

Aspects Of Job Stress, Work Motivation And Work Discipline On Employee Job Performance

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Abstract

This research aims to examine the aspects of work stress, work motivation and work discipline that influence employee work performance. The population in this study was all employees at the director's office of PT Perkebunan Nusantara XIV, Makassar City, totaling 134 people. Sampling in this study used a purposive sampling technique so that the total sample used was 57 people. The data collection method in this research uses a questionnaire. A questionnaire is a data collection method that is carried out by providing statements to respondents using a questionnaire guide. The questionnaire was processed and analyzed using multiple linear regression analysis methods. The research results found that work stress had a negative and significant effect on work performance, while work motivation and work discipline each had a positive and significant effect on work performance.

INTRODUCTION

Human resource management is a type of management that has an important role in a company apart from asset management and financial management. Human resources are the spearhead that will determine the success of implementing company activities and are also a crisis factor that can determine the progress and decline and life and death of a company. Astuti et al., (2021). In a business world that is growing more rapidly, it can be seen from competition, as well as the development of increasingly sophisticated knowledge and technology,

bringing changes in employee life patterns. It is hoped that employees can fulfill various desires and needs by working in an organization or company. These changes result in higher demands on each employee to further improve their work performance. However, not all employee desires and needs can be met by the company.

A person's work performance is shown by his seriousness in completing the tasks assigned to him based on skill, experience, sincerity and time (Maliza et al., 2023). Employee work performance greatly influences the progress and success of a company in achieving a target or goal. For this reason, a superior needs to have a measure of employee work performance so that problems do not arise. Information about employee work performance is also needed if one day the boss wants to change the existing system.

PT Perkebunan Nusantara XIV Makassar City is a company operating in the plantation sector. Where PTPN Based on initial observations, researchers found that the work performance of employees of PT Perkebunan Nusantara Many employees are absent during working hours, so work cannot be completed on time. A decrease in employee work performance can occur due to work stress experienced, lack of work motivation in employees which results in decreased work discipline so that work performance is also poor.

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 (Rahmawati et al., 2021). There are various forms of work stress experienced, some are caused by work that is not in accordance with abilities, lack of time limits given, or because of pressure from superiors, some are caused by outside the company, for example problems in the family, problems with parents. and so forth. Stress occurs when there is a deviation from optimum conditions that cannot be easily corrected, resulting in an imbalance between work demands and work abilities. Stress at work causes the tasks carried out by employees to be unable to be carried out or even completed properly. This will have a direct impact on achieving organizational goals, both individual departmental goals and global goals.

The results of initial observations through interviews with 10 employees showed that 8 out of 10 employees had experienced stress at work. Regarding problems in the family that can affect employees at work, 8 people stated that

problems in the family can trigger stress when working in the office. Regarding employee workload, 7 people answered that workload can affect employee stress levels. This can be the result of superiors who are often angry, giving tasks outside of their main duties, delegation of work from friends who are absent from work, work being pushed to deadlines, facilities that are not supportive enough and lack of appreciation for work. Regarding stress due to the leadership's style and attitude, 8 people stated that they had experienced stress due to the leadership's attitude. This is due to, among other things, leaders who do not give direction to work, leaders who do not provide solutions to stagnant work, lots of work but less appreciation and welfare from leaders, and leaders who pay less attention to conditions in the field. Regarding institutional/institutional policies, 5 people experienced stress due to changing policies (for example: policy on creating bank accounts for remuneration and policies on uniforms), unclear policies (asked to collect documents, but employees did not know what for) , sudden policy. Regarding stress due to the work environment, there are many things that cause this to happen. These include weather factors, collaboration with colleagues, system changes, field conditions, and the attitudes and behavior of the people being served.

