

# The Impact of Job-Related Stress, Employee Motivation and Job Satisfaction on The Performance of Employees

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## ABSTRACT

This study examines how work stress, motivation, and job satisfaction affect Fajar TV employees in Makassar City. This study included 82 Fajar TV staff and 68 Slovin formulation employees. This study includes primary data from questionnaires given to all respondents. The analytical method used in this research is multiple linear regression analysis, which includes descriptive analysis, data quality testing (validity and reliability tests), the classic assumption test (normality, multicollinearity, heteroscedasticity tests), and testing all hypotheses proposed in this research. This research shows that work stress, motivation, and job satisfaction positively and significantly affect employee performance. While work stress and motivation affect employee performance, job happiness dominates. Policymakers should focus on job satisfaction in terms of perceptions, abilities, organisation, and coworkers to improve Fajar TV in Makassar City. This study also found that partially work motivation does not affect performance. Therefore, stakeholders must pay attention to motivational variables that can lower employee performance, such as allowances and salaries that are not in line with employee desires but still consider the company's position.

## ABSTRACT

Penelitian ini mengkaji bagaimana stres kerja, motivasi, dan kepuasan kerja mempengaruhi karyawan Fajar TV di Kota Makassar. Penelitian ini melibatkan 82 staf Fajar TV dan 68 karyawan formulasi Slovin. Penelitian ini mencakup data primer dari kuesioner yang diberikan kepada seluruh responden. Metode analisis yang digunakan dalam penelitian ini adalah analisis regresi linier berganda yang meliputi analisis deskriptif, pengujian kualitas data (uji validitas dan reliabilitas), uji asumsi klasik (uji normalitas, multikolinearitas, heteroskedastisitas), dan pengujian seluruh hipotesis yang diajukan dalam penelitian ini. Penelitian ini menunjukkan bahwa stres kerja, motivasi, dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Sedangkan stres kerja dan motivasi berpengaruh terhadap kinerja karyawan, kebahagiaan kerja mendominasi. Pengambil kebijakan sebaiknya fokus pada kepuasan kerja dari segi persepsi, kemampuan, organisasi, dan rekan kerja untuk meningkatkan Fajar TV di Kota Makassar. Penelitian ini juga menemukan bahwa secara parsial motivasi kerja tidak berpengaruh terhadap kinerja. Oleh karena itu, pemangku kepentingan harus memperhatikan variabel motivasi yang dapat menurunkan kinerja pegawai seperti tunjangan dan gaji yang tidak sesuai dengan keinginan pegawai namun tetap mempertimbangkan posisi perusahaan.



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## INTRODUCTION

The development of the mass media industry in the era of globalization is increasingly rapid, especially electronic television media, this can be observed by the emergence of various kinds of television stations that were once only dominated by national parties, now the private sector is growing rapidly as well as what happens in areas with local media that are also developing (Chandrawinata, 2014). Globalization makes information from mass media give birth to a social effect that contains changes in social, cultural and economic values. This process makes the flow of information can spread throughout the world, and one of them is from television programs (Diahlola, 2012). The rapid television industry in Indonesia is also

influenced by people's needs for information and entertainment. This is a separate opportunity for the world of television to prove that television electronic media is able to display information that educates, entertains and certainly becomes a promising business.

The development of the world of television does not only occur on a national scale but also on a local scale, in Makassar City which is incidentally the entrance to KTI (eastern Indonesia) until 2014 has four local private television stations, namely, Fajar TV, Makassar TV, SunTV and Celebes TV. The four local televisions will naturally compete with each other for the highest viewership among others. For this reason, the human resource factor becomes a very influential thing for the progress of a company because with their performance the wheels of the organization can run smoothly, with the performance of supporting employees, the level of achievement will be seen so that it can be known how far the tasks given can be carried out in real and maximum (Hidayat, 2015). But in reality there are many problems faced to achieve this competitive advantage.

