

The Influence of Motivation, Communication, and Work Stress on Employee Job Satisfaction at PT BPR Berkah Pakto

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| Article Information | | Abstract |
|---------------------|--------------------------------|---|
| Submission date | January 3 rd 2025 | <p>Research Aim: <i>The purpose of this studies is to examine the influence of motivation, impact of work stress and communication on employees' job happiness at BPR Berkah Pakto. The study also aims to provide recommendations to management regarding factors that can improve employee job satisfaction.</i></p> <p>Design/Method/Approach: <i>This research employs a survey-based quantitative technique. Data was acquired via distributing questionnaires to 40 employees of BPR Berkah Pakto. The collected data was then analyzed using multiple regression analysis via IBM SPSS software.</i></p> <p>Research Findings: <i>The findings show that work stress, motivation, and communication all significantly affect job satisfaction among employees at BPR Berkah Pakto. Of these factors, communication emerges as the most influential in determining job satisfaction.</i></p> <p>Theoretical Contribution/Originality: <i>This study contributes to the development of motivation and communication theories within the context of small and medium-sized organizations. It also provides new insights into the effect of work-related stress on banking employees' job satisfaction.</i></p> <p>Practical/Policy Implications: <i>This study offers recommendations for BPR Berkah Pakto management to strengthen internal communication and give more attention to work stress management in order to improve employment happiness among employees.</i></p> <p>Research Limitation: <i>This study is limited to a sample of employees at BPR Berkah Pakto, so the results might not apply to other organisations with distinct characteristics. Additionally, this study uses cross-sectional data and cannot demonstrate causal relationships.</i></p> <p>Keywords: <i>Motivation, Communication, Work Stress, Job Satisfaction</i></p> |
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1. Introduction

Employee job satisfaction is crucial to an organization's long-term viability and performance. Job satisfaction is defined as an employee's positive attitude, including sentiments and behaviour towards his work, as determined by an evaluation of one of his tasks as a sense of gratitude for accomplishing one of the job's key values [1]. However, many companies face challenges in creating a work environment that can improve employee job satisfaction. This phenomenon also occurs at PT BPR Berkah Pakto, where there are indications that job satisfaction among employees is greatly influenced by motivation,

communication, and work-related stress. This is a serious concern because low job satisfaction can have implications for decreased productivity, increased employee turnover, and disruption of company operations. Therefore, it is important to understand further how these three factors contribute to job satisfaction. A number of elements, such as motivation, communication, and work-related stress, affect how satisfied employees are with their jobs. To gauge how satisfied people are with their jobs, indicators that can be used are wages, promotions, supervision, benefits, and appreciation.[1].

Motivation plays a crucial role in shaping human behavior, often referred to as a driving force, desire, catalyst, or necessity that fuels enthusiasm, inspires action, and fulfills an individual's inner urges.[2]. Motivation also has a significant part in communication, because the drive and enthusiasm that a person has can influence the way they convey messages, interact, and establish relationships with others. In this context, motivation can be measured through several indicators that reflect various human needs. Motivation is measured through several key indicators, including Self-esteem, social affiliation, safety needs, physiological requirements, and the desire for self-actualization.[3].

Communication is one of the reasons employees leave the company as a manifestation of dissatisfaction with the company.[4]. Poor communication in an organization can lead to misunderstandings, conflict, and frustration, which ultimately contribute to work stress. When employees feel unheard or the information provided is unclear, they tend to feel overwhelmed, unappreciated, and demotivated, which can exacerbate stress in the workplace. Effective communication is a crucial component of an organization's factor in creating a conducive work environment and minimizing work stress. To assess the quality of communication in an organization, several indicators that can be used are ease of obtaining information, communication intensity, communication effectiveness, level of message understanding, and changes in attitude.[5].