To produce good work performance, high motivation must be required. Motivation is an encouragement for employees to take action so they want to work (Themba & Amin, 2021). Motivation can also be in the form of the availability of adequate office facilities, a comfortable work environment, a clear career path, and a safe workplace (Firman et al., 2022). Work motivation according to (Deci & Ryan, 2013) is "a set of forces both originating from within oneself and from outside oneself that encourage a person to start working behavior in accordance with a certain format, direction, intensity and time period". Employees' high work motivation will produce good work output at the right time (Tatasari, 2018). Based on interviews from 8 employees who have experienced work stress, this also causes low commitment and motivation towards their work. This fact must be a concern for organizational managers in maintaining employee productivity. Motivational factors can be a time bomb for an organization and a quick response must be given to overcome them.

Apart from motivation problems, another problem is seen at PT Perkebunan Nusantara XIV Makassar City in improving employee performance,

namely employee discipline. Discipline is a mental attitude that is reflected in employee behavior in the form of compliance or adherence to company regulations. Researchers found that the discipline of PT Perkebunan Nusantara XIV Makassar City employees experienced an increase in late arrivals to the office. Therefore, work discipline is very important for a company in order to realize change and realize the goals achieved by the Company, especially PT Perkebunan Nusantara XIV Makassar City.

In general, every company always tries to improve the work performance of its employees, one way that can be done is by improving employee work discipline. Work discipline can be defined as management actions to encourage organizational members to fulfill the demands of these various provisions (Erpurini, 2019). Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms, discipline must be enforced in a company organization (Pranitasari & Khotimah, 2021). Without good employee discipline support, it is difficult for a company to realize its goals. So discipline is the key to a company's success in achieving its goals. One thing that needs to be considered is the form of discipline, especially physical punishment.

Previous research that is used as a reference in this research includes research (Steven & Prasetio, 2020) and (Mahanani & Erianto, 2022) found that work stress had a negative and significant effect on work performance, but the research results (Makkira et al., 2022) found that work stress has a positive effect on work performance. Meanwhile, research (Dwiyanti et al., 2019) and (Baharuddin et al., 2022) found that work motivation has a positive and significant effect on work performance. Then, research (Candana, 2021) and (Indriati & Nazhifi, 2022) found that work discipline has a positive and significant effect on work performance. Based on the background described above, this research aims to examine the aspects of work stress, work motivation and work discipline that influence employee work performance.

Literature review

Work performance

Job performance is also the result of a person's efforts which depends on his personal characteristics and impressions of his capacity for the job (Deci & Ryan, 2013). A manifestation of the results of a person's work will determine the

development of his career in the future. Then, (Rulianti, 2020) suggests that work performance is the result of work that a person has achieved in carrying out the tasks assigned to him based on potential, sincerity and time. From this opinion, several components that support job performance become weapons for realizing work performance for employees.

Work stress

Good stress is called positive stress (any condition that can provide inspiration and motivation), for example paid leave and promotions, positive stress will not threaten a person's health. Bad stress (distress) is stress that makes a person tense, confused, anxious, overwhelmed and feel guilty (Hanggraeni, 2012). Forms of stress can be divided into two, namely acute stress and chronic stress (Jannah & Santoso, 2021). Acute stress comes on strongly and can dissipate quickly. Examples include being late for a meeting room, rushing to find a telephone number, working overtime to meet a deadline, these are forms of acute stress. Chronic forms of stress are not too strong but can last for days, weeks to months, such as poor relationships with company owners, financial problems, and work boredom.

Work motivation

According to (Basri et al., 2023), motivation is divided into two, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is motivation that comes from feelings of satisfaction in doing a job, this motivation is contained in the work department, and this motivation comes from the individual. In the hierarchy of human needs, intrinsic motivation is related to higher level needs or what are called esteem needs and self-actualization needs. These motivational work values are values related to the work itself, including interest in work, wanting to innovate, being challenged at work, making important contributions, utilizing full work potential, being responsible, creative and autonomous. This motivation has a role as something that is interested in and challenged at work. Extrinsic motivation is motivation related to reciprocal relationships in the form of personal relationships, wages, salaries, allowances, so this motivation comes from outside.

