



COMPENSATION, WORK STRESS, AND EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION IN INDUSTRIAL COMPANIES

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Article Information Abstract

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This study aims to determine the role of Compensation and Work Stress on Employee Performance through Work Motivation as a mediating variable. The method used is quantitative with Structural Equation Model-Partial Least Square (SEM-PLS) analysis SmartPLS version 3.0 program in data processing. The population in this study were employees of industrial companies in Central Java. The number of samples in this study were 308 employees. The results in this study indicate that compensation has a positive and significant effect on employee performance, work stress has an insignificant effect on employee performance, compensation has a positive and significant effect on work motivation, work stress has a negative and significant effect on work motivation, motivation has a positive and significant effect on employee performance, motivation can mediate the effect of compensation on employee performance, and motivation can mediate the effect of work stress on employee performance.

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INTRODUCTION

Human resources are a central and core issue of socio-economic development in every organization, country and region throughout the world. Unlike other resources in a company (physical and organizational capital), human resources are valuable, rare, inimitable, and irreplaceable (Pham, 2020) . Therefore, employees are a valuable asset for the company so that having employees who have good performance is expected to improve the performance of the company itself. Good employee performance will make it easier for the company to achieve its vision and mission. Performance is a manifestation of a person's work behavior that shows work results with achievements in accordance with the task within a predetermined time.

According to the author's short literature review, the factors that influence performance have two directions, namely negative and positive. Factors with a positive direction, for

example, include quality of work life (Bhende et al., 2020; Hermawati, 2021) , organizational culture (Side Uloli & Akbar, 2019; Yovina Vanesa et al., 2019) , compensation (Priyanka S & Rao, 2022; Tumi et al., 2022; Riyadi, 2019) , work discipline (Putra & Ruslan, 2021) and career development (Yuantio et al., 2023; Yusuf Iis et al., 2022) . Factors that negatively influence performance include stress (Chowhan & Pike, 2023; Erawati et al., 2019) , role overload (La Amela et al., 2018) , turnover intention (Haque, 2020) , workload (Semaksiani et al. ., 2019), and burnout (Giorgi et al., 2018; Lemonaki et al., 2021) .

Furthermore, among a number of positive factors that influence performance, as previously mentioned, this research refers to research by Forson et al. (2021) which states that compensation is a factor that can improve employee performance in the education sector. Then based on suggestions from Afrin et al. (2023) which mentions the negative variable, namely Job Stress, as consideration for further research, so

this research uses Job Stress as an independent variable.

When discussing the independent variables, namely Job Stress and Compensation, the relationship between these two variables is actually more complex with respect to the dependent variable, namely Employee Performance. Independent variables are not that easy to influence performance directly. The recommendation for using the Work Motivation variable as a mediating variable is recommended by Forson et al. (2021). In his research, which conducted research on the influence of intrinsic and extrinsic motivational factors in the form of Compensation, Job Design and Work Environment, and Management System Performance on Teacher Work Motivation and Performance in Ghana, stated that future research needs to treat Work Motivation as a mediating variable. Therefore, this research tries to decide to use the Work Motivation variable as a mediator of the relationship between Compensation and Job Stress on Employee Performance.

Furthermore, to strengthen the empirical gap presented in the previous paragraph, the researcher then conducted pre-research by testing the research instrument on 30 respondents who were workers in the industrial sector in Central Java. The industrial sector in Central Java was chosen because this sector will dominate the economic structure in Central Java in 2023 with a contribution of 34.03% (BPS, 2024). Then data as of 2022, the number of industrial companies in Central Java reached 236,788 with a workforce of 1,810,576 people (BPS, 2023). Pre-research was carried out on the variables Compensation, Job Stress and Employee Performance.

Research was carried out by testing the effect of compensation on employee performance. Pre-research results show that the majority of respondents received compensation that was unsatisfactory or did not support their performance. The pre-study results for work environment variable 1 show that on average 66.41% of respondents stated that they did not receive satisfactory compensation.

Next are the results of pre-research regarding the influence of Job Stress which shows results that support the argument of the negative influence of Job Stress on Employee Performance. However, there are two questions that point in a different direction. First, the question item "I spend a lot of time at work" shows an anomaly compared to other question items. In this statement item, 60% of respondents thought or felt that they spent a lot of time at work. Second, the question item "I feel anxious if the job I have is not up to target" also shows an anomaly compared to other questions. In this item, as many as 57% of respondents thought that they felt anxious if the work they had or did was not up to

target. According to the author's understanding, the high percentage of these two question items indicates the occurrence of Job Stress felt by respondents at the pre-research stage.