This research was conducted on Fajar TV, one of the local television stations in Makassar. The television station that uses Makassar language in its program is on the frequency of 28 UHF (Digital) The director of the television station which has the motto "Makassar Setru-Sejatinya Makassar" is currently held by M. Sahlan Kartono. Fajar TV is owned by the Fajar newspaper, part of the Jawa Pos Group business. The station is a member of the JPM network. Based on direct observations by researchers and the results of interviews in the work environment of Fajar TV, there are several things that make the author interested in carrying out this study, namely changes in working hours longer than when it first aired in 2011 (06.15 - 23.00) compared to now (04.00 - 02.00), excessive workload, direct statements from the marketing department that there are indications that some employees experience stress, The management system is not working well and the problem of salary is not appropriate. All of these things can be a trigger for work stress, lack of motivation and job satisfaction in the overall organizational environment.

Management is the process of planning, organizing, leading and supervising the work of the members of the organization and using all available organizational resources to achieve clearly stated organizational goals (Freeman 1992; Bairizki et al., 2021). According to the view (Drucker, 1990; Bairizki et al., 2021), the concepts of manager and management are interrelated. Management is a specific practice that transforms a group of people into a group defines management as a process of using organizational resources to achieve organizational goals through the functions of planning and decision making, organizing, leading and controlling. People as resources in the organization must be arranged in such a way that they are well coordinated and can support the achievement of the organization's strategic plan. If these human resources are not managed properly, then the success of the organization in achieving its strategic plan will be difficult to realize. Although the world of work has now begun to be automated, which means that some jobs that were once done by humans have now been replaced by machines, the role of humans in organizations cannot be eliminated. No matter how great machines are, they are still superior humans because humans not only have intellectual abilities but also emotional abilities. Therefore, human resource management as a management activity can never be ignored from management as an organization regardless of the form of organization. Profit and non-profit organizations require good management of human resources.

The definition of stress as a stimulus considers stress as a number of characteristics or events that may produce irregular consequences. In the definition of stress as a response, stress is seen in part as a response to a stimulus, called a stressor. A stressor is an external event or

situation that is potentially threatening or dangerous. However, stress is more than just a response to a stressor. In the definition of response, stress is a consequence of the interaction between an environmental stimulus (a stressor) and an individual response. This means that stress is a unique interaction between stimulus conditions in the environment and the way individuals respond in a certain way. Work stress is a physical and emotional response to hazardous work conditions, including environments where the job requires more workers' capabilities, resources, or needs (Phil Kitchel, 2002; Bairizki et al., 2021).

Work stress according to (Veithzal and Ella, 2009) is a condition of tension that creates a physical and psychological imbalance that affects the emotions, thought processes and condition of an employee. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop into various kinds of stress symptoms that can interfere with the implementation of their work. People who experience stress can become nervous and feel chronic worry. They often become grumpy and aggressive, unable to relax or show an uncooperative attitude. It can be concluded that the occurrence of work stress is due to an imbalance between the personality characteristics of employees and the characteristics of aspects of their work and can occur in all work conditions (Deddy > Veithzal, 2011). By paying attention to the causes and reactions caused by stress in employees, the company or organization concerned should create and provide a counseling program that aims to provide direction, coaching, guidance to employees or members of the organization who experience stress. For companies, stress weighs on costs through absenteeism and decreased performance levels, as it can lead to a worker who is physically visible but mentally meaningless in his presence. Stress can also affect the quality of decision making within a company.

The most famous theory of motivation is Abraham Maslow's hierarchy of needs (Filemon et al., 2013). He hypothesized that in every human being there is a hierarchy of five needs. These needs are: 1) Physiological includes hunger, thirst, shelter, sexual and other physical needs. 2) A sense of security, including a sense of wanting to be protected from physical and emotional harm. 3) Social includes affection, belonging, acceptance and friendship. 4) Awards include internal reward factors such as self-respect, autonomy and achievement and external reward factors such as status, recognition and attention. 5) Self-actualization is the drive to become someone according to one's needs, including growth, achievement of one's potential and self-fulfillment. When each of these needs is essentially met, the next one becomes dominant. Individuals move up the levels of the hierarchy. From a motivational standpoint, the theory says that even if a need is actually met, a need that has essentially been met is no longer motivating. So if you want to motivate someone, according to Maslow, you must understand the hierarchical level at which that person is currently located and focus on meeting those needs below or above that level.

