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## THE ROLE OF MOTIVATION, COMMUNICATION, AND WORK STRESS ON EMPLOYEE JOB SATISFACTION

Abdul Khafid<sup>1</sup> Eka Kurnia Patmasari<sup>2</sup>

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### Corresponding:

Faculty of Economics and  
Business, Selamat Sri  
University, Central Java,  
Indonesia

Email:

[abdul.khafid@uniss.ac.id](mailto:abdul.khafid@uniss.ac.id)

### Abstract

*This study aims to analyze and provide empirical evidence regarding the influence of motivation, communication, and work stress on employee job satisfaction at CV Wiflas Putra Semarang. The variables of motivation, communication, and work stress are designated as independent variables, while job satisfaction is the dependent variable. Data collection was conducted through the distribution of a Google Forms-based questionnaire to the company's employees. The sampling technique used was purposive random sampling with a total of 100 respondents. The analysis method used is a quantitative approach with multiple linear regression. The results show that motivation and communication have a positive and significant effect on employee job satisfaction. Meanwhile, work stress is still at a manageable level, although it does not show an effect on job satisfaction. Simultaneously, motivation, communication, and work stress influence employee job satisfaction, with motivation being the most dominant variable. These findings suggest that the management of CV Wiflas Putra Semarang needs to strengthen its work motivation program through a reward system, career development opportunities, and constructive performance feedback. Furthermore, management needs to establish a more open, structured, and two-way internal communication pattern to minimize miscommunication and increase employee engagement. Workplace stress management also needs to be implemented through workload management, role clarity, and a supportive work environment to ensure stress levels remain within productive limits, thereby maintaining and improving employee job satisfaction.*

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Faculty of Economics and Business, Selamat Sri University, Central Java, Indonesia<sup>2</sup>

Email: [kurniaeka1227@gmail.com](mailto:kurniaeka1227@gmail.com)

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## INTRODUCTION

A rapidly growing organization implements strategic management functions, professionalism, motivation, career development, and workforce training, enabling employees to perform tasks with high frequency, defined by quantity, quality, and deadlines. Organizations are required to develop high-quality and superior human resources, thereby improving performance and ultimately achieving high levels of job satisfaction. Human resource management is crucial. Without human resource management, an organisation will generally struggle to achieve its goals. The contribution of human resource management to a company is undoubtedly helpful in improving workforce capabilities, which in turn leads to higher levels of job satisfaction.

Human resources are a strategic asset for an organization in achieving its goals and maintaining sustainable performance. Organizational success is determined not only by technology or capital, but also by the level of job satisfaction of employees, the primary implementers of operational activities. High job satisfaction fosters positive attitudes, loyalty, and improved performance, while low job satisfaction can decrease productivity and increase absenteeism and turnover Robbins (2022). Job satisfaction is influenced by various factors, both individual and organizational, including work motivation, organizational communication, and job stress. Work motivation is an internal driver that influences employee attitudes and behaviours. Motivated employees tend to have higher work morale, feel valued, and demonstrate job satisfaction (Khuong *et al.*, 2020). Furthermore, organizational communication is an essential factor because it can increase role clarity, strengthen employee relationships, and reduce conflict in the workplace. Judge A, Timothy; Zhang, Suxhia; Glerum (2020) and Ramirez-lozano *et al.* (2023). Job satisfaction is an emotional state experienced by an employee. Employees will perform well if they feel satisfied with what they expect. Dani & Lada (2025). Job satisfaction is a state in which needs such as job satisfaction, level of supervision, interpersonal relationships, career opportunities, and appropriate promotions and wages are met. Employee dissatisfaction within a company will negatively impact employee behaviour in achieving company goals. (Gazi *et al.*, 2024). Lazy employee behaviour will cause problems for the company in including high absenteeism, lateness, and other disciplinary violations, which can affect employee job satisfaction. Job satisfaction is an employee's attitude toward the work situation, cooperation among employees, rewards received at work, and physical and psychological factors. Mangkunegara (2009). Kasmir (2019) Job satisfaction is an employee's pleasant or unpleasant feelings about their work; this feeling can be seen in the employee's good behaviour towards their work and in all aspects of the work environment.

In addition to motivation and communication, work stress is also considered a factor that can potentially influence job satisfaction. Work stress arises from an imbalance between job demands and an individual's ability to handle them (Arciana *et al.*, 2020). However, several studies show that work stress does not always have a negative impact, especially when it remains at a manageable level or is positive (eustress).Candeias *et al.*, 2024). Motivation is an internal and external drive within a person to change behaviour. Motivation is also a state or condition that encourages or moves a person to do something or engage in an activity to achieve their goals (Kaswan, 2022).