Pre-research shows that employee performance has reached a high level and 69.22% of the total employees who participated in the survey agreed to the statement given. Furthermore, from the survey results, it can be observed that around 86% of employees show agreement with the task performance indicators. This indicates majority of employees have a clear understanding of the goals that must be achieved in carrying out their duties. They are also able to work collaboratively with colleagues and successfully complete work on time.

Based on the results of the pre-research on the Compensation and Work Stress and Employee Performance variables, it can be seen that the research problem was found in the pre-research respondents. Based on the results of pre-research on the Compensation variable, a gap phenomenon was found in all indicators, which shows a discrepancy with the hygiene-motivator theory or the two factors proposed by Herzberg, where compensation is included in the hygiene factor. When hygiene factors are improved, there will be a reduction in employee dissatisfaction which will then encourage them to work better (Tian et al., 2021).

Based on the results of the pre-research on the Compensation and Work Stress and Employee Performance variables, it can be seen that the research problem was found in the pre-research respondents. In the Job Stress variable, gap phenomena were found in the indicators of time pressure and burnout, which shows a discrepancy with the two-factor theory. Hygiene-motivator theory or two factors states that if employees experience stressed due to the influence of prolonged environmental demands, they will not be able to work well because they feel low motivation (Tian et al., 2021). Meanwhile, the pre-study results show that the two question items "I feel like I never have a day off" and "I feel tight in my chest when I think about work", indicate that employees have high stress but their performance is high.

Based on the empirical gap and phenomenon gap as described in depth in the previous paragraph, this research has relevance and urgency to be carried out. The relevance lies in the need to conduct research on the factors that influence employee performance in industry in Central Java.

DEVELOPMENT HYPOTHESIS

The Effect of Compensation on Employee Performance

Compensation relates to the rights an employee receives for the sacrifices made to the organization. Many researchers and practitioners

have discovered the importance of Compensation in improving Employee Performance. As the results of research by Wolor et al. (2019) which shows that an effective compensation system can encourage staff to work harder to increase productivity and work performance. When employees are satisfied with the good compensation offered, their motivation will increase to a higher level, followed by an increase in their work performance.

H1: Compensation has a positive and significant effect on employee performance

The Effect of Job Stress on Employee Performance

Various views are present in the literature regarding the impact of stress in the workplace on employee performance, this research proposes that the presence of stress in the workplace reduces employee performance. Stress is often highlighted as an obstacle to work performance (Ramli, 2019) . Stress is an individual's reaction to various demands and their failure to meet those demands. This failure causes the workload to pile up and performance may decrease drastically (Roster & Ferrari, 2020) .

Iskamto (2021) found that Job Stress has a significant and negative influence on the performance of administrative staff employees who work full time in offices in a company. Iskanto considers examining a series of factors including working conditions, role pressure, interpersonal factors and several other factors. Likewise, Murali et al. (2017) found a negative relationship between Job Stress and Employee Performance in a sample of employees from various sectors in Malaysia. They argue that time pressure and role ambiguity are the main causes of decreased employee performance.

H2: Job stress has a negative and significant effect on employee performance

The Influence of Work Motivation on Employee Performance

Motivation is an activity that causes someone to complete their work with enthusiasm, willingness and full responsibility (Fachrezi & Khair, 2021) . Motivation functions as a driving force or encouragement for employees to work diligently to achieve institutional goals well. Motivation is an urge to act on a series of human behavioral processes by considering direction, intensity and persistence in achieving goals. Work motivation influences employee performance, because with high motivation, employees will be motivated to work well, resulting in maximum performance (Forson et al., 2021) .

H3: Compensation has a positive and significant effect on work motivation

The Influence of Compensation on Work Motivation

Motivation is a conscious effort to influence a person's actions to achieve the goals of an organization. By having high motivation and commitment, a person will have the courage and enthusiasm to do the job as well as possible. One factor that can increase employee commitment and motivation is by providing compensation (Candradewi & Dewi, 2019) . Then, based on research by Candradewi (2019) , compensation is one of the employee motivations that influences performance. The level of compensation for employees determines the scale of their lives, while relative compensation shows their status, dignity and self-worth. Providing compensation that is appropriate to employee work results will have an impact on employee motivation (Tumi et al., 2022) .

H4: Job stress has a negative and significant effect on work motivation

The Effect of Job Stress on Work Motivation

Stress is a condition that can cause tension that affects a person's emotions, thoughts and physical condition (Semaksiani et al., 2019) . Job stress, which is a psychological and physiological response to work pressure, can have a significant impact on an individual's level of motivation at work. Job stress can cause physical and mental fatigue, which reduces the energy and motivation levels needed to complete tasks effectively. Feelings of helplessness often arise because employees feel unable to cope with work demands, which in turn can reduce their motivation to achieve work goals.

