The Influence Of Job Stress, Job Motivation and Job Satisfaction On Employee Performance At Pt Pancaran Sinar Rajawali Indonesia

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ABSTRACT. The aim of this research is to examine the influence of work stress, work motivation and job satisfaction on employee performance at PT Pancaran Sinar Rajawali Indonesia, both simultaneously and partially. This research uses an explanatory quantitative approach. The number of samples in this study was 35 respondents The results of this research in hypothesis 1 obtained the results of $t_{count} > t_{table}$ (2.362 > 1.989) with a significance level of 0.02 (0.02 < 0.05) Hypothesis 2 obtained the results of $t_{count} > t_{table}$ (2.398 > 1.989) with a level of significance of 0.02 (0.02 < 0.05). Hypothesis 3 obtained the results of $t_{count} > t_{table}$ (2.659 > 1.989) with a significance level of 0.01 (0.01 < 0.05). Hypothesis 4 obtained the results of $F_{count} > F_{table}$ (7.566 > 2.717) with a significance level of 0.00 (0.00 < 0.05) which means there is a significant influence between work stress, work motivation and job satisfaction on employee performance. The conclusion of this research is that in hypotheses 1 to hypothesis 4 there is a significant influence on work stress, work motivation and job satisfaction on the performance of PT Pancaran Sinar Rajawali Indonesia employees.

Keywords : Job Stress, Work Motivation, Job Satisfaction, Performance

INTRODUCTION

Every company has a goal to achieve maximum results, this goal can be achieved, one of which is if the company is connected by good cooperation. Apart from that, the quality of human resources such as company managers and employees also greatly determines the success of the company itself. If the company has reliable human resources, then employee performance at work will be high and the results will also be maximum. Therefore, every employee in the company is expected to achieve quality work results in carrying out their work (Partika et al., 2020) .

Efforts to improve employee performance include paying attention to work stress. Stress is a condition in which a person experiences tension because of conditions that influence him, these conditions are obtained from within a person or from the environment outside a person. Reducing the stress experienced by employees will definitely improve the quality within the organization. Work stress can have positive consequences (eustress) which are necessary to produce high performance, but in general work stress is more detrimental to the employee and the company (Munandra, 2008). The negative impacts caused by work stress can include physiological, psychological and behavioral symptoms (Robbins, 2007).

To produce optimal performance, work motivation is needed so that organizational goals can be achieved. Munandar (2010) states that motivation is a process where needs encourage a person to carry out a series of activities that lead to the achievement of certain goals which,

if successfully achieved, will satisfy and fulfill these needs. This will encourage work enthusiasm and encourage the achievement of organizational goals.

The scope of this research is PT Pancaran Sinar Rajawali Indonesia. is a company operating in the automotive sector located in modern Cibeber, Cilegon City-Banten. This company carries out activities in the manufacture of speedometers, instrument panels and electrical parts for vehicles. The management of PT Pancaran Sinar Rajawali Indonesia has made efforts oriented towards improving the performance of its employees. However, the reality still does not meet the company's ideal expectations. From the results of the interviews that were conducted, it was found that the problem at PT Pancaran Sinar Rajawali Indonesia was experiencing a decrease in demand. As a result, the decrease in demand reduces production capacity, resulting in workforce adjustments. With declining sales, of course employees have to work hard to be able to continue to survive. Maintaining consumers from switching to other companies. Because stress is a psychophysical phenomenon that is human in nature, which occurs within every employee when dealing with their daily work. The company PT Pancaran Sinar Rajawali Indonesia strives hard to provide solutions and existing deficiencies. One of them is by frequently holding effective communication, motivating employees to find out about existing problems.

Phenomena that occur related to Job Stress and Work Motivation on Employee Performance: Employee balance in work at the PT company. DSI was also disrupted due to a decrease in demand which had an impact on employees with a workforce adjusted by the company. Apart from that, employees feel excessive work stress due to the level of difficulty, task demands, and workload so that work can be completed on time determined by the company. However, the company manager PT. DSI strives to motivate its employees to be more enthusiastic at work.

Based on previous research conducted by Cokorda Istri Ari Sintya Dewi and I Made Artha Wibawa (2016), namely regarding the influence of work stress and work motivation on employee performance at PT. Bank BPD Bali Ubud Branch, which stated that work stress had a significant effect on employee performance at PT. Bank BPD Bali Ubud Bali Branch.

Research conducted by Dewi Putri Anjar Wulan, Syamsu Alam, Fauziah Umar (2018) stated that work stress and work motivation have a positive and significant effect on employee performance. However, there is also previous research which states that work stress has a positive and insignificant effect on employee performance, such as research conducted by Desi Kristanti and Ria Lestari Pangastuti (2019) regarding the effect of work stress, work

motivation, and work environment on employee performance production part (Case study ad UD Pratama Karya, Kediri city). This research shows that work stress and work motivation have a positive and insignificant effect on employee performance. This difference is caused by different forms of work.

