

Analysis of Work Motivation and Work Stress on Employee Performance at Starbucks Medan

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Abstract

This research aimed to examine the influence of work motivation and work stress on employee performance at Starbucks Medan Branch. The population in this research comprised all employees working across 20 Starbucks outlets in Medan, totaling 118 individuals. The sample size was determined using Slovin's formula, resulting in 91 respondents selected through a simple random sampling technique. This research was conducted in 2025. A quantitative approach was employed, and the collected data were processed using SPSS 24.0 with a multiple linear regression model. The findings revealed that both work motivation and work stress had a positive and significant impact on employee performance, both individually (partially) and collectively (simultaneously). Among the two variables, work motivation emerged as the most dominant factor influencing employee performance. Furthermore, the research indicated that work motivation and work stress collectively accounted for 82.2% of the variations in employee performance, while the remaining percentage was attributed to other factors not examined in this research. The relationship between employee performance, work motivation, and work stress was found to be exceptionally strong.

Keywords: Work Motivation, Work Stress, Employee Performance

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Introduction

Employees serve as the frontline in creating a memorable customer experience in the café or coffee shop industry. Their interactions, from warm greetings to efficient service, shape customer satisfaction and loyalty. High-performing employees ensure smooth operations, reducing wait times and increasing table turnover, which ultimately boosts revenue. Additionally, strong teamwork and productivity create a positive work environment. In contrast, poor performance can damage the café's reputation, lowering customer trust and retention. Given the competitive nature of the industry, maintaining service excellence is crucial. Employee productivity and efficiency directly impact business success, making their role indispensable in sustaining quality service and operational effectiveness in a café setting. Starbucks, founded in Seattle in 1971, revolutionized coffee culture by transforming it into a modern lifestyle element. With a focus on high-quality coffee, tea, and food, combined with excellent customer service, the company has expanded globally. In Medan, Starbucks has experienced rapid growth, reaching 20 outlets by 2024 to meet rising demand. These stores are strategically placed in shopping centers and business districts, making them easily accessible. Starbucks in Medan is not just a place for coffee; it serves as a social hub for students and professionals, reinforcing coffee culture as an essential part of contemporary urban life.

Employee performance at Starbucks Medan faces challenges in work quality, quantity, timeliness, and cost-effectiveness. Service inconsistencies, such as inattentiveness or variations in beverage presentation, impact customer satisfaction. Employees often struggle during peak hours, causing long queues and extended wait times. Delays in routine tasks, such as cleaning and restocking, disrupt efficiency. Additionally, inefficient resource management results in unnecessary waste, increasing costs. Unproductive habits add to operational expenses, placing financial strain on the branch. These factors negatively affect customer experience and overall efficiency, highlighting the need for performance improvements to enhance operations and align with corporate service standards.

Motivation issues persist among Starbucks employees, as many lack the drive to take initiative. Instead of proactively improving workflows, they wait for instructions, finding little fulfillment in their work. Limited appreciation and restricted creative opportunities lead to monotonous routines, reducing motivation. The absence of an effective reward system further discourages employees, lowering morale and confidence. Poor communication and unclear company vision contribute to disengagement, making employees feel disconnected from their roles. As a result, motivation declines, job performance suffers, and employees develop an indifferent attitude toward the company's success, ultimately affecting the overall service quality and customer experience.

Work-related stress at Starbucks Medan arises from various factors. High-pressure situations, such as long queues and demanding sales targets, overwhelm employees, leading to fatigue and inconsistent service quality. A gap between management expectations and operational realities further strains staff, especially when handling large customer volumes without sufficient support. Emotional exhaustion, caused by managing complaints and working under pressure, often leads to impatience and reduced service standards. Inexperienced employees, lacking confidence, struggle to meet Starbucks' high expectations. This accumulated stress negatively affects job satisfaction, efficiency, and customer interactions, emphasizing the need for improved management strategies to support employee well-being.

Literature Review

Employee Performance

The success of an organization depends on the performance of its members. Therefore, each work unit within an organization must undergo performance evaluations to ensure an objective assessment of human resources. Employees are considered to have good performance when

they successfully complete their tasks in alignment with the company's expectations for their respective roles.

