



## Analysis of Factors Affecting the Performance of Employees in Frozen Product Companies in Jakarta

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**Abstract:** To find out the increase in employee performance, in addition to evaluating work results, the quality and quantity of work is also seen several factors that influence employees to improve their performance. These factors include work motivation, work communication and work stress. This descriptive research uses a quantitative approach with an associative research type, which measures the relationship and influence between variables of work motivation, communication and work stress on employee performance, with 97 respondents at several frozen companies in Jakarta. Data analysis, multiple correlation tests, multiple regression tests and hypothesis testing using statistical tests with the SPSS 27.0 application for windows. The results of the multiple correlation test between work motivation, work communication and work stress with employee performance are 0.885, meaning that they have a very strong and positive relationship. Meanwhile, the results of the multiple regression test obtained a regression equation  $Y = 7.724 + 0.330X_1 + 0.311X_2 + 0.196X_3$  with a determination coefficient value of 0.772, meaning that the variables of work motivation, work communication and work stress contribute to influencing employee performance by 77.2%. The results of the t test and F test show that all hypotheses are accepted, which means that all independent variables, either partially or simultaneously have a positive and significant effect on employee performance.

**Keywords:** Work Motivation, Work Communication, Work Stress, Employee Performance

### INTRODUCTION

Human resources are the most important organizational asset, and make other organizational resources work. Thus, without human resources, other resources will be idle and less useful in achieving organizational goals. To achieve organizational goals, of course employees are required to maximize the performance they have.

The lack of motivation provided by the company to employees makes employees unenthusiastic and passionate at work as evidenced by employees feeling the work is monotonous and boring, the lack of communication provided by the company to employees

makes employees not do their job properly so it is not in accordance with the company's Standard Operational Procedure (SOP). The existence of the phenomenon of work stress experienced by employees causes employee productivity to decrease, laziness, ineffectiveness and efficiency of employees in completing work.

The results of observations on employees at several frozen product companies in the Jakarta area, that one of the causes of work stress is the company's demands that product sales and export volume reach targets, besides having to maintain product quality. In addition, various problems were found that became a burden on employees' minds so that their performance decreased. Moreover, the wages they receive are not sufficient to meet their living needs in Jakarta, so their motivation to work decreases. The supervisors did not convey these various problems formally to the management of the company, it is possible that there was a deadlock in communication or a lack of intent in formal and informal communication between management and employees, so that these problems dragged on and were not resolved.

Based on the problems above, it can be formulated that there is an influence of work motivation, communication and work stress together on employee performance at frozen product companies in the Jakarta area.

## **LITERATURE REVIEW**

An employee's performance is not always in good condition because this can be influenced by several things. Factors that can affect employee performance are work environment, work motivation, bonuses, and work priorities. While other factors that can affect the performance of employees in the company, namely, effectiveness and efficiency, authority, discipline, motivation, and work stress. According to Bangun (2012) dimensions and performance indicators, namely, quality of work, abilities, skills, work results, quantity of work, time at work, target achievement, cooperation, teamwork, cohesiveness, responsibility, neatness, decision making, initiative and independence.

According to Hasibuan (2017: 23), work motivation is a capital in moving and directing employees so that they can carry out their duties in achieving goals with full awareness, enthusiasm and responsibility. Work motivation can provide energy that drives all existing potential, creates high and noble desires, and increases togetherness. There are two aspects of motivation, namely the passive aspect where motivation appears as a need and at the same time a driver, and from a static perspective where motivation appears as a positive effort in mobilizing power and potential. Meanwhile, according to Manullang (2012: 45) motivation is an activity to encourage someone to take a desired action that will encourage someone to achieve goals. It can be said that work motivation is a factor that encourages a person, both from within a person and from outside, to behave in a work activity. Encouragement from within can be in the form of satisfaction of the needs that want to be fulfilled and encouragement from outside can be in the form of a goal that has been set to be achieved within a certain time. So it can be said that the purpose of giving motivational factors to employees is to increase the enthusiasm of workers at work, and as an effort to increase the productivity of employee performance. Consequently, the company can achieve higher production levels with its current employees, resulting in higher profits. Many motivational theories have been developed by several experts. According to Afandi (2018) the dimensions and indicators of peaceful work motivation (tranquility) are happy, comfortable and excited because needs are met, remuneration, working conditions, work facilities, work performance, recognition from superiors and the work itself.