Job stress is a state of being filled with a sense of pressure, for example, having a dispute with a coworker or even with a superior, the influence coming from an unpleasant work environment, but work stress can have a positive or negative impact on employees[6]. To understand work stress, it can be measured through several indicators, namely workload, leader attitude, working hours, and conflict.[7].

Improving job happiness requires effective communication between coworkers and bosses as well as between subordinates. Additionally, high motivation serves as a crucial factor in boosting employee satisfaction. Conversely, excessive work stress can take a toll on employees' mental and physical well-being, ultimately lowering their job satisfaction.[6].

Previous research has shown that employee motivation directly influences the level of job satisfaction, as shown by a study conducted by Ni Putu Intan Permata Dewi and Anak Agung Sagung Kartika Dewi which showed that the level of work satisfaction among employees was greatly influenced by work motivation.[8] Effective communication has also been found to be one of the key factors in building harmonious working relationships and increasing employee job satisfaction, Mario Handoko, Thomas Sumarsan Gohet al. indicated that communication has a significant effect on employee job satisfaction. In addition, Stress arises from an imbalance between the demands faced and the resources owned by the individual. The greater the gap between the two, the higher the degree of stress faced by the individual, which can ultimately lead to a threat.[9] research conducted by Jeki Seprianto and Afrianti Elsy Vanomy indicates Work stress significantly affects how satisfied employees are with their jobs [6], but in the research conducted by Kania Benita and Ronnie Resdianto Masman showed work stress has a negative but significant influence. However,

these studies tend to discuss each variable separately, without providing a thorough understanding of how job stress, communication, and motivation all affect job satisfaction in a particular organizational context.

This research gap indicates the need for an in-depth analysis that integrates all three factors simultaneously. In addition, most previous studies only focus on large companies or certain industrial sectors. While research on small to medium-sized banking companies such as PT BPR Berkah Pakto is still very limited. Therefore, this article provides novelty by examining the combined effects of work stress, motivation, and communication on job satisfaction in a more in-depth and comprehensive context.

The main problem faced by PT BPR Berkah Pakto is the low level of employee job satisfaction, which has the potential to affect the company's overall productivity and performance. Based on initial observations, factors such as suboptimal motivation, ineffective internal communication, and high levels of work stress are the main contributors to the problem. Employees often feel underappreciated, information is not conveyed properly, and high work pressure adds to their psychological burden. This situation poses a risk of increased employee turnover and decreased loyalty to the company. This article aims to analyze more specifically how workplace stress, motivation, and communication all impact how satisfied employees are with their jobs PT BPR Berkah Pakto, and to offer strategic solutions to overcome these problems.

1.1 Statement of Problem

The problems in this study is stated as follows in light of the previously provided description of the problem:

1. Does motivation have a substantial impact on workers' job satisfaction at PT BPR Berkah Pakto?
2. Does communication have a significant partial effect on employee job satisfaction at PT BPR Berkah Pakto?
3. Does Job Stress have a somewhat noteworthy impact on workers' job satisfaction at PT BPR Berkah Pakto?
4. Do motivation, communication and employee job satisfaction is significantly impacted by work stress at the same time PT BPR Berkah Pakto?

1.2 Research Objectives

According to the aforementioned statement of the problem, the goals of this study are;

1. Analyzing motivation partially has a notable impact on PT BPR Berkah Pakto employees' work happiness
2. Analyzing communication partially has a notable impact on PT BPR Berkah Pakto employees' work happiness
3. Analyzing Work Stress partially has a major impact on workers job satisfaction at PT BPR Berkah Pakto
4. Analyzing motivation, communication and work stress simultaneously have a significant effect on employee job satisfaction at PT BPR Berkah Pakto

2. Method

This study employs a quantitative methodology [10], using the causality research method, namely examining the cause and effect relationship which can later provide solutions and suggestions. This approach seeks to examine the link between cause and effect

between several variables. The research process involves identifying independent variables (causes) and dependent variables (effects), collecting relevant data, and statistical analysis to assess how important the connection between these factors is. The number of employees at PT BPR Berkah Pakto is 95 respondents, but this study used a sample of 40 respondents. Based on Roscoe's theory presented in the book Research Methods For Business[10], the sample size is determined by the following formula:

$$R = nx < 10$$

$$R : 4 \times 10 = 40$$

With Description:

