

Examining The Impact Of Work Stress, Work Motivation, And Work Discipline On Employee Performance At PT. Manakarra Unggul Lestari In Leling Village, Tommo District, Mamuju Regency

Menelaah Pengaruh Stres Kerja, Motivasi Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Manakarra Unggul Lestari Di Desa Leling, Kecamatan Tommo, Kabupaten Mamuju

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ABSTRACT

This study examines the impact of Work Stress, Work Motivation, and Work Discipline on employee performance at PT Manakarra Unggul Lestari. Hypothesis testing reveals significant influences for each variable, supported by substantial Beta coefficients, T Values, and low p-values. ANOVA analysis further confirms the collective effect of these variables, indicated by a significantly high fcount value compared to the ftable value. Managing stress, fostering motivation, and enforcing discipline collectively contribute to enhanced employee performance. These findings underscore the significance of addressing these factors holistically to improve organizational effectiveness. The research provides practical insights for HR management and organizational strategies, ultimately fostering a productive work environment and successful outcomes.

Keywords: Work Stress, Work Motivation, Work Discipline, Employee Performance, PT Manakarra Unggul Lestari

ABSTRAK

Penelitian ini menguji pengaruh Stres Kerja, Motivasi Kerja, dan Disiplin Kerja terhadap kinerja karyawan di PT Manakarra Unggul Lestari. Pengujian hipotesis menunjukkan adanya pengaruh yang signifikan untuk setiap variabel, didukung oleh koefisien Beta yang besar, Nilai T, dan nilai p yang rendah. Analisis ANOVA lebih lanjut menegaskan pengaruh kolektif dari variabel-variabel tersebut, yang ditunjukkan oleh nilai fhitung yang sangat tinggi dibandingkan dengan nilai ftabel. Mengelola stres, menumbuhkan motivasi, dan menegakkan disiplin secara kolektif berkontribusi pada peningkatan kinerja karyawan. Temuan ini menggarisbawahi pentingnya menangani faktor-faktor ini secara holistik untuk meningkatkan efektivitas organisasi. Penelitian ini memberikan wawasan praktis untuk manajemen SDM dan strategi organisasi, yang pada akhirnya mendorong lingkungan kerja yang produktif dan hasil yang sukses.

Kata kunci: Stres Kerja, Motivasi Kerja, Disiplin Kerja, Kinerja Karyawan, PT Manakarra Unggul Lestari.

1. Introduction

Human Resources (HR) is an important thing in supporting the success of an organization as well as implementing all policies in it, so it needs to be equipped with adequate knowledge. The importance of human resources needs to be realized by every element in a company because no matter how advanced technology is today, humans will still play an important role in the success of an organization. The abilities possessed by each individual are provisions in exploring the world of work, the efforts made certainly have certain goals with the capital skills possessed. A very influential role is the ability to manage other human resources, meaning that with the ability possessed, a manager will be able to recruit or create reliable resources in a particular field. Various kinds of efforts are made in each company management in determining the direction of progress of a business, but these efforts cannot

fulfill the whole. Thus, a soft skill is needed so as to create a superior person and be able to process and provide motivation and apply good work discipline. According to Raharjo (2013: 22) the involvement of human resources is very important in the activities carried out in the organization to realize organizational goals. Without human resources in an organization, it will certainly affect performance, both on organizational performance and employee performance. There are several things that determine the success of an organization, including employee work discipline, employee motivation and employee work productivity. Human resource development is basically an increase in employee performance that reflects the ability of organizational members to work, meaning that the performance of each employee is assessed and measured according to criteria predetermined by the organization. On this side, individual achievement is a guarantee for the organization that the organization will still be able to answer every challenge of change and even reach every possible change in the future.

The factors that arise in terms of reduced employee performance, this is an indication that the initial steps that can be used to increase productivity include work stress, motivation and work discipline as the role of human resource management management. The relationship between work stress, work motivation and work discipline on employee performance, Work Stress which is a common phenomenon experienced by employees throughout the world including employees (Jehangir and Mohsan, 2012: 167). Job stress is a condition of feeling pressured in carrying out the work given (Mangkunegara, 2009). However, what needs to be considered is that even though there is the same job pressure, not all employees think that this pressure will cause job stress.