Highly motivated employees will feel happier and more willing to work for the organisation, and a process that encourages someone to engage in an activity is called motivation. Indicators of employee dissatisfaction due to low work motivation. This arises due to a lack of work motivation originating from oneself or coworkers, the occurrence of work saturation that causes employees to have no passion in carrying out their work because they feel the work is tedious and the same type of work, an uncomfortable work atmosphere such as noise caused by machines and equipment that can disrupt concentration on work and a lack of recreational activities carried out by the company that can cause a lack of employee motivation in working (Yean *et al.*, 2022) & (Ce & Ab-rahim, 2025).

Devito (2021) Communication is the process of sending and receiving messages between two or more people, with some effect and immediate feedback. Meanwhile, according to Mulyana (2022) Communication is the process of sharing meaning through verbal and nonverbal behaviour between two or more people. While working, employees constantly communicate with colleagues, superiors, and subordinates. (Pirrotta *et al.*, 2026) and Santos & Sousa (2024). Good communication is the right path to creating employee job satisfaction. Through communication, employees can receive guidance from their superiors regarding the work process. Through communication, employees can also build cooperation among themselves (Kambara *et al.*, 2023).

Sahat & Adiputra (2021) Job stress is caused by an imbalance between an employee's personality characteristics and the characteristics of their work and can occur in all work situations. Specific attributes can influence an employee's stress tolerance. The impact of job stress on employee satisfaction can be challenging, stimulating, and appealing. Still, it can also lead to anxiety, resistance, tension, and fear, all depending on each employee's perspective. Stress can arise from pressure or tension resulting from a misalignment within oneself and the surrounding environment. If the demands of the job are not aligned with the individual's needs and abilities, it will undoubtedly result in stress.

These inconsistencies in findings suggest the need for further examination of the influence of job stress in different organisational contexts. Although numerous previous studies have examined the relationships among motivation, communication, job stress and job satisfaction, most were conducted in large organizations, the public sector, or specific industries. Research in medium-sized companies in Indonesia, particularly those in manufacturing or services such as CV Wiflass Putra, remains limited. Furthermore, the combination of these three variables—motivation, communication, and job stress—is rarely analysed simultaneously to measure their combined influence on employee job satisfaction.

CV Wiflas Putra is a contractor services company established in August 2023 and experienced in handling various construction projects in Indonesia. In the construction sector, CV Wiflas Putra offers a range of services, including asphalt paving of highways and neighbourhood roads, planning, material procurement, construction implementation, and project completion. The work area is in the city of Semarang and its surrounding areas. CV Wiflas Putra has a professional team of road and K3 experts, each experienced and trained in handling various construction projects. The company consistently delivers high-quality, innovative services in every project, meeting stringent occupational safety and health standards and pursuing environmentally friendly, sustainable practices. Also committed to providing positive social benefits to the surrounding community and establishing partnerships with customers. CV Wiflas Putra is also determined to be a construction company that performs and is oriented towards achieving goals that enable employees to meet the company's targets. The targets and achievements are in Table 1 below.

**Table 1.**  
**Construction Project Realisation Target at CV Wiflas Putra for July 2024–June 2025**

No	Month	Target (Project)	Realization	Presentation
1	July 2024	23	18	78,3%
2	August 2024	25	20	80%
3	September 2024	26	19	73%
4	October 2024	22	17	77,3%
5	November 2024	27	24	88,9%
6	December 2024	24	19	79,2%
7	January 2025	28	25	89,3%
8	February 2025	30	26	86,7%
9	March 2025	27	22	81,5%
10	April 2025	34	30	88,2%
11	May 2025	29	22	75,9%
12	June 2025	30	24	80%

Source: Processed Data, 2025

Based on Table 1, we can see that there is an indication of a decrease in employee job satisfaction from the target and its realisation in the 2024–2025 data period (July 2024–June 2025), with fluctuations in the realisation of the company's targets.

