



## The Influence of Motivation and Work Stress on Employee Performance at the Atjeh Connection

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### ABSTRACT

This research aims to determine whether motivation partially has a positive and significant effect on employee performance at The Atjeh Connection. To find out whether work stress partially has a positive and significant effect on employee performance at The Atjeh Connection. To determine whether motivation and work stress together have a positive and significant effect on employee performance at The Atjeh Connection. This research method uses a quantitative descriptive method, with data collection techniques utilizing questionnaires. The population consists of 45 employees of The Atjeh Connection. The sampling can be done using saturated sampling, totaling 45 employees. The data analysis technique employed is Simple Linear Regression Analysis, Multiple Linear Regression Analysis, Correlation Coefficient Test, Determination Coefficient Test, T Test, and F Test with calculations using SPSS 24 for Windows. The results of this study indicate that: Work motivation has a significant effect on employee performance. The t count value is greater than the t table ( $3.924 > 2.018$ ) and the significance is less than 5% (0.050). Work stress has a significant effect on employee performance. The t test value is greater than the t table ( $2.437 > 2.018$ ) and the significance is less than 5% (0.050). Work motivation and work stress significantly affect employee performance. The F count value is greater than the F table ( $\alpha 0.05$ ) or  $13.678 > 3.22$ , with a significance level of 0.000 because  $0.000 < 0.05$

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## **INTRODUCTION**

Corporate management plays a central role in managing the operations and performance of the organization. Its success is judged based on achievements, making the use of a system necessary in the leadership role. In the context of a company's operations, there are various related components, such as employees, administrative staff, customers, the community, the government, and others. All these components must operate optimally, influenced by management policies and performance. Human resource management, particularly the management of employees, is a top priority in creating a quality workforce. Therefore, efficient management of employees is required to ensure alignment with the organization's needs and to enable them to become assets that contribute to providing services that heavily rely on their performance.

Employee performance evaluation encompasses various aspects, including productivity and work quality. It includes aspects such as timeliness in task execution, job accuracy, level of service provided, rate of errors in work, ability to manage data, and ability to conduct evaluations. To assess employee performance, companies need to conduct regular evaluations, as this helps the organization judge individual contributions to its success. This can affect overall work effectiveness. If left unaddressed, these aspects can contribute to suboptimal organizational performance, especially in situations that require quick and efficient responses. Strengthening training and cognitive skills development programs can be a strategic step to enhance employees' mental acuity.

Performance is an influence on how much employees contribute to the organization, ranging from the quality of output, attendance at work, and attitude. Declining employee performance can also affect management's ability to effectively manage operational processes. Factors that can influence employee performance include motivation and work-related stress. The first factor is motivation; motivation is essential for employees to enhance their professionalism, as an effort to improve and control all activities to be carried out optimally. Work motivation is necessary for every employee in carrying out their duties. Employee work motivation is an important factor in improving productivity and work quality.

When someone has low motivation, they may feel less enthusiastic and energetic in doing their work. This can lead them to feel more easily tired and less focused, which can increase stress levels as the work may feel more difficult. The second factor is work stress, which is a person's response to conditions that are perceived as excessive, both physically and psychologically, due to internal or external job demands.

## LITERATURE REVIEW

### 1. Employee Performance

According to Pratama (2022:179), 'performance refers to the actions or results of a job. In certain contexts, performance is defined as the work output of an individual that must be verifiable and measurable based on established standards. In line with the research conducted by Mardiana (2020), Roni, and Hasanudin (2020), the results of the testing indicate that motivation has a positive effect on employee performance.

- a. **H1:** The effect of motivation on employee performance.
- b. **H01** = It is suspected that there is no influence between motivation and employee performance at The Atjeh Connection.
- c. **Ha1** = It is suspected that there is an influence between motivation and employee performance at The Atjeh Connection.

### 2. Motivation

#### 3. According to Pratama, Sutoro, and Purnomo (2024:167)

"Motivation can be interpreted as an effort to encourage someone to act consistently. Providing motivation is the responsibility of a manager in influencing employee behavior in the corporate environment." According to Robbins and Judge (2018:202), "Motivation is a process that explains the intensity, direction, and persistence of individuals in achieving a goal. Thus, when employee motivation is high, work enthusiasm and achievement of organizational goals tend to increase."

