



The Influence of Motivation, Communication and Job Stress on Employee

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Abstract. This research aims to analyze and understand the impact of motivation, communication and work stress on employee job satisfaction. This study was conducted through a comprehensive literature review of previous research on the topic. The literature review is analyzed and summarized to produce conclusions that can. that a positive work environment, effective communication, and high levels of motivation are key factors in increasing employee job satisfaction. This study provides practical implications for organizations to increase employee job satisfaction by focusing on these factors. This research has a significant contribution to the development of theory and practical understanding in human resource management

Keywords: Motivation, Communication, Job Stress, Employee Job Satisfaction

INTRODUCTION

It is desirable for organizations to improve and optimize human resource capabilities in order to achieve superior quality and achievements. The goal is to improve individual performance and ultimately achieve optimal levels of job satisfaction. Individuals who feel high levels of job satisfaction generally show positive attitudes towards their tasks, while those who feel low levels of job satisfaction tend to have a negative view of their work. A person's attitude towards their work environment is reflected in the level of job satisfaction, and employees who feel satisfied have a tendency to provide performance in line with expectations. According to Marbun and Jufrizen (2022), job satisfaction is an emotional condition

Which reflects personal evaluation of work, which can be pleasant or unpleasant. Job satisfaction can also be interpreted as an overall attitude towards work which reflects the difference in the number of awards received and the number of awards expected as explained by Supriadi and Iqbal (2022). Factors that influence job satisfaction include suitability of work to abilities and expectations, a conducive work environment, good work-life balance, recognition for hard work, and job security. Job satisfaction can have a positive impact on employees, such as rarely being absent, making positive contributions, and remaining in a company. Employee dissatisfaction within a company can have a negative impact on their behavior in achieving company goals.

This dissatisfaction can result in lazy behavior, which in turn can cause problems such as high levels of absenteeism, late work, and other disciplinary violations that have the potential to be detrimental to the company. The more satisfied employees are, on the other hand, will bring greater benefits to the company or organization.

The importance of job satisfaction in achieving optimal employee performance cannot be ignored, especially in the context of organizations that focus on human resource development. Modern organizations face pressure to not only ensure operational continuity but also improve employee well-being. Along with the complexity of today's job demands, factors such as motivation, communication and work stress are key in shaping employee job satisfaction.

Motivation, as an internal drive to achieve goals, plays an integral role in shaping employee attitudes and performance. Effective communication, on the other hand, is the foundation for creating a transparent work environment and motivating employees to provide maximum contribution. However, in circumstances of high work stress, the potential for conflict and low job satisfaction can arise, hindering employee productivity and retention.

This research aims to present a comprehensive picture of the influence of motivation, communication and work stress levels on 2 level of employee job satisfaction. By combining psychological and managerial perspectives, it is hoped that this research can make a significant contribution to understanding the factors that influence job satisfaction, especially in the context of current organizational dynamics.

It is hoped that this research will make a significant contribution to the development of theory and practical understanding in the field of human resource management. By investigating the relationship between motivation, communication, work stress and employee job satisfaction, it is hoped that this research can become the basis for forming policies and implementing more efficient management practices. Additionally, through specific sample analysis and interesting findings, this study can serve as a starting point for further exploration in this domain.

The main aim of this research is to analyze and understand the impact of motivation, communication and work stress on employee job satisfaction. Thus, this research seeks to provide an in-depth view of how these factors are interconnected and have the potential to shape different levels of job satisfaction among employees.

LIBRARY STUDY

Motivation

Motivation can be characterized as encouragement and a source of energy possessed by individuals. The main aim of this research is to analyze and understand the impact of motivation, communication and work stress on employee job satisfaction triggered by inspiration, enthusiasm and encouragement to involve themselves in activities with full sincerity, joy, and sincerity, with the hope that the results of these activities can be achieved well and have a high level of quality (Andry, 2018). Motivation also includes various efforts made by humans to fulfill their personal needs and desires (Ahmad et al., 2022). Even though fulfilling these needs and desires is not always easy without maximum effort, individuals still try to demonstrate behavior that is in accordance with the underlying drive and principles in order to achieve these goals. Research conducted by (Lusri & Siagian, 2017) shows that there is a positive correlation between work motivation and employee job satisfaction. These results are in line with the findings of other research conducted by (Rosmaini & Hasrudy, 2019), which concluded that motivation has a positive impact on employee job satisfaction levels.

