

**THE INFLUENCE OF MOTIVATION, TRUST, FACILITIES, JOB STRESS, AND  
COMPENSATION ON EMPLOYEE PERFORMANCE PT. CITRA LAUTAN  
TEDUH BATAM**



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**Abstract**

This study aims to examine and analyze the influence of motivation, trust, facilities, work stress, and compensation on the performance of employees at PT Citra Lautan Teduh Batam. This research employs a quantitative approach, with data collected through questionnaires. The population in this study consists of all 84 employees of PT Citra Lautan Teduh Batam, and the sample of 84 respondents was determined using a census technique. The analysis results indicate that motivation has a positive and significant effect on employee performance; trust has a positive but not significant effect; facilities have a positive and significant effect; work stress has a positive and significant effect; and compensation has a positive and significant effect on employee performance. Overall, the findings show that the five variables motivation, trust, facilities, work stress, and compensation collectively influence employee performance.

**Keywords:** Motivation, Trust, Facilities, Work Stress, Compensation, Employee Performance

## INTRODUCTION

Employee performance is one of the key factors in achieving organizational or company goals. Employees with high performance contribute to increased productivity, efficiency, and profitability. The success of an organization in responding to change depends on its ability to manage various resources, with human resources (HR) being one of the most crucial. Human resources represent the most important asset within a company, as their capabilities cannot be easily quantified they possess creativity, talent, energy, and innovation. Human resource management is a discipline that focuses on organizing the roles and relationships of individuals within an organization efficiently and effectively, ensuring that their potential is maximized to achieve the shared goals of the company, employees, and society. Employees are the most essential resource, as the success or failure of an organization depends heavily on their capabilities. Therefore, organizations must continuously improve the quality of their human resources, as this is a key factor in enhancing performance. Based on interviews with the production manager, the production output of PT Citra Lautan Teduh has experienced a decline in quality over the past few years. In 2021, production output reached 76.1%; in 2022, it fell to 62.5%; and in 2023, it declined further to 27.2%. This decrease occurred due to a significant number of defective products, resulting in goods not being delivered to customers according to the requested quantities.

There are many factors that may influence employee performance, including motivation, trust, work facilities, job stress, and compensation. Motivation is the driving force that encourages employees to achieve their goals. To accomplish organizational objectives, employees need strong motivation to work diligently. Given the importance of employees within an organization, they must demonstrate commitment and seriousness in carrying out their tasks so that organizational goals can be achieved. Employees with high motivation tend to work harder and more enthusiastically, whereas those with low motivation lack energy, give up easily, and struggle to complete their tasks. According to Tsauri (2013), motivation originates from the word "motive," which refers to an internal state that generates strength, drives action, and directs behavior. Motivation is therefore an essential factor in achieving employee performance. It has a strong influence on performance improvements or declines at PT Citra Lautan Teduh Batam. Work motivation serves as a driving force that boosts an individual's enthusiasm to perform better.

Based on an interview with the Personnel Manager of PT Citra Lautan Teduh Batam on December 23, 2023, it was noted that employee motivation has recently declined, as reflected in the decreasing job performance of employees. High work motivation typically prevents boredom and even enhances performance. Trust refers to employees' confidence in the company and its leaders. Employees with a high level of trust tend to be more loyal and committed to the organization. Zand (2017) defines trust as a psychological state that makes an individual vulnerable to another party. Trust requires time to develop, building incrementally and accumulating over time rather than forming instantly. Therefore, a strong trust-based relationship between employees and leaders must be cultivated both employees' trust in their leaders and leaders' trust in their employees.

Issues related to trust have also been observed at PT Citra Lautan Teduh Batam. Although each employee is assigned specific duties and responsibilities for the benefit of the company, some employees have shown a lack of involvement and accountability,

particularly in matters related to interpersonal relationships, responsibility, discipline, and transparency in financial matters.