In line with the research conducted by Endang (2018), Windy and Marco (2022), the results of the t-test indicate that there is an influence of work stress on employee performance.

- a. **H2:** The influence of work stress on employee performance
- b. **H02** = It is suspected that there is no influence of work stress on employee performance at The Atjeh Connection
- c. **Ha2** = It is suspected that there is an influence of work stress on employee performance at The Atjeh Connection

### 4. Work Stress

Stress is a common experience for everyone around the world. According to Nusran (2019:72), the definition of "stress is an internal state caused by physical demands (body), environment, and social situations that have the potential to be damaging and uncontrollable. This condition can hinder daily activities, including while working."

According to Mangkunegara (2016:157), "high work stress can decrease work enthusiasm, body resistance, and work effectiveness, making the work results less optimal. Therefore, organizational management needs to pay attention to the factors causing stress, such as excessive workload, role ambiguity, and lack of managerial support, in order to create a healthy and productive work environment." In line with the research conducted by Rizka and Aden (2021), Nanda and Sugiarto (2020), the results indicated that work stress has a negative impact on employee work motivation.

Work motivation positively affects employee performance.

- a. **H3**: The influence of motivation and work stress on employee performance
- b. **H03** = It is suspected that there is no influence between motivation and work stress on employee performance at The Atjeh Connection.
- c. **Ha3** = It is suspected that there is an influence between motivation and work stress on employee performance at The Atjeh Connection.