Work Discipline

Work discipline is one of the most important human resource operations, because the better the employee's work discipline, the better the employee's performance will be (Caissar et al., 2022). Without good work discipline it is difficult for a

company to achieve optimal results. According to (Pranitasari & Khotimah, 2021), work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company or organization regulations and applicable social norms.

METHODS

The population in this study was all employees at the director's office of PT Perkebunan Nusantara XIV, Makassar City, totaling 134 people. Sampling in this research used purposive sampling technique. Purposive Sampling is a technique for determining samples with certain considerations (Sugiyono, 2015).

This method was chosen because the sample will be taken based on the criteria set by the researcher, where the target respondents are employees who occupy positions at the middle to lower level, meaning those who directly gain the role and impact of leadership and other variables. The researcher's consideration was to choose PT Perkebunan

In determining the number of samples using the Slovin formula, which is as follows:

$$n = \frac{N}{1 + N \times e^2}$$

information:

n = number of samples

N = total population

e = presentation level of inaccuracy tolerance

In this research, the value e = 10% will be used, meaning that the tolerance level for inaccuracy is 10% or the expected level of confidence in the research is 90%.

$$n = \frac{134}{1 + (134 \times 10\%^2)} = 57.26 \frac{134}{1 + 1,34}$$

Based on the results of the calculations above, the author completed the sample to 57 samples. The data collection method in this research uses a questionnaire. A questionnaire is a data collection method that is carried out by providing statements to respondents using a questionnaire guide. The questionnaire was processed and analyzed using multiple linear regression analysis methods.

RESULTS AND DISCUSSION

Normality Test Results

The normality test aims to test whether in the regression model, the dependent variable and the independent variable both have a normal distribution or not.

Table 1. Test **One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		57
Normal Parameters, b	Mean	.0000000
	Std. Deviation	.19132481
	Most Extreme Absolute Differences	,180
	Positive	,180
	Negative	-.171
Statistical Tests		,180
Asymp. Sig. (2-tailed)		.207c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the data normality test using the Kolmogorov-Smirnov test and by looking at the graph test, it can be concluded that the data in this study has a normal distribution. This can be seen by looking at the Kolmogorov-Smirnov (Asymp. Sig) value of 0.207, this value is greater than 0.05, so it can be stated that this research data has a normal distribution.

Multicollinearity Test

The multicollinearity test can be seen from the Tolerance value of more than 0.1 and the value *Variance Inflating Factors*(VIF) less than 10. The results of this test can be seen in table 2 as follows:

Table 2. Multicollinearity Test Results

Variable	Collinear Statistics	
	Tolerance	VIF
Job Stress (X1)	0.348	3,942
Work motivation (X2)	0.316	4,736
Work Discipline (X3)	0.417	3,451

Source: Processed Primary Data, 2024

Based on the results of the multicollinearity test in the table above, it can be seen that work stress has a tolerance value of 0.348, work motivation has a tolerance value of 0.316 and work discipline has a tolerance value of 0.417 which is greater than 0.1, while the VIF value for work stress is 3.942, the VIF value for work motivation is 4.736 and the VIF value for work discipline is 3.451 greater than 10, it can be concluded that the research equation model does not have multicollinearity problems and can be used in this research.

Hypothesis testing

Table 3. Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607a	.518	.548	1.16279

- a. Predictors: (Constant), X3, X2, X1
- b. Dependent Variable: Y

In table 3, it can be seen that the adjusted coefficient of determination (Adjusted R Square) is 0.548, meaning that the variation that occurs in variable Y (work performance) is 54.80%, determined by the variables work stress, work motivation and work discipline, the remaining 45.2% (100% - 54.8%) is determined by other factors such as work environment, work culture and other factors not included in this research.