Management that applies motivation well to employees tends to achieve better performance from employees. However, research conducted by (Paskanindia, 2019) reached a different conclusion, stating that motivation can have a negative impact on employee job satisfaction. Therefore, to increase job satisfaction, more efforts are needed than just providing motivation alone.

Communication

The use of communication as a tool to convey and distribute tasks within an organization is considered a solution to overcome a decrease in job satisfaction levels can occur because through communication, we can understand individual behavior (Madlock, 2008).

Brahmasari (2012) in his research defines communication as the exchange of information. Ali and Haider (2012) stated that positive interactions between organizational members can produce effective communication.

A part from the problem of low motivation, another challenge is the lack of effective communication. This finding is strengthened by the results of interviews with several employees, which indicate that ineffective communication between co-workers can cause problems, such as blaming each other if the tasks given do not meet superiors' expectations.

This kind of problem can create prolonged conflict between fellow employees because the inability to communicate effectively can lead to blaming each other when the tasks given do not meet the expectations of superiors.

Situations like this can trigger ongoing conflicts between fellow employees, caused by the inability to communicate effectively. The communication process is defined as a step in which someone tries to convey understanding and information through conveying messages to other people. Arifin (2019) defines communication as a process of transferring information and understanding (intent) from one individual to another. Such information and understanding may be conveyed in various forms (such as verbally or in writing), and the methods used to transfer information and understanding may involve face-to-face interactions, telephone calls, memos, or reports.

Research conducted by Afianto and Utami (2017) concluded that communication has a positive impact on employee job satisfaction. The better the quality of communication, the level of employee job satisfaction tends to increase, strengthening the positive relationship between communication and job satisfaction. However, the results of research conducted by Nugraha and Suhera (2019) present a different view, stating that communication has a negative impact on job satisfaction.

Insufficient communication, lack of discipline, lack of innovative ideas (efficiency), low motivation, and unequal job satisfaction are mentioned as factors that can harm the level of job satisfaction, especially because they are still dependent on other people.

Job Stress

Motivation can be defined as encouragement that arises both from within and outside a person, encouraging enthusiasm and persistence to achieve desired goals (Daft, 2010: 373). According to Antonio and Sutanto (2013), work motivation is reflected through worker behavior, where behavior that shows work enthusiasm can encourage employees to work optimally. A high level of motivation in employees can making them happier and more willing to contribute to the organization (Bemana et al., 2013). Arsyad (2011:323) defines motivation as a process that encourages someone to carry out an activity. The results of the initial interview showed signs of employee dissatisfaction caused by low work motivation. This is caused by a lack of motivation, both from oneself and from colleagues. Work boredom is also a major factor that causes a lack of enthusiasm in carrying out work because work is considered monotonous and lacks variety. Apart from that, an uncomfortable working atmosphere, such

as noise due to the company's location being close to a motor company warehouse, can disturb employees' concentration.

The lack of recreational activities organized by the company can also be a cause of lack of employee motivation at work.

Employee Job Satisfaction

According to Kaswann (2017), job satisfaction can be considered as a driving element that reflects representative and hierarchical results.

This is because understanding job satisfaction involves workers' views on the extent to which their work can fulfill aspects that are considered significant.

Salleh et al. (2012) stated that an individual's assessment or attitude towards work is closely related to environmental factors, compensation and other factors. Saleem et al. (2010) in their research concluded that motivation has a positive impact on job satisfaction. Overall, employees are satisfied with their work and show interest in it. In general, employees have a high level of motivation to work within the organization. Shah et al. (2012) also stated that motivation contributes positively and significantly to employee job satisfaction. By detailing the information above, it can be concluded that the hypothesis is as follows:

H1: Motivation has a positive and significant effect on job satisfaction According to Setiawan (2007), communication can be defined as a process of conversation and conveying information from a person, group or organization with the aim of being understood. Karademir et al. (2014) stated that through communication, workers in an organization can find out the expectations and thoughts of management and their colleagues regarding their performance. In addition, the exchange and reception of knowledge plays an important role in organization allife, and effective communication processes play a role in helping workers develop positive attitudes. Mangkunegara (2004:148) defines communication indicators as understanding, namely the ability to understand messages carefully according to the communicator's intentions. With thorough understanding on the part of employees, leaders can more easily explain the company's goals and applicable regulations. A pleasant work atmosphere automatically creates harmony among company members.