Job satisfaction will encourage employees to perform better. Better performance will lead to higher economic and psychological rewards. If the rewards are seen as appropriate and fair then there will be greater satisfaction because employees feel that they are receiving rewards commensurate with their achievements. On the other hand, if rewards are seen as not commensurate with the level of achievement then uncertainty tends to arise. According to Robbins (2001:179) states that "Job satisfaction is an individual's general attitude towards his work". According to Handoko (2000: 193) states that job satisfaction (Job Satisfaction) is a pleasant or unpleasant emotional state with which employees view their work. This opinion can be understood to mean that employees must be placed in jobs that suit their abilities and skill background. According to Davis (2002: 105) states that "job satisfaction is a set of employees' feelings about whether their work is pleasant or unpleasant". So job satisfaction has a very important meaning, both from the perspective of workers and companies as well as for society in general. Therefore, creating conditions of positive value in the work environment of a company is absolutely the obligation of every level of leadership of the company concerned.

Judging from the number of employees, it is not an easy thing for management to ensure job satisfaction for each employee. Overall job satisfaction may be an impossible task for management as mentioned above that job satisfaction is individual, each individual will have a different level of satisfaction according to the value system that applies within him. There are still employees who arrive approximately 10-15 minutes late after break time. This may be closely related to the core of the problem, namely the job satisfaction of each employee which is not paid enough attention by management and the lack of communication interaction between superiors and employees.

The lack of clarity in employee duties and functions has implications for decreasing job satisfaction, thereby indirectly affecting the organization's performance in handling its obligations. With the large number of employees working and also various individual backgrounds and differences in interests or job satisfaction who are faced with demands for professionalism in order to continue to maintain management's commitment to always provide the best service for customers, employee job satisfaction needs to be given more

attention. Maintaining the job satisfaction of each individual in the organization will be a difficult job for management.

LITERATURE STUDY

Understanding Job Stress

Human resources are the most important asset and must be owned by every company because the progress of a company depends on its human resources. But often human resources are required by companies to further improve their abilities and skills in carrying out a job and without realizing it, this can make employees feel stressed which will later affect job satisfaction and employee performance. Stress is a general term that can be interpreted as life pressure that is felt to be too difficult for a person. Stress will occur if an individual is unable to understand his limitations regarding something. This inability will later cause feelings of frustration, anxiety, and guilt which are the beginnings of the stress. (Noor et al., 2016)

According to Hasibuan (2012:204) people who experience stress become nervous and experience chronic worry so that they often become angry, aggressive, unable to relax or show an uncooperative attitude. Job stress can be defined as the pressure that employees feel because they cannot fulfill their work tasks. This means that stress arises when employees are unable to cope in a workplace that is increasingly diverse and sometimes in conflict with one another, family problems, excessive workload and many other challenges that make stress a factor that is almost impossible to avoid. (Gunawan, 2018) . Handoko (2010:204) believes that if an employee experiences too much stress, it will disrupt that person's ability to deal with their environment and the work they will do. Gibson et al (2021:39), state that work stress is an adjustment response mediated by individual differences and psychological processes which are a consequence of every external action (environment), situation or event that places excessive psychological or physical demands. to someone. According to Sulastri & Onsardi, (2020) stated that work 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 terms of the work environment and the environment outside work.

From several definitions according to the experts above, it can be concluded that work stress is experienced by employees where they experience an imbalance between physical and psychological so that people who experience work stress become nervous. Therefore, work stress must be handled well and leaders must respond quickly, because it will have an

impact on employee performance. Job Stress Indicators according to Robbins, (2010) task demands, are factors that are linked to a person's work such as working conditions, work arrangements, physical location. Journal sources (Ravika Putri Syali, 2017) namely: Role demands, related to the pressure placed on a person as a function of a particular role played in an organization, interpersonal demands, which are pressures created by other employees, organizational structure, agency description which is characterized by an unclear organizational structure, lack of clarity regarding positions, roles, authority and responsibilities. Organizational leadership provides a management style for the organization, several parties in it can create an organizational climate that involves tension, fear and anxiety.

Work motivation

Work motivation is very necessary, this can make performance in the organization better. According to Munandar (2010) motivation is a process where needs encourage a person to carry out a series of activities that lead to the achievement of certain goals which, if successfully achieved, will satisfy or fulfill these needs. Lusri & Siagian, (2017) stated that the elements of work motivation consist of behavioral direction, level of effort, and level of persistence. Direction of behavior is the behavior a person chooses at work, measured through the desire to complete work and obedience to regulations. The level of effort refers to how hard a person tries to work according to the behavior that has been chosen, measured through seriousness in work and the desire to be better than before. The level of persistence is how hard employees will continue to try to carry out the chosen behavior, measured through the desire to develop skills and advance the company as well as persistence in working even though the environment is less supportive. Work motivation can simply be interpreted as "motivating" which implicitly means that the leader of an organization is in the midst of his subordinates, thus being able to provide guidance, instructions, advice and correction if necessary. Siagian, (2010:12). Meanwhile, another opinion says that motivation is a desire that exists in an individual that stimulates him to take action. Winardi, (2011:12). It has long been known that humans are social creatures. As a social creature, he needs affection, recognition of his existence, and a sense of wanting to have these various needs. This is related to high work motivation which will greatly influence the development and progress of an organization, and conversely, an organization that motivates the work of its members weakly will certainly experience stagnation and even decline. In the journal Rahmatullah