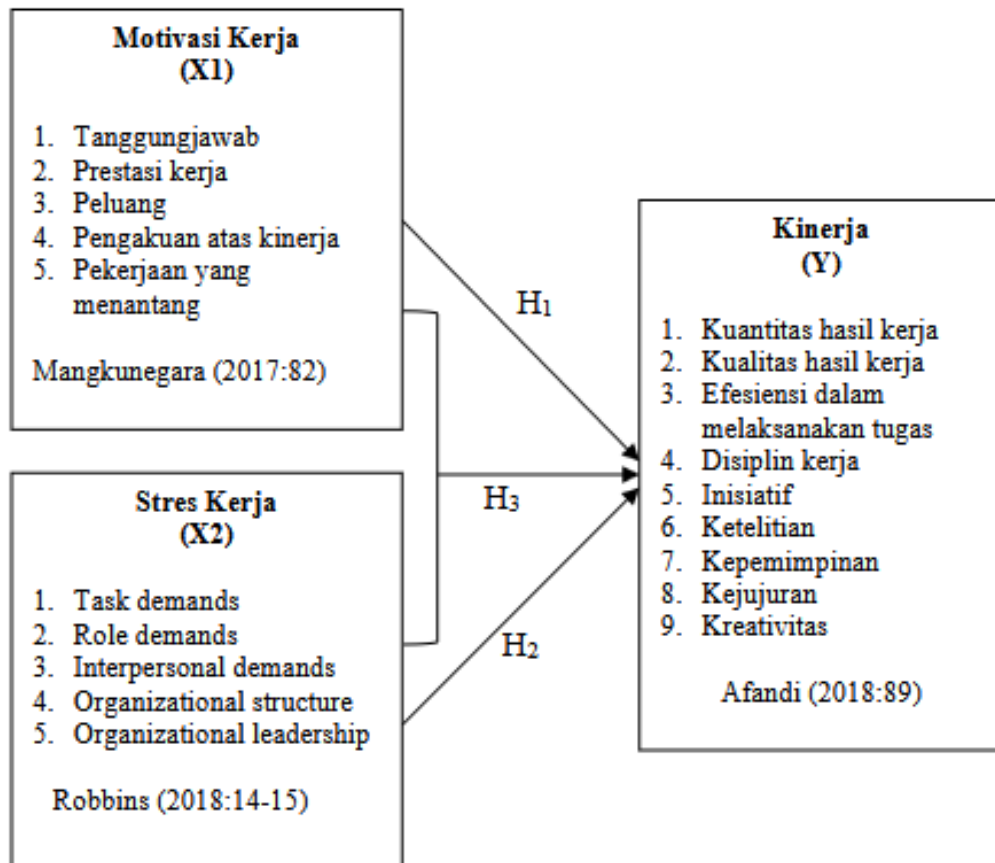


Figure 1. theoretical Framework

**METHODOLOGY**

This research method uses a quantitative descriptive method, with data collection techniques using a questionnaire. The population consists of 45 employees of The Atjeh Connection. The sampling can be done using saturated sampling, totaling 45 employees. The data analysis technique uses Simple Linear Regression Analysis, Multiple Linear Regression Analysis, Correlation Coefficient Test, Determination Coefficient Test, t Test, and F Test with calculations using SPSS 24 for Windows.

**RESULTS AND DISCUSSION**

**A. Simple Linear Regression Analysis**

1. The Effect of Work Motivation (X1) on Employee Performance (Y) Table 1 Results of the Regression Analysis of Work Motivation on Employee Performa.

Table 1. Dependent Variable: Employee Performance (Y)  
*Coefficients<sup>a</sup>*

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>1 (Constant)</i>	16,621	7,952		2,090	,043
<i>Motivasi (X1)</i>	,771	,197	,513	3,924	,000

Source: Results of Data Processing (SPSS 24), 2025.

2. Based on the table above, the regression equation obtained is as follows:

$$Y = 16,621 + 0.771 X1$$

**Where:** a. The value of the constant intercept of 16.621 indicates that if the Work Motivation variable (X1) increases by 1 unit, then the Employee Performance variable (Y) will increase by 16.621. b. The regression coefficient value of the Work Motivation variable (X1) on the Employee Performance variable (Y) is 0.771. This means that if the Work Motivation variable (X1) increases by 1 unit, it will increase the Employee Performance variable (Y) by 0.771, assuming the Work Motivation variable (X1) is held constant.

From the table above, the results of the t-test calculations for the Work Motivation variable (X1) show a t-value of 3.924 and a significance level of 0.000. Since the t-value is greater than the t-table value (3.924 > 2.018) and the significance is less than 5% (0.050), H1 is accepted and H0 is rejected, it can be stated that Work Motivation (X1) has a significant effect on Employee Performance (Y).1. The effect of Work Stress (X2) on Employee Performance (Y).

Table 2. Results of Regression Analysis of Work Stress on Employee Performance.

Model	Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	38,723	3,769		10,274	,000
Stres Kerja (X2)	,243	,100	,348	2,437	,019

a. Dependent Variable: Kinerja Karyawan (Y)  
 Sumber: Hasil Olahan Data (SPSS 24), 2025

Source: Results of Data Processing (SPSS 24), 2025

Based on the table above, the regression equation obtained is as follows:

$$Y = 38,723 + 0.243 X2$$

Where:

- The constant intercept value of 38.723 indicates that if the Work Stress variable (X2) increases by 1 unit, the Employee Performance variable (Y) will increase by 38.723.
- The regression coefficient value of the Work Stress variable (X2) against the Employee Performance variable (Y) is 0.243.

This means that if the Work Stress variable (X2) increases by 1 unit, it will decrease the Employee Performance variable (Y) by 0.243, assuming the Work Stress variable (X2) is considered constant. From the table above, the t-test result for the Work Stress variable (X2) yields a t-count of 2.437 and a significance level of 0.019. Because the t-count is greater than the t-table (2.437 > 2.018) and the significance is less than 5% (0.050), Ha is accepted and H0 is rejected, which can be stated that Work Stress (X2) has a significant effect on Employee Performance (Y).