Based on table 4 on the t-test statistics which consist of:

Table 4. TestPartial

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,847	2,868		4,654	,000		
	Job Stress	-.188	.132	,198	-2,310	.016	,541	1,531
	Work motivation	,251	,180	,209	2,472	,009	,637	1,182
	Work Discipline	,348	,252	,341	2,824	,000	,658	1,573

- a. Dependent Variable: Y

Based on partial test results, it was found that:

- a. Work stress shows that the calculated t value is greater than the t table value (-2.310 > 2.005) with a significance value of 0.016 < 0.05, meaning that the work stress variable has a negative and significant effect on work performance.

- b. Work motivation shows that the calculated t value is greater than the t table value ($2.472 > 2.005$) with a significance value of $0.009 < 0.05$, meaning that the work motivation variable has a positive and significant effect on work performance.
- c. Work discipline shows that the calculated t value is greater than the t table value ($2.824 > 2.005$) with a significance value of $0.000 < 0.05$, meaning that the work discipline variable has a negative and significant effect on work performance.

Discussion

The Effect of Job Stress on Employee Performance

The results of the regression analysis that has been carried out show that the work stress variable has a negative influence on work performance. A negative condition that arises from the interaction between an individual and work which causes changes in him which gives rise to deviations from normal functions, feelings of tiredness, torment, anxiety, reluctance to go to work, difficulty concentrating and irritability are some of the feelings and conditions experienced by employees who experience work that have the potential to reduce performance. Each person will react differently to various stressful situations. The level of employee work stress should also be of special concern because stress is a condition of tension that affects a person's emotions, way of thinking and physical condition. Stress that is not handled properly usually results in a person's inability to interact positively with their environment, both in the work environment and outside it. The results of this study support the research results (Steven & Prasetyo, 2020) and (Mahanani & Erianto, 2022) found that work stress had a negative and significant effect on work performance, but the results of this study contradicted the research results (Makkira et al., 2022) found that work stress has a positive effect on work performance

The Influence of Work Motivation on Work Performance

The results of the regression analysis that has been carried out show that the work motivation variable has a positive influence on work performance. This means that the higher the level of motivation, the higher the employee's work performance. Providing motivation to employees has the impact that employees have greater optimism, self-confidence, and commitment to the goals and mission of the organization so that work performance increases and employee work productivity is maximized. Effective motivation such as providing salaries,

incentives, bonuses, compensation, THR, safe workplace, decent working conditions, availability of official cars, official residences, retirement benefits, work health and safety benefits and promotions so that employees are motivated to work diligently and enthusiasm in accordance with the skills and abilities possessed. It is undeniable that effective motivation like this will improve employee performance, enthusiasm for work will increase by diligently going to the office, completing work according to targets set by the company and so on. Thus, employee motivation influences employee work performance. The results of this study support the research results (Dwiyanti et al., 2019) and (Baharuddin et al., 2022) found that work motivation has a positive and significant effect on work performance.

The Influence of Work Discipline on Work Performance

The results of the regression analysis that has been carried out show that the work discipline variable has a positive influence on work performance. This means that work discipline that is well managed will result in employee compliance with various organizational regulations which will have an impact on increasing work performance. For this reason, company leaders need to monitor every behavior and action carried out by all employees while working. Work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations both written and unwritten and being able to carry them out and not refusing to accept sanctions if they violate the duties and authority that have been given to them. The results of this study support the research results (Candana, 2021) and (Indriati & Nazhifi, 2022) found that work discipline has a positive and significant effect on work performance.

CONCLUSION

Based on the data obtained in this research regarding the influence of work stress, work motivation and work discipline on the work performance of PT Perkebunan Nusantara XIV Makassar City employees, So it can be concluded that: work stress has a negative and significant influence on work performance; work motivation has a positive and significant influence on work performance; Work discipline has a positive and significant influence on work performance. It is recommended that PT. Perkebunan Nusantara XIV Makassar provides more

motivation to employees and monitors employee work discipline to improve employee work performance.

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