According to Muliadi (2013: 51) and Nur'aini (2014: 39), which states that motivation has a positive and significant effect on employee productivity. Meanwhile, according to Bayuaji (2015: 27) and Kurniawan (2015: 19), the results of the study found that work discipline has a positive and significant effect on employee productivity. Motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the company's business goals. According to Robbins (2013: 73) motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. The inner or psychological atmosphere of a worker as an individual in an organizational or corporate society which is his work environment, has a very large influence on the implementation of his work.

Work motivation of employees is basically the drive of an employee to work in the company. As for what a manager can do in mobilizing subordinates to achieve goals, which in the end must be able to motivate employees. Support for the work motivation of employees can be realized if the needs of each employee can be fulfilled, so it can be said that the high and low motivation of employees can be influenced by how far the fulfillment of the needs of each employee. Fulfillment of employee needs is an important factor in creating encouragement or motivation for employees to carry out work properly, which in turn can achieve organizational goals.

Basically, leaders must plan and organize existing resources to achieve the goals of the organization, (Handoko, 2016: 17). Furthermore, according to Handoko (2016: 49), work discipline is a leader's style or leadership behavior of a leader in relation to subordinates. Companies that have many employees will certainly experience various kinds of problems when human resource management is unable to process their employees. Thus, it is necessary to have a good mindset or planning so as to give birth to a company that is able to develop and be able to realize company goals. One of the objects of research is the company that an organization cannot carry out its functions without good work discipline supported by the attitudes and behavior of disciplined employees and the existence of work motivation from employees.

PT Manakarra Unggul Lestari is one of the companies engaged in oil palm plantations and processing located in Kakullasan Village, Tommo District, Mamuju Regency, West Sulawesi Province. PT Manakarra Unggul Lestari is one of the companies that joined the Widya Corporation Group which also has other companies engaged in oil palm plantations and processing which are spread in various regions in Indonesia. From the results of the author's preliminary survey by asking directly to several employees at PT Manakarra Unggul Lestari in Leling Village, Tommo District, Mamuju Regency, the author found that employee discipline was still lacking and that some employees only played around in carrying out work so that employees were often late in completion so that employees did not have passion and enthusiasm for work so that the author concluded that employees were not motivated to work at PT Manakarra Unggul Lestari in Leling Village, Tommo District, Mamuju Regency.

PT Manakarra Unggul Lestari in Leling Village, Tommo District, Mamuju Regency is a company that has many work units so it requires many employees. Therefore, in an effort to improve employee performance, employees are required to be able to complete their duties and responsibilities effectively and efficiently. Several factors can reduce employee performance, namely the reduced desire of employees to achieve the targets given, timeliness in completing work, lack of compliance with regulations, and the influence of the environment. That an organization cannot carry out its functions without good work discipline supported by the attitudes and behavior of disciplined employees and the existence of work motivation from employees. From the results of the author's preliminary survey by asking directly to several employees at PT Manakarra Unggul Lestari in Leling Village, Tommo District, Mamuju Regency, the author found that there was firm leadership so that employees obeyed the company's rules so that employees had passion and enthusiasm at work so that the author concluded that employees were motivated to work at PT Manakarra Unggul Lestari in Leling Village, Tommo District, Mamuju Regency.

2. Literature Review

According to Simamora (2015: 35) human resource management is the utilization, development, assessment, reward and management of individual members of an organization or group of workers. Meanwhile, according to Handoko (2016: 42) human resource management is the attraction, selection, development, maintenance and use of human resources to achieve both individual and organizational goals. The definition of human resource management according to Husnan (2011: 15) is planning, organizing, directing and supervising the procurement, development, compensation, integration and maintenance of labor and the intention to help achieve company, individual and community goals. Human resource management is the utilization of human resources in order to achieve organizational goals, consequently managers at all levels pay attention to human resources. In essence, managers make things happen through the efforts of other people which requires effective human resource management.

The definition of work stress put forward by Brousseau Prince (Sarwono, 2006: 87) is the psychological state of employees who are unpleasant to work because they feel threatened in their work environment. Meanwhile, according to Arseriault and Dolan (Sarwono, 2006: 89) work stress is an unpleasant psychological condition caused by employees feeling threatened which shows a mismatch between individuals and job demands. Work stress is a person's reaction as an adjustment response to various demands both from within and outside the organization that he perceives as opportunities and threats that can be measured through (1) stress reactions and (2) demands (Nur, 2013: 61). Work stress is a form of physical and emotional reaction that occurs due to a mismatch of work with workers' abilities, resources, or workers' needs (Zahra, 2015: 47). According to Rimmele et al (2007 in Sugihato, 2012) both physical and psychological stressors cause an increase in

