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Employee Performance Analysis: Compensation, Motivation, and Work Stress

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ABSTRACT

The success of a business enterprise cannot be separated from the role of employees. Employee welfare needs to be maintained to achieve company goals, namely the quality of the employees' work. The reason for conducting this study is to find out how compensation, work stress, and motivation impact the performance of PT Bintang Karya Laut Rembang employees. This study involved 194 employees of PT Bintang Karya Laut Rembang. The sample selection technique used proportional random sampling. This study activity used 70 respondents as samples, obtained using the Slovin formula. Data analysis was performed using multiple linear regression analysis. This study found that the compensation variable had a partial positive effect on the performance of PT Bintang Karya Laut Rembang employees, the work motivation variable had a partial positive effect, and the work stress variable had a partial negative impact. Findings from the determination test show that compensation, work motivation, and work stress variables can contribute 83.5 percent to employee performance. In comparison, the remaining 16.5 percent is a factor not analyzed in this study.

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1. INTRODUCTION

Human resources are essential for a company in the fierce competition in the current industry. Human resources are significant in the industrial world in building the regional economy. Performance results show skilled human resources. The work results achieved by individuals working during a period with a complete sense of responsibility are called employee performance. (Aryani et al., 2022). Because performance is the result of the employee's process of completing their duties, performance is very important. Employee performance in an organization is very important to achieve company goals. To get the information needed by employees for the achievement of high performance, compensation, motivation, and work stress can be considered (Aryani et al., 2022).

PT Karya Bintang Laut Rembang is an export-based company engaged in the fisheries sector, which is the object of investigation in this study. Its main product is frozen surimi fish (boiled meat fish). In this company, not all forms of compensation are given to its employees. Still, health compensation, such as BPJS Health, is enough to make employees feel safe when carrying out work. However, the form of the business's recompense can encourage employees to continue improving performance. In addition, the amount of production in 2022 increased by 11 percent from the previous year, and in 2023 increased five times from the previous year, by 522 percent, indicating that employees have good performance based on the achievement of the quantity of work produced. As a result, employee performance is considered good.

Compensation is one of the human resource management strategies, which is intended to enhance collaboration between employees and company managers to achieve goals (Barima & Arofah, 2021). The greater the pay provided by the company, the better the performance of employees. Satisfied with the compensation provided, they will continue to fulfill their duties with enthusiasm, which has a positive impact on company performance (Aryani et al., 2022). Employees need intrinsic or extrinsic encouragement to work harder to achieve organizational goals. Thus, they will try to improve their work output. Employees with a positive motivational drive will try harder to complete their tasks (Amin et al., 2022; Mastur et al., 2023). Employee performance will improve if their motivation increases (Trisna & Guridno, 2021). Management or companies must improve the quality of work. However, they must also maintain employee stress levels because employees who experience stress can naturally have an impact on work outcomes, performance, and employee satisfaction. Stress, on the other hand, is a typical situation felt by everyone in response to daily activities (Ekhsan & Septian, 2021).

Goal-setting theory was used in this study as a connecting theory. This theory provides specific and clear goals to individuals and teams. This allows them to reduce indecision and increase focus on the most important tasks. Goal setting theory emphasizes challenging goals to improve performance. Clear organizational goals can be achieved by improving compensation, motivation, and job stress as supporting theories. Research Ekhsan & Septian (2021) discovered that payment had a favorable impact on people's performance, but the study did not find that compensation has a positive effect on employee performance. Sangkaen et al. (2019) found that compensation hurts employee performance. In addition, research Trisna & Guridno (2021) discovered that employee performance is positively impacted by motivation, different findings from Mulyadi & Pancasasti (2021) where motivation harms performance. On the other hand, research conducted by Heruwanto et al. (2020) and Muhamad Ekhsan & Septian (2021) shows that job stress has a positive impact on employee performance. Starting from the findings Aryani et al. (2022) Work stress negatively impacts performance. These findings will encourage researchers to conduct further research to ensure that the theories used in the study are truly new.

This research refers to the findings of previous studies in which there are inconsistencies in research results, so further investigation is needed to confirm the theory. In addition, the limited form of compensation in the company forms the phenomenon of increasing employee performance results, which are assumed to be good, making researchers interested in researching these objects, so the objectives of this study are:

1. To prove the relationship of compensation to performance.
2. To prove the relationship of motivation to performance.
3. To prove the relationship between work stress and performance.

2. RESEARCH METHOD

This study looked at PT Bintang Karya Laut Rembang, which employs 194 people. The study was conducted for about four months, from July to October 2024. The quantitative study utilized questionnaires for interviews. Subject data and the primary data type were collected through questionnaires and measured with a Likert scale, which provides answer points of 1 to 5. The Slovin formula technique was employed to calculate the study's sample size. The study sample consisted of seventy individuals with available proportions. Multiple linear regression analysis will process and analyze the collected data. A description of the research respondents is provided.