Apriyadi (2017) states that all physical equipment provided by service providers is intended to support consumer comfort. Thus, facilities refer to the physical resources that must be available before a service can be offered to consumers. Indicators of work facilities include proper layout, infrastructure, office equipment, inventory tools, and machinery. Based on an interview with the Operations Manager of PT Citra Lautan Teduh Batam on December 13, 2023, the work facilities at PT Citra Lautan Teduh Batam are generally adequate; however, several issues remain less than optimal, including the shortage of dump trucks for transporting sand and gravel, dump truck trailers for transporting finished products, and crane trucks for loading products from ships to the port.

High levels of work stress can negatively affect employee performance, resulting in decreased productivity, absenteeism, and turnover. Richard (2015) explains that stress is a process in which an individual perceives an event as threatening or harmful and responds to it at physiological, emotional, cognitive, and behavioral levels. Based on an interview with the Personnel Manager of PT Citra Lautan Teduh Batam, several work-related factors contribute to employee stress, such as excessive workload, poor time pressure management, and a work climate that creates insecurity. Work stress is also a factor that may influence employees' abilities and performance. It is an inevitable issue faced by individuals in any organization or workplace. Compensation, like other factors, is an important aspect of employment. Employees are entitled to receive compensation as a reward after fulfilling their obligations. To improve efficiency and productivity, organizations often provide compensation to enhance job performance, motivation, job satisfaction, and overall employee performance. According to Hasibuan (2017), compensation includes all forms of rewards received by employees as a return for their contributions to the organization. Compensation may take the form of salaries, wages, bonuses, incentives, allowances, and other benefits. Adequate benefits and insurance help employees feel comfortable and committed to their work. Conversely, poor compensation distribution can negatively affect employee performance. Based on an interview with the Head of Human Capital and Legal, Finance and Human Capital Bureau of PT Citra Lautan Teduh, the monthly compensation ranges from IDR 2,200,000 to IDR 2,900,000. Employees who do not achieve full attendance within a month receive salary deductions. This issue has contributed to a high turnover rate among new employees. The dissatisfaction with wages at PT Citra Lautan Teduh has also resulted in unstable employee performance.

According to Eko (2015), performance is the outcome of work achieved by an employee, both in quality and quantity, in accordance with the responsibilities assigned. Employee performance is crucial to determining the success and sustainability of a company. Human resources serve as a vital component in ensuring the operational continuity of any organization. PT Citra Lautan Teduh, commonly known as PT CLT, is located on Jl. Hang Jebat, Batu Besar, Nongsa District, Batam City. The company operates in the manufacturing sector, specifically producing pre tensioned spun concrete piles. The company's vision is "to become a competitive company within the ASEAN region." This thesis explores the influence of motivation, trust, facilities, work stress, and compensation on employee performance at PT Citra Lautan Teduh Batam, with the aim of obtaining a

comprehensive understanding of these factors in an organizational context and providing recommendations to enhance effectiveness and job satisfaction within the company.

## **REVIEW OF LITERATURE**

Motivation is a key driver of employee behavior, influencing the intensity and persistence of effort toward organizational goals. According to Robbins and Judge (2017), motivated employees are more enthusiastic and productive, which directly enhances performance. Trust also plays a crucial role, as employees who believe in the integrity and fairness of their leaders tend to show higher commitment and cooperation, resulting in better performance outcomes. Facilities provided by the organization such as adequate equipment and infrastructure support employees in completing their tasks efficiently. As Apriyadi (2017) notes, proper facilities reduce obstacles and improve work effectiveness, thereby increasing performance. Conversely, job stress can hinder performance when employees perceive work demands as exceeding their abilities. High stress levels disrupt focus, reduce productivity, and can lead to absenteeism, although manageable levels of stress may still encourage improvement.

Compensation is another important factor affecting performance. Fair and appropriate rewards, including salaries, incentives, and benefits, increase satisfaction and motivation, whereas inadequate compensation lowers morale and contributes to poor performance. Employee performance itself refers to the quality and quantity of work achieved in line with organizational standards, and it is strongly influenced by motivation, trust, facilities, stress, and compensation.

## **RESEARCH METHOD**

### **Type and Research Design**

The type of research used in this study is quantitative research. Quantitative research is characterized by systematic, planned, and clearly structured procedures from the beginning to the development of the research design. This study employs a descriptive approach aimed at describing the research object and the results obtained.