According to Sedarmayanti (2022), performance refers to the work outcomes of an employee, a management process, or an organization as a whole, which must be tangible and measurable based on predetermined standards. Similarly, Kasmir (2018) defines performance as the results and behaviors demonstrated in completing assigned tasks and responsibilities within a specific period.

Sedarmayanti (2022) identifies several factors influencing employee performance, including ability, discipline, rewards and punishments, motivation, conflicts, job satisfaction, stress levels, facilities, and compensation systems. To measure employee performance, Sedarmayanti (2022) suggests using indicators such as work quality, work quantity, timeliness, and cost-effectiveness.

Work Motivation

Munandar (2020) describes motivation as a process in which an individual's needs drive them to engage in activities aimed at achieving specific goals. Similarly, Siagian (2018) defines motivation as the driving force that encourages organizational members to exert their skills, expertise, effort, and time to fulfill their responsibilities and contribute to the achievement of organizational objectives.

Work motivation is an internal force that compels individuals to attain goals and demonstrate high performance in their jobs. It can stem from the need for achievement, recognition, or self-fulfillment. Work motivation plays a crucial role in companies, as it enhances productivity, employee performance, and talent retention. Highly motivated employees tend to be more enthusiastic, innovative, and committed to organizational success. Munandar (2020) states that work motivation can be assessed using indicators such as motives, the need for achievement, the need for recognition, and commitment to goals.

Work Stress

Hasibuan (2021) defines work stress as a psychological and emotional strain experienced when job demands exceed an individual's capacity, which, if left unaddressed, can negatively impact both physical and mental health. Similarly, Robbins (2020) describes work stress as the pressure employees feel when confronted with opportunities, challenges, or demands that create uncertainty regarding their ability to achieve desired outcomes.

Work stress manifests as emotional strain experienced by employees facing significant job demands, obstacles, and critical opportunities that influence their emotions, cognition, and physical condition in the workplace. Hasibuan (2021) highlights that work stress can be measured through indicators such as perceived pressure, role conflict, emotional instability, and lack of self-confidence.

The Relationship Between Work Motivation and Work Stress on Employee Performance

Work motivation and work stress are two interrelated factors that influence employee performance in an organization. Work motivation serves as a driving force that encourages employees to achieve their goals and fulfill job responsibilities with enthusiasm and dedication. Highly motivated employees are typically more productive, committed, and proactive in task completion. Motivation often enhances performance by fostering a sense of purpose and encouraging employees to deliver optimal results.

Conversely, work stress arises when employees experience excessive workload, challenging work environments, or demands that exceed their capabilities. High levels of stress can lead to mental and physical exhaustion, negatively affecting concentration, work quality,

and efficiency. If stress is not effectively managed, employees may feel overwhelmed, lose motivation, and experience a decline in performance.

The interaction between motivation and stress can produce varying outcomes. In some cases, high motivation helps employees cope with stress by sustaining their drive to work^[19]. However, when stress levels surpass motivation, performance may decline significantly^[22]. Therefore, organizations must focus on maintaining employee motivation while managing work-related stress to optimize performance. Studies indicate that work motivation and work stress collectively have a significant impact on employee performance, emphasizing the need for a balanced approach in organizational management.

Research Methodology

This research adopts a quantitative research approach utilizing primary data collected through questionnaires. Quantitative research follows a scientific method to obtain valid data, aiming to explore, validate, and expand knowledge for understanding and solving specific problems. Based on its explanatory level, this research is associative, examining causal relationships between independent and dependent variables.

The research is conducted at Starbucks branches in Medan, specifically one location at Jalan K.H. Zainul Arifin, Sun Plaza, Medan. The research spans from October 2024 to March 2025 to ensure sufficient data collection and analysis. The research population includes all 118 employees across 20 outlets, with a sample of 91 respondents, determined using Slovin's formula with a 5% margin of error. The sampling method applied is simple random sampling, ensuring an unbiased selection.