(2012) the indicators of work motivation are as follows: Providing training, Good welfare, Regular motivation, Wide opportunities for promotion

Job satisfaction

Job satisfaction is a form of a person's feelings towards his job, work situation and relationships with coworkers. Thus, job satisfaction is an important aspect that an employee must have, they can interact with their work environment so that work can be carried out well and according to company goals. According to Suwarno and Donni Juni Priansa (2011: 263), "job satisfaction is the way an individual feels about their work which results from the individual's attitude towards various aspects contained in the work". A similar understanding was also put forward by Wibowo (2011: 501), namely "job satisfaction is the degree of positive or negative feelings a person has regarding various aspects of work tasks, the workplace and relationships with fellow workers". Hani Handoko (2000: 193) argues that "job satisfaction is a pleasant or unpleasant emotional state with which employees view their work". This feeling is a reflection of the adjustment between what is obtained and what is expected. Meanwhile, according to Malayu SP Hasibuan (2013: 202), "job satisfaction is an emotional attitude that is pleasant and loves one's work. This attitude is reflected in work morale, discipline and work performance." Meanwhile, another opinion regarding job satisfaction was put forward by (Wijaya, 2018) , namely: Job satisfaction is an employee's emotional state where there is or is not a meeting point between the value of employee remuneration from the company/organization and the level of remuneration value that is desired by the employee. concerned. Remuneration is a reward given to employees for the services and achievements they have provided for the company. Rewards can be financial or non-financial. If job satisfaction occurs then employees show a positive attitude towards all work that is their duty in the work environment. Job satisfaction felt by employees is generally reflected in the employee's positive attitude towards work and everything they face or are assigned to in the work environment. On the other hand, if job satisfaction is not achieved, it can have negative consequences for the company. These bad consequences can be in the form of laziness, absenteeism, work strikes, labor turnover and other detrimental bad consequences. Based on several opinions regarding the meaning of job satisfaction, it can be concluded that job satisfaction is the way an individual feels about work which results from the individual's attitude towards various aspects contained in the job. The level of employee job satisfaction can be determined by measuring the employee's job satisfaction. Measuring job satisfaction can be useful in determining organizational policies. Wibowo

(2011: 511-512) shows that there are three ways to measure job satisfaction, namely: 1) *Rating scales and questionnaires* Rating scales and questionnaires are the most commonly used approach to measuring job satisfaction using questionnaires where rating scales are specifically prepared. Using this, people answer questions that allow them to report their reactions to their work. 2) Critical incidents Here individuals describe incidents that relate to their work that they feel are particularly satisfying or dissatisfying. 3) Interviews Interviews are a procedure for measuring job satisfaction by conducting face-to-face interviews with workers. This is done by carefully asking questions to workers and systematically recording the answers.

Performance

Performance is the ability to complete a task or job. Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the organization. Employee performance is very important in an organization's efforts to achieve its goals. According to Wibowo (2007:7), performance is "the process of plans that have been prepared. The performance process is carried out by human resources who have the ability, competence, motivation and interests." Meanwhile, according to Mangkunegara (2002:67), employee performance is "the result of work in terms of quality, namely the amount or amount of work produced by the employee and quality, namely the quality of work achieved by an employee in carrying out his duties with time to complete the tasks and responsibilities given to him". Viewed from   another expert's point of view, according to Handri Nawawi (2006:63), "performance can be said to be high if a work target can be completed at the right time or does not exceed the time limit provided. Performance becomes low if it is completed beyond the allotted time limit or is not completed at all." Meanwhile, according to Suyadi Prawirosentono (2008:2), performance is "performance results that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve organizational goals, without violating the law and in accordance with morals." and ethics." From the definitions above, it can be concluded that employee performance is the employee's ability to carry out their work diligently, where the work can be completed in a timely manner.

According to Harsuko, (2011) performance is the extent to which a person has played a role in implementing the organization's strategy, either in achieving specific targets related to the individual's role or by demonstrating competencies that are stated to be relevant to the

organization. Performance is a multi-dimensional concept covering three aspects, namely *attitude, ability* and *accomplishment.*

Based on the description above, by recording the work results (process) achieved by an employee in carrying out a job, it can be determined by achieving targets during the time period achieved by the organization. The quality of employee work directly affects company performance. In order to get optimal employee contribution, management must understand in depth the strategies for managing, measuring and improving performance, which starts first. By determining performance benchmarks. There are six indicators for measuring individual employee performance according to Robbins (2013:26). Journal source (Ravika Putri Syali, 2017). Namely: Quality, work quality is measured from employee perceptions of the quality of the work produced as well as the perfection of tasks regarding the employee's skills and abilities. Quantity, is the amount produced expressed in terms of the number of units, the number of activity cycles completed. Timeliness is the degree to which activities are completed at the start of the stated time, seen from the point of view of coordinating with output results and maximizing the time available for other activities. Effectiveness is the degree to which the use of organizational resources (energy, money, technology, raw materials) is maximized with the aim of increasing the results of each unit in the use of resources. Independence is the level of an employee who will later be able to carry out his work functions.