The two-factor theory, also called motivation-hygiene theory, was proposed by a psychologist named Frederick Herzberg (Hidayat, 2015). Arguing that an individual's relationship to work is fundamental and that one's attitude toward work can very well determine success or failure, Herzberg investigated the question of what an individual wanted from his or her job, then asked to describe in detail, situations in which they felt unusually good or bad about their work. From the categorized responses, Herzberg concluded that the answers given by individuals when feeling good about their work differed significantly from the answers given when feeling bad. According to Herzberg, the factors that produce job satisfaction are separate and distinct from the factors that give rise to job dissatisfaction. Therefore, managers who seek to eliminate factors that give rise to job dissatisfaction may present comfort, but not

necessarily motivation. They will make the workforce feel comfortable, not motivating. As a result, conditions surrounding employment such as quality of supervision, employee benefits, company policy, physical condition of employment, relationships with other individuals and job security are classified by Herzberg as hygiene factors.

Dauglas McGregor put forward two real views on humans: the first view is essentially negative, called Theory X (Theory X) and the second is essentially positive, called Y Theory (Theory Y) (Koniswara & Lestari, 2019). After examining the way managers relate to employees, McGregor concludes that managers' views of human nature are based on certain groups of assumptions and that they tend to shape their behavior toward employees based on those assumptions. The motivational implications of McGregor's analysis can be best explained through the basic framework created by Maslow. Theory X assumes that lower-level needs dominate the individual. Theory Y assumes that higher-level needs dominate the individual. McGregor himself believes that the assumptions of Theory Y are more valid than Theory X. Therefore, he put forward various ideas such as participatory decision making, challenging work, and good group relations as approaches that will maximize the motivation of an employee's work.

In accordance with its nature, the needs of man are very diverse, both types and levels, even humans have needs that tend to be infinite. That is, needs always increase from time to time and humans always try with all their abilities to satisfy these needs. Human need is defined as everything that wants to be possessed, achieved and enjoyed. For this reason, humans are encouraged to carry out activities called work. Although not all activities are said to be work. Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity is felt according to the wishes of the individual, the higher his satisfaction with the activity. Thus, satisfaction is an evaluation that describes a person on the feeling of his attitude happy or unhappy, satisfied or dissatisfied at work (Jufrizen, 2017). Job satisfaction is how people perceive work and its aspects (Judge et al., 2020). There are several reasons companies must really pay attention to job satisfaction, which can be categorized according to the focus of employees or companies, namely first, humans have the right to be treated fairly and respectfully, this view is from a humanitarian perspective. Job satisfaction is an extension of reflection on good treatment, it is also important to pay attention to emotional indicators or psychological health. Second, the perspective of expediency, that job satisfaction can create behaviors that affect company functions. Differences in job satisfaction between organizational units can diagnose potential problems. Buhler 1994 (Deddy & Veithzal, 2011) emphasizes his opinion that continuous organizational efforts should be placed on job satisfaction and economic influence on the company. Companies that believe that employees can be easily replaced and do not invest in the field of employees will face danger. Usually resulting in high turnover rates, accompanied by swelling training costs, salaries will lead to the same behavior among employees, namely easily changing companies and thus employees will be less loyal.

According to (Suwanto & Doni, 2011; Flantik, 2017) Performance is performance or performance. Performance can also be interpreted as work performance or work implementation or the results of performance (Atatsi et al., 2019; Guntoro, 2020). August W. Smith (1997) states that "performance is output drives from processes, human otherwise" performance is the result of a process performed by humans. Based on this, work performance or performance is the result achieved by a person according to applicable measures, within a certain period of time, regarding work and his behavior and actions. According to Deddy &

Veithzal (2011), performance appraisal focuses on appraisal as a process of measuring appraisal. The main thing about assessment is the techniques or patterns that can be developed to improve the accuracy and validity of the assessment. Performance evaluation, known as performance appraisal, performance rating, performance assessment, employee evaluation, merit, rating, efficiency rating, service rating, is basically a process used by companies to evaluate job performance. If done correctly, this will provide important benefits for employees, supervisors, HR departments, and companies

- H1: Work stress has a significant effect on the performance of Fajar TV employees in Makassar City
- H2: Motivation has a significant effect on the performance of Fajar TV employees in Makassar City
- H3: Job Satisfaction has a significant effect on the performance of Fajar TV employees in Makassar City