Table 1. Respondent Description

Description	Total	Percentage
Gender		
Female	55	78,6%
Male	15	21,4%
Age		
< 30 Years	3	4,3%
30-45 Years	17	24,3%

Description	Total	Percentage
> 45 Years	50	71,4%
Position		
Staff	4	5,7%
Non Staff	25	35,7%
Production	41	58,6%
Length of Service		
< 1 Years	3	4,3%
1-5 Years	15	21,4%
> 5 Years	52	74,3%

Source: Primary data, 2024.

This study has two types of variables, namely independent variables consisting of compensation, motivation, and work stress variables, while employee performance acts as the dependent variable. This study forms a research model as follows:

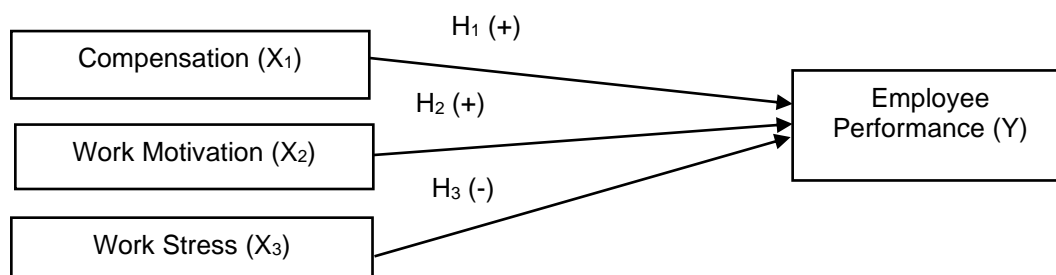


Figure 1. Research Model

Based on the research model, the hypotheses in this study are as follows:

H1: It is suspected that compensation has a favorable and noteworthy effect on worker performance.

H2: It is suspected that motivation has a favorable and noteworthy effect on worker performance

H3: It is predicted that work stress has a negative notable effect on worker performance.

3. RESULTS AND DISCUSSIONS

Validity Test. The validity test process is passed to ensure that the statement items used are valid. The statements found in the survey are considered valid if the Sig. < 0,05. With a significance value less than 0.05, the data in Table 2 demonstrates the validity of each statement.

Table 2 Validity Test Results

Variable	Statement	Sig Value.	< 0,05	Description
Performance	P1	0,001		Valid
	P2	0,005		
	P3	0,000		
	P4	0,000		
	p5	0,000	< 0,05	
	P6	0,000		
	P7	0,000		
	P8	0,000		
	P9	0,000		
Compensation	C1	0,000		Valid
	C2	0,000		
	C3	0,000		
	C4	0,000	< 0,05	
	C5	0,000		
	C6	0,000		
	C7	0,000		
Motivation	M1	0,000		Valid
	M2	0,000		
	M3	0,000	< 0,05	
	M4	0,000		
	M5	0,000		

Variable	Statement	Sig Value.	< 0,05	Description
	M6	0,000		
	M7	0,000		
	M8	0,000		
	M9	0,000		
	M10	0,000		
	M11	0,000		
Work Stress	WS1	0,002		
	WS2	0,000		
	WS3	0,000		
	WS4	0,000		
	WS5	0,000		
	WS6	0,000	< 0,05	Valid
	WS7	0,000		
	WS8	0,000		
	WS8	0,000		
	WS10	0,000		
	WS11	0,000		

Source: SPSS data processed, 2024.

Reliability Test. This pilot test was conducted to determine the questionnaire's confidence level. A Cronbach alpha value was greater than 0.70 (Ghozali, 2023). The results showed the following:

Table 3 Reliability Test Results

Variable	Cronbach Alpha Value	> 0,70	Description
Employee Performance	0,866	> 0,70	Reliable
Compensation	0,891	> 0,70	Reliable
Work Motivation	0,965	> 0,70	Reliable
Work Stress	0,903	> 0,70	Reliable

Source: SPSS data processed, 2024.

Regression Test. Regression analysis was employed to determine whether there is an equality of association between more than two independent and dependent factors (Ghozali, 2023). The results show the following:

Table 4 Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,348	4,244		1,260	0,212
	KMP	1,102	0,114	0,832	9,678	0,000
	MK	0,049	0,031	0,093	1,599	0,115
	SK	-0,030	0,062	-0,039	-0,478	0,634

a. Dependent Variable: K

Source: SPSS data processed, 2024.

