpha level of 0.05 (5%) = 1.96 is compared with the calculated T-value (T-statistic) (Ghozali & Latan, 2015).

Figure 3 Results of the PLS Bootstrapping Test (Inner Model Evaluation)

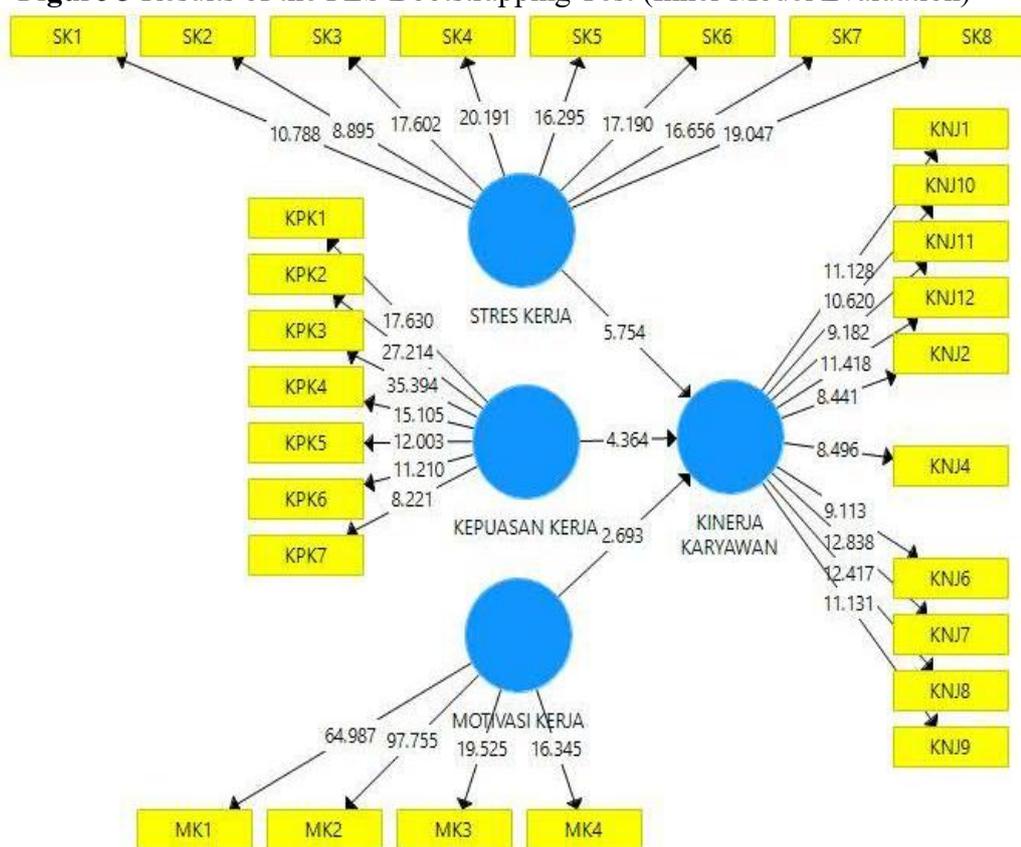


Table 8 Results of the Path Coefficient Test

	Original Sample	Sample Mean	Standard Deviation	T statistics	P Values	Signifikansi
Work Stress -> Employee Perfomance	0.488	0.494	0.085	5.754	0.000	Has a Positive and Significant Effect
Job Satisfaction -> Employee Perfomance	0.362	0.369	0.083	4.364	0.000	Has a Positive and Significant Effect

Work Motivation -> Employee Performance	0.235	0.229	0.087	2.693	0.007	Has a Positive and Significant Effect
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Based on Table 7, job stress has a positive and significant effect on employee performance (T-statistic = 5.754 > 1.96; P-value = 0.000 < 0.05), job satisfaction has a positive and significant effect on employee performance (T-statistic = 4.364 > 1.96; P-value = 0.000 < 0.05), and work motivation has a positive and significant effect on employee performance (T-statistic = 2.693 > 1.96; P-value = 0.007 < 0.05).

Discussion fo Results

1. The Influence Of Work Stress On Employee Performance

The hypothesis test results in Table 8 show a T-statistic of 5.754, surpassing the T-table value of 1.96, with an original sample estimate of 0.488 indicating a positive effect, and a p-value of 0.000, which is below the 0.05 threshold. These findings demonstrate that work stress positively and significantly influences employee performance. This aligns with the research by Pratama and Nugrohoseno (2022), which also reported a positive and significant impact of work stress on employee performance.

2. The Influence Of Job Satisfaction On Employee Performance

The hypothesis test results in Table 8 reveal a T-statistic of 4.364, exceeding the T-table value of 1.96, with an original sample estimate of 0.362 reflecting a positive effect, and a p-value of 0.000, below the 0.05 significance level. These results indicate that job satisfaction has a positive and significant impact on employee performance, suggesting that higher levels of job satisfaction correspond to improved employee performance. This finding is corroborated by Parasian and Adiputra (2021), who reported that increased job satisfaction significantly enhances employee performance.

3. The Influence Of Work Motivation On Employee Performance

The hypothesis test results from this study show a T-statistic of 2.693, exceeding the T-table value of 1.96, with an original sample estimate of 0.235 indicating a positive effect, and a p-value of 0.007, which is below 0.05. These findings demonstrate that work motivation has a positive and significant influence on employee performance, implying that higher levels of work motivation lead to better employee performance. This aligns with the research by Lotu and Widodo (2022), which similarly reported a positive and significant effect of work motivation on employee performance.

CONCLUSION AND SUGGESTIONS

Conclusion

- 1) Work stress has a positive and significant effect on employee performance.
- 2) Job satisfaction has a positive and significant effect on employee performance.
- 3) Work motivation has a positive and significant effect on employee performance.

Suggestions

Based on the above conclusions, several suggestions can be proposed for consideration by PT Pelayaran Andalas Bahtera Baruna and for future researchers:

- 1) It is recommended that the company or supervisors conduct regular job evaluations, arrange tasks, and assign responsibilities in line with each employee's skills. In addition, setting realistic deadlines is important so employees can manage their time effectively in completing tasks.
- 2) It is advised that quality control be carried out in an appropriate manner, such as through training programs, personal development activities, and regular assessments of the tasks assigned.
- 3) The researcher also suggests that both supervisors and the company provide appreciation for every task completed by employees. Offering recognition can help boost morale and improve overall employee performance.

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