

# **The Effect of Motivation, Communication and Work Stress on Employee Job Satisfaction of Pt. Mitra Pangan Nusantara, Jakarta**

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## ***Abstract***

*Employees are human beings with ways of thinking, feelings, and willingness that outwardly affect behavior towards work, which includes Motivation, Communication and Stress. In a company, the most concerned thing is employee job satisfaction, this is with the aim of increasing the productivity of the performance that has been provided through employees to the company. The samples used are Random Sampling as many as 150 respondents. Thus, the population used is 110 respondents who come from all employees working at PT. Mitra Pangan Nusantara. Data obtained from questionnaires distributed to employees using testing techniques using the Application SPSS version 25. The results were obtained that the Motivation Variable had a significant and partially positive influence on Employee Job Satisfaction. Furthermore, the Communication Variable has a negative and significant effect on Employee Job Satisfaction. Employee Job Satisfaction is positively and partly influenced by the Work Stress variable. Each of the independent variables of Communication Motivation, and Work Stress all have a positive and large influence on the dependent variables of worker satisfaction at the same time. The influence of the three variables of Motivation, Communication, and Work Stress on the Employee Job Satisfaction variable was 43.6%. Furthermore, the other 56.4% were influenced by factors outside the study.*

***Keywords :*** Job Satisfaction, Communication, Motivation, Work Stress

## **INTRODUCTION**

Quality human resources are very important for an organization or company to improve performance and make employees happier at their workplace. Because, if an employee is happy at his workplace, he will have positive feelings about his work. On the other hand, if an employee is unhappy at work, it will have a negative impact on the company, so the company is not able to achieve its desired goals. In addition, the change in employee attitudes shows their satisfaction. This includes being late to the office, not doing tasks on time, and talking a lot while at work without completing tasks. Therefore, employees have a great influence on the company's progress, and employee satisfaction is the result (Saputra and Adnyani, 2019).

Human resources are also interpreted as the only effort to increase job satisfaction. Good quality of Human Resources will provide optimal performance results. Thus,

performance satisfaction must be a priority for the company to achieve the company's goals (Fajrina & Kustini, 2022). Here, job satisfaction is defined as how workers feel about their jobs. Some of the factors that affect this feeling include co-workers, work conditions, physical factors, and the compensation received by each worker in the company (Rachmasari, 2021).

The results of interviews with employees of PT. Mitra Pangan Nusantara in Jakarta pointed out that some workers still question their job satisfaction by comparing it to their work in other companies or organizations. A 10-minute delay is given, but employees still come from 08.50 WIB to 09.00 WIB. This shows that the lack of communication in time management in working between leaders and employees has an impact on reduced employee job satisfaction. The observation results also show that employees tend to be oriented to the work attendance of the team leader or division of each employee. If the leader is leaving the office, employees feel that they are free to do activities, this will directly affect other employees to do similar activities. The impact of this activity is the lack of employee work motivation which has implications for decreasing employee job satisfaction.

It is very important for employees to have work motivation, which is the drive they have to do their job and keep them excited to do it. Employees who have a motivation at work will certainly be more motivated to do their work and not care too much about their surroundings, social activities, and their progress (Sugiono et al, 2021). Additionally, active communication of employees can affect their job satisfaction.

The success of a company or an organization depends on good communication. In this situation, the communication element is needed to equalize the perspective of the employee to achieve the achievable organizational goals and to accept and process the creative ideas of the employee. In other words, employee performance can be improved if communication is done well. Factors such as having the freedom to express your opinion and giving staff tasks that are easy to understand can improve performance (Munir, et al., 2020). Employees should communicate with each other in their daily work to share information about work and help each other do their jobs more easily. Communication between superiors and subordinates and at other levels determines the relationship between employees. If they communicate well, the chances of them working together increase. Employee satisfaction can be improved through effective communication (Nugraha & Suherna, 2019). In addition to communication, work stress is also an influence on employee satisfaction.