## RESEARCH METHOD

The research approach used in this study is a quantitative method with an exploratory approach that will be used to explain whether there is an influence between stress, motivation and job satisfaction on employee performance. In this study, the population was all employees of Fajar TV totaling 82 employees, while the sample used was 68 employees obtained from the slovin formulation. The data in this study used primary data collected by distributing questionnaires to all respondents filled with several statements with four answer options that would be weighted scores such as answers (Strongly Agree=4, Agree=3, Disagree=2, Strongly Disagree=1). The data collected will be analyzed through four stages of testing. The first stage is to conduct a descriptive analysis. The second stage is to conduct a data quality test consisting of (validity test and reliability test). The third stage is the classical assumption test which consists of (normality test, multicollinearity test, heteroscedasticity test). The fourth stage is to test all hypotheses proposed in this study and will be proven through partial tests, simultaneous tests and coefficient of determination tests.

**Table 1. Operational Variables**

Variable	Code	Indicator	Reference
Work Stress (X1)	X1.1	Work conflicts	(Hidayat, 2015; Husain, 2019)
	X1.2	Workload	
	X1.3	Working time	
	X1.4	Working relationship	
Motivation (X2)	X2.1	Salary suitability	(Kurniawan &; Alimudin, 2015; Suprianto, 2016)
	X2.2	Appreciation	
	X2.3	Allowances	
	X2.4	Direction	
Job Satisfaction (X3)	X3.1	Perception of work	(Ghozali, 2017; Kurniawan &; Alimudin, 2015)
	X3.2	Ability	
	X3.3	Organisasi	
	X3.4	Co workers	
Employee Performance (Y)	Y1.1	Quality of work	(Lalamentik et al., 2017; Re: Submitted by Renti, 2017)
	Y1.2	Quantity of work output	
	Y1.3	Thoroughness of work	
	Y1.4	Completeness of work	

Source: Researcher, 2023



## RESULTS AND DISCUSSION

The first stage carried out is to test the quality of data in the form of validity and reliability tests. An instrument is said to be good if the research instrument meets the main requirements, namely valid and reliable. The validity test is performed by correlating the score of each item with the total score of each attribute. Conclusion taken from the validity test if the r-count value is > from the r-table value then the item is declared valid.

**Table 2. Validity Test Results**

Variable	r calculate	r table	Cronbach's alpha	Information
Work stress (X1)	0.856	0.235	0.797	Valid and reliable
	0.607	0.235		Valid and reliable
	0.787	0.235		Valid and reliable
	0.845	0.235		Valid and reliable
	0.548	0.235		Valid and reliable
Motivation (X2)	0.608	0.235	0.702	Valid and reliable
	0.690	0.235		Valid and reliable
	0.589	0.235		Valid and reliable
	0.861	0.235		Valid and reliable
Job Satisfaction (X3)	0.883	0.235	0.829	Valid and reliable
	0.708	0.235		Valid and reliable
	0.884	0.235		Valid and reliable
	0.935	0.235		Valid and reliable
Performance (AND)	0.749	0.235	0.809	Valid and reliable
	0.958	0.235		Valid and reliable
	0.732	0.235		Valid and reliable

Source: SPSS output, 2023

Based on table 2 of the validity test results, it can be seen that all r-count values are greater than the r-table (0.235) at a significant level of 0.05, meaning that each item of statements/indicators of variables of work stress, motivation, job satisfaction and employee performance correlates with their total score and the data collected is declared valid or able to reveal something that will be measured by the questionnaire, so that it can be used for further analysis. While the results of the reliability test analysis show that the value of Cronbach's alpha of 4 variables is between 0.702 to 0.829, where the calculated r value > the table r value is 0.235. This means that each point of the statement of the variables used in this study is reliable or it can be said that the research instrument used in the measuring function does not cause double meaning so that its consistency is guaranteed.

The third stage is the classical assumption test. Before conducting multiple regression analysis, first perform a normality test to see whether the regression model used has normally distributed residuals or not. Based on figure 1, normal probability plots show normal distribution because the lines (dots) follow diagonal lines.