From various expert opinions, the author can conclude that employee performance is the result of work produced by employees both in terms of quality and quantity of work and can be accounted for according to their role in the organization or company in accordance with their abilities, skills and completing their work.

RESEARCH METHODS

This research was carried out at PT Pancaran Sinar Rajawali Indonesia, therefore the author wants to know how work stress, work motivation and job satisfaction are and how they are related to how influence work stress, work motivation and job satisfaction have on employee performance at PT Pancaran Sinar Rajawali Indonesia In this research, the research objects used are the employees of PT Pancaran Sinar Rajawali Indonesia which is located on Jalan JL. Raya Merak Jaya, Cilegon City, Banten 42422. associative descriptive qualitative research, which is a useful method for analyzing the relationship of a variable with other

variables. In this descriptive method, data collection and data preparation will be carried out, analyzing and interpreting the meaning of the data that has been collected between the variables studied. Meanwhile, the associative method is an assumption about the existence of a relationship between variables in a population that will be tested through the relationship between variables in a sample that will be taken from that population. Sugiyono in the book Statistics for Research (2010:224). The total population at PT Pancaran Sinar Rajawali Indonesia Cilegon Banten is 35 employees. Because the population is only 35 people, the sampling technique in this research is saturated sampling. The instruments used to measure variables in this research are validity tests and reliability tests.

The Classic Assumption Test consists of the Normality Test, Multicollinearity Test, Heteroscedasticity Test. Hypothesis testing used in this research was carried out using the linear regression method. Correlation analysis aims to measure the strength of the linear association (relationship) between two variables, coefficient of determination (R^2), Hypothesis Testing: t test and f test

RESULTS AND DISCUSSION

Instrument Testing Results

Validity test

The validity tests are as follows:

Table 1 Validity Test of Job Stress Variables (X_1)

No	r_{count}	r_{table} (n=85)	Decision
SK_1	0.368	0.213	Valid
SK_2	0.627	0.213	Valid
SK_3	0.476	0.213	Valid
SK_4	0.594	0.213	Valid
SK_5	0.584	0.213	Valid

Source: SPSS 25 Data Processing Results

Based on table 1, when testing the validity of each statement item that was asked of the respondents, it is known that the Job Stress variable item (X_1) has a correlation above 0.213 with the total answer. For this reason, the author states that the statement items in the Job Stress variable are valid. Furthermore, knowing the validity test of the Work Motivation variable (X_2) can be seen through the following description:

Table 2 Validity Test of Work Motivation Variables (X $_2$)

No	r $_{count}$	r $_{table}$ (n=85)	Decision
MK_1	0.518	0.213	Valid
MK_2	0.551	0.213	Valid
MK_3	0.619	0.213	Valid
MK_4	0.627	0.213	Valid
MK_5	0.503	0.213	Valid
MK_6	0.500	0.213	Valid
MK_7	0.518	0.213	Valid
MK_8	0.559	0.213	Valid
MK_9	0.618	0.213	Valid
MK_10	0.625	0.213	Valid
MK_11	0.509	0.213	Valid
MK_12	0.503	0.213	Valid
MK_13	0.581	0.213	Valid

Source: SPSS 25 Data Processing Results

Based on table 2, in testing the validity of each statement item that will be questioned to respondents, it is known that all items of the Work Motivation variable (X $_2$) have a correlation above 0.213 with the total answer. For this reason, the author states that the statement items in the Work Motivation variable are valid. Furthermore, knowing the validity test of the Job Satisfaction variable (X $_3$) can be seen through the following description:

Table 3 Validity Test of the Job Satisfaction Variable (X $_3$)

No	r $_{count}$	r $_{table}$ (n=85)	Decision
KP_1	0.510	0.213	Valid
KP_2	0.562	0.213	Valid
KP_3	0.586	0.213	Valid
KP_4	0.562	0.213	Valid
KP_5	0.487	0.213	Valid
KP_6	0.467	0.213	Valid
KP_7	0.510	0.213	Valid
KP_8	0.562	0.213	Valid
KP_9	0.586	0.213	Valid
KP_10	0.562	0.213	Valid
KP_11	0.487	0.213	Valid
KP_12	0.467	0.213	Valid
KP_13	0.510	0.213	Valid
KP_14	0.562	0.213	Valid

| KP_15 | 0.586 | 0.213 | Valid |

Source: SPSS 25 Data Processing Results

Based on table 3, when testing the validity of each statement item that will be questioned to respondents, it is known that all items of the Job Satisfaction variable (X3) have a correlation above 0.213 with the total answer. For this reason, the author states that the statement items in the Job Satisfaction variable are valid. Furthermore, knowing the validity test of the Employee Performance variable (Y) can be seen through the following description:

Table 4 Validity Test of Employee Performance Variables (Y)

No	r_{count}	r_{table} (n=85)	Decision
KP_1	0.593	0.213	Valid
KP_2	0.422	0.213	Valid
KP_3	0.506	0.213	Valid
KP_4	0.272	0.213	Valid
KP_5	0.551	0.213	Valid

Source: SPSS 25 Data Processing Results

Based on table 4, in testing the validity of each statement item that will be questioned to respondents, it is known that all items of the Employee Performance variable (Y) have a correlation above 0.213 with the total answer. For this reason, the author states that the statement items in the Employee Performance variable are valid.