A motivated person will naturally complete their tasks quickly to achieve goals. Therefore, the company's challenge is to create a work environment where employee motivation can be channelled in the right direction. Usman (2024). Companies must also create good cooperation. To develop good collaboration, it is necessary to have good communication from leaders to employees. Communication is seen as an artery that connects various parts of the system, enabling the flow of information needed for coordination and decision-making that affect employee performance. Then there is work stress, seen as a result of failures in communicating and managing stress within the system, that has an impact on employee job satisfaction. The effect of work stress on employee satisfaction can be a challenge, a threat, and a risk for the company, and can also be a concern, a counter, a tension, and a fear, depending on each employee's perspective. Stress can arise from pressure or tension due to a misalignment between oneself and the surrounding environment. If the demands of the task are not in line with one's needs and abilities, it will undoubtedly have a stressful impact.

Motivation is a process that explains a person's strength, direction, and persistence in efforts to achieve goals. Duha (2020). Motivation is the driving force that creates a passion for work, making them willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Motivation is an internal and external drive within a person to make behavioural changes. From the definition of motivation, it can be concluded that motivation is a state or condition that encourages or moves someone to engage in an activity to achieve their goals. Kaswan (2022). Motivation is an internal and external drive within a person to make changes in behaviour. It is a state or condition that encourages or motivates a person to do something or engage in activities to achieve their goals. Kaswan (2022). Research conducted by Himawan & Yusianto (2025). Likewise, the same research was conducted by Rokhman & others (2025). Their research found that motivation positively affects employee job satisfaction. In contrast to research conducted by Prakoso & Rismawati (2023) and Michael & Joyce (2023) That motivation does not affect job satisfaction. Based on previous explanations and research, the hypothesis in this study is as follows.

H1: Motivation has a positive and significant role and influence on job satisfaction.

Communication in an organization is a very important factor in carrying out interactions between individuals. If there is no communication, individuals in the organization cannot know what they need to do for the organization; leaders cannot receive input; and providers cannot give instructions. Communication is a factor that affects employee performance. Communication itself is an essential part of a company because it creates a good relationship between employees and superiors, and vice versa between superiors and subordinates, so that good communication can be achieved (Supardi). Communication is the ability to convey cognitively acquired information. This process involves communicating information to another party to influence their attitudes when solving problems, thereby enabling their goals to be achieved (Tahalele *et al.*, 2023).

Mulyana (2022) Communication is the process of sharing meaning through verbal and nonverbal behaviour among two or more people. The research conducted by Prakoso & Rismawati (2023) dan Sya'Bani (2024). Their research found that communication positively affects employee job satisfaction. In contrast to research conducted by Imbang *et al.* (2022) and Ramadhani AS (2021) That communication does not affect job satisfaction. Based on previous explanations and research, the hypothesis in this study is as follows.

H2: Communication plays a role and has a positive, significant influence on job satisfaction.

According to Reif *et al.* (2021), job stress is the pressure employees feel when dealing with work. This work stress is manifested by symptoms such as emotional instability, feelings of restlessness, a tendency to be alone, difficulty sleeping, excessive smoking, an inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders. According to Hasniati

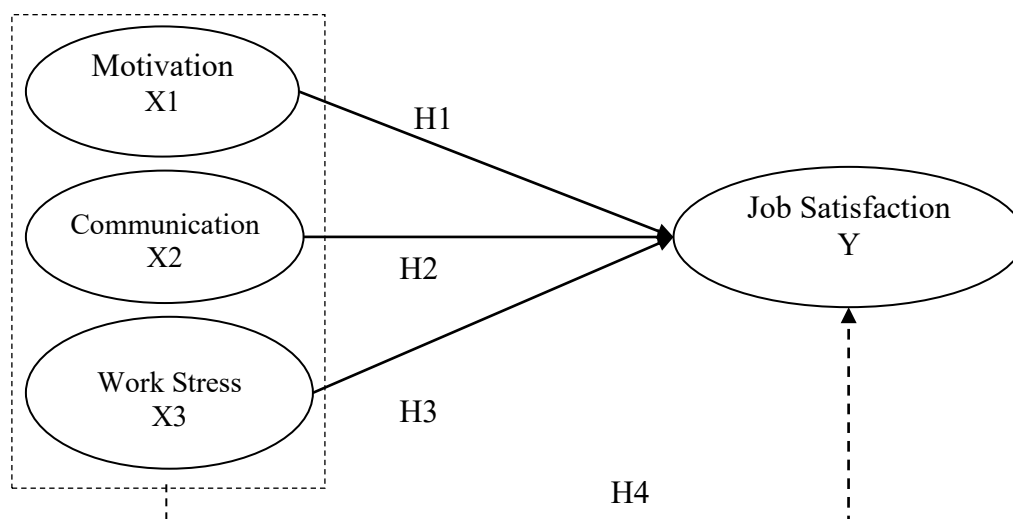
(2023), job stress is caused by an imbalance between an employee's personality characteristics and the characteristics of their work and can occur in all work conditions. Specific attributes can influence an employee's stress tolerance. Based on previous research conducted by Handoko *et al.* (2022) & Auliah *et al.* (2023), and Yan & others (2025), it was stated that work stress affects job satisfaction. Meanwhile, the research conducted by Michael & Joyce (2023) and Sahat & Adiputra (2021) stated that work stress does not affect employee job satisfaction. Based on previous explanations and research, the hypothesis in this study is as follows.