Normal P-P Plot of Regression Standardized Residual

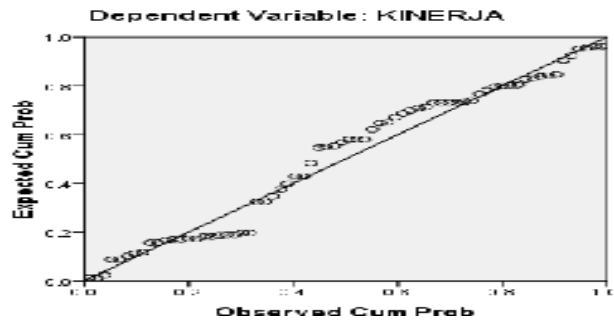


Figure 1. Normality Test Results

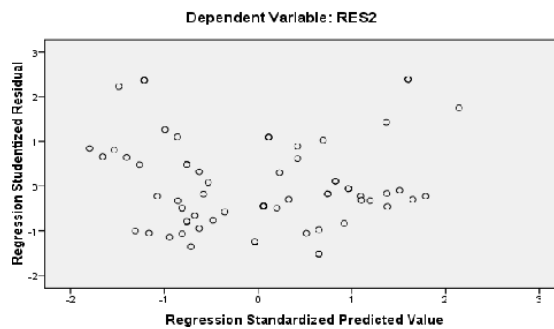


Figure 2. Heteroscedasticity Test Results

Analysis of the SPSS output results (scatterplot images) found scattered points below and above the Y axis and did not have a regular pattern so the conclusion was that the independent variables above did not occur heterokedasticity or homokedasticity.

The existence of multicollinearity can be seen through the value of VIF (Variance Inflation Factors) or the tolerance value, if the VIF value  $< 10$  or vice versa by looking at the tolerance value of  $> 0.1$ . The results of the calculation of the VIF value or tolerance carried out for regression in this study can be seen in table 3.

**Table 3. Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	BRIGHT
1	Work Stress	.971	1.028
	Motivation	.971	1.028
	Job Satisfaction	.948	1.055

a. Dependent Variable: Kinerja

Source: SPSS output, 2023

The results of the Multicollinearity test show that all variables have a VIF value of  $< 10$  and a tolerance value of  $> 0.1$ . This means that the indication of the existence of multicollinearity in the equation carried out is not proven or there is no multicollinearity in the equation carried out or the relationship that occurs between independent variables can be tolerated so that it will not interfere with the regression results.

The fourth stage is testing the research hypothesis. Testing of the regression results obtained, testing is carried out simultaneously using the F-test and partial testing using the t-

test. Simultaneous testing aims to see the effect of work stress, motivation and job satisfaction on employee performance by looking at the F-calculated value. The test results can be seen simultaneously in table 4.

**Table 4. Simultaneous Testing (Test F)**

ANOVA <sup>b</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	251.165	3	83.722	32.778	.000a
	Residual	163.468	64	2.554		
	Total	414.632	67			

Source: SPSS output, 2023

The data in table 4 shows that the F-count value obtained is 32.778 while the F table at 95% confidence degree or error rate ( $\alpha=0.05$ ) is obtained 2.72. Thus, the value of F is calculated  $> F$  table or  $32.778 > 2.72$  which means that the variable has a simultaneous effect on the dependent variable. High significance because sig = 0.000 is smaller than  $\alpha = 0.05$ . In line with these results, it was concluded that simultaneously the variables of work stress, motivation and satisfaction had a significant and positive effect on employee performance at Fajar TV in Makassar City.

Partial hypothesis testing was used to see the effect of work stress, motivation and job satisfaction individually or each variable on employee performance on Fajar TV in Makassar City. The test results can be seen through the t-count value. The partial test results (t-count) can be seen in table 5.