Employees are human beings with ways of thinking, feeling, and willingness that outwardly influence their behavior toward their work, even if they help achieve goals. This

will affect how well he works, how dedicated he is, and how much he loves the work given to him. Job satisfaction, frustration or stress caused by equipment, work, environment, needs, and more are known as employee attitudes. Dissatisfaction will arise because the feeling of stress that a worker has is very high and the motivation he has is low. Although stress is generally considered bad, stress can sometimes improve employee performance. This is because pressure from employers and competition in the workplace can encourage employees to look for new solutions to their problems and their jobs. For example, people will experience stress until they reach their job goals and become satisfied with their work. The level of stress they experience will also decrease (Ridho & Susanti, 2019).

The results of observations made at PT. Mitra Pangan Nusantara shows that employees also experience quite high stress pressure due to high pressure from leaders on employees in completing work. Work that piles up and requires a quick turnaround time makes employees overwhelmed and stressed. This triggers sometimes conflicts between employees or superiors, resulting in a decrease in employee job satisfaction.

Based on the phenomenon found in PT. Mitra Pangan Nusantara, the author is interested in examining the influence of motivation, communication and work stress on the job satisfaction of employees of PT. Mitra Pangan Nusantara in Jakarta.

## **LITERATURE REVIEW**

### **1. Work Motivation**

Since work motivation and employee satisfaction are considered important for an organization, they are the most important factors that affect how efficient work operations and other activities in the company are. If an employee is satisfied with their work, then of course they have a sense of motivation to improve and maintain their actions, or an inner desire to increase their work productivity. They will be more motivated to create the best quality of work and further improved to promote career growth and organizational improvement (Al-Hakim, et al., 2019).

Competitive employees know how to achieve goals and strive to achieve them. Competitive employees will do their jobs more efficiently, resulting in higher productivity, and will utilize all of their abilities to participate in challenging tasks in the company. If employees do not have the motivation to commit and spend time working, they will perform poorly (Hariani, et al., 2019). Work motivation is the encouragement to be able to do one thing that is done consciously or unconsciously for a certain purpose. It can be an important

part of lifestyle, work, or education. Motivational energy has the ability to move any job faster and easier (Riyanto, et al., 2021).

Every employee certainly needs a high motivation for an employee to work in order to maximize satisfaction with the company's work and production. If every person of PT. Mitra Pangan Nusantara has high motivation in working, so organizational loyalty, work discipline, and productivity will increase. This has a positive impact on employee satisfaction with their work. If an employee has work motivation, of course employees have a sense of wanting to improve their achievements and of course this will provide a good and harmonious relationship between employees and each other, and of course want to get a promotion from their superiors, then they will be more satisfied with their work at PT. X (Saputra & Mulia, 2020). So the following hypothesis is obtained:

**H1 : Work Motivation affects employee job satisfaction at PT. Mitra Pangan Nusantara**

## **2. Communication**

During an activity, a person can convey the intention of information and/or messages, this is called communication. Basically, organizations or companies also communicate, but the communication they do is more complicated than the communication done by individuals (Makkira, et al., 2022). Because communication is the main human activity, communication is crucial in social interaction. Therefore, communication is very important in the workplace. The more successful a person's interaction, the more productive that person is in completing tasks (Putra & Sinambela, 2021).

Communication is considered very effective as a relationship between employees, this is because communication is a process of exchanging ideas between employees by giving or conveying each complaint faced in their work. So that this can be the right solution to achieve the goals of the company. With good communication, of course, employees feel a safe and comfortable situation so that it will increase the productivity of the employee's work because employees will certainly feel satisfied with the existing work environment by maintaining good communication between employees and superiors (Sugiono & Tobing, 2021). Previous research (Luthfiana & Rianto (2023); Gede Sadiartha & Sitorus, 2018) This confirms that the interaction, which in this case is meant as communication, which has a good impact on job fulfillment or employee job satisfaction. So from this theory, the Hypothesis is obtained:

**H2 : Communication Affects Employee Job Satisfaction at PT. Mitra Pangan Nusantara**

### 3. Work Stress

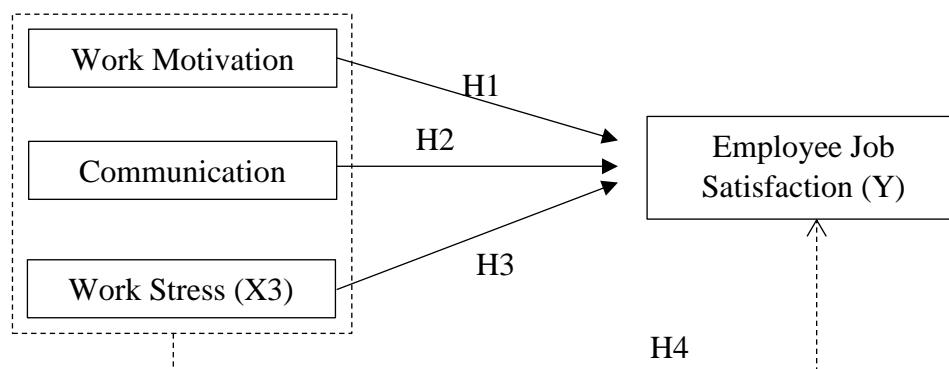
By definition, stress can be interpreted as a state of tension in an employee that can affect a person's feelings, way of thinking, and well-being. People who experience stress at work may feel anxious and worried all the time. They often become irritated and hostile, unwilling to relax, and disobedient. Work stress in an employee, if not directed properly, will have an impact in the form of sadness, frustration, and other negative emotions (Bhastary, 2020). Work stress refers to the tension that everyone feels while working. Stress has a double meaning, good and bad, depending on how a person handles stress. In a good sense, it will increase motivation and excitement at work, but in a negative sense, it will interfere with worker performance. Organizations must be able to reduce stress in the workplace so that staff performance is consistent according to job standards (Fardah, et al., 2020). From the above explanation, it can be said that if an employee's condition is in a stressful condition, the impact of this stress certainly reduces the employee's job satisfaction. So that the following hypothesis can be determined:

**H3 : Work Stress Affects Employee Job Satisfaction at PT. Mitra Pangan Nusantara**

### METHOD

In this study, the researcher used a sample number of 150 Respondents conducted by *Random Sampling*. Thus, the population used is 110 respondents who come from all employees working at PT. Mitra Pangan Nusantara. The instrument used in the research is a questionnaire. Data collection from the questionnaire was carried out by providing closed statements adjusted to the variables studied which were shared with respondents using a likert scale and suggesting 5 alternative answers (Hadi & Hanif, et al., 2022).

The variables used in the research conducted include Work Motivation (X1), Communication (X2), Work Stress (X3) and Employee Job Satisfaction (Y). From the variables used, the following framework of thought was obtained:



**Figure 1. Framework of Thought**

Information:

H<sub>1</sub> : Motivation affects Employee Job Satisfaction

H<sub>2</sub> : Communication affects Employee Job Satisfaction

H<sub>3</sub> : Work Stress Affects Employee Job Satisfaction

H<sub>4</sub> : Motivation, Communication and Work Stress affect Employee Job Satisfaction

## RESULTS AND DISCUSSION

### Validity Test

This validity test is used to obtain information about the accuracy of the data obtained. The replicants used in this validity test are 110 Respondents, namely Employees of PT. Mitra Pangan Nusantara , in this case, testing was carried out on the SPSS application version 25. Decision making in this study by determining the value of  $R_{table} = 0.1874$  with the  $R_{count}$  obtained, if the  $R_{Count}$  value  $> R_{Table}$  then the value is declared Valid. The following Table 1 lists the SPSS test results from the Validity Test.

**Table 1.** Validity Test Results

Variable	Items	Rcount	Rtable	Information
Motivation	X1.1	0,667	0,1874	Valid
	X1.2	0,612		
	X1.3	0,675		
	X1.4	0,660		
	X1.5	0,637		
Communication	X2.1	0,808		
	X2.2	0,829		
	X2.3	0,734		
	X2.4	0,848		
	X2.5	0,819		
Work Stress	X3.1	0,635		
	X3.2	0,883		
	X3.3	0,907		
	X3.4	0,927		
	X3.5	0,913		
Job Satisfaction	Y.1	0,806		
	Y.2	0,782		
	Y.3	0,708		
	Y.4	0,795		
	Y.5	0,755		

*Source : SPSS Data Processing Version 25 of 2023*

From Table 1, it can be seen that the Rcount value of the existing variables including Work Motivation (X1), Work Communication (X2), Work Stress (X3) and Job Satisfaction

(Y), from the R value obtained is declared valid because the result is less than the  $R_{table}$ , where  $R_{table} = 1.874$ . As a result, all responses to the survey can be retained for additional assessment.