Information :

n : Variable

<10 : Multiplied by at least 10

From the calculation results, 40 respondents served as the study's sample size. This method of sampling uses Purposive accidental sampling which is deliberately selected based on certain criteria that are relevant to the study. This technique is suitable if researchers want to focus on certain groups that have relevant information or experience. These respondents will be the subjects of observation and testing in order to answer the research objectives. To support the smooth data collection and ensure accurate, complete, and structured results, this study uses a structured questionnaire based on a Likert scale as the main measuring tool. with validity and reliability tested using SPSS version 23. The data analysis process involves conducting traditional assumption tests, such as evaluations of heteroscedasticity, multicollinearity, and normality. Furthermore, hypothesis testing, the R^2 , and multiple linear regression using both t-tests and F-tests are performed. A hypothesis model is presented to illustrate the relationships among the variables.

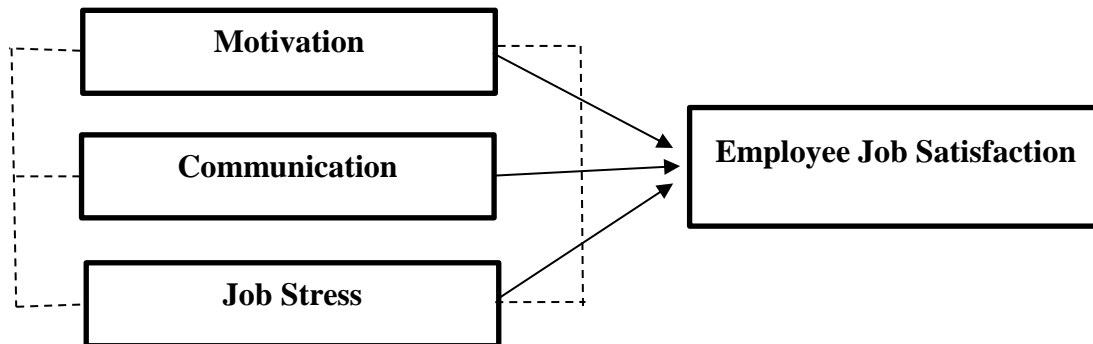


Figure 1 Conceptual Framework

Source: Data processed by researchers, 2024

Information :

- There is Partial Influence
 - - - - -→ The existence of simultaneous influence

- H1 : Employee motivation is thought to have a rather substantial impact job satisfaction at PT BPR Berkah Pakto.
 H2 : Communication is thought to have a major, partial impact on job satisfaction at PT BPR Berkah Pakto.
 H3 : Workplace stress is thought to have a rather substantial impact on Job Satisfaction at PT BPR Berkah Pakto.
 H4 : It is suspected that Motivation, Communication, At PT BPR Berkah Pakto, work stress and job satisfaction are significantly impacted at the same time.

3. Results and Discussion

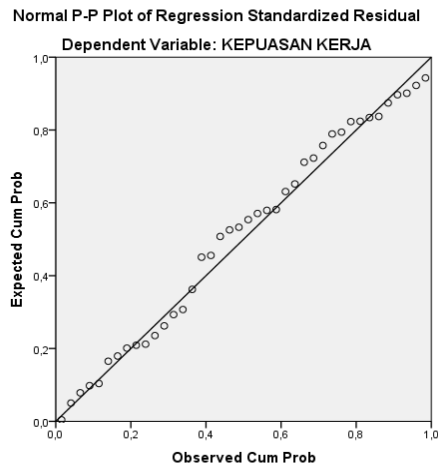
Results

Classical Assumption Test Analysis

Normality Test

To ascertain if the normality test is performed to determine whether the residuals of the regression model have a normal distribution.[11]. This test can be performed using graphical analysis by examining the data distribution along the diagonal line of a normal probability plot or by analyzing the pattern of the residual histogram. A regression model is considered to satisfy the normality assumption if the data points are dispersed equally throughout the diagonal line and follow its pattern, while the histogram exhibits a shape resembling a normal distribution. Conversely, the data does not follow the diagonal line if it deviates much from its pattern, or the histogram does not reflect a normal distribution, the normality assumption is deemed unfulfilled.