Harmony

Leaders who are able to convey orders or rules well will be more easily accepted by employees, which in turn can increase their job satisfaction indirectly. Good interpersonal

relationships can also increase work morale, which can have a positive impact on employee job satisfaction. Effective delivery of information will influence how a person receives the information and then applies it in action. A communicative leader will convey information related to company regulations well, which can increase employee job satisfaction. Diatmika (2013) states that communication has a positive and significant influence on employee job satisfaction. Czech (2013) found that effective communication also has a significant effect on employee job satisfaction. From this explanation, the following hypothesis can be concluded:

H2: Communication has a positive and significant effect on job satisfaction

According to Siagian (2014:300), stress is a condition of tension that can affect a person's emotions, thoughts and physical condition. Stress is a negative response to events that individuals cannot overcome (Lee et al., 2014). Mangkunegara (2011:28) defines work stress as feelings of pressure experienced by employees in facing work tasks. Rini (2010) states that work stress can be related to obstacles and demands at work. Finney (2013:3) describes work stress as a reaction to organizational stressors in the work environment, which can be considered a threat to individual security. Work stress can cause feelings of discomfort, emotional instability, difficulty sleeping, increased smoking behavior, a tendency to be alone, lack of relaxation, anxiety, and increased blood pressure.

Employees who experience low levels of job satisfaction will face more stress, such as heavy workloads, role conflicts, and less conducive physical environmental conditions, when compared to employees who have high levels of job satisfaction (Mansoor et al., 2011) . Feelings of dissatisfaction with work can show a negative attitude towards work and cause high levels of stress in carrying out work. Stress, both physical and psychological, is a stressful condition experienced by individuals when facing extraordinary demands and obstacles in their work (Hans et al., 2014). Job stress negatively and significantly influences job satisfaction. Pressure that arises from an individual's misalignment with their work environment can trigger stress. Stress is experienced when an individual's needs and abilities aren't in line with existing resources and demands (Susilawati, 2013). By detailing the information above, the following hypothesis can be concluded.

H3: Job stress has a negative and significant effect on satisfaction work

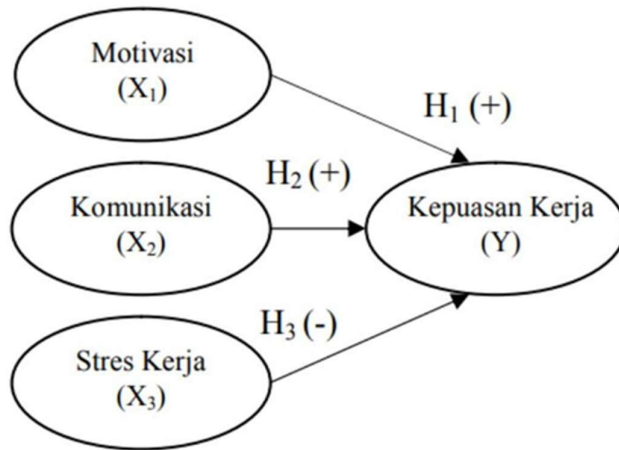


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This research is literary in nature, so the research method was carried out by conducting a comprehensive literature review of previous studies that have been conducted regarding the influence of motivation, communication and work stress on employee job satisfaction. This literature review can be done by searching for journals or scientific articles related to the research topic. After that, the data obtained from the literature review can be analyzed and summarized to produce conclusions that can be used as a basis for developing more effective human resource management theories and practices.