The research relies on primary data, gathered through questionnaires distributed to respondents. The research examines Employee Performance (Y) as the dependent variable, defined as measurable work outcomes aligned with set standards. The independent variables include Work Motivation (X1), described as the drive that compels individuals to achieve goals, and Work Stress (X2), which represents psychological tension affecting cognitive and emotional stability.

To ensure data validity and reliability, the research conducts data quality tests, including validity and reliability testing. Classical assumption tests are also performed, such as normality tests, multicollinearity tests, and heteroscedasticity tests. The research employs multiple linear regression analysis to examine the relationships among variables.

Finally, hypothesis testing is carried out using t-tests for partial influence and F-tests for simultaneous influence. The coefficient of determination (R^2) is also measured to assess how well the independent variables explain variations in employee performance.

Results

Respondent Characteristics

The research involved 91 respondents from various Starbucks branches in Medan. The demographic analysis revealed that 57.1% of the respondents were female, while 42.9% were male. The age distribution showed that most employees (34.1%) were between 26 and 30 years old, followed by 25.3% in the 31-35 age group, indicating that a significant proportion of employees were in their early to mid-career stages. Regarding educational background, 48.4% of respondents held a bachelor's degree (S1), 41.8% had completed high school (SMA/SMK), and 9.9% had a diploma (D3). Marital status analysis showed that 67% of respondents were married, and the majority (29.7%) had been working for 4-5 years, suggesting that most employees had accumulated moderate work experience within the company.

Descriptive Analysis

Respondents' evaluations of work motivation and work stress were categorized into four indicators each. Work motivation (X1) was measured through: motive, need for achievement, need for recognition, and commitment to goals. Among these indicators, the highest-rated factor was commitment to goals, with an average score of 4.24. This suggests that employees are highly dedicated to achieving organizational objectives. The other indicators also received relatively high scores, signifying that motivation levels were generally strong among Starbucks employees.

Conversely, work stress (X2) was evaluated through: work pressure, workload gap, emotional instability, and lack of confidence. The highest-rated stress factor was work pressure, with a mean score of 4.30, indicating that employees often experience demanding job conditions. Emotional instability and lack of confidence also contributed to stress levels, albeit to a slightly lesser extent. These findings highlight the need for effective stress management strategies to ensure that employees can maintain their productivity without experiencing burnout.

Employee performance (Y) was assessed based on work quality, work quantity, timeliness, and cost-effectiveness. The highest-rated aspect was work quality, with an average score of 4.35, indicating that employees generally meet Starbucks' service and product standards. Work quantity, which reflects employees' ability to handle workload demands, had an average score of 4.20, showing strong efficiency levels. Timeliness, which assesses employees' punctuality and ability to meet deadlines, scored 4.15, indicating that most tasks are completed on schedule. Cost-effectiveness received a score of 4.10, suggesting that employees demonstrate responsible resource utilization. These results highlight that overall employee performance at Starbucks Medan is at a high level, though continuous improvement strategies should be implemented to sustain and enhance performance metrics.

Validity and Reliability Test

Table 1. Validity Test Results for Each Item Statement in the Questionnaire

Work Motivation (X1)		Work Stress (X2)		Employee Performance (Y)	
Simbol	r_{hitung}	Simbol	r_{hitung}	Simbol	r_{hitung}
X1-1,1	0,680	X2-1,1	0,656	Y-1,1	0,694
X1-1,2	0,842	X2-1,2	0,411	Y-1,2	0,571
X1-2,1	0,586	X2-2,1	0,728	Y-2,1	0,670
X1-2,2	0,715	X2-2,2	0,679	Y-2,2	0,735
X1-3,1	0,841	X2-3,1	0,520	Y-3,1	0,691
X1-3,2	0,827	X2-3,2	0,792	Y-3,2	0,735
X1-4,1	0,702	X2-4,1	0,625	Y-4,1	0,553
X1-4,2	0,831	X2-4,2	0,810	Y-4,2	0,578

The r-count value generated for each statement on the variable shows a number greater than 0.300 indicating that all statements and data generated are valid.