Figure 2 Normality Test



**Table 3
Normality Test Results**

| One-Sample Kolmogorov-Smirnov Test | | |
|------------------------------------|----------------|------------------------|
| | | Unstandarized Residual |
| N | | 40 |
| Normal Parameters ^{a,b} | Mean | ,0000000 |
| | Std. Deviation | 2.06025131 |
| | | |
| Most Extreme Differences | Absolute | ,083 |
| | Positive | ,050 |
| | Negative | -,083 |
| Test Statistics | | ,083 |
| Asymp. Sig. (2-tailed) | | ,200 ^{c,d} |

Source: Primary Data processed 2024

According to the normality test results using the Kolmogorov-Smirnov method, as shown in the table above, the Asymp. Sig. (2-tailed) value is 0.200, which exceeds the 0.05 significance threshold. This indicates that the residuals in the regression model are normally distributed. In addition, when viewed from the normal probability plot graph which shows the data distribution following a diagonal line with an almost straight pattern, this further strengthens that a normal distribution applies to the residual data.

Multicollinearity Test Data Analysis

To detect if there is a substantial connection between the independent variables in a regression model, the multicollinearity test is utilised. There should be little to no significant connection between an ideal regression model's independent variables. If independent variables are related to one another, this causes the variables to be non-orthogonal. Independent variables are said to be orthogonal if they do not have a correlation relationship with each other, namely having a correlation value close to zero.[11]. In the analysis of multicollinearity in the regression model, two metrics used are Variance and Tolerance VIF, or inflation factor. The percentage of variance in an independent variable that cannot be accounted for by other independent variables is known as tolerance. A lower Tolerance value suggests a higher likelihood of multicollinearity, which is also reflected in an increased Variance Inflation Factor (VIF). Generally, If tolerance is suspected of being multicollinear, below 0.10 or if VIF exceeds 10.

Table 4 Multicollinearity Test Results

| | T Value | Significance Value | Tolerance | VIF |
|---------------------------|---------|--------------------|-----------|-------|
| Constant | 3,649 | ,016 | | |
| X1 (Motivation) | 5,670 | ,000 | ,323 | 3,092 |
| X2 (Communication) | 1,117 | ,272 | ,325 | 3,080 |
| X3 (Job Stress) | ,172 | ,864 | ,878 | 1,139 |

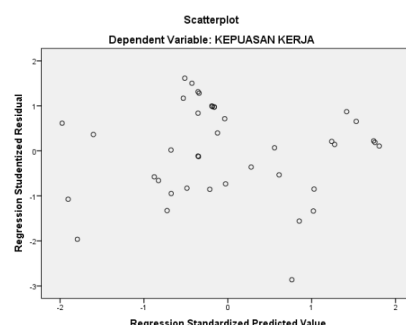
Source: Primary Data processed, 2024

According to the multicollinearity test results in the table above, all independent variables (X1, X2, and X3) possess VIF score less than 10 and than tolerance score greater than 0.1. The assumption of multicollinearity in this regression model is satisfied as this shows that the variables do not exhibit any observable multicollinearity.