H3: Job stress has a positive and significant role and influence on job satisfaction.

Putra *et al.*, (2025) Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Companies continue to strive to develop superior, competitive human resources. The potential of human resources in the company is always encouraged, one of which is by providing motivation, so that the workload given by the company can be carried out well by employees, to maintain the quality of resources. By improving employee job satisfaction, employee work motivation will increase, as employees feel cared for by the company. This creates an influence between employees and the company: employees are more satisfied with their jobs, and the company receives higher performance from its employees. Hartawan & Sriathi (2023). Good communication between employees and leaders creates a conducive work environment where employees feel comfortable in carrying out their work. Employees feel job satisfaction because they are in a relaxed, conducive work environment; therefore, they avoid work stress that they would experience in their work. Based on the explanation above, the hypothesis in this study is as follows.

H4: Motivation, Communication, and Work Stress have a role and have a positive and significant influence on Job Satisfaction.

Based on the framework of thought, a conceptual framework can be developed to explain the Role and Influence of Motivation, Communication, and Work Stress on Employee Job Satisfaction at CV. Wiflass Putra with the following explanation.



Source: Processed Data, 2025

Figure 1. Conceptual Framework

## RESEARCH METHODS

The research method is designed through a series of steps, starting with operational variables, determining the type and source of data, and data collection methods, and ending with developing the data analysis and hypothesis testing. In this research, the author uses a quantitative approach Sugiyono (2019) quantitative method, namely research based on a research-based approach, used to study

specific populations or samples; data collection using research instruments, and quantitative or statistical data analysis with the aim of testing predetermined hypotheses.

Sugiyono (2022) The population in this study comprised employees at CV Wiflas Putra Semarang, a company engaged in construction company based in Semarang City in 2025. Researchers distributed questionnaires via Google Forms to respondents, using a list of questions on motivation, communication, work stress, and job satisfaction to 130 employees. A method of data collection by providing or distributing a list of questions to respondents. Using a Likert scale as a measurement. Determination of the sample using purposive Random Sampling. According to Sugiyono (2022). The variables in this study were measured using a questionnaire with a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Each variable was operationalized into several indicators, which were developed into statement items. The variable score was obtained by summing or averaging the scores. To calculate the number of simple random samples from a given population, the Slovin formula is used. This sampling is carried out at a 95 percent confidence level, with a critical value of 5 percent, which allows the sample size to be calculated. Based on this calculation, a sample of 100 respondents was taken. The data analysis technique in this study used SPSS version 24 software and statistical methods. Siahaan (2023) states that statistics plays a vital role in research, both in compiling models, in formulating hypotheses, in developing data collection tools and instruments, in compiling research designs, in determining samples, and in data analysis of all items in each variable.

## RESULT AND DISCUSSION

Respondent characteristics help describe the identity of respondents according to the established research sample. One objective of respondent characteristics is to provide an overview of the sample in this study. Respondent characteristics in this study are grouped by age, gender, length of service, department, position, and education at CV. Wiflas Putra Semarang.

**Table 2.**  
**Respondent Characteristics Based on Age**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	18 - 20	16	16.0	16.0	16.0
	21 - 25	26	26.0	26.0	42.0
	26 - 30	36	36.0	36.0	78.0
	31 - 40	22	22.0	22.0	100.0
	<b>Total</b>	100	100.0	100.0	

*Source:* Processed Data, 2025

Characteristics by age show that the most dominant age group is respondents aged 26-30, with 36 people (36 percent). Then, respondents aged 21-25 years are in second place, with 26 respondents (26 percent). In third place are respondents aged 31-40 years, with 22 respondents (22 percent). And finally, respondents aged 18-20 years, totalling 16 respondents (16 percent of the total respondents).

