

IMPROVING EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION

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ABSTRACT

This study investigates how work stress, salary, and job satisfaction affect employee performance, with work motivation as an extra variable. People who worked at PT.Daiwabo Garment Indonesia were the subjects.

The sample method used is non-probability accidental sampling, and a total of 77 employees took part in the study. The descriptive and quantitative methods were used to look at the data in this study. The Sobel test was used to see how intervention affected the results. The IBM SPSS 23 tool is used to process the data.

The study's conclusions are as follows: work stress has a significant impact on performance; compensation has an impact on performance; job satisfaction has an impact on performance; work stress has an impact on performance with work motivation acting as an intervening variable; job satisfaction has an impact on performance with work motivation acting as an intervening variable; and work motivation has an impact on performance with Daiwabo Garment Indonesia employees.

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1. Introduction

Every organization desires its staff to possess exceptional performance qualities in the workplace. Every profit-oriented organization strives to achieve this ideal goal, as the presence of unproductive individuals hinders the company's ability to generate profits. Mangkunegara (2017) states that employee performance is determined by the individual's ability to produce high-quality work and achieve a significant quantity of output while fulfilling their given responsibilities.

Establishment of business objectives will be impacted by the performance of employees. A company that incurs losses due to exceptionally poor employee performance may ultimately be forced to cease operations. A company must maintain and enhance the performance of its personnel in alignment with the intended objectives, given the substantial impact that employee performance has on the organization.

Motivation is the basic drive that moves a person or the desire to commit all of one's energy to achieving a goal. According to Mangkunegara (2017), motivation is a condition or energy that

pushes personnel who are directed to fulfill the organization's goals. Employees' desire to do their best at work is boosted by how positively they think about their jobs.

Within a corporation, it is imperative to consider variables that may impede personnel in the execution of their tasks. One factor to consider is the degree of work-related stress. According to Moaz et al (2016), stress is the result of individuals recognizing that the level of pressure or tension they are experiencing is greater than what they can handle. Stressful conditions can lead to increased challenges for workers; nevertheless, it can also result in a higher likelihood of blunders being made by some employees. Stress has a psychological effect that leads to a decrease in employee job satisfaction (Robbins, P. S dan Judge, T. A., 2017).

Compensation is one other element that is believed to affect variations in employee performance, aside from work stress. All money, direct, or indirect commodities that employees receive in exchange for services rendered to the business is considered compensation (Hasibuan, 2020). Compensation has been determined by the company based on a two-party agreement between the company and employees, in which there is a system of salaries, wages, incentives and other benefits that link compensation with the level of performance in certain respects. Compensation is very important because with this employee will be able to meet his living needs

Job satisfaction is a crucial element for a company or organization as it motivates individuals to work at their highest potential and enhances their productivity. Job satisfaction has the ability to influence favorable employee attitudes and behavior towards their work. Job satisfaction is influenced by the alignment between employees' job and personal characteristics. If these components are in harmony, employees will experience satisfaction. Conversely, if there is a lack of alignment, employees would feel unhappy (Mangkunegara, 2017).

This research was conducted at PT Daiwabo Garment Indonesia which is located at Jalan Raya Comal, Pemalang KM 15, Ujung Gede, Ampel Gading, Pemalang Regency, Central Java. With production capacity of 350,000pcs/month (Woven Trunk), 80,000pcs/month (Ladies Panty), 5,000pcs/month (Ladies Pajama), 70,000pcs/month (Corset), 2,000pcs/month (Japanese Blanket). PT. Daiwabo Garment Indonesia has 1,043 employees, including 718 contract employees and 325 permanent employees.

Pre-survey conducted by researchers on employees of PT. Daiwabo Garment Indonesia found that there is a phenomenon of employees stating limited information in carrying out work making employees unable to carry out their duties properly, bonuses given by the company are not in accordance with the light weight of work, and superiors have not given direction to subordinates in every job.