### Reliability Test

This reliability test aims to see the value obtained so that the next test is carried out, Reliability is carried out by *the Cronbach's Alpha* method shown that if it has a value of  $> 0.6$ , then the questionnaire data that has been obtained is declared Reliable. The following Table 2 shows the reliability test obtained using SPSS version 27.

**Table 2.** Reliability Test Results

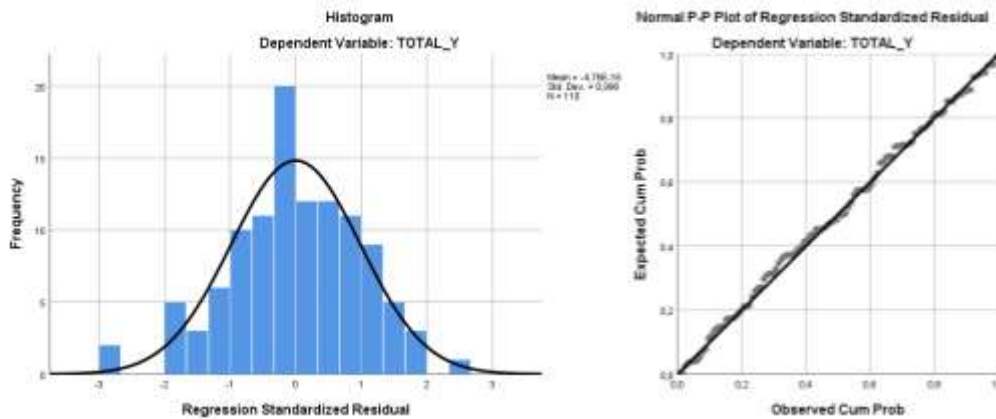
Variable	Reliability Values	Information
Motivation (X1)	0,636	Reliable
Communication (X2)	0,867	
Work Stress (X3)	0,912	
Job Satisfaction (Y)	0,810	

*Source : SPSS Data Processing Version 25 of 2023*

Table 2 shows that all variables, both independent variables and dependent variables, are reliable or reliable. In the Motivation variable (X1), a Reliability result of 0.636 was obtained, which means that this value  $> 0.6$  so it is said that the Motivation Variable (X1) is Reliable. Furthermore, in the Communication variable (X2), a Reliability result of 0.867 was obtained, which means that this value  $> 0.6$  so it is said that the Communication Variable (X2) is Reliable. In the Work Stress variable (X3), a Reliability result of 0.912 was obtained, which means that this value  $> 0.6$ , so it is said that the Work Stress Variable (X3) is Reliable, and the Job Satisfaction variable (Y) is obtained a Reliability result of 0.810, which means that this value is  $> 0.6$ , so it is said that the Job Satisfaction Variable (Y) is Reliable. As a result, all parameters in the investigation can be stated as reliable or reliable.

### Normality Test

The Kolmogorov-Smirnov *method* is a method applied in the normality test. The data is said to be Normal if the *p-value*  $> 0.05$  (Ginting & Silitonga, 2019). The results of the normality test analyzed using SPSS version 25 are shown in Figure 2 and Table 3.



**Figure 2.** Normality Test Plot

The test results based on *Kolmogorov-Smirnov* show a Sig value of 0.200, if the Sig value  $> 0.05$ , the value is distributed normally. As a result, the data in the above experiment has a normal distribution.

### Multicollinearity Test

Multicollinearity testing plays a role so that the examination of regression models in the study has a relationship between the independent variables. A regression model is accepted if there is no relationship between independent variables. The results of the multicollinearity test are shown in Table 3.