### A. Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression

Model	Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	6,772	7,995		,847	,402
Motivasi (X1)	,785	,180	,523	4,352	,000
Stres Kerja (X2)	,252	,084	,362	3,012	,004

a. Dependent Variable: Kinerja Karyawan (Y)

Source: Results of Data Processing (SPSS 24), 2025

Based on the output results from SPSS in the table above, it can be identified that the regression equation is as follows:  $Y = 6.772 + 0.785 X1 + 0.252 X2$ , which means: a. The constant value  $a = 6.772$  indicates that if Work Motivation (X1) and Work Stress (X2) are both zero, then Employee Performance (Y) will be valued at 6.772. b. The regression coefficient of Work Motivation (X1)  $b1 = 0.785$  indicates that if Work Motivation (X1) increases by one, the value of

Employee Performance (Y) will also increase by 0.785. c. The regression coefficient of Work Stress (X2)  $b_2 = 0.252$  indicates that if Work Stress (X2) increases by one, the value of Employee Performance (Y) will decrease by 0.252.

**B. F Test (Simultaneously)**

Table 4. Results of the f Test ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	641,338	2	320,669	13,678	,000 <sup>b</sup>
	Residual	984,662	42	23,444		
	Total	1626,000	44			

a. Dependent Variable: Kinerja Karyawan (Y)

b. Predictors: (Constant), Stres Kerja (X2), Motivasi (X1)

Source: Results of Data Processing (SPSS 24), 2025

To determine the value of Ftabel, the following formula is used:  $F_{table} = t_{\alpha,df}$  (Alpha Level x Degree of Freedom)  $\alpha$  = significance level of 5%,  $df = (n-k-1)$ , so we get  $(45-2-1) = 42$  F table = 3.22 Based on the analysis results in the table above from the ANOVA test, the calculated F value (Fhitung) is 13.678 while the Ftabel ( $\alpha$  0.05) for  $n = 42$  is 3.22. Therefore,  $F_{hitung} > F_{table}$  ( $\alpha$  0.05) or  $13.678 > 3.22$ , with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that Work Motivation (X1) and Work Stress (X2) collectively affect Employee Performance (Y). Analysis of the Coefficient of Determination.

Table 5. Results of the Coefficient of Determination.

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,628 <sup>a</sup>	,394	,366	4,84193

a. Predictors: (Constant), Stres Kerja (X2), Motivasi (X1)

b. Dependent Variable: Kinerja Karyawan (Y)

Sumber: Hasil Olahan Data (SPSS 24), 2025

Source: Results of Data Processing (SPSS 24), 2025

Based on the Model Summary table which produces an R Square value of 0.394, this indicates that 39.4% of the Work Motivation variable (X1) and the Work Stress variable (X2) simultaneously influence the Employee Performance variable (Y), while the remaining 60.6% is influenced by other factors not examined in this study.

**1. The Influence of Work Motivation on Employee Performance**

The average work motivation score is 4.02 (Good category), with the highest score on the Responsibility indicator (4.34) and the lowest on Opportunities (3.66). This indicates a lack of perception regarding career development opportunities. The solution is for management to provide training programs and a clear promotion system to enhance work motivation.

Based on the results of the validity test, all questionnaire items have a calculated  $r$  greater than the table  $r$  (0.294), which means that all variables of Work Motivation (X1) are valid. Based on the reliability test results, the Cronbach's Alpha value is 0.696, where Cronbach's Alpha is greater than 0.294, indicating that all variables of Work Motivation (X1) are reliable. From the statistical calculations, the  $t$ -test value for the Work Motivation variable (X1) was calculated to be 3.924 with a significance level of 0.000. Since the calculated  $t$  is greater than the table  $t$  ( $3.924 > 2.018$ ) and the significance is less than 5% (0.050),  $H_a$  is accepted, and  $H_0$  is rejected, it can be stated that Work Motivation (X1) has a significant effect on Employee Performance (Y). The R Square value of 0.264 indicates that 26.4% of performance is influenced by work motivation, while the remaining 73.6% is influenced by other factors.

According to this research, Work Motivation has a significant impact on Employee Performance. This study is in line with previous researchers Mardiana (2020), Roni, and Hasanudin (2020). The test results show that motivation has a positive influence on employee performance. This research is supported by Robbins and Judge (2018:202), who stated, "Motivation is a process that explains the intensity, direction, and persistence of individuals in achieving a goal. Thus, when employee motivation is high, work enthusiasm and the achievement of organizational goals tend to increase."