Reliability Test

The following are the results of reliability testing for the two research variables, namely work motivation and employee performance.

Table 5 Reliability Test for Job Stress Variables (X$_1$)

Reliability Statistics

Cronbach's Alpha	N of Items
,644	5

Source: SPSS 25 Data Processing Results

Table 6 Reliability Test of Work Motivation Variables (X$_2$)

Reliability Statistics

Cronbach's Alpha	N of Items

Reliability Statistics

Cronbach's Alpha	N of Items
,701	13

Source: SPSS 25 Data Processing Results

Table 7 Reliability Test of Job Satisfaction Variables (X_3)

Reliability Statistics

Cronbach's Alpha	N of Items
,648	15

Source: SPSS 25 Data Processing Results

Table 8 Reliability Test for Employee Performance Variables (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,626	5

Source: SPSS 25 Data Processing Results

Table 9 Recapitulation of Reliability Test Values

Variable	Cronbach's Alpha value	*Scale of thumb, nunally*	Conclusion
Job Stress (X_1)	0.644	0.60	Reliable
Work Motivation (X_2)	0.701	0.60	Reliable
Job Satisfaction (X_3)	0.648	0.60	Reliable
Employee Performance (Y)	0.626	0.60	Reliable

Source: Primary data processed by SPSS

Based on table 9, the results of reliability testing with Cronbach's Alpha provide that if the *Cronbach's alpha value* is > than the correlation coefficient of 0.6 (*scale of thumb, nunally*) then the instrument is said to be reliable and can be used for further testing.

Classic assumption test

Normality Test Results

The normality test is used to determine whether the residuals studied are normally distributed or not.

***Kolmogorov Smirnov One Sample* Normality Test**

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		35
	Mean	.0000000
Normal Parameters a, b	Std. Deviation	3.48868035
Most Extreme Differences	Absolute	,039
	Positive	,027
	Negative	-.039
Kolmogorov-Smirnov Z		,364
Asymp. Sig. (2-tailed)		,999
a. Test distribution is Normal.		
b. Calculated from data.		

Source: SPSS 25 Data Processing Results

Based on table 4.22, in the normality test with *Kolmogorov-Smirnov,* the significance value (*Asymp. Sig. 2-tailed)* from the data normality test was obtained at 0.999. This means that the residual data is normally distributed because the significance is above 0.05
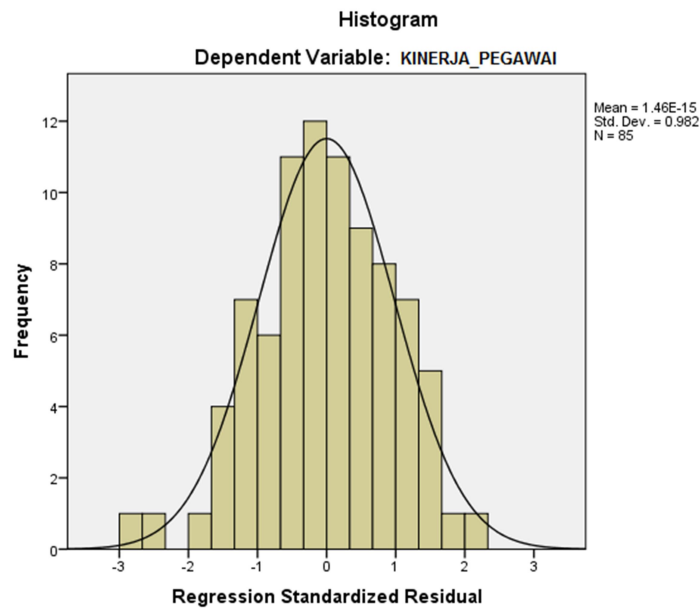
Figure 1 Histogram Normality Test

Based on Figure 1, it can be seen that the distribution pattern is normal because the curve forms a bell.

Multicollinearity Test Results

To determine whether there is multicollinearity between variables. One way is to look at the *Variance Inflation Factor* (VIF) value of each dependent independent variable as shown in the following table:

Table 11 Multicollinearity Test

Coefficients [a]

| Model		Collinearity Statistics	
		Tolerance	VIF
1	Job Stress (X1)	.35 2	1,051
	Work Motivation (X2)	,935	1,005
	Job Satisfaction (X3)	.35 7	1,045
a. Dependent Variable: Employee Performance (Y)			

Source: SPSS 25 Data Processing

Based on table 11 in the multicollinearity test, it can be seen that the *Variance Inflation Factor* (VIF) value obtained is 1.051 (X_1), 1.005 (X_2) and 1.045 (X_3) and *the Tolerance* obtained is 0.35 2 (X_1), 0.935 (X_2) and 0.35 7 (X_3). The decision result for the multicollinearity test is that if the VIF < 10 and the *tolerance value* > 0.10, it can be interpreted that there is no multicollinearity, so it can be concluded that the model used does not contain symptoms of multicollinearity.