Heteroscedasticity Test

To determine if the residual variance in a regression model is distributed unevenly among data, the heteroscedasticity test is used. When the residual variance stays the same, homoscedasticity occurs consistent across observations, whereas heteroscedasticity is present when the variance fluctuates.[11]. Heteroscedasticity can be detected by analyzing a scatter plot of the dependent variable's anticipated values (Y prediction) against the standardized residuals (SRESID). If the plot reveals a distinct pattern, such as a wave-like shape or systematic variation (e.g., alternating widening and narrowing), it suggests the presence of heteroscedasticity. Conversely, if the points are randomly dispersed around zero without creating a discernible pattern on the Y-axis, heteroscedasticity is not present. Therefore, the scatter plot of predictions (ZPRED) versus standardized residuals (SRESID) serves as a key tool in identifying heteroscedasticity within the regression model.

Figure 3 Heteroscedasticity Test



Source: Primary Data processed 2024

Considering the scatter plot image between the predicted value (ZPRED) and the standardized residual (SRESID), on the Y axis, it is evident that the dots are uniformly distributed about zero with no discernible pattern. There is no regular pattern such as a wave or variation that widens and narrows alternately. This indicates because there is no

heteroscedasticity in the regression model as the residual variation between observations appears constant.

Multiple Regression Analysis

Analysis of multiple linear regression is utilised to comprehend how independent variables affect dependent variables in a study, both in terms of direction and magnitude of influence. This analysis aims to evaluate how significant the influence of variables such as institutional ownership, profitability, leverage, and company size is on the dependent variable.[11]. The equation for multiple linear regression can be expressed in the form of a mathematical formula that connects the dependent variable and independent variables are displayed below:

$$Y = \alpha + 0.636X_1 + 0.139X_2 + 0.009X_3 + \varepsilon$$

Table 5 Multiple Regression Analysis

| Constant | Unstandardized B | Coefficients St Error | Std Coefficient Beta | T Value | Significant Value |
|----------|---------------------|--------------------------|-------------------------|---------|----------------------|
| | -9,272 | 3,649 | | -2,541 | 0.16 |
| X1 | ,636 | ,112 | ,765 | 5,670 | ,000 |
| X2 | ,139 | ,125 | ,150 | 1,117 | ,272 |
| X3 | ,009 | ,050 | ,014 | ,172 | ,864 |

Source: Primary Data processed, 2024

Referring to Table 1.5, the multiple linear regression equation presents a constant of -9.272, indicating that if all independent variables Motivation (X1), Communication (X2), and Job Stress (X3) are set to zero, the predicted value of Job Satisfaction (Y) would be -9.272. The regression coefficient for Motivation (X1) is 0.636, meaning The dependent variable and independent variables are displayed below Job Satisfaction, assuming other variables remain unchanged. Similarly, the coefficient of regression for Communication (X2) is 0.139, suggesting that each additional unit of Communication raises Job Satisfaction by 0.139, with other variables held constant. Meanwhile, the regression coefficient for Job Stress (X3) is 0.009, indicating implies there is a 0.009 increase in job stress for every unit increase in Job Satisfaction, assuming all other variables remain constant.

R2 Determination Coefficient Test

The R-squared value measures how effectively the dependent variable's variance is explained by the independent variables. It falls between 0 and 1, where a lower value suggests that the independent variables have a weaker ability to account for changes in the dependent variable. Conversely, Stronger explanatory power is shown by an R-squared value around 1, which means the independent factors successfully account for the variance in the dependent variable.[11]. In this investigation, the computation used is Adjusted R2.

Table 6 R2 Determination Coefficient Test Results

| R | R Square | Adj R square | Std. Error of the Estimate |
|------|----------|--------------|-------------------------------|
| ,888 | ,788 | ,770 | 2,14438 |

Source: Primary Data processed, 2024

Referring to Table 1.6, the result of 0.770 for Adjusted R Square (Adj R²) suggests a strong relationship between Job stress (X3), communication (X2), and motivation (X1) are independent factors and Job Satisfaction (Y). This means that approximately 77% of the variance in Job These independent factors can be used to explain satisfaction variables within the model. Meanwhile, the remaining 23% (100% - 77%) indicates the influence of other factors on Job Satisfaction that are not covered in this study.