**Table 3.**  
**Respondent Characteristics Based on Gender**

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Men	85	85.0	85.0	85.0
	Women	15	15.0	15.0	100.0
	<b>Total</b>	100	100.0	100.0	

*Source:* Processed Data, 2025

Respondent characteristics by gender show that the most respondents are male (85, or 85 percent), followed by female (15, or 15 percent) of the total 100 respondents.

**Table 4.**  
**Respondent Characteristics Based on Work Period**

		Work_Period		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	< 3 Month	10	10.0	10.0	10.0
	3 - 6 Month	13	13.0	13.0	23.0
	> 6 - 12 Month	35	35.0	35.0	58.0
	> 1 Year	42	42.0	42.0	100.0
	<b>Total</b>	100	100.0	100.0	

Source: Processed Data, 2025

Respondent characteristics based on work period show that the most respondents are employees with a work period of > 1 year, totalling 42 respondents (42 percent). The second-largest group of respondents, with work periods of 6-12 months, comprised 35 respondents (35 percent). The third order of respondents, based on the work period 3 - 6 months, with a total of 13 respondents (13 percent). And the last order of respondents based on work period < 3 months: 10 respondents (10 percent of the total respondents), or 100 respondents.

**Table 5.**  
**Respondent Characteristics Based on Section**

		Section		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Procurement and Tools	9	9.0	9.0	9.0
	Building Construction	22	22.0	22.0	31.0
	Road Construction	44	44.0	44.0	75.0
	Architectural Design	9	9.0	9.0	84.0
	Engineering	16	16.0	16.0	100.0
	<b>Total</b>	100	100.0	100.0	

Source: Processed Data, 2025

Based on the obtained data, the majority of respondents are employees in the road construction section, totalling 44 respondents (44 percent). The second most respondents are employees in the building construction section, with 22 respondents (22 percent). The third-largest group of respondents is employees in the engineering section, with 16 respondents (16 percent). And the last order of respondents, based on employees who work in the architectural design and equipment procurement sections, each with 9 respondents, or 9 percent of the total respondents, as many as 100 respondents.

**Table 6.**  
**Respondent Characteristics Based on Position**

		Position		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Supervisor	9	9.0	9.0	9.0
	Project Coordinator	19	19.0	19.0	28.0
	Operator	31	31.0	31.0	59.0
	Helper	41	41.0	41.0	100.0
	<b>Total</b>	100	100.0	100.0	

Source: Processed Data, 2025

**Table 7.**  
**Respondent Characteristics Based on Education**

		Education		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	High School/Equivalent	69	69.0	69.0	69.0
	Diploma	23	23.0	23.0	92.0
	Bachelor	8	8.0	8.0	100.0
	<b>Total</b>	100	100.0	100.0	

Source: Processed Data, 2025

While the characteristics of correspondents based on Position and Education show that the most respondents are employees in helper positions with a total of 41 respondents (41 percent), the second-largest group by operator position is 31 respondents (31 percent). The third-largest group of respondents, based on project coordinator positions, is 19 respondents (19 percent). And the last order of respondents based on supervisor positions/positions is 9 respondents or 9 percent and the most respondents based on high school/equivalent education level with a total of 69 respondents or 69 percent, then in the second order, namely with Diploma education level as many as 23 respondents or 23 percent and the last with Bachelor education level as many as 8 respondents or 8 percent of the total number of respondents as many as 100 respondents.

Validity testing was conducted using the Factor Analysis method. Calculations were performed using SPSS 24.0. Before testing validity, we first searched for the r table with  $df = n-2$  and  $df = 100$ . This resulted in a loading factor value of 0.194. A loading factor value above 0.194 indicates a valid item. The complete validity test can be seen in the following table.

**Table 8.**  
**Validity Testing Results**

No	Statement	r Count	r Table	Information
Motivation (X1)	X1.1	0.709	0,194	Valid
	X1.2	0.708	0,194	Valid
	X1.3	0.646	0,194	Valid
	X1.4	0.450	0,194	Valid
	X1.5	0.678	0,194	Valid
	X1.6	0.613	0,194	Valid
	X1.7	0.568	0,194	Valid
Communication (X2)	X2.1	0.643	0.194	Valid
	X2.2	0.723	0.194	Valid
	X2.3	0.759	0.194	Valid
	X2.4	0.748	0.194	Valid
	X2.5	0.682	0.194	Valid
	X2.6	0.673	0.194	Valid
Work Stress(X3)	X3.1	0.545	0.194	Valid
	X3.2	0.646	0.194	Valid
	X3.3	0.736	0.194	Valid
	X3.4	0.442	0.194	Valid
	X3.5	0.669	0.194	Valid
	X3.6	0.665	0.194	Valid
	X3.7	0.583	0.194	Valid
Job Satisfaction (Y)	Y1	0.639	0.194	Valid
	Y2	0.691	0.194	Valid
	Y3	0.652	0.194	Valid
	Y4	0.695	0.194	Valid
	Y5	0.601	0.194	Valid
	Y6	0.503	0.104	Valid