Heteroscedasticity Test Results

To find out whether or not there is heterodasticity that occurs in the residual values in the model below, the method used is to compare the significant values with the basic Employee Performance, namely 0.05 with the aim of knowing the dissimilarity of variance and residuals from one observation to another.
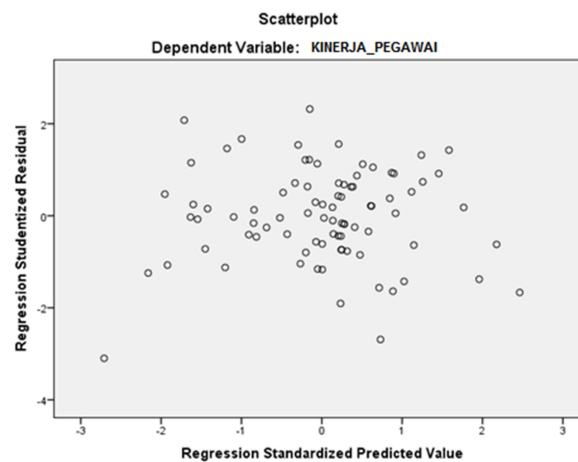
Source: SPSS 25 Data Processing

Figure 2 Heterodasticity Test

Table 12 Heteroscedasticity Test with *Glejser Test*

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,631	4,296		,612	,542
	Job Stress (X1)	,057	,061	.106	,946	,347
	Work Motivation (X2)	,036	,062	,064	,579	,564
	Job Satisfaction (X3)	-.089	,070	-.142	-1,274	,206
a. Dependent Variable: Purchase_Decision						

Source: SPSS 25.0 Output Results

Based on table 12 above, it is known that the value of sig > a (0.05) for all variables is homoscedacity as evidenced by the significance value of the *Glejser test* on the Job Stress variable of 0.347, the Work Motivation variable of 0.564 and the Job Satisfaction variable of 0.206. And it can be said that this shows no heteroscedasticity occurs in the regression model in this study, and the independent variables can be stated as not experiencing heteroscedasticity.

Test Analysis

Determination Coefficient Test Results

The coefficient of determination shows what percentage of the variation (rise and fall) of the *dependent variable* can be explained or explained by the variation in the independent variable. The coefficient of determination is a correlation coefficient and is expressed in percent form.

Table 13 Coefficient of Determination

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.468 [a]	,219	,190	3.55270
a. Predictors: (Constant), Job Satisfaction (X3), Work Motivation (X2), Job Stress (X1)				
b. Dependent Variable: Employee Performance (Y)				

Source: SPSS 25 Data Processing

Based on table 13 Multiple Determination Coefficient R 0.468, this shows that the influence of the value 0.468 according to the coefficient of determination table is in the interval class 0.400 – 0.599, which shows that the influence of the coefficient of determination is quite strong. Based on table 13, the Adjusted R Square Determination Coefficient value is 0.190. This can be interpreted that the variables Job Stress (X_1), Work Motivation (X_2), and Job Satisfaction (X_3) influence 19.00% of Employee Performance (Y) while the remaining 81% is influenced by other factors including Training, Compensation, Transfers, Career Path, Employee Loyalty, and so on

Multiple Linear Regression Coefficient Test Results

Next, to find out the predictions between the *independent variables,* namely Job Satisfaction and Work Motivation, on the dependent variable, namely Employee Performance, using the help of the SPSS 25 program, a multiple regression coefficient output is produced as follows:

Table 14 Multiple Regression Test

Coefficients [a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,818	7,059		1,249	,215
Job Stress (X1)	,235	,099	,238	2,362	.021
Work Motivation (X2)	,245	.102	,236	2,398	.019
Job Satisfaction (X3)	,307	,115	,267	2,659	,009
a. Dependent Variable: Employee Performance (Y)					

Source: SPSS 25 Data Processing

Based on table 4.2 5 in the multiple regression test, the following equation can be formed:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 8.818 + 0.235.X_1 + 0.245.X_2 + 0.307.X_3 + e$$

Y = Dependent Variable (Employee Performance)

a = Constant

$b_1 b_2$ = Regression Coefficient

X_1 = Independent Variable (Work Stress)

X_2 = Independent Variable (Work Motivation)

X_3 = Independent Variable (Job Satisfaction)

Based on the regression line equation obtained, the regression model can be interpreted as follows:

1. The constant coefficient value = 8.818, this means that if the value of Job Stress (X_1), Work Motivation (X_2) and Job Satisfaction (X_3) is equal to zero, then the level or magnitude of Employee Performance (Y) is 8.818 units.

2. The coefficient value b_1 = 0.235 means that, if the Job Stress value (X_1) increases by 1 unit, while the other independent variables are constant, then the level of the Employee Performance variable (Y) will increase by 0.235 units.

3. Coefficient value b_2 = 0.245. This explains that, if the value of Work Motivation (X_2) increases by 1 unit, while the other independent variables are constant, then the level of the Employee Performance variable (Y) increases by 0.245 units.

