The Effect of Work Motivation, Work Stress and Work Environment on Employee Performance

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ARTICLE INFORMATION

A B S T R A C T

The development of well-structured and sustainable human resources is the primary need of an organization, so that a form of human resource management activities emerges where these activities are a forum for employee performance development which is a series of organizational activities that will be directed to attract, develop, and retain an effective workforce. This study aims to determine the influence of work motivation, work stress, and work environment on employee performance (study at Fancy Bakery). The population used in this study is all production employees in CV. Fancy Bakery which has 124 employees. In this study, a saturated sampling technique is used, namely a sampling technique where all members of the population are used as samples. Then the data collection method through questionnaires and data analysis uses SPSS version 24. The data analysis techniques used in this study include validity test, reliability test, classical assumption test, multiple regression analysis, hypothesis testing using t-test and determination coefficient test (R2). The results of this study show that independent variables, namely Work Motivation (X1), Work Stress (X2) and Work Environment (X3) have a positive and significant effect on Employee Performance (Y). Based on the determination coefficient of 57.3 percent, employee performance can be explained by independent variables in this study, while the remaining 42.7 percent is explained by variables that are not observed in this study.

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1. INTRODUCTION

In a company or organization, human resources are one of the important factors for business continuity /activities. Human resources play an important role in a company or organization, as movers, thinkers, and planners to achieve the goals of the company or organization. Human resources are the key that determines the development of the company. According to (Christin & Suprastha, 2019), Human resources are one of the main assets in an organization, which can make an invaluable contribution in the strategy of achieving organizational goals. One example

of the importance of the contribution of human resources in a company can be seen from the production process. Where when the company already has strong finances, fulfilled raw materials, and the latest technology but the absence of good human resources, the production process will not run smoothly (Kurniasari, 2018). Organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have long been valid, agreed upon and followed by members of an organization as a guide for behavior and solving organizational problems. In organizational culture, there is a socialization of values and internalization in the members, animating person by person in an organization. Organizational culture becomes an invisible social force capable of moving people in an organization to carry out work activities. The use of the term organizational culture with reference to the culture that prevails in a company, because in general the company is a form of organization, namely cooperation between several people who form separate groups or cooperation units (Cahya et al., 2021). Fancey Bakery continues to improve the performance of its production employees. According to the production manager, the problem faced by Fancy bakery is the declining performance of Fancy Bakery's production employees, many factors affect the decline in the performance of Fancy Bakery's production employees. The data can be seen from the data on employee production realization.

Table 1. The gap phenomena Fancy Bakery Semarang branch employee attendance rate 2020-2022

Years	Number of Employees (People)	Number of Working Days (Day)	The number of working days it should be (Day)	Number of working days lost (Day)	Employee Attendance Rate (%)	Employee Attendance Rate (%)
2020	56	12936	13440	9	96,3%	3,8%
2021	62	14260	15004	12	95,0%	5,0%
2022	62	13950	15004	17	93,0%	7,0%

Source: Data on Employee Attendance Rate of Fancy Bakery Semarang Branch 2020-2022

Performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or objectives or criteria that have been determined in advance have been mutually agreed upon (Kurniasari, 2018). Management to achieve very high employee performance especially to improve overall organizational performance. According to (Kurniasari, 2018), Motivation is the provision of driving force that creates a person's work excitement so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Because motivation is an activity that gives a person encouragement to do something that is done. Public service motivation can also encourage an employee to provide the best service for the community, because motivation is a tendency that arises from within the individual. According to (Cahya et al., 2021) Motivation is a set of attitudes and values that influence the individual to achieve a specific thing according to the individual's goals. Stress is something that needs to be avoided by employees at work which results in decreased performance that can affect the effectiveness of a company's production. According to (Effendy & Fitria, 2019), Stress is a condition of tension that affects emotions, thoughts and physical conditions of a person. The company should have a good performance so that it can help make a profit. If performance declines, it can hurt the company. Stress can cause a negative impact on the psychological state for employees. Excessive stress can affect and hinder employees from carrying out their work. Work stress can be the cause of disrupted employee performance. According to (Bramanta et al., 2022), the work environment is a place where there are a number of groups in which there are supporting facilities to achieve company goals in accordance with the company's vision and mission. The work environment is one of the supporting factors for employee productivity which ultimately has an impact on the level of employee performance. According to (Rahmawati et al., 2021) states that the work environment has a high influence on a person's behavior.