Communication according to Mangkunegara (2017; 145) is the process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose. The purpose and benefits of

communication in the opinion of Usman (2013; 420) are to improve managerial skills and social relations, convey and receive information, convey and answer questions, change behavior through planning, organizing, directing and controlling, and changing social conditions. The communication process according to Purwanto, Djoko (2012; 12) starts from the sender has an idea or idea, turns the idea into a message, conveys the message, the recipient receives the order, interprets the message, and responds and sends feedback to the sender. Dimensions and indicators of work communication according to Yulius Eka Agung Saputra (2014: 95), namely Downward Communication (work instructions, task interests, company rules), Upward Communication (submission of tasks, suggestions and complaints), Horizontal Communication (task coordination, problem solving)

According to Robbins (2012: 368), stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources related to what the individual wants and the results are seen as uncertain and important. Stress is not only seen from a condition. employees in dealing with the work environment but work stress can be a feeling. Job stress is the pressure or sensation of pressure experienced by employees in dealing with work. In general, stress can be divided into 3 (three), several types of stress namely, good stress, internal distress and hypostress. According to Hidayati Dewi Trisnawati (2016: 19), the dimensions and indicators of work stress are, task demands (workload, according to duties and responsibilities), personal demands (perspective, desired goals, carrying out according to roles, perspectives), organizational leadership (Leadership style, leader personality, leadership strategy), organizational structure (fair, equitable, according to ability education).

## **RESEARCH METHODOLOGY**

The method used is a descriptive research method using a quantitative approach with an associative research type, which will measure the relationship between variables and the influence of independent variables, namely the variables of work motivation, communication and work stress on the dependent variable, namely employee performance.

Operationalization of employee performance variables is proxied on work quality, work quantity, cooperation, responsibility and employee initiative at work by measuring each indicator using a Likert scale.

The operationalization of work motivation variables is proxied by feeling happy, energetic, enthusiastic because their needs are met, encouragement to work better, by measuring each indicator using a Likert scale.

The operationalization of work communication variables is proxied in the downward communication, upward communication and horizontal communication models by measuring each indicator using a Likert scale.

Operationalization of work stress variables is proxied on task demands, role demands, personal demands, organizational leadership and organizational structure by measuring each indicator using a Likert scale.

The population in this study were employees at several Frozen product companies in the Jakarta area. By using random sampling technique, a sample of 97 respondents was obtained.

Multiple correlation analysis is used to determine the strength of the relationship between the two independent variables on the dependent variable simultaneously or together.

The coefficient of determination to determine the suitability or certainty between the estimated value or regression line and the sample data. If the correlation coefficient is known, the determination coefficient can be obtained by squaring it.

Multiple linear regression analysis, according to Sugiyono (2019) to find out how much influence the variables work motivation (X1), work communication (X2), and work stress (X3) have on employee performance (Y) at Frozen product companies in the Jakarta area.

The regression equation used is as follows;  $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$

The hypothesis built is that it is suspected that there is an influence of work motivation, work communication, and work stress partially or simultaneously on employee performance with the t test and F test.

The t test (t-test) is a partial test of the regression coefficient. This test is conducted to determine the significance of the role of the independent variable partially on the dependent variable by assuming that the other independent variables are constant. The results of these calculations are then compared with the t-table using an error rate of 0.05. The criteria used are the hypothesis will be accepted, if the t-count value  $\geq$  t-table or sig value  $<$  a, then there is a significant influence, the hypothesis will be rejected, if the t-count value  $\leq$  t-table or sig value  $>$  a, then there is no significant influence.

The F test (Ftest) is a simultaneous test of the regression coefficients. This test was conducted to determine the effect of all the independent variables contained in the model simultaneously (simultaneously) on the dependent variable. The F test in this study was used to test the significance of the effect of work motivation, work communication and work stress simultaneously on employee performance. If the F-results of this calculation are compared with the Ftable obtained using the risk level or significant level of 5% or with degree freedom = k (n-k-1) Fcount  $>$  Ftable or sig value  $<$  a, then the hypothesis is accepted, meaning that there is a significant influence, variables of work motivation, communication and work stress simultaneously on employee performance. However, if the Fcount  $<$  Ftable or sig  $>$  a value, then the hypothesis is rejected, meaning that there is no significant effect simultaneously.

## RESULTS AND DISCUSSION

### 1. Multiple Correlation Test Results

**Table 1. Multiple correlation test results**

	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.885 <sup>a</sup>	.783	.772	1.53522

a. Predictors: (Constant), Work motivation, work communication, work stress

b. Dependent Variable: Employee\_performance

Source: Output SPSS 27.0

The correlation between work motivation, work communication and work stress in increasing employee performance is 0.885 which means it is very strong and positive, if the variables work motivation, work communication and work stress increase together, then employee performance will also increase.