Source: Processed Data, 2025

The data in Table 8 indicate that the correlations between each indicator and the total construct score for each variable are significant. It can be seen that all research variables have  $r$  counts  $> r$  table at the 5 percent significance level ( $\alpha = 0.05$ ) and  $n = 100$ , with  $r$  table = 0.194. It can be seen that the  $r$  results for each item  $> 0.194$  so that it can be said that all research variable items Motivation (X1) Communication (X2) Work Stress (X3), and Job Satisfaction (Y), are valid to be used as instruments in research or statements submitted, and can be used to measure the variables used in this study.

Reliability testing in this study uses the Cronbach Alpha ( $\alpha$ ) formula. A variable or construct is considered reliable if it has an  $\alpha$  value of 0.60.

**Table 9.**  
**Reliability Testing Results**

Variable	Cronbach's Alpha	N of items	Information
Motivation	0,728	7	Reliabel
Communication	0,795	6	Reliabel
Work Stress	0,718	7	Reliabel
Job Satisfaction	0.699	6	Reliabel

Source: Processed Data, 2025

The data in Table 9 of the reliability test results show that all variables have an Alpha coefficient above 0.60, indicating that the measurement concepts for each variable in the questionnaire are reliable and that, in the future, the items for each variable concept are suitable for use as measurement tools.

In this study, to detect multicollinearity in the regression model, the tolerance and Variance Inflation Factor (VIF) are used. A tolerance value above 0.1 and a VIF value below 10 indicate that there is no multicollinearity among the independent variables. The results of the multicollinearity test can be shown in the following table.

**Table 10.**  
**Multikoleniretas Testing Results**

Model	Coefficients <sup>a</sup>	
	Tolerance	VIF
1 (Constant)		
Motivation	.907	1.103
Communication	.812	1.232
Work Stress	.855	1.169

a. *Dependent Variable: Job Satisfaction*

Source: Processed Data, 2025

Table 10 shows that the results of the multicollinearity test are seen from the Tolerance value and its opposite, the Variance Inflation Factor (VIF). The tolerance value is above 0.1, and the VIF value is below 10, indicating no multicollinearity.

The method used to determine the presence or absence of heteroscedasticity in this study is the Glejser test. The Glejser test is conducted by regressing the absolute value of the residual against the independent variable. If the significance probability value of the independent variable is above the 5 percent confidence level, it can be concluded that the regression model does not contain heteroscedasticity.

**Table 11.**  
**Glesjer Testing Results**

Model		Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
		B		Beta		
1	(Constant)	3.946	1.467		2.691	.008
	Motivation	-.075	.037	-.208	-2.002	.148
	Communication	-.048	.052	-.101	-.917	.361
	Work Stress	.044	.043	.111	1.041	.301

a. *Dependent Variable:* Job Satisfaction

Source: Processed Data, 2025

In Table 11, it can be concluded that the sig value for work motivation (0.148) is greater than 0.05, the sig value for communication (0.361) is greater than 0.05, and the sig value for work stress (0.301) is greater than 0.05, indicating no heteroscedasticity.

Multiple linear regression analysis was used to determine the closeness of the relationship between the dependent variable and the factors that influence it (independent variables). The test results are shown in Table 6.

**Table 12.**  
**Regression Testing Results**

Model		Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
		B		Beta		
1	(Constant)	8.138	2.471		3.294	.001
	Motivation	.167	.063	.239	2.660	.009
	Communication	.321	.088	.345	3.635	.000
	Work tress	.112	.072	.145	-1.565	.121

a. *Dependent Variable:* Job Satisfaction

Source: Processed Data, 2025

From the table above, the results of the independent variable calculations can be arranged in the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots (1)$$

Information:

- Y = Dependent Variable (Job Satisfaction)
- X1 = Independent Variable (Motivation)
- X2 = Independent Variable (Communication)
- X3 = Independent Variable (Work Stress)
- $\beta_0$  = Konstanta/Intercept
- $\beta_1, \beta_2, \beta_3$  = Regression Coefficient of Each Independent Variable
- e = Standard Error

The results of this analysis can be interpreted as follows. The constant value of the equation above is 8.138. This figure indicates that if X1 (Motivation), X2 (Communication), and X3 (Job Stress) are held constant (X=0), then Job Satisfaction is 8.138. X1 (Motivation) shows a coefficient value of 0.167. X2 (Communication) shows a coefficient value of 0.321. X3 (Job Stress) shows a coefficient value of 0.112. This means that if each variable increases by 1, job satisfaction will increase by the coefficient's multiplier for that variable, assuming the other independent variables are held constant.