**Table 3.** Multicollinearity Test Results

Variable	Tolerance	VIF
Motivation (X1)	0,988	1,012
Communication (X2)	0,987	1,013
Work Stress (X3)	0,991	1,009

*Source : SPSS vers 25 of 2023 data processing*

From table 3, it can be said that all variables do not experience Multicollinearity. This is shown by the Motivation Variable (X1) VIF value =  $1.012 < 10$  and Tolerance  $0.988 > 0.988$ . The independent variable that did not experience multicollinearity was determined in the results of  $VIF < 10$  and  $Tolerance > 0.1$ .

### Multiple Linear Regression

**Table 4.** Multiple Linear Regression

Variable	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
Motivation (x1)	0,372	0,087	0,312



Communication (X2)	-0,228	0,059	-0,284
Job Satisfaction (x3)	0,485	0,072	0,491

$$Y=4,893+ 0,372X_1-0,228X_2+0,485X_3+e$$

1. A constant value of 4.893 indicates that an independent variable value of 0 will result in Employee Job Satisfaction (Y) of 4.893.
2. The Motivation free variable (X1) has an effect of 0.372 on Employee Job Satisfaction, so if there is an increase of 1 it will affect Employee Job Satisfaction by 0.372. If there are two increases, it will have an effect of 0.744. This score increase keeps the X2 score fixed or constant.
3. The Communication free variable (X2) had a negative influence of 0.228 on Employee Job Satisfaction. So if there is a decrease of 1, it will affect employee job satisfaction by 0.228. If there are two decreases, it will have an effect of 0.456. This score drop will keep the X3 score fixed or constant.
4. The variable free of work stress (X3) has an effect of 0.485 on Employee Job Satisfaction. So if there is an increase of 1, it will have an effect on Employee Job Satisfaction by 0.485. And if there are two increases, it will have an effect of 0.970.

### Partial Test (T)

The T test was carried out to determine the influence exerted by the bound variables in the form of Motivation (X<sub>1</sub>), Communication (X<sub>2</sub>), and Work Stress (X<sub>3</sub>) on the independent variable, namely Employee Job Satisfaction (Y) partially or individually. Table 5 shows the test results of the multiple linear method processed with SPSS version 25.

**Table 5.** Partial Test (T)

Variable	t	Sig.
Motivation (x1)	4,251	0,000
Communication (X2)	-3,873	0,000
Work Stress (X3)	6,705	0,000

From table 5, it is obtained that Motivation has a positive and significant influence on Employee Job Satisfaction. The T<sub>count</sub> value is 4.251 > the t<sub>table</sub> is 1.6591 with a significance of 0.000 < 0.05, then it is declared that H<sub>1</sub> is accepted. Communication has a negative and significant effect on Employee Job Satisfaction, shown by Table 5 with the results of T<sub>count</sub> (-

)3.873 < Ttable 1.6591 and significances of 0.000 < 0.05 then H<sub>2</sub> is accepted. Work stress has a positive and significant influence on Job Satisfaction as evidenced by a T<sub>count</sub> of 6.705 > Ttable 1.6591 and a significance of 0.0050 < 0.05 so that H<sub>3</sub> can be accepted.

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

The determination coefficient shows what percentage of the dependent variable is the bound variable. The coefficient value of determination in this study is:

**Table 6.** Coefficient of Determination (R<sup>2</sup>)

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>
0,660	0,436	0,420

Table 6 explains the influence shared by independent variables in the form of Motivation (X1), Communication (X2), and Work Stress (X3) on the dependent variable in the form of Employee Job Satisfaction (Y). The influence shared by the free variable to the bound variable was 43.6%. Furthermore, the other 56.4% were influenced by factors outside the study.

### Simultaneous Test (F)

The effect was simultaneously seen from the F<sub>count</sub> value > F<sub>table</sub> and the significance < 0.05. The following table 7 shows the results of the F test that has been processed using SPSS version 25.

**Table 7.** Test Result F

	<b>F</b>	<b>Sig.</b>
The Effect of Motivation, Communication, and Work Stress on Employee Job Satisfaction	27,260	0,000

*Source : SPSS Data Processing vers 25 of 2023*

Table 7 lists a significance value of 0.000 and an F<sub>count</sub> of 27,260. F<sub>table</sub> with a total of 110 respondents is 2.69. The test results showed that the variables Motivation, Communication and Work Stress had a positive and significant influence simultaneously on Employee Job Satisfaction. This is stated based on the significance of 0.000 < 0.05 and the result of F<sub>count</sub> 27.260 > F<sub>table</sub> 2.69.