## **2. The Impact of Work Stress on Employee Performance.**

The average work stress of employees is 3.68, which is considered good, but still requires attention. The main factor triggering stress is job demands (3.90), while conflicts among colleagues are the lowest indicator (3.48). The main issues are high workload and interpersonal conflicts. Recommended solutions include workload management, role clarity, healthy communication, and managerial training for superiors. Based on the validity test results, all questionnaire items have  $r$  count  $>$   $r$  table (0.294), which means all work stress variables (X2) are valid. Based on the reliability test results, the Cronbach's Alpha value is 0.911, where Cronbach's Alpha  $>$  0.294 means all work stress variables (X2) are reliable.

From the statistical calculations, the results of the  $t$ -test on the Work Stress variable (X2) obtained a  $t$ -value of 2.437 and a significance level of 0.019. Since the  $t$ -value is greater than the  $t$ -table ( $2.437 > 2.018$ ) and the significance is less than 5% (0.050), it can be concluded that the alternative hypothesis ( $H_a$ ) is accepted and the null hypothesis ( $H_0$ ) is rejected, indicating that Work Stress (X2) has a significant effect on Employee Performance (Y). The R Square value of 0.121 shows that Work Stress influences Employee Performance by 12.1%, while the remaining 87.9% is influenced by other factors. In this study, Work Stress significantly affects Employee Performance. This research is consistent with previous researchers Endang (2018), Windy and Marco (2022). The  $t$ -test results indicate that there is an influence of work stress on employee performance.

This research is supported by the theory presented by Mangkunegara (2016:157), which states that "high work stress can lower work enthusiasm, physical endurance, and work effectiveness, leading to suboptimal work results. Therefore, organizational management needs to pay attention to the factors causing stress, such as excessive workload, role ambiguity, and lack of managerial support, in order to create a healthy and productive work environment."

Therefore, work results become suboptimal. Consequently, organizational management needs to consider the factors causing stress, including excessive workload, role ambiguity, and lack of managerial support, to foster a healthy and productive work environment.

### **3. The Influence of Work Motivation and Work Stress on Employee Performance**

The average Employee Performance Score is 3.98 (Good category). Honesty (4.24) and Precision (4.11) stand out, while Work Discipline is the lowest (3.76), indicating a lack of compliance with procedures and initiative. The solution is that management needs to implement a reward-sanction system, training, and a proactive work culture. Based on the Validity Test results, all questionnaire items have  $r_{\text{count}} > r_{\text{table}}$  (0.294), which means all Employee Performance (Y) variables are valid. Based on the Reliability Test result, the Cronbach's Alpha value is 0.911, where Cronbach's Alpha  $> 0.294$  means all Employee Performance (Y) variables are reliable.

Based on the results of the analysis in the table above, the ANOVA test yielded an F value of 13.678, while the F table ( $\alpha 0.05$ ) for  $n = 42$  is 3.22. Therefore,  $F_{\text{count}} > F_{\text{table}}$  ( $\alpha 0.05$ ) or  $13.678 > 3.22$ , with a significance level of 0.000 since  $0.000 < 0.05$ , it can be said that Work Motivation (X1) and Work Stress (X2) together have an effect on Employee Performance (Y). The R Square value of 0.394 indicates that 39.4% of employee performance is influenced by motivation and work stress, while the remaining 60.6% is influenced by other factors outside the study. The correlation result of 0.628 shows a strong relationship between Work Motivation, Work Stress, and Employee Performance. In this study, Work Motivation and Work Stress significantly affect Employee Performance. This study is consistent with previous researchers Rizka and Aden (2021), Nanda and Sugiarto (2020). The results indicate that work stress.

Negative impact on employee work motivation. Work motivation has a positive impact on employee performance. This research is supported by Siagian's theory in Nanda and Sugiarto (2020:227) which states that "the driving force that enables someone to be willing and eager to exert their abilities in the form of skills or expertise, effort, and time to carry out various activities that are their responsibility to fulfill their obligations in order to achieve goals for the organization (company) is called work motivation." Work motivation is also related to work stress levels. There is pressure that is considered positive, which is when the pressure aims for employees to perform better in carrying out their tasks and responsibilities, but what often happens is excessive pressure placed on employees, which can lead to an uncomfortable working environment, thereby causing work stress."