cardiorespiratory and neurohormonal systems, as a reflection of the autonomic nervous system (ANS) response, one of which is the sympathetic nervous system (SNS). There are three general categories as a consequence of stress, namely physiological, psychological and behavioral symptoms (Sartika, 2016). Work stress experienced by employees can be seen from the symptoms felt by employees such as often feeling pale skin and feeling cold at work, very fast blood flow at work, increased breathing at work, tense muscles at work, feeling angry quickly, feeling tense at work, feeling anxious at work, difficulty concentrating at work, difficulty sleeping after work and quickly feeling tired after work (Sartika, 2016). Job stress can pass through four stages as described by Golizek (in Sarwono, 2006).

The first stage is when individuals are still able to cope with stress by increasing idealism, enthusiasm, and commitment to work, as well as maintaining energy levels and positive attitudes. In the mild stress stage, symptoms of pessimism, dissatisfaction, and feelings of frustration or boredom with work appear, accompanied by increasingly evident physical and psychological symptoms. At the moderate stress stage, social isolation increases, negative behaviors such as irritability and hostility emerge, and stress symptoms become stronger, possibly even leading to changes in goals and behavior. In the severe stress stage, interest in work decreases, self-esteem is low, absenteeism becomes chronic, attitudes become cynical, and severe fatigue appears. The causes of job stress vary, including interpersonal factors such as relationships with coworkers and superiors, career development, and also individual characteristics. According to Munandar (in Zahra, 2015), working at night can increase the risk of work stress, especially in the factory sector.

Hasibuan (in Sarwono, 2006: 90) mentions several factors that contribute to work stress. Workloads that are too heavy and complex can trigger stress, as well as pressure and treatment that is considered unfair from leaders. Lack of time and adequate work equipment also plays a role in causing stress. Interpersonal conflicts with leaders or coworkers, salaries that do not match sacrifices, and family issues such as dealing with children, spouses, or in-laws can also be sources of stress. Occupational stress is a complex experience that involves the dynamics of multiple factors, ranging from social interactions to the work environment and individual characteristics. It not only affects an individual's psychological well-being, but also impacts productivity and performance at work. Job stress, as described by Jacinta (in Prasetyo and Nurtjahjanti, 2012), has a widespread impact on both companies and individuals.

At the company level, the impact includes operational disruptions, obstacles in management, decreased productivity, and decreased revenue and profits. Meanwhile, for individuals, the impact covers various aspects. Physically, work stress can lead to health problems such as heart disease and digestive disorders. Psychologically, chronic stress can produce ongoing feelings of tension and worry, resulting in prolonged stress that damages the body and mind. In addition, work stress also impacts an individual's social interactions, increases sensitivity, creates the potential for depression, and reduces self-confidence and self-esteem.

According to Northwestern National Life Insurance as cited by Losyk (2007), work stress has important implications in an organizational context. Many cases of absenteeism in the workplace are related to stress problems. The majority of people consider that work is the main stressor in their lives. The level of job stress faced by many people tends to be very high. It is not uncommon that some individuals even plan to quit their jobs due to the stress they experience. Most respondents also agreed that work stress has damaged their physical and mental health. Work stress can bring both positive and negative impacts, depending on how individuals respond to it.

The positive impact of work stress, known as eustress, encourages individuals to perform better and complete tasks with higher efficiency. However, the negative impact of work stress, or distress, arises when individuals struggle to cope with the stress. In this

situation, work performance may decline, absenteeism may increase, and physical and mental health issues may arise as a result.

otivation comes from the Latin word *movere* which means drive or move, all human behavior is usually based on motivation or encouragement in many ways that cause them to behave this way. In management, motivation is what causes all members of the organization to work in completing work according to the motives or goals of the organization or company to be achieved. According to Kartika (2012:) the definition of motivation is the whole process of providing work motives to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently and economically. Meanwhile, according to Roesyadi (2012) suggests that motivation is often interpreted as encouragement. This encouragement or energy is a mental and physical movement to do so that motivation is a driving force that moves humans to behave in their actions that have a certain purpose, as for motivation as a condition where a person's effort and willpower are directed towards achieving certain results or goals.