Table 2. Reliability Test Results for Each Variable

Reliability Statistics		
Variabel	<i>Cronbach's Alpha</i>	<i>N of Items</i>
Work Motivation (X1)	0,927	8
Work Stress (X2)	0,883	10
Employee Performance (Y)	0,885	8

The Cronbach's Alpha value generated for each variable shows a number greater than 0.7 indicating that all data generated is reliable.

Classical Assumption Test

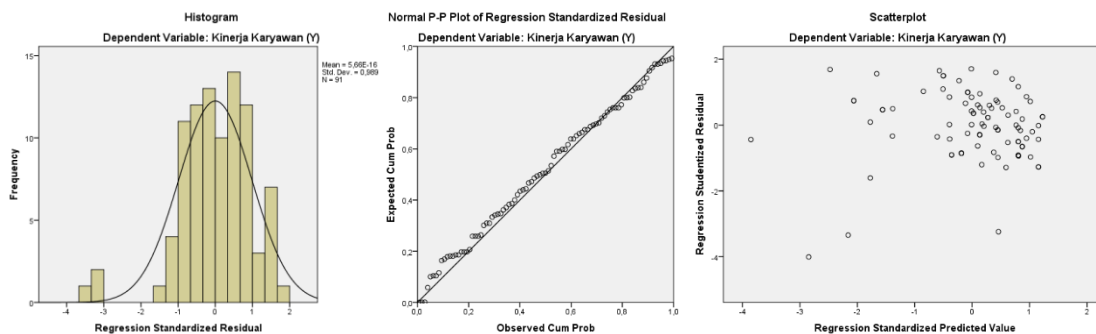


Figure 1. Histogram Curve, P-P Plot Graph, and Scatterplot Graph

The histogram shows the distribution of regression standardized residuals for employee performance (Y). The bell-shaped curve indicates that the residuals are approximately normally distributed, supporting the assumption of normality in regression analysis. The mean value of 5.66 and a standard deviation of 0.989 further confirm that the data is symmetrically distributed around the center.

The Normal P-P Plot displays observed cumulative probabilities against expected cumulative probabilities. The points closely follow the diagonal line, suggesting that the residuals are normally distributed. This alignment confirms that the assumption of normality is met, ensuring the validity of parametric statistical tests, such as multiple regression analysis. The scatterplot of regression standardized residuals against predicted values tests the assumption of homoscedasticity. The data points appear randomly scattered without a clear pattern, indicating that variance is evenly distributed across all levels of predicted values. The absence of a funnel shape suggests that heteroscedasticity is not a concern in this regression model.

Table 3. Data Normality with Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	91
Test Statistic	0,073
Asymp. Sig. (2-tailed)	0,200^{c,d}

The significant value produced in the Kolmogorov-Smirnov test has been greater than 0.05, which is 0.200, which indicates that the data is normal^[26].

Table 4. Multicollinearity with Tolerance and VIF Values

Model	Collinearity Statistics	
	Coefficients ^a	
	Tolerance	VIF
1		
(Constant)		
Work Motivation (X ₁)	0,338	2,962
Work Stress (X ₂)	0,338	2,962

The work motivation and work stress variables each have a tolerance value greater than 0.10 and a VIF value that is each smaller than 10, which indicates that there is no multicollinearity problem.

Regression Analysis

Table 5. Multiple Linear Regression Test Results

Coefficients^a				
Model	UnStandardized Coefficients		Standardized Coefficients	Direction of Influence
	B	Std. Error	Beta	
1 (Constant)	2,668	1,512		
Work Motivation (X ₁)	0,556	0,073	0,581	Positive
Work Stress (X ₂)	0,362	0,075	0,371	Positive

a. *Dependent Variable* : Employee Performance (Y)

The multiple linear regression analysis produced the following equation:

$$Y = 2.668 + 0.556X_1 + 0.362X_2 + e$$

1. Baseline Employee Performance

Based on the multiple linear regression equation, if both independent variables (Work Motivation (X₁) and Work Stress (X₂)) are assumed to be absent or have a value of zero, Employee Performance (Y) will still have a baseline value of 2.668. This implies that even in the absence of motivation and work stress, employees still demonstrate a certain level of performance.