### **Population and Sample**

According to Sugiyono (2014), *“a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn.”* The population in this study consists of all employees of PT Citra Lautan Teduh Batam, totaling 84 individuals. Sugiyono (2017) further states that when the population is large and it is not possible for the researcher to study all elements within it, a sample may be taken from that population. A sample represents part of the number and characteristics possessed by the population. Since the total population in this study is only 84 employees comprising the production, engineering and quality, operations control, marketing, and finance and human capital divisions the sampling method used is a census, involving all 84 employees of PT Citra Lautan Teduh Batam.

### **Research Instrument**

In this study, the researcher distributed questionnaires to the employees of PT Citra Lautan Teduh Batam, which were completed directly by the respondents. Secondary data were obtained through interviews with the HR Manager of PT Citra Lautan Teduh Batam.

### **Data Collection Techniques**

Data collection techniques refer to the methods used to obtain the data and information required for the study. The techniques applied in this research are expected to provide accurate and specific data. The methods used are as follows:

#### **a. Questionnaire**

A questionnaire is a data collection method conducted by providing a set of written questions to the employees of PT Citra Lautan Teduh Batam, which they complete by following the instructions provided.

#### **b. Observation**

Observation involves collecting data through direct observation of the research site. This technique supports the results of the questionnaire. Observation enables the researcher to gather data by directly examining the environmental conditions related to the research object, providing a clearer picture of the situation being studied.

### **Data Processing Stages**

#### **a. Editing Process**

In this study, the editing process aims to ensure that the data collected:

1. Are clear and easy to read, meaning that proper editing results in clearer and more understandable data.
2. Are consistent, referring to the ability to detect incorrect or inconsistent responses provided by respondents.
3. Are complete, referring to the extent of missing data from the questionnaires or interviews, which may occur if respondents refuse to answer certain questions.

#### **b. Coding**

Coding is the process of assigning specific codes to various responses in the questionnaire so that they can be grouped into appropriate categories.

#### **c. Scoring**

Scoring involves assigning values to respondents' answers by creating classifications and categories based on their responses. In this study, scoring is conducted by providing score levels according to the scale used.

#### **d. Tabulating**

Tabulation is the stage of organizing the collected data into tables. Through tabulation, the number of respondents who provided specific answers can be identified, allowing the data to be analyzed more easily and accurately.

## **RESULTS AND DISCUSSION**

### **Descriptive Statistical Analysis**

Descriptive statistical analysis refers to the statistical techniques used to analyze data by describing or illustrating the characteristics of the collected data as they are, without the intention of drawing broader conclusions or making generalizations. The percentage method in descriptive analysis is calculated using the following formula:

**Table 10.**  
**Descriptive Statistics**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Motivation	82	21.00	40.00	30.4024	6.23978
Trust	82	18.00	40.00	30.8171	5.70927
Facilities	82	28.00	60.00	48.1951	8.08357
Job Stress	82	30.00	60.00	47.2561	10.38970
Compensation	82	26.00	50.00	38.0610	7.57570
Employee Performance	82	20.00	40.00	31.0488	5.90648
<b>Valid N (listwise)</b>	<b>82</b>				

Source: SPSS Data Processing Results, 2024

Based on the results of the descriptive statistical table, it can be observed that the total scores for each variable represent the sum of all statement items from the first to the last item for each variable, with a total of 82 respondents. The Motivation variable has a minimum value of 21 with a standard deviation of 6.23978. The Trust variable has a minimum value of 18 with a standard deviation of 5.70927. The Facilities variable shows a minimum value of 28 with a standard deviation of 8.08357. The Job Stress variable has a minimum value of 30 and a standard deviation of 10.38970. The Compensation variable has a minimum value of 26 with a standard deviation of 7.57570. Lastly, the Employee Performance variable has a minimum value of 20 with a standard deviation of 5.90648.