RESULTS AND DISCUSSION

Several journals that are relevant to the influence of motivation, communication, and work stress on employee job satisfaction are as follows:

In the journal entitled "The Influence of Motivation, Communication and Work Stress on Employee Job Satisfaction at PT. Indonesia Power UBP Bali", the impact of work motivation, communication and work stress on employee job satisfaction at PT. Indonesia Power UBP Bali. This research involved 150 employees as samples, and data was collected through observation, interviews and using questionnaires. The analytical method used is multiple linear regression analysis. The research results show that work motivation, communication and work stress have a significant influence both simultaneously and partially

on employee job satisfaction. Researchers also suggest that future research use more accurate analysis techniques and consider additional variables such as work relationships. This journal also emphasizes the importance of job satisfaction in achieving organizational success as well as the role of human resources in organizational management. In research conducted by Made Pradya PS and I Gusti Ayu DA (2019). This research was conducted at Udayana University, Bali, Indonesia. The research results show that work stress can cause feeling so funeas, anxiety and unstable emotions. Work motivation can be demonstrated through employee behavior that shows work enthusiasm.

Lack of work motivation and less effective communication can cause employee dissatisfaction. Job satisfaction can be increased by increasing motivation, carrying out effective communication, and managing employee work stress. Research findings confirm that work motivation, communication, and work stress, both simultaneously and individually, have a significant impact on employee job satisfaction levels.

Work motivation specifically has a positive influence on employee job satisfaction. Effective communication between superiors and subordinates, as well as Work stress management plays an important role in increasing employee job satisfaction levels. Therefore, this research has the implication that to increase job satisfaction, efforts need to be made to increase employee motivation, improve the quality of communication and manage employee work stress.

Research conducted by Howard, J., & Turangan, J. (2023) at PT. Taishan Medical Devices Indonesia in Jakarta. Their search results show that work stress does not have a negative and significant effect on employee job satisfaction, but motivation and communication can have a positive and significant effect on employee job satisfaction.

In a study conducted at Wilujeng Kediri Hospital as described by Tama (2022), research findings showed that motivation, communication and work stress together had an impact of 55.6% on employee job satisfaction levels. These variables need to be managed effectively to increase employee job satisfaction. Their search entitled "The Influence of Motivation, Communication and Work Stress on Employee Job Satisfaction" uses quantitative research methods to analyze the impact of motivation, communication and work stress on employee job satisfaction at PT Bravo Engineering Batam. A total of 115 respondents filled out the distributed questionnaire. The research results show that motivation, communication and work stress have a significant influence on job satisfaction. These three factors can explain the

variation of 51.3% in the level of job satisfaction. However, this research did not involve other variables in its analysis. The conclusion of this research emphasizes the importance of human resource management in organizations and its impact on employee job satisfaction. Therefore, it is recommended that companies pay attention to factors such as motivation, communication and work stress in an effort to increase employee job satisfaction. Effective management practices related to motivation, communication and work stress can form a positive work environment and provide motivation to employees to achieve better performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the summary of the journals that have been discussed, it can be concluded that work motivation, communication and work stress play a significant role in influencing employee job satisfaction. Overall, the research results show that these three factors have a positive impact on job satisfaction, both together and individually. Work motivation is identified as the main factor that has a significant positive influence on employee job satisfaction. Apart from that, effective communication between superiors and subordinates, as well as work stress management, has also been proven to make a significant contribution to employee job satisfaction levels.

Suggestion

1. Application of more accurate analysis techniques

Some studies suggest using more accurate analysis techniques. Therefore, future research should consider more sophisticated and accurate analysis methods to gain a deeper understanding of the relationship between motivation, communication, job stress, and job satisfaction.

2. Consider Additional Variables

Some studies suggest considering additional variables, such as employment relationships. Adding complexity to the model can provide a deeper understanding of the various factors that contribute to employee job satisfaction.

3. Emphasis on Human Resource Management

Organizations need to emphasize the role that human resource management plays in managing motivation, communication and work stress. Training and human resource development can be a valuable investment to improve working conditions and employee satisfaction.

4. Pay attention to the organizational context

Conditions at PT. Indonesia Power UBP Bali, PT. Taishan Alkes Indonesia, and PT Bravo Engineering Batam may be different. Therefore, future research can consider differences in organizational contexts in evaluating the impact of motivation, communication, and job stress on job satisfaction.

5. Interventions to Increase Job Satisfaction

Organizations can take intervention actions based on research findings, such as improving motivation programs, improving internal communication channels, and developing stress management strategies to increase employee job satisfaction.

By implementing these recommendations, it is hoped that organizations can create a more positive work environment, improve employee well-being, and ultimately achieve overall organizational success.

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