Some previous studies that examined the effect of Work Stress, Compensation, Job Satisfaction and Work Motivation on Employee Performance turned out to produce inconsistent conclusions (research gap), Some of the inconsistencies in the results of these studies include the following:

Table 1. Research gap from Previous Research Results on the Effect of Work Stress, Compensation, Job Satisfaction and Work Motivation on Employee Performance

No	Variable	Researchers	Result
1.	Work Stress	Ekhsan (2020)	Work Stress positively affects Employee Performance
		Darmansyah (2022)	Employee Performance
		Wirya, K.S. et al (2020) Diputra & Surya (2019)	Work Stress negatively affects Employee Performance

2. Compensation	Ernita et al (2022)	Compensation has a positive effect on Employee Performance
	Meutia et al (2016)	
	Aromega, et al (2019) Mardika (2023)	Compensation negatively affects Employee Performance
3. Job Satisfaction	Damayanti et al (2018)	Job Satisfaction has a positive effect on Employee Performance
	Fotanaba (2021)	
	Fitri & Endratno(2021) Yuliana & Fadhli (2023)	Job Satisfaction negatively affects Employee Performance
4. Work Motivation	Lusri (2017)	Work Motivation has a positive effect on Employee Performance
	Gautama (2020)	
	Feri (2020)	Work Motivation negatively affects Employee Performance
	Hidayat (2021)	

Source : Data processed, 2024

Referencing the background and research gap description, a study was carried out with the title "**Improving Employee Performance Through Work Motivation**".

The research is expected to provide PT Daiwabo Garment Indonesia with valuable insights that can be used for review and consideration. These findings will serve as inputs to enhance work motivation and improve staff performance.

2. Literature Review

Employee Performance

There are numerous definitions of performance, each sourced from a unique set of experts. From an etymological standpoint, performance is derived from the term "work performance." As opposed to a variety of alternatives, performance refers to the overall outcome or degree of achievement of an individual during a specific time period in executing tasks, as measured against predetermined and mutually agreed-upon standards of work output, criteria, or targets (Rivai, 2005).

Work Motivation

People act in certain ways because they are driven to do so. This drive can come from inside or outside the person. Sutrisno (2017) says that you are motivated when at least two other people push you to do a job gladly and knowingly so that you can reach your goals.

Work Stress

Job stress is the perception that employees have of the demands and expectations of their jobs. Symptoms indicative of work-related stress include emotional instability, feelings of unease such as isolation, difficulty sleeping, inability to relax, anxiety, tension, nervousness, elevated blood pressure, and digestive disorders (Mangkunegara, 2017).

Compensation

According to Dessler, Gary (2015), compensation is any kind of money or benefit that is provided to workers as a result of their labor. One aspect of human resource management that relates to all forms of benefits received from an individual in exchange for performing organizational responsibilities is compensation.

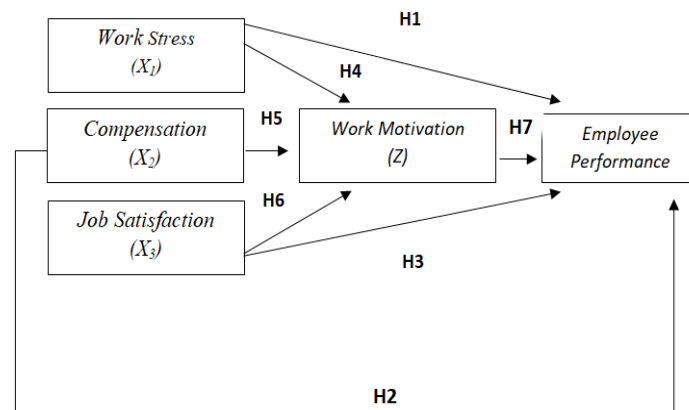
Job Satisfaction

Mangkunegara (2017) A sensation that motivates workers to relate to their jobs and working conditions is job satisfaction. Opinions regarding aspects of his job, such as salary, opportunities for

growth, and connections with colleagues, and opinions regarding aspects of his life, such as ability, age, health, and education.