The hypothesis testing in this study uses a statistical t-test to examine the partial effect of each independent variable on the dependent variable. The t-test is performed by comparing the calculated t-

value with the t-table. The t-test can also be performed by examining the significance level of each variable. The following are the t-test results for each model:

**Table 13.**  
**(Partial Regression) Testing t Results**

Model		Coefficients <sup>a</sup>		t	Sig.
		Unstandardized Coefficients B	Std. Error		
1	(Constant)	8.138	2.471	3.294	.001
	Motivation	.167	.063	2.660	.009
	Communication	.321	.088	3.635	.000
	Work Stress	.112	.072	1.565	.121

a. *Dependent Variable:* Job Satisfaction

Source: Processed Data, 2025

To find the t-table value, use the following formula:

$$\begin{aligned}
 t \text{ table} &= (\alpha/2 ; n-k-1) \dots \dots \dots (2) \\
 &= (0,05/2 ; 100-3-1) \\
 &= (0,025 ; 96) \\
 &= 1,984
 \end{aligned}$$

Based on Table 13, the results of the independent variable testing are described as follows. The Motivation variable shows a t value greater than t tab ( $2.660 > 1.984$ ) and  $\text{sig} < \alpha$  ( $0.009 < 0.05$ ), indicating that the motivation variable plays a role and has a positive, significant effect on employee job satisfaction at CV. Wiflas Putra Semarang. Thus,  $H_a$  is accepted, and  $H_o$  is rejected. Therefore, the motivation variable has a positive, significant effect on job satisfaction. The Communication variable shows a t value greater than t tab ( $3.635 > 1.984$ ), or  $\text{sig} < \alpha$  ( $0.000 < 0.05$ ). This means that the communication variable plays a role and has a positive and significant effect on job satisfaction at CV. Wiflas Putra Semarang. Thus,  $H_a$  is accepted, and  $H_o$  is rejected. Therefore, the communication variable has a positive, significant effect on job satisfaction.

The work stress variable shows a t value smaller than ttab ( $1.565 < 1.984$ ) and  $\text{sig} > \alpha$  ( $0.121 > 0.05$ ). This means that the work stress variable has no significant effect on job satisfaction at CV. Wiflas Putra Semarang. Thus,  $H_a$  is rejected, and  $H_o$  is accepted. Therefore, the work stress variable does not have a significant effect on job satisfaction. The F test is conducted to determine the extent to which the independent variables jointly influence the dependent variable. This test is performed by examining the significance value in the ANOVA test. If the F table value is  $> F$  count and the p-value is  $< 0.05$ , then the independent variables jointly and significantly influence the dependent variable. If the F table value is  $< F$  count, significant  $> 0.05$ , then the variables do not jointly influence the dependent variable. The test results can be presented in the following table.

**Table 14.**  
**F-Test (Simultaneous Regression)**

Model	ANOVA <sup>a</sup>				Sig.	
	Sum of Squares	df	Mean Square	F		
1	Regression	253.619	3	84.540	13.463	.000 <sup>b</sup>
	Residual	602.821	96	6.279		
	Total	856.440	99			

a. *Dependent Variable:* Job Satisfaction

b. *Predictors:* (Constant), Work Stress, Motivation, Communication

Source: Processed Data, 2025

To find the F table value, use the following formula:

$$F \text{ table} = k ; n-k \dots \dots \dots (3)$$

= 3; 100-3  
 = 3 ; 97  
 = 2,70

The F-test analysis results show a calculated F-value of 13.463 with a significance level of 0.000. Based on the F-test analysis results, the computed F-value of 13.463 is greater than the F-table value of 2.70, with a significance level of 0.000, less than 0.05. Therefore, H<sub>0</sub> is rejected, and H<sub>a</sub> is accepted. These results indicate that motivation, communication, and work stress simultaneously have a positive and significant effect on job satisfaction at CV. Wiflas Putra Semarang.