**Validity Test**

**Table Validity Test for Motivation Variable (X1)**

Statement	r-count	r-table	Description
Statement 1	0.840	0.212	Valid
Statement 2	0.827	0.212	Valid
Statement 3	0.500	0.212	Valid
Statement 4	0.698	0.212	Valid
Statement 5	0.764	0.212	Valid
Statement 6	0.686	0.212	Valid
Statement 7	0.848	0.212	Valid
Statement 8	0.810	0.212	Valid

Source: SPSS Data Processing Results, 2024

**Table Validity Test for Trust Variable (X2)**

Statement	r-count	r-table	Description
Statement 1	0.764	0.212	Valid
Statement 2	0.903	0.212	Valid

<b>Statement</b>	<b>r-count</b>	<b>r-table</b>	<b>Description</b>
Statement 3	0.818	0.212	Valid
Statement 4	0.888	0.212	Valid
Statement 5	0.695	0.212	Valid
Statement 6	0.614	0.212	Valid
Statement 7	0.687	0.212	Valid
Statement 8	0.799	0.212	Valid

Source: SPSS Data Processing Results, 2024

**Table Validity Test for Facilities Variable (X3)**

<b>Statement</b>	<b>r-count</b>	<b>r-table</b>	<b>Description</b>
Statement 1	0.663	0.212	Valid
Statement 2	0.850	0.212	Valid
Statement 3	0.881	0.212	Valid
Statement 4	0.850	0.212	Valid
Statement 5	0.700	0.212	Valid
Statement 6	0.511	0.212	Valid
Statement 7	0.694	0.212	Valid
Statement 8	0.737	0.212	Valid
Statement 9	0.830	0.212	Valid
Statement 10	0.746	0.212	Valid
Statement 11	0.694	0.212	Valid
Statement 12	0.737	0.212	Valid

Source: SPSS Data Processing Results, 2024

**Table Validity Test for Job Stress Variable (X4)**

<b>Statement</b>	<b>r-count</b>	<b>r-table</b>	<b>Description</b>
Statement 1	0.810	0.212	Valid
Statement 2	0.734	0.212	Valid
Statement 3	0.931	0.212	Valid
Statement 4	0.886	0.212	Valid
Statement 5	0.810	0.212	Valid
Statement 6	0.720	0.212	Valid
Statement 7	0.931	0.212	Valid
Statement 8	0.886	0.212	Valid

Statement	r-count	r-table	Description
Statement 9	0.844	0.212	Valid
Statement 10	0.797	0.212	Valid
Statement 11	0.931	0.212	Valid
Statement 12	0.886	0.212	Valid

Source: SPSS Data Processing Results, 2024

**Table Validity Test for Compensation Variable (X5)**

Statement	r-count	r-table	Description
Statement 1	0.693	0.212	Valid
Statement 2	0.632	0.212	Valid
Statement 3	0.725	0.212	Valid
Statement 4	0.317	0.212	Valid
Statement 5	0.609	0.212	Valid
Statement 6	0.443	0.212	Valid
Statement 7	0.725	0.212	Valid
Statement 8	0.617	0.212	Valid
Statement 9	0.609	0.212	Valid
Statement 10	0.443	0.212	Valid

Source: SPSS Data Processing Results, 2024

**Table Validity Test for Employee Performance Variable (Y)**

Statement	r-count	r-table	Description
Statement 1	0.767	0.212	Valid
Statement 2	0.402	0.212	Valid
Statement 3	0.664	0.212	Valid
Statement 4	0.583	0.212	Valid
Statement 5	0.767	0.212	Valid
Statement 6	0.614	0.212	Valid
Statement 7	0.664	0.212	Valid
Statement 8	0.583	0.212	Valid

Source: SPSS Data Processing Results, 2024

### Reliability Test

The reliability test is used to determine the extent to which a measuring instrument is dependable and capable of producing consistent results when used repeatedly in similar research conditions. This test is performed once, and the results are then compared with other

related items or by examining the correlation between responses to assess the internal consistency of the instrument.

**Table 16.**  
**Reliability Test Results**

Variable	Number of Items	Cronbach's Alpha Coefficient	Description
Motivation (X1)	8	0.887	Reliable
Trust (X2)	8	0.900	Reliable
Facilities (X3)	12	0.924	Reliable
Job Stress (X4)	12	0.965	Reliable
Compensation (X5)	10	0.923	Reliable
Employee Performance (Y)	8	0.907	Reliable

Source: SPSS Data Processing Results, 2024

The results of the reliability test in Table 16 show that when the Cronbach's Alpha value is greater than 0.60, it indicates that each item in the questionnaire is reliable. In other words, all statements used in the instrument are stable and consistent in measuring each research variable.