## CONCLUSION AND RECOMMENDATION

Based on the results of the research discussion, the following conclusions are obtained:

1. Work Motivation has a significant effect on Employee Performance. The regression equation is  $Y = 16.621 + 0.771X_1$ , which means that every increase of 1 unit in Work Motivation ( $X_1$ ) increases Employee Performance ( $Y$ ) by 0.771. The calculated t-value is greater than the table t-value ( $3.924 > 2.018$ ) and the significance is less than 5% (0.050), thus  $H_a$  is accepted. The R Square value of 0.264 indicates that 26.4% of performance is influenced by work motivation, while the remaining 73.6% is influenced by other factors. This is because work motivation is strong due to internal drivers. Motivated employees are more energetic, focused, and highly dedicated, generating initiatives and innovations. At The Atjeh Connection, this means quality service and optimal efficiency. Conversely, low motivation triggers minimal performance and less productivity.
2. Based on the results of the research discussion, the following conclusions are obtained: 1. Work Motivation has a significant effect on Employee Performance. The regression equation is  $Y = 16.621 + 0.771X_1$ , which means that every increase of 1 unit in Work Motivation ( $X_1$ ) increases Employee Performance ( $Y$ ) by 0.771. The calculated t-value is greater than the table t-value ( $3.924 > 2.018$ ) and the significance is less than 5% (0.050), thus  $H_a$  is accepted. The R Square value of 0.264 indicates that 26.4% of performance is influenced by work motivation, while the remaining 73.6% is influenced by other factors. This is because work motivation is strong due to internal drivers. Motivated employees are more energetic, focused, and highly dedicated, generating initiatives and innovations. At The Atjeh Connection, this means quality service and optimal efficiency. Conversely, low motivation triggers minimal performance and less productivity. ...
3. Work Motivation and Work Stress significantly affect Employee Performance. The regression equation:  $Y = 6.772 + 0.785X_1 + 0.252X_2$ . This means: If  $X_1$  and  $X_2 = 0$ , then  $Y = 6.772$ . For each increase in  $X_1$ ,  $Y$  increases by 0.785. For each increase in  $X_2$ ,  $Y$  increases by 0.252. The calculated F value is greater than the table F value ( $\alpha 0.05$ ) or  $13.678 > 3.22$ , with a significance level of 0.000 because  $0.000 < 0.05$ , it can be stated that Work Motivation ( $X_1$ ) and Work Stress ( $X_2$ ) together affect Employee Performance ( $Y$ ). The R Square value of 0.394 means that 39.4% of employee performance is influenced by motivation and work stress, while the remaining 60.6% is influenced by other factors outside this study. The correlation result of 0.628 shows a strong relationship between Work Motivation, Work Stress, and Employee Performance. This is because both are strong drivers of behavior. High motivation fosters dedication, initiative, and optimal productivity, making employees eager to give their best. Conversely, excessive work stress drains energy, reduces focus, and increases mistakes, which can lower quality and efficiency. The balance of both is crucial: motivation drives peak performance, while stress management keeps employees effective and comfortable in carrying out their tasks.

### **FUTHER STUDY**

Based on the research results outlined above, in the process of conducting this research, there are limitations that may affect the research outcomes, namely:

1. The research respondents are employees of The Atjeh Connection, who have specific backgrounds, roles, and work experiences. This may limit the ability to apply the research results broadly to the employee population in other sectors.
2. Variables such as work motivation, work stress, and employee performance are measured based on the employees' self-perception. Although this is common in organizational behavior research, perceptions can be subjective and may not fully reflect objective reality. Measuring performance from only one perspective (the employee's own) may be less comprehensive.
3. There are many external factors beyond the variables of work motivation and work stress (for example, economic conditions, market dynamics, changing company policies) that can affect employee performance, yet these are not controlled or measured in this study. This means there is a possibility of other factors contributing to employee performance. Future research is suggested to involve respondents from various sectors to make the results more generalizable. Additionally, performance measurement should not rely solely on employee perceptions, but also include assessments from supervisors or objective data. Upcoming research should also consider other external factors that may affect employee performance.

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