Hypothesis Testing

t-test

The t-test is used to measure the extent of the significant influence of one independent variable on the dependent variable individually.[11]. Testing is done with two criteria: First, “If the null hypothesis (H0) is rejected. The independent variable has a significant impact on the dependent variable if the calculated t value is greater than the t table or significance value ($\alpha = 0.05$)”. Secondly, “Acceptance of the null hypothesis occurs if the computed t-value is less than or equal to the significance level ($\alpha = 0.05$) or the t-table value, indicating that there is no appreciable relationship between the independent and dependent variables. The t-table value is determined using the degrees of freedom formula, $df = n - k - 1$, where n is the sample size and k is the number of independent variables. For $df = 36$ at $\alpha = 0.05$, the t-table value is approximately 1.688.”

Table 7 t-Test Results

| | T Value | Significance Value | Tolerance | VIF |
|---------------------------|----------------|---------------------------|------------------|------------|
| Constant | 3,649 | ,016 | | |
| X1 (Motivation) | 5,670 | ,000 | ,323 | 3,092 |
| X2 (Communication) | 1,117 | ,272 | ,325 | 3,080 |
| X3 (Job Stress) | ,172 | ,864 | ,878 | 1,139 |

Source: Primary Data processed, 2024

The following explanation of the factors' impact on purchase decisions is based on Table 1.7's t-test findings:

1. Using a 0.000 significance level, “The t-value for the motivation variable (X1) is 5.670. Considering that the t-value exceeds the t-table value (1.688) and the significance threshold If below 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This implies that purchase decisions are significantly influenced by motivation.”
2. The Communication variable (X2) has a significantly level of 0.272 and a t-score of 1.117. The null hypothesis is accepted as the t-score is smaller than the t-table value and the significantly threshold is greater than 0.05, indicating that communication does not significantly influence purchasing decisions.
3. The Job Stress variable (X3) has a t-score of 0.172 at the 0.864 significance level. The null hypothesis is accepted when the t-score is less than the t-table value and the significantly threshold is higher than 0.05, indicating that job stress has no discernible impact on purchasing decisions.

Overall, the t-test results indicate that motivation significantly impacts purchasing decisions, whereas communication and job stress do not exhibit a significant effect.

F Test

According to Ghozali, the to find out if the independent factors significantly affect the dependent variable when taken into account collectively, a simultaneous test is performed. In other words, this test evaluates whether the combined effect of these variables meaningfully influences the dependent variable.[11].

Table 8
F Test Results (Simultaneous)

| Mean Square | F | Sig |
|-------------|--------|-------|
| 205,186 | 44,622 | ,000b |
| 4,598 | | |

A table with a significantly level of 0.05 can display the F Test computation results. The value of the F table can be calculated using the formula explained as follows:

$$(df1) = k - 3$$

$$(df3) = n - 3 - 1$$

$$= 40 - 3 - 1$$

$$= 36$$

Information:

n : Number of Respondents

k : Number of Independent Variables

“The calculated F-value, derived from the F Test results in Table 1.9, is 44.622 at a significance level of 0.000. 4.598 is the F-table value with a significance level of 0.05. Since the calculated F-value (44.622) exceeds the F-table value (4.598) $0.000 < 0.05$, which is below the significance level, it may be said that the regression model including Motivation, At BPR Berkah Pakto, Stress at work and communication have a big influence on employee job satisfaction. Therefore, the dependent variable, employee job satisfaction, is significantly impacted by the independent variables of motivation, communication, and job stress taken together.”