### 2. Coefficient of Multiple Determination

Based on the results of data processing, it can be seen that the adjusted coefficient of determination (Adjusted R Square) is 0.772. That is, the contribution given by the independent variables work motivation, work communication and work stress is equal to 77.2% of the dependent variable Employee Performance. The remaining 22.8% (100 – 77.2%) is explained by other variables outside the variables used.

### 3. Multiple Regression Test

Multiple linear regression is used to determine the effect of the independent variables (Motivation, Incentives, and Organizational Commitment) simultaneously or simultaneously on the dependent variable, namely employee performance. Following are the results of multiple linear regression calculations using SPSS 27.0 for windows:

**Table 2. Multiple regression test results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.724	2.451		3.151	.003
1 Work motivation	.330	.050	.486	6.593	.000
work communication	.311	.055	.378	5.679	.000
Work Stress	.196	.050	.271	3.891	.000

a. Dependent Variable: Employee\_performance

Source: Output SPSS 27.0

From the table above shows that the regression equation obtained from the results of the analysis is :  $Y = 7.724 + 0.330X_1 + 0.311X_2 + 0.196X_3$

From the multiple linear regression equation, it can be seen that the regression coefficient value of the work motivation variable is 0.330 greater than the regression coefficient value of the work communication variable (0.311) and work stress (0.196). Thus the most influential variable on employee performance is work motivation.

#### 4. Test the research hypothesis

Testing H<sub>1</sub>, there is an influence of work motivation on employee performance.

Based on the results of the regression analysis obtained  $t_{count} > t_{table}$  (5,679 > 2,001) and a significant value (Sig) 0.00 < 0.05, it can be concluded that work motivation has a significant influence on employee performance. The results of this study are in accordance with research conducted by Fadillah Rozi, Sulastini, and Noor Hidayati (2017) with the results showing that Work Motivation has a significant effect on the performance of Bank Banjarmasin branch employees in South Kalimantan, with a large influence of 66%.

According to Ruky in Sutrisno (2016: 208) suggests the concept of Work Motivation is becoming increasingly popular and has been widely used by large companies for various reasons, namely: the Work Motivation model will be able to answer two fundamental questions: skills, knowledge and what characteristics are needed in work , and what behaviors have a direct effect on job performance.

Testing H<sub>2</sub>, there is an effect of work communication on employee performance.

Based on the results of the regression analysis,  $t_{count} > t_{table}$  (6,593 > 2,001) and a significant value (Sig) 0.00 < 0.05, it can be concluded that work communication has a significant influence on employee performance. The results of this study are in accordance with research by Bungawati, & Syafaruddin (2016) with the results showing that Work Communication has a significant effect on employee performance with a coefficient of 0.301 and sig = 0.008 < 0.05. This means that the better the Work Communication, the better the employee's performance.

Testing H<sub>3</sub>, There is an effect of work stress on employee performance.

Based on the results of the regression analysis obtained  $t_{count} > t_{table}$  (3,891 > 2,001) and a significant value (Sig) 0.00 < 0.05, it can be concluded that work stress has a significant influence on employee performance. The results of this study are not in line with what has been stated by Wirawan (2012:27) that wages are a measure of employee performance, wages are given after employees produce certain performance. One of the motivations given by the company is the provision of work stress for employees, besides that the provision of work



stress also aims to retain employees and improve employee performance in an organization.

Testing H<sub>4</sub>, There is an effect of work motivation, work communication and work stress simultaneously on employee performance.

**Table 3. Statistical Test Results F**

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	503.165	3	167.722	71.162	.000 <sup>b</sup>
	Residual	139.057	59	2.357		
	Total	642.222	62			

a. Dependent Variable: Employee\_performance

b. Predictors: (Constant), Work motivation, work communication, work stress

Source : Output SPSS 27.0

Based on the results of the ANOVA test in the table above, the Fcount value is 71,162 and the Ftable value is 2,761 at the significance level or  $4-1 = 3$  and  $df\ 2\ (n-k-1)$  or  $63-3-1 = 59$ , so the  $F_{count} > F_{table}$  ( $71,162 > 2,761$ ) with a significance probability of  $0.000 < 0.005$ , it is declared significant and H<sub>a</sub> is accepted. It can be concluded that work motivation, work communication and work stress together have a positive and significant influence on employee performance.

## CONCLUSION

The findings in this study can be concluded that;

1. There is a positive and significant effect of work motivation on the performance of frozen product company employees in Jakarta.
2. There is a positive and significant effect of work communication on the performance of frozen product company employees in Jakarta
3. There is a positive and significant effect of work stress on the performance of frozen product company employees in Jakarta
4. There is a positive and significant effect of work motivation, work communication and work stress simultaneously on the performance of employees at frozen product companies in Jakarta, and the variable of work motivation most dominantly influences employee performance.

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