4. Coefficient value b_3 = 0.307. This explains that, if the value of Job Satisfaction (X_3) increases by 1 unit, while the other independent variables are constant, then the level of the Employee Performance variable (Y) increases by 0.307 units.

Hypothesis test

T Test (Partial)

To test whether the previously determined hypothesis is accepted or rejected, by comparing the $_{calculated\ t}$ with the t $_{table}$. The results obtained from SPSS version 21 are as follows:

Table 15 t Test (Partial) Effect of Job Stress (X $_{1)}$ on Employee Performance (Y)

Coefficients ^{a}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,818	7,059		1,249	,215
	Job Stress (X1)	,235	,099	,238	2,362	.021
	Work Motivation (X2)	,245	.102	,236	2,398	.019
	Job Satisfaction (X3)	,307	,115	,267	2,659	,009
a. Dependent Variable: Employee Performance (Y)						

Source: SPSS 25 Data Processing

The following is the development of the hypothesis proposed as follows:

1. **Testing Hypothesis 1 on the Effect of Job Stress (X $_{1)}$ on Employee Performance (Y)**

   Based on table 15, the calculation results obtained show that the t $_{count}$ is 2.362, whereas in the t $_{table}$ with the provisions on degrees of freedom (dk) = n–3 (85-3 = 82), the t $_{table}$ is 1.989, so the result is t $_{count}$ > t $_{table.}$ (2.362 > 1.989) with a significance level of 0.02 (0.02 < 0.05) it can be concluded that there is a significant influence of Job Stress on Employee Performance at PT Pancaran Sinar Rajawali Indonesia, this means that if Job Stress increases it will increase Employee Performance at PT Pancaran Sinar Rajawali Indonesia.

2. **Testing Hypothesis 2 on the Effect of Work Motivation (X $_{2)}$ on Employee Performance (Y)**

   Based on table 15, the t $_{count}$ is 2.398, whereas in the t $_{table}$ with the provisions on degrees of freedom (dk) = n–3 (85-3 = 82), the t $_{table}$ is 1.989, so the t count $_{>}$ t $_{table}$ (2.398 > 1.989) is obtained. with a significance level of 0.02 (0.02 < 0.05) it can be concluded that there is a significant influence of Work Motivation on Employee Performance at PT Pancaran Sinar Rajawali Indonesia, this means that if Work

Motivation increases it will increase Employee Performance at PT Pancaran Sinar Rajawali Indonesia.

3. **Testing Hypothesis 3 on the Effect of Job Satisfaction (X_3) on Employee Performance (Y)**

   Based on table 15, the calculation results show that the t_{count} is 2.659, whereas in the t_{table} with the provisions on degrees of freedom (dk) = n–3 (85-3 = 82), the $t_{table\ is}$ $_{obtained\ at\ 1.989\ so\ that\ the\ t\ count}$ > t_{table} (2.659) is obtained. > 1.989) with a significance level of 0.01 (0.01 < 0.05) it can be concluded that there is a significant influence of Job Satisfaction on Employee Performance at PT Pancaran Sinar Rajawali Indonesia, this means that if Job Satisfaction increases it will increase Employee Performance At PT Pancaran Sinar Rajawali Indonesia.

F Test (Simultaneous)

Hypothesis 4 on the Influence of Job Satisfaction (X_1) and Work Motivation (X_2) and Job Satisfaction (X_3) on Employee Performance (Y). In the F test to prove whether the independent variables together or simultaneously have an influence on the dependent variable, the F test is carried out as follows:

Table 4.28 F Test (Simultaneous)

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	286,469	3	35,490	7,566	,000 [b]
	Residual	1022,355	81	12,622		
	Total	1308.824	84			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Job Satisfaction (X3), Work Motivation (X2), Job Stress (X1)						

Source: SPSS 25 Data Processing

Based on the table above, the $_{calculated\ F\ test}$ = 7.566, while the $F_{table\ value}$ obtained at Degrees of Freedom (dk) = n–k–1 or 85-3-1= 81 is 2.717 so that the $F_{calculated}$ > F_{table} (7.566 > 2.717) is obtained. with a significance level of 0.00 (0.00 < 0.05) which means that there is a significant influence between Job Stress, Job Motivation and Job Satisfaction together on Employee Performance at PT Pancaran Sinar Rajawali Indonesia.

Discussion

The Effect of Job Stress on Employee Performance

The test results for hypothesis 1 obtained t $_{count}$ > t $_{table}$ (2.362 > 1.989) with a significance level of 0.02 (0.02 < 0.05) so it can be concluded that there is a significant influence of Job Stress on Employee Performance at PT Pancaran Sinar Rajawali Indonesia, this means that if work stress increases it will increase employee performance at PT Pancaran Sinar Rajawali Indonesia. Job Stress is a representation of the overall perception of performance. Job stress plays an important role for companies. The company's goal is to create performance stability that always increases the resulting performance. Job stress is not very desirable by companies. If PT Work Stress for employees at PT Pancaran Sinar Rajawali Indonesia has a positive value in the eyes of employees, it will cause a high decline in employee performance towards the resource performance desired by employees. The results of this research are consistent with research that is supported by research by Massie (2018), with the results that work stress has a negative and significant effect on employee performance, the higher the work stress, the lower the employee's performance. which states that work stress influences employee performance.