2. INTRODUCTION

Human resources are a driving part of the company that has the potential to develop and actively encourage productivity in meeting company goals. According to (Ambarwati, 2021) Human resource management is a policy and practice in mobilizing human resources or aspects related to management positions in human resources which include recruitment, screening, training, awarding and appraisal activities. According to (Maulida et al., 2019) suggests that human resource management is a science and art that regulates the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees and society. Human resource management is the role of humans in realizing optimal goals.

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by employees. Performance relates to the results of work that have been achieved by employees. Achieving optimal employee performance results can create goals that have been set by the company. Performance can also be seen from how a person works carrying out tasks supported by independence, creativity, commitment, responsibility and confidence in work. While according to (Putri & Gulo, 2019), performance is the result achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

Aaccording to (Ki'i & Jaenab, 2022), motivation is a potential force that exists in a human being, which can be developed alone or developed by a number of external drives which in essence revolve around monetary rewards and non-monetary rewards, so that they can affect the results of their performance positively or negatively. Work motivation according to (Ki'i & Jaenab, 2022), motivation is an encouragement in directing the power and competence of employees to work well so that company goals can be achieved in accordance with expectations. According to (Ki'i &

Jaenab, 2022) Work stress is an imbalance between psychic and physical abilities in carrying out work that makes business organizations so that Update various aspects related to aspects of thinking, acting, emotions and others of each individual employee. While According to (Islamiyah et al., 2022), Workplace stress is a growing critical problem for workers, employers, and society. Workplace stress is a growing concern in the current state of the economy, where employees meet conditions of overwork, job discomfort, low levels of job satisfaction, lack of autonomy.

According to (Sudirman et al., 2022), The Work Environment is one component in a company that must be a concern by management. In the context of manufacturing companies, the work environment has an important role in the company's activities. The work environment is the place where the company's products are produced. While (Anastiti & Djumali, 2017), work Environment is an environment where employees carry out all activities in carrying out their duties and work. Research by Jufrizen & Rahmadhani (2020), argues that the work environment is the entire tool and material faced, the surrounding environment in which a person works, work methods and work arrangements both as individuals and as a group.

According to (Sari et al., 2022) Motivation is something that can make someone willing to work hard and enthusiastic to achieve maximum work results. In the company, there is a lack of communication between employees and employees with superiors which often occurs miscommunication between employees in carrying out the instructions given by their superiors. According to (Susanto, 2019) states if employees have a strong drive from within themselves or encouragement from outside themselves, then employees will be encouraged to do something well. Research results by (Alfiansyah et al., 2021), stating work motivation has a positive effect on employee performance. Research (Dipoatmodjo & Kurniawan, 2021) Stated motivation has a positive and significant effect on employee performance. While Research (Ratmayani & Hartono, 2018) states that

motivation has a positive and significant effect on employee performance. Research (Bramanta et al., 2022) Stated motivation has a positive effect on employee performance. For the sake of positive encouragement in the CV company. Fancy Bakery strives to always provide a series of motivations to employees in order to improve work effectiveness. Based on the description above, it can be concluded that the hypotheses in this study are:

H1 : Work motivation has a significant positive effect on employee performance
According to (Alfiansyah et al., 2021), confirmed that work stress is a feeling of pressure experienced by employees in facing a job. According to (Dewi et al., 2021) employees will tend to get stressed if they experience several causes, such as managing poor work time, unclear job descriptions, feelings of incompetence not being skilled in completing work, lack of communication, poor personal relationships either with superiors or the work environment itself, quality and complexity of tasks (Dewi et al., 2021). Research results (Alfiansyah et al., 2021) state that work stress positively and significantly affects employee performance. Research (Dewi et al., 2021) states that work stress negatively affects employee performance. So work stress if employees can change or improve their performance will have a positive and significant effect on employee performance. Based on the description above, it can be concluded that the hypotheses in this study are:

H2: Work stress has a significant positive effect on employee performance
2.1. The relationship between the work environment and employee performance
The work environment is an external and internal condition of employees that affects motivation and productivity at work. Opinion (Dewi et al., 2021) It states the work environment as external and internal conditions that affect work motivation to complete a job. (Dewi et al., 2021), A good work environment is a condition where employees can complete work feeling comfortable, safe, healthy and ideal. Research results (Dipoatmodjo & Kurniawan, 2021) state that the work environment positively and significantly affects employee performance. Research (Ratmayani & Hartono, 2018) state that the work environment positively and significantly affects employee performance. While research (Bramanta et al., 2022) state that the work environment has a positive effect on employee performance. Based on the description above, it can be concluded that the hypotheses in this study are:

H3: The work environment has a significant positive effect on employee performance
2.2. Theoretical Framework of Thought
According to (Susanto, 2019), the framework of thought is a conceptual model of how theory relates to various factors that have been identified as important problems. Based on the literature review and previous research that has been stated above, the framework of thinking can be described as follows (Figure 1).
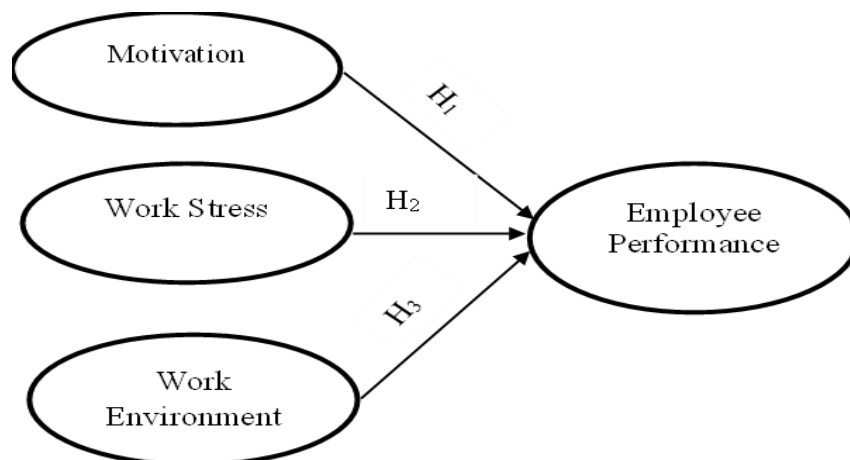

Figure 1. Theoretical framework of thought

2.3. Formulation of Hypotheses

H1: Motivation has a significant positive effect on Employee Performance

H2: Work Stress has a significant positive effect on Employee Performance

H3: Work Environment has a significant positive effect on Employee Performance

3. RESEARCH METHODS

3.1. Research Variables

According to Sugiyono (2017), research variable is an attribute or value of people, objects or activities that have certain variations that have certain variations determined by researchers to be studied and then drawn conclusions. Based on literature review and hypothesis formulation, the variables in this study include the following:

3.2. Variabel Independent

According to (Sugiyono, 2017) Independent variables are variables that affect or cause changes or the emergence of dependent or dependent variables. Independent variables in this study consist of Work Motivation (X1), Work Stress (X2), Work Environment (X3).

3.3. Variabel Dependent

According to (Sugiyono, 2017), Dependent variables are variables that are influenced or variables that become a result due to the existence of independent variables. The variable referred to in this study is Employee Performance (Y).

3.4. Operational Definition

According To (Sugiyono, 2017) defines that operational variables are everything in any form that is applied by researchers to be studied so that information can be obtained about it, then conclusions are drawn. The requirements for deciphering operationalization are carried out if the basic concepts and indicators of each variable are clear, if they are not conceptually clear, it is necessary to conduct a factor analysis. The operational definition in this study is as follows (Table 2).

Table 2. Operational variables

No.	Variable	Operational Variables	Indicator	Source
1	Work Motivation (X1)	Motivation is the drive that makes an employee able and willing to exert his ability for the organization to achieve goals.	1. Remuneration 2. Working Conditions 3. Work facilities 4. Work performance 5. Recognition from superiors	(Afandi, 2018)
2	Work Stress (X2)	Work stress is a condition of tension that affects emotions, thoughts, and a person's physical condition.	1. Concerns 2. Restlessness 3. Pressure 4. Frustration	(Firdaus, 2017)
3	Work Environment (X3)	The work environment is a working condition in which members of the organization carry out their work which can be measured based on shared subjective properties and perceptions.	1. Lighting or light at work 2. Circulation at work 3. Noise at work 4. Safety at work	(Sedarmayanti, 2019)
4	Employee Performance (Y)	Performance is the result of an employee's work during a certain period which is assessed by a series of benchmarks that are directly related to a person's duties and predetermined criteria	1. Quality of work 2. Work quantity 3. Task actualization 4. Responsibility 5. Initiatives	(Mustova, 2015)