Formulating a hypothesis

Figure 1. Conceptual Framework



H1 : Employee performance is significantly impacted by work stress at PT Daiwabo Garment Indonesia.

Robbins (2016) defines work stress as a dynamic circumstance in which an individual faces an opportunity, limitation, or demand connected to their goals with an unpredictable outcome. Previous studies by Ekhsan (2020) and Darmansyah (2022) showed that work stress affects employee performance.

H2 : Employee performance is significantly impacted by Competation at PT Daiwabo Garment Indonesia.

Hasibuan (2013) defines remuneration as any benefits that employees receive in exchange for their work for the company or organization. Ernita et al (2022) and Meutia et al (2016) conducted prior research that demonstrated the substantial impact of compensation on employee performance.

H3 : Employee performance is significantly impacted by Job satisfaction at PT Daiwabo Garment Indonesia.

Robbins (2016) says that job satisfaction is how someone feels about their job in general, which shows the difference between the number of rewards and how happy they are with their work. From several ways that have been described above, the company expects employees to maximize their performance and responsibilities. Previously conducted research by Damayanti et al (2018) and Fotanaba (2021) demonstrated that employee performance is significantly influenced by job satisfaction.

H 4 : The performance of employees at PT Daiwabo Garment Indonesia is significantly influenced by work stress, which is mediated by work motivation as an intervening variable.

Robbins (2016) states that stress is a dynamic condition a person faces when pushed to face chances, difficulties, or demands connected to what he desires with unpredictable but crucial results.

Previous research conducted by Mahaputra (2020) and Dharma et al (2020) demonstrated a substantial relationship between work stress and employee performance, with work motivation as an intervening variable.

H 5 : The performance of employees at PT Daiwabo Garment Indonesia is significantly influenced by Competation, which is mediated by work motivation as an intervening variable.

According to Hasibuan (2017), compensation is all the money, goods, or services that workers get from the company in exchange for their work being done. Prior studies conducted by Handoko et al (2022) and Sasongko (2016) demonstrate a substantial correlation between Compensation and Employee Performance, with Work Motivation serving as an intervening variable.

H6 : The performance of employees at PT Daiwabo Garment Indonesia is significantly influenced by job satisfaction, which is mediated by work motivation as an intervening variable.

Simply said, job satisfaction is personal. Depending on his goals and value system, every person expresses varied degree of job satisfaction (Wahab, 2012.) Sukaisih (2022) and Lie (2018) conducted prior research that demonstrated a substantial interaction between Job Satisfaction and Employee Performance, with Work Motivation serving as an intervening variable.

H7 : Employee performance is significantly impacted by Work Motivation at PT Daiwabo Garment Indonesia.

Work motivation, as defined by motive specialists (Sedarmayanti, 2014), is the driving force that guides a person to carry out specified activities to reach a goal. Previous research conducted by Lusri (2017) and Gautama (2020) proved a significant influence between Work Motivation on Employee Performance.

3. Method, Data, and Analysis

The methodology employed in this study is quantitative research, specifically focusing on causal research to examine the relationship between variables and objects. The population of this research, which consisted of 1043 individuals, included employees of PT. Daiwabo Garment Indonesia. Determination of the number of samples, in this study used the Purposive Sampling method, where researchers have certain criteria for the samples to be studied, namely respondents who have worked as permanent employees at PT Daiwabo Garment Indonesia and in this study there were 77 samples. Anda researchers utilize proportionate stratified random sampling, which divides the population into subpopulations / starta proportionately and randomly, to ascertain the fraction to be decided the number of samples that will be responders.

The data collection method in this study was a confined questionnaire with a Likert scale of 5. The SPSS 23 software application was utilized to conduct both the validity and data reliability tests.