Motivation is increasingly important because managers distribute work to their subordinates to be done properly and integrated into the specified goals, (Kartika 2012). Every activity carried out by a person is driven by a force from within a person, this driving force is called motivation, (Mas'ud 2009: 56). According to Robbins (2013: 73) motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. The inner or psychological atmosphere of a worker as an individual in an organizational society or company that is his work environment, has a very large influence on the implementation of his work. Motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the company's business goals.

According to Mas'ud (2009), motivation is a condition in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals. The motivation that exists in a person will manifest a behavior directed at the goal of achieving satisfaction goals. Work motivation is something that creates a desire for a person or worker, both from within himself and from outside to carry out work or activities with a sense of responsibility in order to achieve the desired goals. So, motivation is not something that can be observed but is something that can be inferred because of something that appears. Based on the understanding of motivation from several opinions above, motivation is a driving factor that can create employee morale to achieve organizational goals. Thus, motivated people will make greater efforts than those who are not.

Agencies or organizations not only expect capable, capable, and skilled employees, but most importantly want to work hard and want to achieve maximum work results, the ability and skills of employees are meaningless to the company if they do not want to work hard. In order for management activities to run well, the organization must have knowledgeable and highly skilled employees and efforts to manage the agency as optimally as possible so that employee performance increases. Work motivation is a driving factor that arises both from within individuals and from outside themselves, which encourages them to carry out activities or actions. The concept of work motivation involves two main dimensions, namely internal and external dimensions, which reflect the sources of motivation that come from within the individual and the influence of the external environment. Individuals demonstrate work motivation through these two dimensions, and specific indicators are used to measure the extent to which a person meets the demands of the job.

Uno (2010) outlines the two main dimensions of work motivation and their associated indicators: The internal motivation dimension, with indicators: Responsibility in completing work tasks. Achievement of tasks by reaching predetermined targets. Presence of clear and

motivating goals. Personal satisfaction when doing work. Passion to outperform the performance of other individuals. Focus on achievement in work. External motivation dimension, with indicators: Motivation to fulfill life and work needs. Satisfaction from praise or recognition for work results. Work in the hope of getting incentives or rewards. Work in the hope of getting attention from coworkers and superiors. Through observation of these two dimensions and related indicators, we can measure the level of individual work motivation in carrying out the tasks he faces as an employee.

According to Baron (2012) views discipline through punishment. Work discipline can basically be interpreted as a form of obedience to one's behavior in complying with certain provisions or regulations related to work, and imposed in an organization or company. then according to Nitisemito (2011), the problem of work discipline is a problem that needs attention, because with discipline, it can affect the effectiveness and efficiency of achieving organizational goals. Meanwhile, according to So, work discipline is a form of obedience to employee attitudes and behavior that can affect the effectiveness of employee performance in the company.

Meanwhile, according to Baron (2012: 829), there are several things that can be used as an indication of the high and low level of employee work discipline, namely: punctuality, compliance with superiors, rules against prohibited behavior, order against rules that are directly related to work productivity. Work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authority given to him. Work discipline that is not rooted in personal awareness will result in weak and unsustainable discipline. Discipline can be instilled and developed through education or habituation with positive examples, starting from childhood in the family environment, and continuing to grow until it becomes a strong form of discipline. In the work environment, discipline can be reflected through actions such as regular and punctual arrival, wearing neat clothes, using equipment carefully, and work production that complies with the procedures set by the company.

Baron (2012) reveals several indicators that measure the level of employee work discipline, such as adherence to working hours, obedience to superior orders, compliance with regulations regarding impermissible behavior, and the level of adherence to regulations that are directly related to work productivity. Work discipline can be defined as an attitude that reflects respect, obedience, and compliance with applicable rules, both written and unwritten, and is able to carry it out without avoiding sanctions if it violates the assigned duties or responsibilities. Handoko (2011) shows that indicators of employee work discipline include: Regular, punctual, and orderly attendance at work, neat clothing, which affects work comfort and self-confidence, Careful use of office equipment to avoid damage, Responsibility in fulfilling tasks, which shows a high level of discipline. From this description, it can be concluded that work discipline indicators include discipline towards time, discipline towards rules, and discipline in carrying out responsibilities. All of these reflect the attitude of obedience and responsibility of employees towards their duties in the work environment.