The coefficient of determination measures the extent to which the independent variables explain the variation in the dependent variable. The adjusted R-squared value determines the coefficient of determination. The following are the results of the adjusted R-squared test.

**Table 15.**  
**Coefficient of Determination (R<sup>2</sup>) Testing Results**

<i>Model Summary</i>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R-Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>	
1	.544 <sup>a</sup>	.496	.474	2.506	2.225	

a. *Predictors: (Constant), Work Stress, Motivation, Communication*  
 b. *Dependent Variable: Kepuasan Kerja*

Source: Processed Data, 2025

Table 15 shows the coefficient of determination (R<sup>2</sup>) test value, with an adjusted R<sup>2</sup> of 0.474. This indicates that the independent variables, namely motivation, communication, and work stress, influence the dependent variable, namely job satisfaction, which this equation model can explain by 47.4 percent. In comparison, the remaining 52.6 percent is influenced by other independent variables.

The results of the hypothesis test and analysis indicate that variable X<sub>1</sub> (motivation) has a regression coefficient of 0.167. Based on the t-test results, the calculated t value is 2.660 > 1.984, with a p-value of 0.009 < 0.05; thus, H<sub>a</sub> is accepted, and H<sub>0</sub> is rejected. These results indicate that motivation has a positive and significant effect on job satisfaction. This is in line with research conducted by Haedar *et al.*, (2024). Their research found that motivation positively affects employee job satisfaction.

The results of the hypothesis test and analysis show that the variable X<sub>2</sub> (communication) has a regression coefficient of 0.321. Based on the t-test results, the t-value is 3.635 > 1.984, and the p-value is 0.000 < 0.05; thus, H<sub>a</sub> is accepted, and H<sub>0</sub> is rejected. These results indicate that communication has a positive and significant effect on job satisfaction. This is supported by research conducted by Prakoso & Rismawati, (2023) & Sya'Bani, (2024). Their research found that communication positively affects employee job satisfaction. This is also in line with research conducted by Nuramdhani & Mahanani (2023) & Limniou *et al.*, (2025).

The results of hypothesis testing and regression analysis indicate that variable X<sub>3</sub> (job stress) has a regression coefficient of 0.112, indicating a positive influence on job satisfaction. However, based on the results of the t-test, the calculated t-value is 1.565, which is smaller than the t-table of 1.984, and the significance value is 0.212, which is greater than 0.05. These findings indicate that the influence of job stress on job satisfaction is not statistically significant, so the direct influence hypothesis cannot be accepted.

Nevertheless, the positive direction of the coefficient indicates that work stress at a certain level can still contribute to job satisfaction, especially if the stress is within manageable limits. This finding aligns with research by Michael & Joyce (2023) and which found that work stress had no significant effect on employee job satisfaction. However, this finding differs from research by (Andika & Irmayanti, 2021) which found a significant effect of work stress on job satisfaction

The fourth hypothesis test shows that variables X1, X2 and X3, namely Motivation, Communication and Work Stress, simultaneously have a significant influence on Job Satisfaction because the significance value is 0.002, which is smaller than 0.05. Thus, the fourth hypothesis (H<sub>4</sub>) states that motivation, communication and work stress simultaneously have a positive and significant effect on employee job satisfaction at CV. Wiflas Putra Semarang can be accepted. From the regression equation  $Y = 8.138 + 0.167 X_1 + 0.321 X_2 + 0.112 X_3 + e$ , it can be seen that all three independent variables have a positive effect on the dependent variable.

## CONCLUSION AND SUGGESTION

Based on research on the influence of motivation, communication, and work stress on employee job satisfaction at CV Wiflass Putra, it can be concluded that motivation and communication have a positive and significant influence on employee job satisfaction. This indicates that increasing motivation and the effectiveness of internal communication can increase employee job satisfaction. Furthermore, the level of work stress experienced by employees that is still within manageable limits can affect job satisfaction. Simultaneously, motivation, communication, and work stress have a positive and significant influence on employee job satisfaction at CV Wiflass Putra, so that these three variables together have an important role in shaping employee job satisfaction.

Based on the results of the study, the company is advised to increase employee motivation through a reward system and career development, as well as maintain effective communication between management and employees. Furthermore, the company must continue to address stress management in the workplace to support employee well-being and sustainable job satisfaction. Further research is recommended to include other relevant variables that support employee job satisfaction towards HR management and expand the scope of the study to achieve more comprehensive results.

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