2. Effect of Work Motivation on Employee Performance

An increase of one unit in Work Motivation (X₁) results in a 0.556 unit (55.6%) increase in Employee Performance (Y). This positive relationship indicates that higher motivation leads to improved employee performance. Conversely, a decline in motivation will negatively impact performance. Work Motivation contributes significantly, accounting for 55.6% of variations in employee performance.

3. Effect of Work Stress on Employee Performance

An increase of one unit in Work Stress (X₂) leads to a 0.362 unit (36.2%) increase in Employee Performance (Y). This suggests that work stress positively influences performance, meaning that as stress levels rise, employees tend to perform better. Conversely, lower stress levels may result in decreased performance. Work Stress accounts for 36.2% of the variations in employee performance.

4. Conclusion and Key Influencing Factor

The regression analysis indicates that Work Motivation (X₁) is the most influential variable affecting Employee Performance. With a regression coefficient of 0.556 (55.6%) and the highest Standardized Coefficients Beta value of 0.581, it has a more significant impact compared to Work Stress. Thus, enhancing motivation should be prioritized to improve employee performance effectively..

Hypothesis Testing

Table 6. t-Test Results (Partial)

Coefficients^a				
Model	t _{hitung}	Sig.	Conditions	Conclusion of Influence
1 (Constant)	1,765	0,081		

Work Motivation (X ₁)	7,588	0,000	Sig. < 0,05 and	Significant
Work Stress (X ₂)	4,842	0,000	t _{hitung} > t _{tabel} (1,987)	Significant

a. *Dependent Variable* : Employee Performance (Y)

The results of the t-test, as presented in Table 6, indicate the individual significance of each independent variable (Work Motivation (X₁) and Work Stress (X₂)) on Employee Performance (Y). The t-value for Work Motivation (X₁) is 7.588, with a significance level (Sig.) of 0.000. Since the significance value is less than 0.05 (Sig. < 0.05) and the calculated t-value exceeds the critical t-table value (t_{calculated} > t_{table} = 1.987), it can be concluded that Work Motivation has a significant and positive influence on Employee Performance. This suggests that as employees' motivation increases, their performance also improves significantly.

Similarly, Work Stress (X₂) has a t-value of 4.842 and a significance level of 0.000. Since the significance value is below 0.05 and the t-value is greater than the critical t-table value, Work Stress also exerts a significant effect on Employee Performance. This result implies that work stress, within a certain range, contributes positively to employee performance. It is important to note that this finding does not necessarily mean that excessive stress leads to better performance; rather, it indicates that a certain level of stress can serve as a motivating factor in enhancing employees' work outcomes.

Table 7. F-Test Results (Simultaneous)

ANOVA ^a						
Model	df	Mean Square	F _{hitung}	Sig.	Conditions	Conclusion Influence
1 Regression	2	1218,893			Sig. < 0,05 and	
Residual	88	5,843	208,613	0,000 ^b	F _{hitung} > F _{tabel}	Significant
Total	90				(3,100)	

a. *Dependent Variable*: Employee Performance (Y)
b. *Predictors*: (Constant), Work Motivation (X₁), Work Stress (X₂)

The results of the F-test, as shown in Table 7, assess the simultaneous effect of both independent variables (Work Motivation and Work Stress) on Employee Performance. The calculated F-value (F_{calculated}) is 208.613, which is significantly higher than the critical F-table value of 3.100. Furthermore, the significance level (Sig.) of 0.000 is below 0.05, indicating that the regression model as a whole is statistically significant. This means that both Work Motivation and Work Stress collectively have a meaningful and substantial impact on Employee Performance.

In conclusion, the t-test results demonstrate that both Work Motivation and Work Stress significantly affect Employee Performance when considered individually. Meanwhile, the F-test confirms that these two variables jointly influence Employee Performance in a significant manner. Among the two, Work Motivation has a stronger effect, as evidenced by its higher t-value^[12].