Performance can affect the activities of an organization or government agency, the better the performance shown by employees will greatly assist in the development of the organization or government agency. According to Robbins, (2012) employee performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Meanwhile, according to Hasibuan (2010), "A work result achieved by a person in carrying out the tasks assigned to him which is based on skills, experience and seriousness and time." According to Mangkunegara (2013) "The quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Then according to Sedarmayanti (2010), "Fulfilling or carrying

out the obligations of a vow, the results of workers, organizational processes, concretely proven, perfecting responsibility, measurable, can be compared with predetermined standards." Furthermore, according to Hasibuan (2010: 35), "performance or work performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time". Performance appraisal is an organizational process that aims to evaluate the performance of employees. The general purpose of performance appraisal is to provide feedback to employees to improve work output and productivity.

More specific objectives include making decisions related to promotions, transfers, salary increases, training, and other management. Every employee realizes that their work will be assessed by their superiors, either directly or indirectly. Therefore, performance appraisals are used to measure employee performance and assist leaders in identifying the best performing employees. Rivai (2011) explains the benefits of performance appraisal as follows: Benefits for employees who are assessed include Increased motivation, Higher job satisfaction, Clear understanding of the standard of expected results, Opportunity to communicate with superiors, Increased understanding of personal values. Benefits for those conducting the appraisal include Increased job satisfaction, Identification of employee performance trends, Increased employee and manager motivation, Increased overall employee motivation, Identification of employee rotation opportunities. Benefits for the company include Improved performance of all units within the company, Improved quality of communication, Improved overall employee motivation, Improved understanding of the tasks performed by each employee.

As such, performance appraisals play a crucial role in supporting individual development, human resource management, and overall company performance. Indicators for measuring individual employee performance can be divided into five, as explained by Robbins (2012) Quality: The quality of work is assessed from the employee's view of the quality of work produced and their ability to complete tasks properly, Quantity: Measures the amount of work produced, often expressed in terms of the number of units or cycles of activity successfully completed. Timeliness: Assesses the extent to which activities are successfully completed within specified deadlines, taking into account their relationship to the end result and the efficient use of time. Effectiveness: Measures how well organizational resources (such as manpower, funds, technology, and raw materials) are utilized to achieve optimal results from each work unit. Independence: Measures the level of independence of an employee in performing their duties, indicating the extent to which they are able to function independently. Work commitment: A measure of the extent to which an employee is committed to the company and his/her responsibilities towards the job. By understanding these indicators, organizations can be more objective in assessing individual employee performance.

3. Research Methods

This research was conducted at PT Manakarra Unggul Lestari which is located in Leling Village, Tommo District, Mamuju Regency, West Sulawesi Province. The data used in this research can be categorized into two types, namely qualitative data and quantitative data. Qualitative data is data in the form of a description or explanation of work discipline, work motivation, and employee productivity at PT Manakarra Unggul Lestari. This data can be obtained through direct observation and communication with employees. Quantitative data is data expressed in numbers and will be processed in the form of frequency distribution tables of respondents. The data sources used consist of primary data and secondary data. Primary data is obtained directly from the object of research through the use of questionnaires filled out by respondents and observations of employees. Secondary data is obtained through

reading materials such as literature, lecture notes, and other information related to the object of research, including company history and organizational structure. The population of this study were all employees at PT Manakarra Unggul Lestari, totaling 112 people. The research sample was taken as many as 82 employees using the accidental sampling method. The data that has been collected will be processed with multiple linear regression analysis using the SPSS program. Testing involves validity and reliability tests to ensure the reliability of the instrument. The t test will be used to test the effect of the independent variable partially on the dependent variable. The F test is used to test the simultaneous effect of the three independent variables on the dependent variable. The operational definition in this study includes concepts and indicators of each variable, such as work motivation, work discipline, and employee performance. This indicator will be used to measure and analyze the relationship between these variables.

4. Results and Discussions

The data analysis process in this study was carried out using IBM SPSS (Statistical Package for Social Science) software version 24. The following is an explanation of the results of data processing through multiple linear regression equations in this study:

Table 1. Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	1,122	1,121	0,064
Work Stress	3,236	3,212	0,021
Work Motivation	2,371	2,354	0,026
Work Discipline	5,215	5,223	0,004
F Square		11,350	,000 ^a

In this row in Table 1 the results of hypothesis testing for the variable "Work Stress" can be explained as follows: The Beta coefficient value obtained is 3.236, while the calculated T value is 3.212. This T value shows how big the difference is between the Beta coefficient value and the sample mean value in standard error units. The larger the T value, the more significant the influence of the variable on the observed results. In this case, the resulting T-value is greater than 1.96 (the critical value for a significance level of 0.05) so it can be concluded that the variable "Work Stress" has a significant influence on the observed outcome. The p-value recorded as 0.021 is also smaller than the general significance level of 0.05, which supports the conclusion that the influence of the variable "Work Stress" on the outcome is statistically significant. Therefore, we have strong evidence to reject the null hypothesis stating that there is no influence of "Work Stress" on the observed outcomes.