The Influence of Work Motivation on Employee Performance

The test results for hypothesis 2 obtained t $_{count}$ > t $_{table}$ (2.398 > 1.989) with a significance level of 0.02 (0.02 < 0.05) so it can be concluded that there is a significant influence of work motivation on employee performance at PT Pancaran Sinar Rajawali Indonesia, this means that if work motivation increases it will increase employee performance on PT Pancaran Sinar Rajawali Indonesia products. With motivation, employees will also remain motivated and improve performance, thereby enabling the company to achieve company goals as well. The aim of motivation is to achieve a sense of shared purpose by ensuring as far as possible that the needs and desires of the organization are aligned with those of its members. After looking at the research results, it clearly shows that work motivation has a significant effect on employee performance at the Pekanbaru search and rescue office (basarnas) simultaneously and partially. It can be seen from the Questionnaire Results on Quality and Quantity Performance Indicators. In the opinion of Afandi (2018) who stated the results of his research that work motivation influences employee performance.

The Effect of Job Satisfaction on Employee Performance

The test results for hypothesis 3 obtained t $_{count}$ > t $_{table}$ (2.659 > 1.989) with a significance level of 0.01 (0.01 < 0.05) so it can be concluded that there is a significant

influence of Job Satisfaction on Employee Performance of PT Pancaran Sinar Rajawali Indonesia, this means that if Job Satisfaction increases it will increase the Performance of PT Pancaran Sinar Rajawali Indonesia Employees. Fulfilling high employee expectations regarding company performance will result in high satisfaction scores which are also high due to Job Satisfaction performance, if Job Satisfaction is in line with employee expectations then the employee's tendency to create employee desires and perform is also high, and vice versa if employee expectations are not If fully fulfilled, the employee's desire for the Job Satisfaction offered will not be achieved and the likelihood of the employee leaving will be higher. Increasing job satisfaction will make the company's performance gain high profits which can also maintain the company's survival. The results of this research are in accordance with research by Rahayu, T., Eka Atmaja, H., & Ikhwan, K. (2023) which states that job satisfaction has a significant effect on employee performance.

The Effect of Job Stress, Product Quality, Job Satisfaction on Employee Performance

The results of testing hypothesis 4 showed that $F_{count} > F_{table}$ (7.566 > 2.717) with a significance level of 0.00 (0.00 < 0.05) which means that there is a significant influence between Job Motivation and Job Satisfaction together on PT Pancaran Sinar Rajawali Indonesia Employee Performance. In this simultaneous test, the researcher believes that employee performance must be maintained and improved in accordance with the indicators of work stress, work motivation and job satisfaction together with the employee performance of PT Pancaran Sinar Rajawali Indonesia.

Research Limitations

This research has research limitations, several research limitations are described as follows: The researcher's ability to determine questions in the questionnaire which are not fully in accordance with previous conditions, the researcher's funds and time are not sufficient to improve the expected research quality.

CONCLUSION

From the description and discussion in the previous chapters regarding the influence of Job Stress (X_1) and Work Motivation (X_2) and Job Satisfaction (X_3) on Employee Performance (Y), the following conclusions can be drawn: Results of testing the hypothesis 1. The results obtained were $t_{count} > t_{table}$ (2.362 > 1.989) with a significance level of 0.02 (0.02 < 0.05), so it can be concluded that there is a significant influence of Job Stress on the Performance of

PT Pancaran Sinar Rajawali Indonesia Employees. The test results for hypothesis 2 were obtained by $t_{count} > t_{table}$ (2.398 > 1.989) with a significance level of 0.02 (0.02 < 0.05) so it can be concluded that there is a significant influence of Work Motivation on PT Pancaran Sinar Rajawali Employee Performance Indonesia. The test results for hypothesis 3 obtained $t_{count} > t_{table}$ (2.659 > 1.989) with a significance level of 0.01 (0.01 < 0.05) so it can be concluded that there is a significant influence of Job Satisfaction on Employee Performance of PT Pancaran Sinar Rajawali Indonesia. The test results for hypothesis 4 showed that $F_{count} > F_{table}$ (7.566 > 2.717) with a significance level of 0.00 (0.00 < 0.05) which means that there is a significant influence between Job Stress, Job Motivation and Job Satisfaction together. the same for the employee performance of PT Pancaran Sinar Rajawali Indonesia.

Based on the conclusions above, the author can provide the following suggestions: Employees of PT Pancaran Sinar Rajawali Indonesia can increase work stress, so they can reduce it by improving the attributes and indicators of work stress on measuring instruments that have been researched by researchers, Management of PT Pancaran Sinar Rajawali Indonesia need to pay attention and encourage to motivate its employees. The results of this research show that Job Satisfaction has the most dominant influence on Employee Performance. This means that PT Pancaran Sinar Rajawali Indonesia must pay more attention to the level of Job Satisfaction by increasing and improving job satisfaction indicators by management. Future researchers are expected to further expand the research object not only to the variables studied in this research but also to other variables so that complete information is obtained about the factors that influence employee performance and subsequent research can be more useful.

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