Discussion

The Influence of Motivation (X1) on Employee Job Satisfaction

In this study, the substantial impact of motivation on worker job satisfaction aligns with the findings of Ni Putu Intan Permata and Anak Agung Sagung Kartika Dewi (2024), which confirm that work motivation impacts employee job satisfaction. “With a significance level of 0.000 (< 0.05), the computed t-value for the Motivation variable, based on the partial t-test, is 5.670, which is higher than the t-table value of 1.688. These findings demonstrate that employee work satisfaction is significantly impacted by motivation, rejecting the null hypothesis (H0) and accepting the alternative hypothesis (H1). This suggests that enhancing employee motivation can directly improve their job satisfaction, highlighting the importance of effective motivation management in boosting both employee performance and overall well-being.” Therefore, companies need to develop strategies to maintain and improve motivation, such as through rewards, skills development training, supportive work environment, and effective communication. In addition, companies can also create clear career development opportunities and pay attention to employees' personal needs, so that a high sense of ownership and loyalty to the organization is created. In addition, relevant skills development training, a supportive effective communication and a positive work atmosphere are also crucial aspects in

maintaining employee motivation. Furthermore, companies can also create clear career development opportunities, pay attention to work-life balance, and pay attention to employees' personal needs, such as flexible working hours or welfare facilities. This not only increases motivation and job satisfaction, but also helps create a high sense of ownership, loyalty, and commitment to the organization. Thus, companies can maintain a productive, enthusiastic workforce that contributes maximally.

The Influence of Communication (X2) on Employee Job Satisfaction

Communication's impact on workers' job happiness did not show significant results in the study, but this research differs from the findings of previous studies conducted by Mario Handoko, Thomas Sumarsan Goh et al. in 2022 which indicated that communication had a major impact on workers' contentment at work. At a level of significance of 0.272 (> 0.05), "The partial t-test results show that the computed t-value for the Communication variable is 1.117, which is lower more than the 1.688 t-table value. These findings demonstrate the alternative hypothesis (H1) is rejected, and the null hypothesis (H0) is accepted, indicating that communication has no discernible effect on employee job satisfaction." This outcome may be influenced by other, more dominant factors affecting job satisfaction or possibly by suboptimal internal communication management within the company. Although the study suggests that communication has no influence on work satisfaction that is statistically significant, a positive relationship between the two still exists, indicating that effective communication remains an important aspect of the workplace environment. This may be due to other factors that are more dominant in determining job satisfaction, such as compensation, career development opportunities, or organizational culture. In addition, the quality of internal communication that is not optimal, for example, a lack of transparency or consistency of messages, can reduce the impact that good communication should have. Nevertheless, positive results still show the potential for communication to increase job satisfaction, and this opens up opportunities for organizations to improve the quality of internal communication, such as through training, more effective communication technology, and more inclusive and transparent communication management, to maximize its effect on workers' job happiness. However, it should be noted that excessive or excessive communication, especially if it includes communication outside of work hours, can have a negative impact. Reliance on constant communication, for example through messages or emails after work hours, can disrupt employee work-life balance, cause fatigue, and ultimately reduce job satisfaction levels. Therefore, it is critical that businesses uphold the quality of and intensity of communication at a healthy level, so that it remains effective without disturbing employee comfort outside the work environment.

The Influence of Work Stress (X3) on Employee Job Satisfaction

Workplace stress's effects on workers' job satisfaction in this study is found to be insignificant, differing from the findings of Jeki Suprianto and Afrianti Elyse Vanomy (2023), which suggested that Employee job satisfaction is significantly impacted by work stress. "The calculated t-value, with a significance level of 0.864 (> 0.05), for the Work Stress variable, based on the partial t-test, is 0.172, which is less than the t-table value of 1.688. According to these findings, work stress has no discernible effect on employee job satisfaction, supporting the alternative hypothesis (H1) and dismissing the null hypothesis (H0)." This could be because the level of stress faced by employees is still within the tolerance limit, so it is not high enough to significantly affect job satisfaction. In fact, in some cases, well-managed work stress (eustress) can act as a motivator that encourages employees to complete tasks better. However, although the results show that job satisfaction remains high even though stress levels increase, companies need to manage work stress so that it does not continue to increase to the point that