In the context of the provided Table 1, the hypothesis testing results for the "Work Motivation" variable can be discussed as follows: The coefficient Beta for "Work Motivation" is calculated as 2.371, while the T Value (t-score) is computed as 2.354. The T Value reflects the extent to which the Beta coefficient differs from the sample mean in terms of standard error units. A higher T Value indicates a more significant influence of the variable on the observed outcome. In this case, the calculated T Value exceeds 1.96, which is the critical value for a common significance level of 0.05. This suggests that the "Work Motivation" variable holds a statistically significant impact on the observed outcome. The recorded p-value of 0.026 is also less than the commonly used significance level of 0.05, supporting the conclusion that the influence of "Work Motivation" on the outcome is statistically significant. Thus, substantial evidence exists to reject the null hypothesis that states there is no effect of "Work Motivation" on the observed outcome.

In the context of the provided Table 1, the results of the hypothesis testing for the "Work Discipline" variable can be discussed as follows: The Beta coefficient for "Work

Discipline" is determined to be 5.215, and the corresponding T Value (t-score) is calculated as 5.223. The T Value is a measure of how much the Beta coefficient deviates from the sample mean, scaled by the standard error. A larger T Value indicates a more substantial and statistically significant impact of the variable on the observed outcome. In this specific case, the computed T Value significantly surpasses the critical threshold of 1.96, which is typical for a significance level of 0.05. This implies that the "Work Discipline" variable has a highly significant influence on the observed outcome. Moreover, the reported p-value of 0.004 is substantially smaller than the common significance level of 0.05, further confirming the statistical significance of the "Work Discipline" variable's impact on the outcome. As a result, there is robust evidence to reject the null hypothesis that suggests no effect of "Work Discipline" on the observed outcome. In summary, the findings strongly indicate that "Work Discipline" plays a pivotal role in influencing the observed outcome.

The results of the ANOVA statistical analysis in table 1 above show the significance in the simultaneous test. In this study, the simultaneous test was carried out by comparing the fcount value with the ftable value. The fcount value obtained is 11,350 with a significance level of 0.000. Thus, if Fcount is greater than Ftable, this indicates that the three independent variables, namely Job Stress (X1), Work Motivation (X2), and Work Discipline (X3), which are indicators in this study, together have a significant effect on the dependent variable, namely employee performance at PT Manakarra Unggul Lestari in Leling Village, Tommo District, Mamuju Regency. This indicates that there is a strong relationship between these variables and employee performance. With the fcount value far exceeding the ftable value, there is a strong enough basis to conclude that the combination of job stress, work motivation, and work discipline together has a significant impact on the level of employee performance in the organization. These findings provide important insights into managing the factors that influence employee performance and inform best practices to improve organizational effectiveness.

5. Conclusion

In conclusion, the analysis of the variables "Work Stress," "Work Motivation," and "Work Discipline" in relation to employee performance at PT Manakarra Unggul Lestari provides valuable insights into the factors shaping organizational success. The hypothesis testing results demonstrate that each of these variables holds a significant influence on employee performance. "Work Stress" emerges as a significant factor, with a notable Beta coefficient and T Value, supported by a low p-value. Similarly, "Work Motivation" and "Work Discipline" exhibit strong statistical significance, as indicated by their respective T Values and p-values. The ANOVA analysis strengthens the findings, showcasing the collective impact of these variables. The substantial fcount value, exceeding the ftable value significantly, underscores the combined effect of "Job Stress," "Work Motivation," and "Work Discipline" on employee performance. This implies that a balanced approach to managing these factors can lead to improved organizational effectiveness. These findings have implications for HR management practices and organizational strategies. Fostering a work environment that effectively addresses stress, nurtures motivation, and enforces discipline can yield enhanced employee performance. The study's insights contribute to a deeper understanding of the interplay between these variables and their role in driving organizational success. In summary, the research highlights the importance of acknowledging and managing the intricate relationships between work-related stress, motivation, discipline, and employee performance. Organizations that recognize and address these factors collectively are better poised to create a thriving work environment and achieve their overarching goals.

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