This study obtained that there was a positive and significant impact between Motivation and Employee Job Satisfaction. This is stated by the results of T<sub>count</sub> 4.251 > Ttable 1.6591

and significance of  $0.000 < 0.05$ . From this acquisition, it can be concluded that work motivation has a significant positive influence on job satisfaction. The results of the study are in accordance with previous research by Azzizah & Gulo (2023), Fauzi, et al., (2023) and Basalamah & As'ad, (2021).

Furthermore, the results of  $T_{count} (-3.873) > T_{table} 1.6591$  and  $p-value 0.005 < 0.05$  were obtained and it was concluded that Communication has a negative and significant effect on employee job satisfaction, this is inversely proportional to the research of Putri & Patmarina (2023), Nisa & Yunianto (2023), where they stated that Communication has a positive and significant impact on employee job satisfaction.

In the testing process, Work Stress has an influence on Employee Job Satisfaction that  $T_{count} 6.705 > T_{table} 1.6591$  and  $0.000 < 0.05$  were obtained. Based on the results obtained, it is concluded that Work Stress affects Employee Job Satisfaction. The results of this test are in accordance with previous research by Adinata & Tuangan (2023), Bara & Susilawati (2023), Safria, et al., (2023) which stated that Work Stress affects Employee Job Satisfaction, so Employee Stress. The variables of Motivation, Communication, and Work Stress simultaneously have an influence on employee job satisfaction. This statement is evidenced by the acquisition of the F test score, obtained by  $F_{count} 27.260 > F_{table} 2.69$  with a significance value of  $0.000 < 0.05$ . So it can be stated that Motivation, Communication, and Work Stress have a partial and simultaneous influence on employee job satisfaction. The results of this test are in line with previous research by Poniasih & Dewi (2015), Kholifat et al., (2022) and Tama (2022).

## CONCLUSION

1. The Motivation Variable has a positive and partially significant effect on the Job Satisfaction of Employees of PT. Mitra Pangan Nusantara. This argument is evidenced by the results of  $T_{count} 4.251 > t_{table} 1.6591$  and significance of  $0.000 < 0.05$ .
2. Communication variables have a negative and negative effect on Employee Job Satisfaction of PT. Mitra Pangan Nusantara, as evidenced by the value of the  $T_{count}$  test  $(-3.873) > T_{table} 1.6591$  and *the p-value* of  $0.005 < 0.05$ .
3. The Work Stress variable has a positive and partially significant impact on the Job Satisfaction of Employees of PT. Mitra Pangan Nusantara. This argument is evidenced by the results of  $T_{count} 6.705 > T_{table} 1.6591$  and  $0.000 < 0.05$ .

4. The independent variables in the form of Motivation, Communication, and Work Stress have a positive and significant influence simultaneously on the bound variable of Employee Job Satisfaction of PT. Mitra Pangan Nusantara. This result is evidenced based on the results of  $F_{\text{count}} 27.260 > F_{\text{table}} 2.69$  and  $0.000 < 0.05$ . The influence of the three variables of Motivation, Communication, and Work Stress on the Employee Job Satisfaction variable was 43.6%. Furthermore, the other 56.4% were influenced by factors outside the study.

## SUGGESTION

The results of research conducted on PT. Mitra Pangan Nusantara can be a constructive suggestion and input for the development of company management in an effort to increase employee job satisfaction. Company management must be a role model for employees to be role models in their work and not show an unprofessional attitude. Companies must also increase employee motivation by implementing several policies such as compensation and rewards if employees show their best performance. Company management is also obliged to maintain good communication with employees without losing work professionalism, so as to create a good and communicative cooperative relationship. In addition, PT. Mitra Pangan Nusantara must reduce employee work stress by adjusting the workload given and reducing work pressure so that employee satisfaction levels can be well maintained.

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