**Normality Test**

The normality test aims to determine whether the residuals or error terms in the regression model are normally distributed.

**Figure 1.**  
**Normality Test Results**

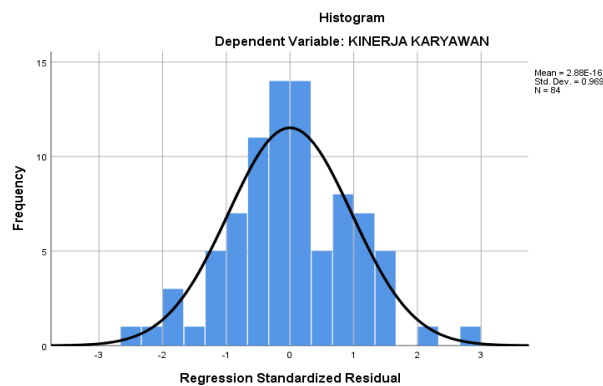
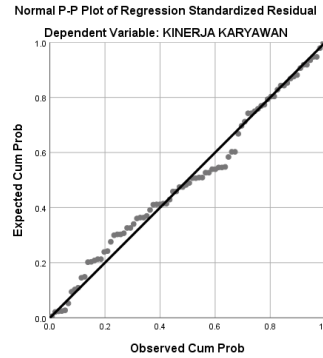


Figure 1 shows a bell shaped pattern, indicating that the data follow a normal distribution. A second method to test normality is by examining the Normal Probability Plot of the Standardized Regression Residuals shown below:



Source: SPSS Data Processing Results, 2024

Based on Figure 4, it can be observed that the regression model follows a normal distribution. A variable is considered normally distributed when the plotted data points spread around the diagonal line.

**Multicollinearity Test**

The multicollinearity test aims to determine whether there is a correlation among the independent variables in the regression model. In this study, multicollinearity is assessed by examining the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is less than 10 and the Tolerance value is greater than 0.1, the regression model is considered free from multicollinearity.

**Table 3.**  
**Multicollinearity Test Results**

Coefficients <sup>a</sup>	Unstandardized	Standardized	t	Sig.	Collinearity	
	Coefficients	Coefficients			Statistics	
	B	Std. Error	Beta		Tolerance	
<b>Model 1</b>						
(Constant)	12.511	5.981	—	2.092	.040	12.511
Motivation	.207	.109	.220	1.898	.016	.207
Trust	.117	.098	.102	1.690	.238	.117
Facilities	.225	.071	.307	1.676	.002	.225
Work Stress	.283	.061	.543	1.691	.000	.283
Compensation	.245	.081	.285	1.829	.003	.245

<sup>a</sup> Dependent Variable: Employee Performance

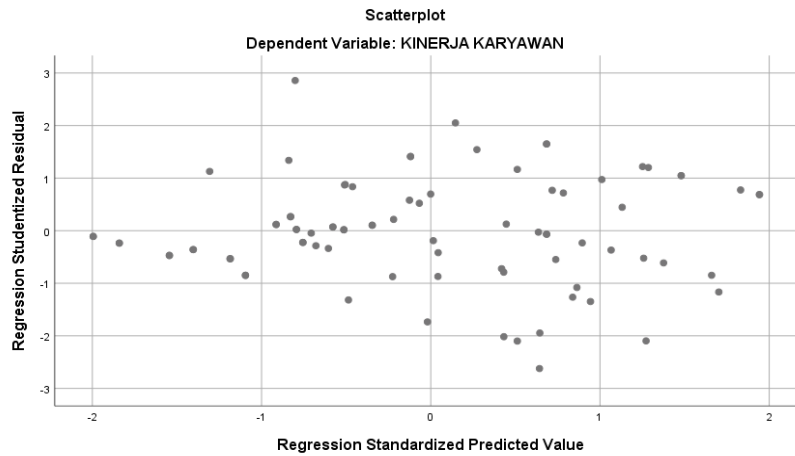
Source: SPSS Data Processing Results, 2024