Operational Definition

Employee Performance (Y) using the following indicators (Robbins:2016):

1. Quantity of work,
2. Quality of work,
3. Punctuality,
4. Effectiveness,
5. Independence,
6. Work commitment.

Work Stress (X1), using the following indicators (Robbins:2016):

1. Task Demands,
2. Role Demands,

3. Interpersonal Demands,
4. Organizational Structure.

Compensation (X2), using the following indicators (Simamora : 2015):

1. Wages and salaries,
2. Incentives,
3. Benefits,
4. Facilities,
5. Commissions.

Job Satisfaction (X3), using the following indicators (Nelson and Quick:2006):

1. Job,
2. Salary,
3. Co-worker,
4. Employer .

Intervening variables used: Work Motivation (Z), using the following indicators (Maslow in Robbins:2016):

1. Physiological needs,
2. Safety and security needs,
3. Social needs,
4. Appreciation needs,
5. Self-actualization needs

4. Result and Discussion

Hypothesis Test

Table 2. Test t Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.080	.743		2.799	.007
WORK STRESS (X1)	.232	.098	.167	2.354	.021
COMPENSATION (X2)	.130	.059	.109	2.185	.032
JOB SATISFACTION (X3)	.319	.106	.234	3.012	.004
WORK MOTIVATION (Z)	.595	.107	.503	5.531	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Based on the results of the table above, with the results of the t test equation 2, the conclusions of the t test results will be immediately drawn on hypotheses one (H1), two (H2), three (H3), and seven (H7) as follows:

Hypothesis 1 (H1)

Based on the calculation of the results of the t test above, it is known that the Work Stress variable (X1) has a t value of 2.354 and a significance value of 0.021 at an alpha coefficient of 5%. Because the value of $t_{\text{calculate}} = 2.354$ is greater than $t_{\text{table}} = 1.992$ ($2.354 > 1.992$) so that H_0 is rejected and H_1 is accepted, it means that work stress has a significant effect on employee performance.

Hypothesis 2 (H2)

Based on the calculation of the results of the t test above, it is known that the Compensation variable (X2) has a t value of 2.185 and a significance value of 0.032 at an alpha coefficient of 5%. Because the value of $t_{calculate} = 2.185$ is greater than $t_{table} = 1.992$ ($2.185 > 1.992$) so that H_0 is rejected and H_2 is accepted, it means that compensation has a significant effect on employee performance.

Hypothesis 3 (H3)

Based on the calculation of the results of the t test above, it is known that the Job Satisfaction (X3) variable has a t value of 3.012 and a significance value of 0.004 at an alpha coefficient of 5%. Because the value of $t_{calculate} = 3.012$ is greater than $t_{table} = 1.992$ ($3.012 > 1.992$) so that H_0 is rejected and H_3 is accepted, it means that compensation has a significant effect on employee performance.

Hypothesis 7 (H7)

Based on the calculation of the results of the t test above, it is known that the variable Work Motivation (Z) has a t value of 5.531 and a significance value of 0.000 at an alpha coefficient of 5%. Because the value of $t_{calculate} = 5.531$ is greater than $t_{table} = 1.992$ ($5.531 > 1.992$) so that H_0 is rejected and H_7 is accepted, it means that compensation has a significant effect on employee performance.

Path Analysis

Equation I

Regression test findings in equation I yielded $b_1 = 0.451$, indicating a positive relationship between work stress and work motivation. Work motivation is positively impacted by compensation, as indicated by $b_2 = 0.168$. A positive correlation between work motivation and job satisfaction is indicated by $b_3 = 0.523$. In other words, the results of the multiple linear regression equation above indicate that the increase in Work Motivation at PT. Daiwabo Garment Indonesia is significantly influenced by Work Stress, Compensation, and Job Satisfaction.