**Table 5. Partial Testing (t-Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.828	1.535		.539	.594
	Work Stress	.279	.134	.188	2.082	.030
	Motivation	.107	.110	.090	.973	.342
	Job Satisfaction	.669	.087	.727	7.690	.000

Source: SPSS output, 2023

Based on partial testing as in table 5 shows that the variables of work stress, motivation and job satisfaction have a positive effect on employee performance at Fajar TV in Makassar City. Furthermore, in table 5 it can also be known the results of the multiple linear regression equation from this research model are as follows:

$$Y = 0.828 + 0.279X_1 + 0.107X_2 + 0.669X_3$$

Based on the multiple linear equation, it can be interpreted that Kontanta (a) obtained a value of 0.828 states the magnitude of employee performance at Fajar TV in Makassar City during times of work stress, motivation and job satisfaction are constant. The value of  $b_1 = 0.279$ , has a positive sign indicating that work stress is positively correlated with the performance of Fajar TV employees. The  $b_1$  coefficient is significant because sig = 0.030 is smaller than the value of  $\alpha = 0.05$ . It can be explained that if there is an increase in work stress and other variables



constantly, it will increase employee performance by 0.279 units of performance. The value of  $b_2 = 0.107$ , has a positive sign indicating that motivation is positively correlated with employee performance. The coefficient  $b_2$  is insignificant because  $\text{sig} = 0.342$  is greater than the value of  $\alpha = 0.05$ . It can be explained that if there is an increase in motivation and other variables are constant, it will increase employee performance by 0.094 units of performance. And the value of  $b_3 = 0.669$ , has a positive sign indicating that job satisfaction is positively correlated with employee performance. The  $b_3$  coefficient is significant because  $\text{sig} = 0.000$  is smaller than the value of  $\alpha = 0.05$ . It can be explained that if there is an increase in job satisfaction and other variables constantly, it will increase the performance of Fajar TV employees by 0.669 units of performance. Based on this description, it can be seen that of the three influential variables, it turns out that the job satisfaction variable has a dominant influence in improving employee performance at Fajar TV in Makassar City because the value of standardized beta coefficients is greater than other variables.

Based on the results of multiple linear regression, the coefficient of determination ( $R^2$ ) can then be analyzed, namely the partial coefficient of determination to separately measure the impact of the independent variable on the dependent variable ( $Y$ ). The acquisition of the  $R^2$  value can be seen in table 6.

**Table 6. Coefficient of Determination ( $R^2$ ) Test Results**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771a	.615	.581	1.598

Source: SPSS output, 2023

Based on the results of determination testing in table 6, it can be explained that the magnitude of the coefficient of determination ( $R^2$ ) is 0.615. This coefficient of determination figure states that work stress, motivation and job satisfaction on Fajar TV amounted to 61.5% and the remaining 38.5% showed the influence of other variables that were not evaluated in this study.

### Discussion

The results of the first hypothesis test ( $H_1$ ) show that the variable of work stress has a positive and significant effect on the performance of Fajar TV employees in Makassar City. This means that the improvement of employee performance is highly dependent on how much employees can manage their stress levels so as to provide maximum performance for the organization. Indicators of work stress used include work conflicts, workload, working time and work relationships. By paying attention to these four indicators, it is expected to improve the performance of Fajar TV employees. The results of the validity and reliability test show that the Employment Relations and Labor Conflict indicators provide high valid and reliability values among other indicators. This is because the work relationship that occurs in this research environment is not going well, both between employees or with employees with superiors in accordance with the results of the questionnaire obtained and the occurrence of work conflicts with themselves among some employees, especially behind the scenes or production due to boredom at work. Based on this analysis, it can be concluded that work stress variables are an important factor in improving the performance of Fajar TV employees in Makassar City.

Therefore, efforts are needed in managing stress in the work environment and fostering good relationships between fellow employees so that the performance of employees can be improved in the future. Stress can mean a lot. From the perspective of ordinary people, stress can be described as a feeling of tension, restlessness or worry. Naturally, all of these feelings are manifestations of stressful experiences, a complex programmed response to perceived threats that can lead to both positive and negative outcomes. The term stress itself has been defined literally in various literatures. Work stress is a physical and emotional response to hazardous work conditions, including environments where the job requires more workers' capabilities, resources, or needs (Phil Kitchel, 2002; Bairizki et al., 2021). This research is also supported by previous research conducted (Husain, 2019) that the variable of work stress is a variable that affects the performance of employees at the Makassar State Administrative Court office.