Source : Journal of previous research (2022)

3.5. Research Object, Sample Unit, Population, and Sample Determination

3.6. Research Object and Sample Unit

According To (Sugiyono, 2017) Research Object is a scientific target to obtain data with a certain amount and use about an objective, valid and reliable thing about a particular variable. The object of this research is Fancy Bakery. According To (Sugiyono, 2017) A sample is part of the number and characteristics possessed by a population. The sample unit is a unit that is used as the basis for sampling both in the form of elements and a collection of elements (clusters). The sample unit used in this study was employees of Fancy Bakery.

3.7. Population and Sampling Population

Population is a generalized area consisting of

objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2017). Based on this definition, the population in this study is all employees of the Fancy Bakery production department which amounts to 124 employees.

3.8. Sample

According to (Sugiyono, 2017) The sample is part of the number and characteristics possessed by the population. The sample can also be interpreted as part or representative of the population studied. If the population is large, and it is not possible for the researcher to study everything in the population, for example due to limited funds, energy and time, then the researcher can take a sample from that population.

3.8.1. Analysis Methods

3.8.2. Descriptive Analysis Validity Test

The Validity Test is used to determine whether or not a questionnaire is valid in (Azizah, 2022). A questionnaire is said to be valid if a question on the questionnaire is able to reveal something that the questionnaire will measure. The validity test is performed by comparing the r count with the table r for degree of freedom (df) = n-2, in this case n is the number of samples. If r counts > from r table and a positive value then the question item or indicator is valid, if r count < from r table then the question or indicator is declared invalid.

3.8.3. Reliability Test

According to (Putri, 2022) Reliability Test shows an understanding that Reliability is actually a tool to measure a questionnaire which is an indicator of a variable or construct. If reliability is also used to test the consistency of data in a certain time, that is, to find out the extent to which reliability measurements are carried out in one shot, that is, measurements are made only once and then the results are compared with other questions to measure the correlation between question answers. The technique used in this study is Cronbach's Alpha (α) where a variable can be declared reliable if it gives a Cronbach's Alpha value of > 0.6. Meanwhile, to facilitate the calculation of reliability tests, computer aids with SPSS software are used.

3.8.4. Classical Assumption Test

Before the hypothesis test proposed in the study, a Classical Assumption Test is needed which includes the Normality Test, Multicollinearity Test, and Heteroscedasticity Test.

3.8.5. Normality Test

The Normality Test can be used to test whether in a regression model, confounding or residual variables have a normal distribution or not (Usman et al., 2021). The trick is with the non-parametic statistical test Kolomogorov-Smirnov (K-S) test contained in the SPSS program The criteria of the K-S method are that if the significance is below 0.05 then the data is not normally distributed, while if the significance is above 0.05 then the data is normally distributed.

3.8.6. Multicollinearity Test

The Multicollinearity Test aims to test whether the regression model found a correlation between independent variables. Multicollinearity is a situation where there is a strong relationship between independent variables. According to (Usman et al., 2021) The criteria of multicollinearity can be seen from the magnitude of the tolerance value and Variance Inflation Factor (VIF). These two measures show each independent variable to be a dependent variable and regressed against the other independent variable. Tolerance measures the variability of selected variables that are not explained by other independent variables. The values used to indicate the presence of symptoms of multicollinearity are as follows:
- If the tolerance value is above 0.10 and the VIF value is below 10, it does not have a multicollinearity problem so it can be done to the next test.
- If the tolerant value is below 0.10 and the VIF is more than 10, multicollinearity occurs.

3.8.7. Heteroscedasticity Test

The heterocoedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. If the variance from one observation to another is fixed, then it is called homoscedasticity and if different it is called (Usman et al., 2021). A good regression model is homoscedasticity or no heteroscedasticity occurs because this data collects data that is represented as a measure (small, medium, large). To detect the symptoms of heteroscedasticity in heteroscedasticity testing so as not to cause

elements of bias in research, namely the Glacier Test which can be done by progressing the absolute value of the residual to the independent variable. As a basic understanding, residual is the difference between the observation value and the predicted value and absolute is the absolute value. The hypotheses used are:

-H0: $\beta1 = 0$ (hence there is no heteroscedasticity problem)
-H1: $\beta1 \neq 0$ (then there is a heteroscedasticity problem)

If the significant value between the independent variable and the residual absolute is more than 0.05 then the regression model does not contain heteroscedasticity problems.