**Heteroscedasticity Test**

The heteroscedasticity test aims to examine whether, in a regression model, there is an inequality of variance in the residuals from one observation to another. A multiple linear regression model is considered free from the classical assumption of heteroscedasticity and appropriate for use in research if the scatterplot output does not show a clear pattern and the data points are randomly dispersed. If the scatterplot shows a distinct pattern and clustered

points, heteroscedasticity is indicated. The results of the heteroscedasticity test conducted in this study can be seen in the following figure:

**Figure 5.**  
**Heteroscedasticity Test Results**



Source: Processed SPSS Data, 2024

The distribution of points in Figure 5 is dispersed and does not form any specific pattern. Based on this, it can be concluded that the research variables are free from the classical heteroscedasticity assumption.

**Results of Multiple Linear Regression**

**Table 18.**  
**Results of Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	12.511	5.981	—	2.092	.040
Motivation	.207	.109	.220	1.898	.016
Trust	.117	.098	.102	1.690	.238
Facilities	.225	.071	.307	1.676	.002
Work Stress	.283	.061	.543	1.691	.000
Compensation	.245	.081	.285	1.829	.003

a. Dependent Variable: Employee Performance  
Source: Processed SPSS Data, 2024

Based on Table 18, the multiple linear regression equation can be formulated as follows:

$$Y = 12.511 + 0.207 X_1 + 0.117 X_2 + 0.225 X_3 + 0.283 X_4 + 0.245 X_5 + e$$

**1. Motivation Coefficient (X<sub>1</sub>)**

If Motivation increases by one unit, Employee Performance will increase by 0.207 units, or by 20.7% in percentage terms.

**2. Trust Coefficient (X<sub>2</sub>)**

If Trust increases by one unit, Employee Performance will increase by 0.117 units, or by 11.7% in percentage terms.

**3. Facilities Coefficient (X<sub>3</sub>)**

If Facilities increase by one unit, Employee Performance will increase by 0.225 units, or by 22.5% in percentage terms.

**4. Work Stress Coefficient (X<sub>4</sub>)**

If Work Stress increases by one unit, Employee Performance will increase by 0.283 units, or by 28.3% in percentage terms.

**5. Compensation Coefficient (X<sub>5</sub>)**

If Compensation increases by one unit, Employee Performance will increase by 0.245 units, or by 24.5% in percentage terms.

**t-Test (Partial Test)**

The t-test is used to examine the partial effect of each independent variable on the dependent variable. The coefficient results indicate the sensitivity (level of influence) exerted by each independent variable on the dependent variable.

**Table 19.**  
**Partial Test Results (t-Test)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.511	5.981	—	2.092	.040
Motivation	.207	.109	.220	1.898	.016
Trust	.117	.098	.102	1.690	.238
Facilities	.225	.071	.307	1.676	.002
Work Stress	.283	.061	.543	1.691	.000
Compensation	.245	.081	.285	1.829	.003

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data, 2024

In the t-test analysis, the degree of freedom was calculated using the formula  $df = n - k$ , where  $n$  represents the total number of respondents (84 individuals) and  $k$  represents the number of variables (6 variables). With a confidence level of 95% or  $\alpha = 5\%$ , the degree of freedom becomes 78, resulting in a t-table value of 1.665. Referring to Table 19, the results show that the Motivation (X<sub>1</sub>) variable has a t-value of 1.898, which is greater than the t-table value of 1.665, with a significance level of 0.016, indicating a positive and significant effect on Employee Performance (Y). The Trust (X<sub>2</sub>) variable shows a t-value of 1.690, also greater than the t-table value, but with a significance level of 0.238, meaning that Trust has a positive but not significant effect on Employee Performance. The Facilities (X<sub>3</sub>) variable yields a t-value of 1.676 and a significance level of 0.02, demonstrating a positive and significant effect on Employee Performance. The Work Stress (X<sub>4</sub>) variable presents a t-value of 1.691 and a significance level of 0.000, confirming a positive and significant effect. Finally, the Compensation (X<sub>5</sub>) variable shows a t-value of 1.829 with a significance level

of 0.03, indicating that Compensation also has a positive and significant effect on Employee Performance (Y).