The results of the second hypothesis test (H2) showed that the motivation variable had a positive effect on the performance of Fajar TV employees in Makassar City but was not significant. This means that the influence of motivation on employees is indeed influential but not a dominant factor in improving employee performance but does not mean that motivation factors can be ignored because it remains one of the supporters in improving employee performance. Employee motivation is something that can activate, move and direct or channel one's behavior in the form of interactions between attitudes, needs, perceptions and decisions that exist in a person in carrying out work. Providing motivation to employees through salary suitability indicators, awarding, providing benefits and briefing. The results of the validity and reliability test show that the Provision of benefits and salary suitability indicators provide a higher value and reliability among other indicators. This is because the provision of benefits and pay scales is felt inappropriate by employees as with Maslow's theory, humans will try to meet basic needs first, then a feeling of security in the work environment and appreciation from the leader or company. However, other indicators of motivation used in this study still provide a high level of validity and reliability, this can be seen from the  $r$ -count value  $>$   $r$ -table which means that each question item of the motivation variable used in this study is valid and reliable. Based on this analysis, it can be concluded that the motivation variable is the lowest influential factor among other variables such as work stress and job satisfaction but the motivation factor cannot be ignored because it also affects performance improvement. Therefore, efforts are needed in providing motivation to employees both materially and nonmaterially. This research is supported by previous research conducted by (Fitriana, 2012; Hidayat, 2015; Sembiring et al., 2021) which states that motivational variables positively affect employee performance.

The results of the third hypothesis test (H3) show that the job satisfaction variable has a positive and significant effect on employee performance at Fajar TV in Makassar City. This shows that the improvement of employee performance is largely determined by the job satisfaction that employees have in carrying out their duties and responsibilities. Therefore, job satisfaction is very important and needs to be considered in improving employee performance on Fajar TV in Makassar City. In accordance with its nature, the needs of man are very diverse, both types and levels, even humans have needs that tend to be infinite. That is, needs always increase from time to time and humans always try with all their abilities to satisfy these needs. Human need is defined as everything that wants to be possessed, achieved and enjoyed. For this reason, humans are encouraged to carry out activities called work. Although not all activities are said to be work. The improvement of employee performance is determined by the

role of indicators that make up job satisfaction, namely the perception of work, abilities, organization and co-workers. The results of validity and reliability test show that the Colleagues and Organizations indicator provides the highest valid and reliable value among other indicators. This is because according to employees the system does not run well in the company but is not explained in detail again from the observation of answers from questionnaires. As in accordance with the theory, organizational and co-worker support factors greatly affect employee performance. Nevertheless, other indicators of job satisfaction used in this study still provide a high level of validity and reliability. This can be seen from the  $r\text{-count} > r\text{-table}$  which means that each question item of the job satisfaction variable used in this study is valid and realistic. Based on this analysis, it can be concluded that the variable of job satisfaction is the most influential and dominant factor among the other variables studied. Therefore, efforts to increase employee job satisfaction can be increased in the future. This research is also supported by previous research, namely (Teuku Cut Ibrahim, 2012; Hidayat, 2015; Kurniawan & Alimudin, 2015) Explain that job satisfaction affects employee performance.

## CONCLUSIONS

Based on the results of the discussion of data analysis through proving hypotheses on the problems raised, it can be concluded that work stress, motivation and job satisfaction simultaneously have a positive and significant influence on employee performance. For the most dominant variable the influence is job satisfaction on employee performance, without neglecting work stress and motivation. This means that job satisfaction in the form of job perceptions, abilities, organizations and colleagues is a concern for policy makers to improve problems in the organization, especially Fajar TV in Makassar City. The results of this study also showed that partial work motivation did not have a significant effect on performance. Therefore, it must still be considered by stakeholders because of the motivational factors that can trigger reduced employee performance, namely the provision of benefits and salaries that are not in accordance with employee demands but still look at the company's condition.

Based on these conclusions, the author provides several suggestions to policy makers in terms of: 1) Providing approaches in the form of social support, approaches through guidance and health approaches and if necessary conducting stress management training for employees to reduce the negative impact of work stress itself among employees. 2) Increase employee motivation by adjusting salaries or benefits to their performance, rewarding their achievements and providing clear direction before carrying out work to employees. 3) Maintain the level of employee satisfaction because it is very influential on employee performance of course. The support of colleagues and the perception of the job itself for employees at work greatly helped improve performance in general on Fajar TV in Makassar City. 4) Pay more attention to the relationship between employees of different divisions because it is considered less optimal so that the goals of the company can be achieved.

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