Equation II

Regression test findings in equation II yielded $b_1 = 0.232$, indicating a positive relationship between work stress and worker performance. $B_2 = 0.130$ indicates that employee performance and compensation have a favorable relationship. Job happiness has a favorable impact on employee performance, as indicated by $B_3 = 0.319$. $B_4 = 0.595$ shows a positive influence between work motivation and employee performance. In other words, the results of the multiple linear regression equation described above indicate that the increase in employee performance at PT. Daiwabo Garment Indonesia is significantly influenced by work stress, compensation, job satisfaction, and work motivation.

Table 3. Results of Coefficient of Determination Analysis (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 ^a	.940	.937	.475

From the results of the Coefficient of Determination (R2) which shows that the variables of Employee Performance (Y) are jointly influenced by Work Stress (X1), Compensation (X2), Job

Satisfaction (X3) and Work Motivation (Z) by 93.7% while the remaining 6.3% is influenced by other factors outside this study.

Sobel Test

Hypothesis 4

Based on the results of the sobel test, it is known that the results of the calculated value $>$ ttable ($3.622 > 1.992$) so that H_0 is rejected, which means that there is a direct influence of Work Motivation (Z) in mediating the Work Stress variable (X1) on the Employee Performance variable (Y), because the calculated value $>$ ttable ($3.662 > 1.992$) thus the 4th hypothesis (H4) of previous researchers who stated that there was a significant influence between the Work Stress variable (X1) on Employee Performance (Y) through the Work Motivation variable (Z) as an intervening variable in PT. Daiwabo Garment Indonesia is welcome.

Hypothesis 5

Based on the results of the 2nd sobel test, it is known that the results of the calculated value $>$ ttable ($2.405 > 1.992$) so that H_0 is rejected, which means that there is a direct influence of Work Motivation (Z) in mediating the Compensation variable (X2) on the Employee Performance variable (Y), because the calculated value $>$ ttable ($2.405 > 1.992$) thus the 5th hypothesis (H5) of previous researchers stated that there was a significant influence between the variable Compensation (X2) on Employee Performance (Y) through the variable Work Motivation (Z) as an intervening variable in PT. Daiwabo Garment Indonesia is welcome.

Hypothesis 6

Based on the results of the 3rd sobel test, it is known that the results of the calculated value $>$ ttable ($3.818 > 1.992$) so that H_0 is rejected, which means that there is a direct influence of Work Motivation (Z) in mediating the Job Satisfaction variable (X3) on the Employee Performance variable (Y), because the calculated value $>$ ttable ($3.818 > 1.992$) thus the 6th hypothesis (H6) of previous researchers who stated that there was a significant influence between the variable Job Satisfaction (X3) on Employee Performance (Y) through the variable Work Motivation (Z) as an intervening variable in PT. Daiwabo Garment Indonesia is welcome.

5. Conclusion and Suggestion

On the basis of the analysis and discussion of the facts presented in the previous chapter, it has been determined that there is a significant influence of Work Stress on Employee Performance, Compensation on Performance, Job Satisfaction on Employee Performance, Work Stress on Employee Performance with Work Motivation as an intervening variable, Compensation on Employee Performance with Work Motivation as an intervening variable, Job Satisfaction on Employee Performance with Work Motivation as an intervening variable, and there is a significant influence of Work Motivation on Employee Performance in employees of Daiwabo Garment Indonesia.

.On the basis of the research findings and conclusions, more recommendations that are anticipated to be beneficial for PT. Daiwabo Garment Indonesia can be made. PT. Daiwabo Garment Indonesia better improve the fulfillment of needs that support employees so that it will increase morale for employees and provide work support facilities so that when employees do their work, they are helped so that employee performance will also increase.

As much research as feasible has been done. However, the next researcher may take into account the constraint that, because this study is quantitative in nature, it cannot completely rule out the chance that data processing may be biased. To address this, qualitative and quantitative research methods must be blended. Referring to the suggestion of Handoko (2001) researchers are further expected to add variables Stress Level, Physical Condition of Work, Compensation System, Job Design, Commitment to the Organization.

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