H5: Work Motivation has a positive and significant effect on Employee Performance

Knowing the role of Work Motivation in mediating the relationship between Compensation and Employee Performance

Compensation that meets needs, is attractive, meets the principles of justice, and is appropriate and competitive can increase the need for achievement. The need for achievement is the desire to do better work than before, always wanting to achieve higher achievements. Employees who are motivated to excel, have the motivation to connect with others to improve their reputation and have the motivation to occupy higher positions (Butarbutar & Nawangsari, 2022) . So compensation in influencing employee performance certainly requires a stimulus in the form of motivation (Efendi et al., 2020) .

H6: Work Motivation mediates the influence of Compensation on Employee Performance positively and significantly

Knowing the role of Work Motivation in mediating the relationship between Job Stress and Employee Performance

It was found that when individuals are exposed to higher levels of stress, they become less sensitive to others which is manifested in decreased helpfulness and increased aggression (Coursey et al., 2012) . This means that higher levels of stress in the work environment have a significant impact on individual behavior. When

someone feels stressed, their focus tends to be on meeting personal demands and responsibilities, often ignoring the needs or feelings of others around them. Therefore, this study introduces Motivation and explores the mediating role it plays in the relationship between Job Stress and performance.

H7: Work Motivation mediates the effect of Job Stress on Employee Performance negatively and significantly

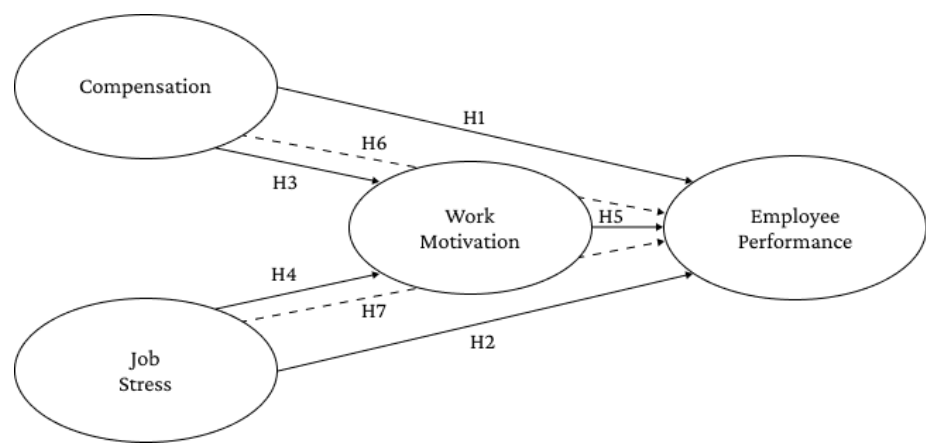


Figure 1. Research Model

METHOD

This type of research is quantitative research, which involves collecting and measuring data in the form of numbers which are then analyzed in statistical form. The sample used in this research was 58 people as a pre-survey, then 308 people as a large sample. Researchers distributed questionnaires in the form of a G-form link via acquaintance networks and social media to 400 potential respondents. The population of this research is employees who work in various industrial fields. The industrial classification used is based on the International Standard Industrial Classification of all Economic Activities (ISIC) revision 4, which has been adapted to conditions in Indonesia under the name Indonesian Business Field Book Classification (KBLI). The KBLI used in this research is the KBLI 2020 (2020 –to date). The business field of an industrial company is

determined based on its main production, namely the type of commodity produced with the greatest value. If an industrial company produces 2 or more types of commodities with the same value, then the main production is the commodity produced in the largest quantity.

RESULTS AND DISCUSSION

Descriptive Analysis of Respondent Characteristics

Respondent characteristics consist of gender, age, education, length of service, type of industry, industrial sector, and number of employees in the company. The results of the percentage distribution of characteristics of the 308 respondents in this study are presented in Table 1.

Table 1. Descriptive Analysis of Respondent Characteristics

Variable		Mark	Frequency	Percentage (%)
Gender	Man		108	34.8%
	Woman		195	62.9%
	Choose not to mention		7	2.3%
Age	< 30 years		212	68.4%
	30-50 years		89	28.7%
	> 50 years		9	2.9%

Education	Elementary school & Middle school	74	23.9%
	D3/S1	217	70%
	S2/S3	19	6.1%
Years of service	< 1 year	40	12.9%
	1-5 years	224	72.3%
	> 5 years	46	14.8%
Type of industry	Apparel industry	27	8.7%
	Furniture industry	24	7.7%
	Wood, rattan, bamboo, cork, wicker craft industry	26	8.4%
	Chemical industry, herbal medicine or traditional medicine, and pharmaceuticals	24	7.7%
	Food industry	51	16.5%
	Leather processing industry, leather goods, footwear, other processing crafts	20	6.5%
	Textile industry	19	6.1%
	Beverage industry	42	13.5%
	Other industries	77	24.8%
Industrial sector	Government/Public	66	21.3%
	Private/Private	244	78.7%
Number of employees within the company	25-50 employees	98	31.6%
	51-100 employees	52	16.8%
	> 100 employees	160	51.6%