3.8.8. Multiple Linear Regression Analysis Test.

Multiple linear regression analysis is an analysis to determine the effect of more than one independent variable on one dependent variable. Multiple linear regression analysis models are used to explain the relationship and how much direction and influence each independent variable has on the dependent variable (Azizah, 2022). The multiple regression linear equation used in this study is as follows:

$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + e$
Information:
Y = Employee Performance
α = Constant
$\beta1, \beta2, \beta3$ = Regression coefficient
X1 = Work Motivation
X2 = Work Stress
X3 = Work Environment

e = error or tram

3.8.9. Partial Hypothesis Test (Test t)

The statistical test t is also called the individual significant test. This test shows how far the influence of the independent variable partially has a significant effect on the dependent variable. To determine the magnitude of the influence of the independent variable on the dependent variable, which is tested at the significance level $\alpha = 0.05$ means that the probability of correctness drawing conclusions has a probability of 95 percent or a tolerance of 5 percent recession. If the probability value t is less than 0.05 then the independent variable has an effect on the dependent variable (R. D. Putri, 2022).

3.8.10. Test Coefficient of Determination (R^2).

The coefficient of determination (R2) essentially measures how far the model is able to explain the dependent variable. The value of the coefficient of determination is between zero and one. A small R2 value indicates that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. In general, the coefficient of determination for cross section data is relatively low because of the large variation between each observation, while for time series data usually has a high coefficient value (Putri, 2022).

4. RESULTS AND DISCUSSION

Table 3. Validity test

Variable	Question item	r calculate	r calculate df= 120	Information
Motivation	X1.1	0,819	0,3044	Valid
	X1.2	0,592	0,3044	Valid
	X1.3	0,894	0,3044	Valid
	X1.4	0,862	0,3044	Valid
Work Stress	X2.1	0,864	0,3044	Valid
	X2.2	0,864	0,3044	Valid
	X2.3	0,423	0,3044	Valid
	X2.4	0,612	0,3044	Valid
Work Environment	X3.1	0,695	0,3044	Valid
	X3.2	0,913	0,3044	Valid
	X3.3	0,704	0,3044	Valid
	X3.4	0,846	0,3044	Valid
Employee Performance	Y.1	0,851	0,3044	Valid
	Y.2	0,835	0,3044	Valid
	Y.3	0,753	0,3044	Valid
	Y.4	0,868	0,3044	Valid

Source : Processed primary data (2022)

From the results of the validity test, it can be seen that the calculated r value on each indicator shows a positive value and is greater than the r value of the table. So it can be concluded that all indicators used in this study have passed validity testing and can be declared valid.

4.1. Reliability Test

Reliability tests are used to test the consistency of data in a certain time, that is, to find out the extent to which the measurements used are reliable or reliable. A construct or variable can be declared reliable if it gives a value of Cornbach's Alpha > 0.60 (Putri, 2022). The results of the reliability tests that have been carried out can be seen as follows (Table 4).

Table 4. Reliability test

No	Variable	Cronbach'sAlpha	Reliability Standards	Information
1	Work Motivation	0,812	0,600	Reliabel
2	Work Stress	0,658	0,600	Reliabel
3	Work Environment	0,799	0,600	Reliabel
4	Employee Performance	0,860	0,600	Reliabel

Source : Processed primary data (2022)

From Table 4 it can be seen that a variable is declared a variable if Cronbach's alpha > 0.60. The table above shows that all variables have Cronbach's alpha of 0.60. Thus, it can be concluded that the reliability of the variables of work motivation, work stress, work environment, and employee performance studied is reliable.

4.2. Classical Assumptions

In statistical analysis using multiple linear regression, the research data must meet the classical assumption test and there must be no existing problems (Table 5).