it can disrupt employees' work-life balance. Uncontrolled stress can cause decreased productivity, mental health disorders, and ultimately encourage employees to leave their jobs (resign). Therefore, it is important for companies to implement stress management strategies, such as providing employee support programs, improving workload management, and creating a supportive work environment. Thus, employee job satisfaction can be maintained, while minimizing the risk of negative impacts due to excessive work stress. Although work stress has no discernible impact on workers' job happiness, the positive relationship found indicates that good stress management still possesses the capacity to improve job satisfaction. The level of stress felt by employees may still be within reasonable limits or managed with effective coping mechanisms, such as support from coworkers or organizational policies that support work-life balance. In addition, other factors such as compensation, interpersonal relationships, or career development opportunities may have a more dominant influence on job satisfaction. Thus, these results are an indication for organizations to continue to monitor and manage work stress optimally in order to strengthen these positive relationships and create a more productive work environment.

The Influence of Motivation (X1), Communication (X2), and Work Stress (X3) on Employee Job Satisfaction

Employee job satisfaction was impacted by the independent factors of motivation, communication, and job stress examined using the simultaneous F test. According to the F test results in Table 1.9, with a significant level of 0.000, the computed F-score is 44.622, which is greater than the F-table score of 4.598. This confirms that, when considered together, Motivation, Employee work happiness is significantly impacted by communication and job stress. Furthermore, With an R^2 of 0.770, the coefficient of determination indicates that these three independent variables account for 77% of the variation in work satisfaction, with additional factors not included in this study influencing the remaining 23%. These factors may include aspects such as leadership style, employee relationships, recognition of achievements, or job security that have not been measured in this study. Therefore, companies need to consider these factors to support existing results and conduct a more comprehensive evaluation so that employee job satisfaction improvement strategies can run optimally. These factors can include various aspects may affect work satisfaction but are not assessed in this research, such as leadership style, interpersonal relationships between employees, organizational culture, level of work-life balance, or physical work environment conditions. In addition, recognition of achievements, career development opportunities, and guarantees of job stability and security are also important elements that can influence employee perceptions of their job satisfaction. Thus, companies need to consider these factors to support existing results. One strategic step is to conduct a survey or in-depth interview to further explore the factors that are significant in influencing employee job satisfaction in the company's specific context. Furthermore, The analysis's findings can serve as the foundation for creating more holistic programs or policies, such as leadership management training, strengthening an inclusive work culture, and improving work facilities. This step not only aims to increase job satisfaction but also encourage productivity, employee retention, and the company's overall competitiveness.

Conclusion

The study's findings suggest that motivation (X1) has a substantial impact on the work contentment of employees at BPR Berkah Pakto. This is supported by the t-test results, where the calculated t-value is more than the t-table value, and the significance threshold is less than 0.05. In contrast, communication (X2) and work stress (X3) have a computed t-value that is less than the t-table, indicating that they have no discernible impact on employee job satisfaction

value and a significance level greater than 0.05. Overall, the study highlights that motivation is a key component of more dominant part in determining workplace satisfaction compared to communication and work stress.

This research provides important contributions both in the scientific field and in practice. Scientifically, this research adds insight into the elements affecting job happiness, particularly in the banking sector. In practice, the results of this study can be used by the management of BPR Berkah Pakto to focus more on managing employee motivation in order to improve their job satisfaction. This study is unusual since it highlights the significance of motivation as a major factor in determining job satisfaction, which can be integrated into managerial policies and HR development strategies in the company.

However, there are many limitations to this study, especially in terms of the specimen that is limited to one company, namely BPR Berkah Pakto. Further research can be conducted with a wider sample in various companies or other industrial sectors to obtain more generalizable results. In addition, other variables that may affect job satisfaction, such as the work environment or career development opportunities, can be considered in further research to give a more thorough overview of the elements influencing job happiness.

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