The result obtained the equation: $K = 5,348 + 1,102 \text{ KMP} + 0,049 \text{ MK} - 0,030 \text{ SK}$

Note:

- K : Employee Performance
- KMP : Compensation
- MK : Work Motivation
- SK : Work Stress

The equation can be described where the three influencing factors are constant, so performance has a value of 5,348. The compensation regression coefficient value shows that performance has a value of 1.102. Likewise, in work motivation, each increase will increase performance by 0.049. In contrast to the work stress variable, each increase will reduce performance by 0.030. These results assume that the dominant factor that has the most impact on employee performance is compensation because the coefficient value is the highest.

Hypothesis Test. This test is passed to show how well the hypothesis is adjusted and how much impact the binding factors have on the dependent factor (Ghozali, 2023). This test compares the t-table value with the calculated 5% significance. Table 4 shows that compensation has a positive t-count of 9.678 > 1.6683, and

0.000 < 0.05 is the significance level, meaning that compensation significantly impacts performance, which shows conformity with the proposed hypothesis. The work motivation variable shows a positive t-count value of 1.599 < 1.6683 but a significance value of 0.115 > 0.05. It is concluded that work motivation has a positive and insignificant impact on performance; this result does not have the conjecture that follows the proposed hypothesis. In addition, work stress shows a negative direction with a t-count value of -0.478 > -1.6683 with a significant 0.634; it is concluded that work stress has a negative and insignificant impact on performance. This does not conform to the third hypothesis proposed.

Table 5. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,918 ^a	,842	,835	1,613

a. Predictors: (Constant), TSK, TMK, TKMP

Source: SPSS data processed, 2024.

Determination Test. The determination test determines the proportion of variation in the dependent variable explained by the independent variable (Ghozali, 2023). Table 5 demonstrates that the dependent variable, employee performance, can be explained by the three independent variables in this study model—compensation, work incentive, and work stress—by 83.5 percent. The final 16.5 percent was explained by other factors not looked at in this study.

Discussion. The compensation of PT Bintang Karya Laut Rembang significantly improves the performance of employees. In other words, increasing compensation has a significant influence on improving the performance of employees of PT Bintang Karya Laut Rembang. Rewards can encourage employees to improve their performance by giving them a sense of security over the risks associated with their work. If there is a good compensation system, angry workers can become happier. This is important for companies because compensation can improve employee performance and well-being. Employee performance will increase slightly if compensation is higher (Prasetya et al., 2023). These results are following the theoretical objectives of determining compensation and performance, where PT Bintang Karya Laut Rembang provides compensation such as salaries, bonuses, holiday allowances, health benefits, and promotions. This makes employees more eager to improve their work results. The results of this study are under the research Ekhsan & Septian (2021), found that work compensation significantly affects employee performance.

The performance of PT Bintang Karya Laut Rembang personnel is not positively impacted by work motivation. This means that increased work motivation only affects better performance for employees. In theory, motivation is influenced by internal and external motivation, not just financial rewards. A person's behavior and achievements at work are strongly related to their work motivation. The higher the motivation of a person, the better the behavior shown when performing tasks, which in turn can result in better performance (Alvian & Dewi, 2023) Although the effect is small, the results of this study follow the theory of goal setting related to motivation and performance. Poor communication between employees and superiors may have minimal effect on work motivation. This can cause feelings of discomfort while working. If the work environment or atmosphere is uncomfortable for employees, high motivation will not affect their performance improvement. This finding is reinforced by Mujib and Dewi (2024), who state that motivation does not affect worker performance.

Job stress does not significantly affect the performance of PT Bintang Karya Laut Rembang employees. This means that high work stress will reduce employee performance despite the small effect. Work stress is a stressful condition that impacts a person's thoughts, emotions, and health. Stress that is not adequately addressed in the workplace or outside the workplace often causes a person to be unable to interact positively with their environment (Sulastri & Onsardi, 2020). This finding is in the direction of goal-setting theory regarding job stress and employee performance. However, the effect is negligible. If PT Bintang Karya Laut employees experience high levels of job stress, their performance will decrease. Conversely, if employees receive adequate compensation to meet their needs, it will increase their morale and prevent a significant decrease in performance. This is reinforced by the findings of Ariansy & Kurnia, (2022) where work stress hurts employee performance is not significant.

4. CONCLUSION

The results of this study answer the research objectives, where this study has findings, namely the performance of employees of PT Bintang Karya Laut Rembang is positively influenced by the compensation variable, the work motivation variable partially has a positive but insignificant effect on the performance of employees of PT Bintang Karya Laut Rembang, and the work stress factor does not significantly affect the performance of employees of PT Bintang Karya Laut Rembang. The results of the analysis indicate that there is a need for management management related to encouragement, such as communication and task division management, so that employees feel comfortable and have high work loyalty to their work so that they can achieve the vision and mission set.

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