Table 5. Classical assumption test results one-sample Kolmogorov-Smirnov test

		Unstandardized Residual
N		42
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,42021825
Most Extreme Differences	Absolute	,068
	Positive	,059
	Negative	-,068
Kolmogorov-Smirnov Z		,441
Asymp. Sig. (2-tailed)		,990

a. Test distribution is Normal.
b. Calculated from data.
c. Source: Processed Primary Data, 2022

4.3. Multicollinearity Test

Multicollinearity testing is carried out to find out whether in the regression model there is a correlation between independent variables. A good regression model should not occur correlation between independent variables.

Simple diagnosis of the absence of multicollinearity if the tolerance value is above > 0.1 and has a VIF below < 10. The results of the multicollinearity test can be seen in the following table (Table 6).

Table 6. Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	Work Motivation	,750	1,333
	Work Stress	,746	1,340
	Work Environment	,896	1,116

a. Dependent Variable: Employee Performance
b. Source: Processed Primary Data, 2022

The test results show the following values:
Work motivation (X1) based on a tolerance result of 0.750 is greater than 0.1 and based on a VIF value of 1.333 less than 10. This shows that it is purely stand-alone and there is no multicollinearity. So that regression models are feasible to be used in conducting tests. Work stress (X2) based on a tolerance result of 0.746 is greater than 0.1 and based on a VIF value of 1.340 is less than 10. This shows that it is purely stand-alone and there is no multicollinearity. So that regression models are feasible to be used in conducting tests.

Work environment (X3) based on tolerance 0.896 greater than 0.1 and based on VIF value 1.116 less than 10. This shows that it is purely stand-alone and there is no multicollinearity. So that regression models are feasible to be used in conducting tests.

4.4. Heteroscedasticity test
Aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another. A good regression model is one that does not occur heteroscedasticity (Usman et al., 2021).

Table 7. Multicollinearity test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,038	1,774		,585	,562
	Work Motivation	,036	,064	,105	,569	,572
	Work Stress	-,084	,107	-,146	-,788	,435
	Work Environment	,044	,050	,147	,873	,388

Source : Processed primary data (2022)

Based on Table 7 of the Glejser test results show that the significance value of work motivation is 0.572, the significance value of work stress is 0.435, and the significance value is 0.388. This conclusion can be interpreted that the data from the results of the Glejser test significance value (Sig) between the independent variable and the absolute residual, which is greater than 0.05, then there is no heteroscedasticity problem.

4.5. Multiple Linear Regression Analysis
Multiple linear regression analysis models are used to explain the relationship and how much influence each independent variable, namely work motivation, work stress, and work environment has on the dependent variable, namely employee performance. The results of the regression model estimation can be seen in the following table (Table 8).

Table 8. Regression coefficient results coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,874	3,044		-,616	,542
	Work Motivation	,352	,109	,379	3,214	,003
	Work Stress	,624	,184	,401	3,394	,002
	Work Environment	,317	,086	,399	3,698	,001

a. Dependent Variable: Employee Performance
b. Source: Processed Primary Data, 2022

Based on the estimation of the regression model above, the regression equation can be determined as follows:

$$Y = 0,379X1 + 0,401X2 + 0,399X3$$
Information:
Y = Employee Performance
X1 = Work Motivation

X2 = Work Stress
X3 = Work Environment

The results of the multiple linear regression equation above give the understanding that:
- Work Motivation Variable (X1) of 0.379 is positive. This means that if the work motivation variable increases by one unit, then employee performance will increase. Where other variables are constant.
- Work Stress Variable (X2) of 0.401 is positive. This means that if the work stress variable increases by one unit, then employee performance will increase. Where other variables are constant.
- Work Environment Variable (X3) of 0.399 is positive. This means that if the work environment variable increases by one unit, then employee performance will increase. Where other variables are constant.

4.6. Partial Hypothesis Test (Test t)

Table 9. Partial hypothesis test (Test t) coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1,874	3,044		-,616	,542
	Work Motivation	,352	,109	,379	3,214	,003
	Work Stress	,624	,184	,401	3,394	,002
	Work Environment	,317	,086	,399	3,698	,001

a. Dependent Variable: Employee Performance

b. Source: Processed Primary Data, 2022

From the results of the t test above, are as follows:

Hypothesis 1: Work Motivation has a positive and significant effect on Employee Performance

The hypothesis test proves that work motivation affects employee performance with a t-test result of 3.214 and a significance of 0.003 smaller than 0.05. With a positive influence, it shows that the more work motivation given, the more employee performance increases. This is supported by theory (Bramanta et al., 2022) Motivation is a force that drives someone to do an action or not which in essence exists internally and externally positive and negative, work motivation is something that causes encouragement or enthusiasm for work or encouragement of morale.