**F-Test (Simultaneous Test)**

**Table 20.**  
**Simultaneous Test Results (F-Test)**

ANOVA <sup>a</sup>	Sum of Squares	df	Mean Square	F	Sig.
<b>Regression</b>	1403.337	5	280.667	12.883	.000 <sup>b</sup>
<b>Residual</b>	1699.234	78	21.785		
<b>Total</b>	3102.571	83			

<sup>a</sup> Dependent Variable: Employee Performance (Y)

<sup>b</sup> Predictors: (Constant), Compensation, Trust, Work Stress, Facilities, Motivation

Source: SPSS Processed Data, 2024

Based on the regression test results obtained, the calculation shows that the F-value of 12.883  $\geq$  the F-table value of 2.33, and the significance value in the ANOVA table is 0.000, which is lower than 0.05. Therefore, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. This indicates that the five variables examined Motivation (X1), Trust (X2), Facilities (X3), Work Stress (X4), and Compensation (X5) have a simultaneous influence on **Employee Performance (Y)**.

**Coefficient of Determination (R<sup>2</sup>)**

The R<sup>2</sup> test (coefficient of determination) explains how much the variation of the independent variables (motivation, trust, facilities, work stress, and compensation) is able to explain the variation of the dependent variable (employee performance).

**Table 21.**  
**Results of the Coefficient of Determination (R<sup>2</sup>) Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.673 <sup>a</sup>	.452	.417	4.667	1.193

<sup>a</sup> Predictors: (Constant), Compensation, Trust, Work Stress, Facilities, Motivation

<sup>b</sup> Dependent Variable: Employee Performance

Source: Processed SPSS Data, 2024

**Discussion**

**H1: Motivation is assumed to influence Employee Performance at PT. Citra Lautan Teduh (CLT) Batam.**

Partially, motivation has a positive and significant effect on employee performance with a t-value of 1.898 > 1.665 and a significance level of 0.016 < 0.05, therefore H<sub>a</sub> is accepted and H<sub>0</sub> is rejected. This means that higher levels of motivation will improve employee performance at PT. Citra Lautan Teduh Batam. The motivation variable significantly affects employee performance. This finding is consistent with previous research by Agung and Oetomo (2017), which demonstrated that motivation (H1) has a significant effect on employee performance at PT. Panca Wana Indonesia. This study is also aligned with the theory proposed by Hamzah (2015), which states that work motivation is an internal force that influences the direction, intensity, and persistence of an individual's voluntary behavior in carrying out work.

**H2: Trust is assumed to influence Employee Performance at PT. Citra Lautan Teduh (CLT) Batam.**

Partially, trust has a positive but not significant effect on employee performance, with a t-value of  $1.690 > 1.665$  and a significance level of  $0.238 > 0.05$ , therefore  $H_a$  is accepted and  $H_0$  is rejected. This indicates that better trust tends to increase employee performance, although the effect is not statistically significant.

The trust variable has an insignificant influence on employee performance. This finding is consistent with previous research by Caniago and Sudarmi (2021), which showed that trust (H2) does not significantly affect employee performance. This study also aligns with the theory of McKnight and Chervany (2015), who define organizational trust as an individual's level of confidence in the competence and willingness of others to act fairly, ethically, and predictably.

**H3: Facilities are assumed to influence Employee Performance at PT. Citra Lautan Teduh (CLT) Batam.**

Partially, facilities have a positive and significant effect on employee performance, with a t-value of  $1.676 > 1.665$  and a significance level of  $0.02 < 0.05$ , therefore  $H_a$  is accepted and  $H_0$  is rejected. This indicates that better facilities lead to improved employee performance. The facilities variable significantly influences employee performance. This supports earlier research by Putra (2018), which found that work facilities (H3) significantly affect the performance of production employees at PT. Bernike International Rubber Processing Industry. This study also aligns with Husnan (2020), who states that work facilities are a form of company support to help employees meet their needs, thus improving their productivity.