Determination Test

Table 8. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,909 ^a	0,826	0,822	2,41720

Predictors: (Constant), Work Motivation (X₁) dan Work Stress (X₂)
b. *Dependent Variable*: Employee Performance (Y)

The results of the determination test, as presented in Table 8, indicate the strength of the relationship between the independent variables (Work Motivation (X1) and Work Stress (X2)) and the dependent variable, Employee Performance (Y). The R-value of 0.909 suggests a very strong positive correlation between these variables.

The R-Square (R^2) value of 0.826 indicates that 82.6% of the variation in Employee Performance can be explained by Work Motivation and Work Stress. This means that these two factors significantly contribute to employee performance, while the remaining 17.4% is influenced by other variables not included in this model.

The Adjusted R-Square value of 0.822, which is slightly lower than R^2 , accounts for the number of predictors in the model, confirming the robustness of the regression. The standard error of the estimate (2.41720) represents the average deviation of actual performance values from the predicted values, suggesting a reasonably accurate model fit.

Discussion

The Effect of Work Motivation on Employee Performance

Work motivation significantly influences employee performance, as evidenced by various motivational factors such as motives, the need for achievement, recognition, and commitment to goals. Motives act as internal drivers that encourage employees to work harder and more effectively. At Starbucks, employees who are motivated by recognition, personal achievement, or a sense of contribution tend to perform better. For instance, a barista with strong motivation will ensure excellent service by paying attention to detail, being friendly, and maintaining enthusiasm, ultimately improving overall performance.

The need for achievement plays a vital role in enhancing productivity and innovation among employees. At Starbucks, employees often strive to meet sales targets, service benchmarks, and product quality standards. Those with high achievement motivation are more likely to seek promotions or incentives by improving customer service and teamwork. Similarly, recognition fosters motivation, as employees who feel valued for their efforts experience greater job satisfaction. A barista receiving praise for their latte art, for example, is more likely to refine their skills, contributing to overall performance improvement.

Commitment to goals determines how dedicated employees are to their roles. At Starbucks, a strong commitment to delivering excellent service, maintaining quality, and fostering a positive work environment leads to higher efficiency. Employees aligned with corporate goals demonstrate discipline, enthusiasm, and result-oriented behavior. When employees actively work towards company objectives, such as enhancing customer satisfaction, their performance improves significantly. In conclusion, motivation is essential in driving employee success at Starbucks, and implementing effective motivational strategies ensures continued productivity and innovation.

The Effect of Work Stress on Employee Performance

This research examines the effect of work stress on employee performance at Starbucks Medan Branch, revealing that controlled stress can positively influence performance. Data from 20 Starbucks outlets indicate that stress factors such as pressure, job-skill gaps, emotional instability, and low self-confidence contribute to improved work outcomes when managed effectively. Work-related pressure, including anxiety and tension, helps employees stay focused and attentive, driving them to perform better. In a fast-paced environment like Starbucks, this controlled pressure enhances efficiency and customer service.

The gap between job demands and employee skills also plays a role in performance improvement. When employees perceive their tasks as challenging, they are motivated to learn, adapt, and develop new competencies. At Starbucks, employees must master fast service, teamwork, and multitasking, making skill enhancement a crucial part of overcoming job

demands. Similarly, emotional instability, when managed properly, fosters mental resilience and professionalism. Employees who frequently deal with workplace challenges develop patience and emotional intelligence, which positively impact their work quality.

Low self-confidence, rather than being a hindrance, can drive employees to improve their skills and meet job expectations. In Starbucks' high-pressure environment, employees often turn self-doubt into motivation for self-improvement and efficiency. Overall, controlled work stress enhances employee performance by fostering focus, motivation, and resilience. Organizations should ensure that stress levels remain manageable to maximize its positive effects.