Hypothesis 2: Work stress has a positive and significant effect on Employee Performance

The hypothesis test proves that work stress affects employee performance with a t-test result of 3.394 and a significance of 0.002 smaller than 0.05. With a positive influence, it shows that the more work stress given, the more employee performance increases. This is supported by theory (Sudirman et al., 2022), states that work stress is a condition that affects emotions, thought processes and a person's condition so that it causes nervousness and feelings of worry. The results of this study are supported by previous research conducted by (Alfiansyah et al., 2021) and (Dewi et al., 2021) states that work stress has a positive and significant effect on employee performance.

Hypothesis 3: The work environment has a positive and significant effect on employee performance

The hypothesis test proves that the work environment affects employee performance with a t-test result of 3.698 and a significance of 0.001 smaller than 0.05. With a positive influence, it shows that the more work environment provided, the more employee performance increases. This research is in accordance with the theory put forward by (Farisi & Utari, 2021) argues that the work environment is everything that is around employees and that can affect them in carrying out the tasks they are charged.

4.7. Coefficient of Determination (R2)

The results of this study are supported by previous research conducted by (Dipoatmodjo &; Kurniawan, 2021), (Ratmayani &; Hartono, 2018), and (Bramanta et al., 2022) stating that the work environment has a positive and

significant effect on employee performance.

Test the coefficient of determination (R^2).

Table 10. Test Coefficient of Determination (R^2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,777[a]	,604	,573	1,475

a. Predictors: (Constant), Work Environment, Work Motivation, Work Stress
b. Dependent Variable: Employee Performance

Based on the results of the coefficient of determination test, it can be known that the Adjusted R Square value is 0.573, which means that 57.3% of employee performance can be explained by independent variables in this study, namely work motivation, work stress, and work environment. The remaining 42.7% was explained by other variables not observed in the study.

4.8. Discussion

The Effect of Work Motivation on Employee Performance

The hypothesis test proves that work motivation affects employee performance with a t-test result of 3.214 and a significance of 0.003 smaller than 0.05. With a positive influence, it shows that the more work motivation given, the more employee performance increases. This is supported by theory (Bramanta et al., 2022) Motivation is a force that drives someone to do an action or not which in essence exists internally and externally positive and negative, work motivation is something that causes encouragement or enthusiasm for work or encouragement of morale. The results of this study are supported by previous research conducted by (Alfiansyah et al., 2021), (Dipoatmodjo & Kurniawan, 2021), (Ratmayani & Hartono, 2018), and (Bramanta et al., 2022) states that work motivation has a positive and significant effect on employee performance.

The Effect of Work Stress on Employee Performance

The hypothesis test proves that work stress affects employee performance with a t-test result of 3.394 and a significance of 0.002 smaller than 0.05. With a positive influence, it shows that the more work stress given, the more employee performance increases. This is supported by Handoko's theory in (Sudirman et al., 2022), states that work stress is a condition that affects emotions, thought processes and a person's condition so that it causes nervousness and feelings of worry. The results of this study are supported by previous research conducted by (Alfiansyah et al., 2021) and (Dewi et al., 2021) states that work stress has a positive and significant effect on employee performance.

The Effect of the Work Environment on Employee Performance

The hypothesis test proves that the work environment affects employee performance with a t-test result of 3.698 and a significance of 0.001 smaller than 0.05. With a positive influence, it shows that the more work environment provided, the more employee performance increases. This research is in accordance with the theory put forward by (Farisi &; Utari, 2021) argues that the work environment is everything that is around employees and that can affect them in carrying out the tasks they charge.

5. CONCLUSION

Work motivation has a positive and significant effect on employee performance at Fancy Bakery. By increasing work motivation in the company, it will also improve the performance of Fancy Bakery employees. Work stress has a positive and significant effect on employee performance at Fancy Bakery. With the high work stress experienced by employees will affect the performance of Fancy Bakery employees. The work environment has a positive and significant effect on employee performance at Fancy Bakery. With a supportive and good work environment, it will improve the performance of Fancy Bakery employees. For further researchers, it is expected to be better prepared in the decision-making process, collection and everything so that research can be carried out better.

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