**H4: Work Stress is assumed to influence Employee Performance at PT. Citra Lautan Teduh (CLT) Batam.**

Partially, work stress has a positive and significant effect on employee performance, with a t-value of  $1.691 > 1.665$  and a significance level of  $0.000 < 0.05$ , therefore  $H_a$  is accepted and  $H_0$  is rejected. This means that lower levels of work stress will result in better employee performance. The work stress variable significantly affects employee performance. This finding is consistent with previous research by Agung and Oetomo (2017), showing that work stress (H4) significantly influences employee performance at PT. Panca Wana Indonesia. This result is also aligned with Robbins (2017), who defines work stress as a dynamic condition in which an individual is confronted with opportunities, constraints, or demands related to what they desire, where the outcomes are uncertain.

**H5: Compensation is assumed to influence Employee Performance at PT. Citra Lautan Teduh (CLT) Batam.**

Partially, compensation has a positive and significant effect on employee performance, with a t-value of  $1.829 > 1.665$  and a significance level of  $0.03 < 0.05$ , therefore  $H_a$  is accepted and  $H_0$  is rejected. This indicates that adequate compensation contributes to improved employee performance. The compensation variable significantly affects employee performance. This supports previous research by Saharudin (2021), which found that compensation (H5) significantly affects employee performance at the Pekanbaru Mayor's Office. This study also agrees with Mathis and Jackson (2020), who state that compensation is one of the ways to enhance job performance, motivate employees, and improve their overall work outcomes.

**H6: Motivation, trust, facilities, work stress, and compensation are assumed to influence employee performance simultaneously at PT. Citra Lautan Teduh (CLT) Batam.**

The simultaneous test (F-test) shown in Table 19 indicates an F-value of  $12.883 \geq 2.33$  and a significance level of  $0.000 < 0.05$ . Therefore,  $H_0$  is rejected and  $H_a$  is accepted, indicating that the independent variables—motivation (X1), trust (X2), facilities (X3), work stress (X4), and compensation (X5) collectively have a significant influence on employee performance (Y). These variables simultaneously have a significant effect on employee performance at PT. Citra Lautan Teduh (CLT) Batam. This finding is consistent with previous research on motivation (Agung & Oetomo, 2017), facilities (Putra, 2018), work stress (Agung & Oetomo, 2017), and compensation (Saharudin, 2021), all of which demonstrated significant influences on employee performance.

**CONCLUSION**

Based on the findings and discussion presented in the previous chapter regarding the influence of motivation, trust, facilities, job stress, and compensation on employee performance at PT. Citra Lautan Teduh (CLT) Batam, the following conclusions can be drawn:

1. Motivation has a positive and significant effect on employee performance.
2. Trust has a positive but insignificant effect on employee performance.
3. Facilities have a positive and significant effect on employee performance.
4. Job stress has a positive and significant effect on employee performance.
5. Compensation has a positive and significant effect on employee performance.
6. Motivation, trust, facilities, job stress, and compensation simultaneously have a positive and significant effect on employee performance.

**Suggestions**

After reviewing all stages of the research and the issues examined, the following suggestions can be provided:

1. The management of PT. Citra Lautan Teduh (CLT) Batam is expected to further enhance positive motivation among employees in order to improve overall performance.
2. The management of PT. Citra Lautan Teduh (CLT) Batam should implement all trust-related indicators examined in this study. Although trust does not have a significant effect on employee performance, it remains essential for the company to continue building and strengthening trust between management and employees.
3. The management of PT. Citra Lautan Teduh (CLT) Batam is expected to increase and optimize workplace facilities so employees can perform their tasks more effectively.
4. The management of PT. Citra Lautan Teduh (CLT) Batam should address employee job stress by monitoring and maintaining stable stress levels, whether arising from individual or organizational factors, to prevent prolonged stress and ensure optimal performance.
5. The management of PT. Citra Lautan Teduh (CLT) Batam is encouraged to increase salaries, bonuses, and allowances in order to improve employee performance.
6. The management of PT. Citra Lautan Teduh (CLT) Batam is expected to enhance employee motivation, implement all trust indicators, improve and maximize workplace facilities, effectively manage employee job stress, and increase compensation so that

employee performance at PT. Citra Lautan Teduh (CLT) Batam can continue to improve.

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