The Effect of Motivation and Work Stress Simultaneously on Employee Performance

Work motivation and work stress collectively influence employee performance at Starbucks outlets in Medan. Motivation encourages employees to perform better, while controlled stress can enhance their focus and efficiency. These factors impact key performance indicators such as work quality, work quantity, time management, and cost-effectiveness. Employees with high motivation strive to meet company standards, ensuring accuracy and organization in their tasks. Meanwhile, well-managed stress helps employees stay attentive and precise, especially in fast-paced environments like Starbucks, leading to improved service quality and reduced errors.

Work quantity and time management are also significantly affected by motivation and stress. Motivated employees tend to be more productive and accomplish more tasks within a given timeframe. Similarly, employees who effectively manage stress remain focused and perform efficiently even under pressure. For instance, during peak hours, a highly motivated Starbucks barista can process orders quickly without compromising quality. Additionally, time management improves when employees remain disciplined and resilient under stress, ensuring deadlines are met while maintaining service excellence.

Cost-effectiveness benefits from both motivation and controlled stress. Employees with strong motivation pay close attention to detail, reducing material wastage and preventing financial losses. Likewise, stress management helps employees remain alert, minimizing costly errors. A well-motivated and focused barista carefully follows procedures, preventing unnecessary waste and improving overall operational efficiency. However, among these factors, motivation has a more dominant role in influencing long-term employee performance since it drives enthusiasm, achievement, and commitment.

While work stress can have a temporary positive impact when well-managed, excessive stress leads to exhaustion and decreased morale. Motivation, on the other hand, fosters long-term productivity, encouraging employees to achieve higher targets and enhance service quality. Therefore, Starbucks must prioritize motivation while ensuring employees receive adequate support to manage stress effectively. By balancing these factors, the company can enhance work quality, productivity, efficiency, and cost-effectiveness, ultimately leading to better overall performance.

Comparison with Previous Studies

The findings from the three studies on Starbucks Medan indicate that work motivation positively and significantly impacts employee performance, aligning with previous research such as Hidayat et al. (2024) and Safitri et al. (2024), who found that motivation is a crucial factor in improving employee performance. Similarly, Kilag et al. (2023) emphasized that work motivation significantly predicts teacher performance, suggesting its broad applicability across different sectors.

Regarding work stress, the results at Starbucks Medan reveal a negative yet significant effect on employee performance. This finding is consistent with Rahmah et al. (2024) and

Anggraeni & Santoso (2023), who found that work stress negatively influences employee performance. However, it contrasts with Mailiana et al. (2023) and Loupita (2023), who discovered that work stress has a positive and significant impact on performance in certain environments, indicating that the effects of work stress may vary based on the nature of the job and organizational factors.

Additionally, the simultaneous influence of motivation and work stress on performance at Starbucks Medan aligns with previous studies, such as Rahmadani et al. (2023), which found that both factors significantly affect employee performance. This reinforces the notion that organizations must balance motivation-enhancing strategies while mitigating work stress to optimize employee productivity and performance.

Implications for Organizational Management

The findings have significant implications for Starbucks and similar organizations aiming to optimize employee performance. The strong influence of work motivation suggests that companies should focus on enhancing motivational factors through competitive compensation, professional development programs, and a positive work culture. Regular performance evaluations, goal-setting frameworks, and constructive feedback mechanisms can also help sustain high motivation levels among employees.

Additionally, organizations must recognize the impact of work stress on employee well-being and productivity. Implementing stress-reduction strategies such as workload management, providing wellness programs, and fostering a supportive team environment can help employees navigate workplace pressures more effectively. By addressing both motivation and stress, companies can create a work environment that promotes high performance while ensuring employee satisfaction and retention.

Conclusion

This research confirms that work motivation and work stress significantly influence employee performance at Starbucks Medan. Work motivation has a stronger positive effect, suggesting that fostering a motivated workforce is essential for achieving high performance levels. However, work stress also plays a crucial role, with moderate levels potentially enhancing focus but excessive stress leading to decreased efficiency.

Organizations must implement comprehensive strategies that simultaneously enhance motivation and manage stress to sustain optimal employee performance. Future research could explore additional factors influencing performance, such as leadership styles, organizational culture, and employee engagement, to provide a more holistic understanding of employee productivity in service industries.

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