Descriptive Analysis
Descriptive analysis of the Compensation and Work Motivation variables were classified as high criteria, then Job Stress and Employee Performance were classified as medium. Furthermore, the index showing high and

medium means that the variable has been declared good for Industrial Employees in Central Java. In other words, the indicators that have been compiled into several statement items can represent or provide an overview of the practices of Industrial Employees in Central Java.

Table 2. Descriptive Analysis

No	Variable	Index	Information
1	Compensation	80.09%	Tall
2	Job Stress	66.61%	Currently
3	Work motivation	79.82%	Tall
4	Employee performance	70.05%	Currently

Outer Model
The Convergent Validity Index is calculated using loading factors and Average Variance Extracted (AVE). Based on calculations, it can be seen that all indicators comply with the outer loadings limit requirement of >0.60. This means that the data that has been collected is valid, and there is good convergent validity in all

the data. Based on the AVE t -abulation, it is known that all variables are in accordance with the provisions of the Average Variance Extracted (AVE) value limit for each latent variable that is > 0.50. Furthermore, the Composite Reability value for each variable has a value of more than 0.70, which shows that the construct used not only has reliability, but also accuracy, consistency and precision.

Table 3. Outer Model

Measurement Items	Factor Loading	CR	AVE
COMPENSATION		0.964	0.693
I am satisfied with the salary I receive	0.814		
I am satisfied with the benefits at my company	0.833		
I am satisfied with the current salary increase	0.815		
I am satisfied with the influence my boss has on my salary	0.831		
I am satisfied with the salary distribution system in the company	0.811		
I am interested in information from the company regarding salaries	0.806		
I am satisfied with the overall salary received	0.861		
I receive favorable benefits	0.831		
I receive a salary at the company in a structured manner according to department	0.834		
I am satisfied with the regularity of salary payments	0.850		
I receive a salary according to the work completed	0.852		
I am satisfied with the company's salary management system	0.848		
WORK STRESS		0.938	0.558
I spend a lot of time at work.	0.731		
I do a lot of work with limited time.	0.722		
I got more work than I should have.	0.750		
I feel like I never have a day off.	0.756		
I don't have time to do other activities.	0.773		
I don't have enough time with my family.	0.752		
I often feel that I have a close bond with the company.	0.688		
I worry if the phone rings when I'm at home related to work	0.716		
I feel the tasks given by the company are very excessive	0.807		
I feel anxious if the work I have is not up to target	0.715		
I feel tight in my chest when I think about work	0.746		
I feel that my co-workers are also experiencing fatigue because of the work targets given	0.796		
WORK MOTIVATION		0.952	0.624
I am looking for a job with a suitable salary	0.648		
I enjoy my work	0.801		
I use my skills and talents in my current job	0.819		
I like doing work that challenges me and gives me a sense of personal accomplishment	0.796		
I make decisions with high standards	0.709		
I work according to my potential	0.820		
I feel satisfied when a job is done well	0.798		
I am consistent in making decisions	0.799		
I work for a company that suits my personal goals	0.810		
I work in a company that has a clear vision and mission	0.815		
I feel like the company's mission aligns with my values	0.826		
I choose a place to work that aligns with the values I believe in	0.814		

EMPLOYEE PERFORMANCE	0.954	0.540
I complete work on time	0.822	
I remember the goals I have to achieve	0.786	
I am able to separate my main job from my side jobs	0.777	
I do my job efficiently and effectively	0.819	
I am able to work together with colleagues	0.758	
I am responsible for taking on additional tasks	0.711	
I start a new task, after the old task is finished	0.688	
I like challenges at work	0.755	
I always update my working knowledge	0.817	
I always update my work skills	0.817	
I find creative solutions to new problems	0.821	
I look for challenges at work	0.730	
I actively participate in work meetings	0.753	
I complain about unimportant things at work	0.622	
I caused problems at work	0.617	
I always think negatively when working	0.613	
I talk negatively about work with coworkers	0.629	
I talk negatively about work with other people	0.613	

Inner Model	76.9% can be explained by Compensation, Job Stress and Work Motivation while the remaining is 23.1%. Meanwhile, the coefficient of determination of Work Motivation of 70.2% can be explained by Compensation and Work Stress, then the remaining 29.8%. Furthermore, the Employee Performance variable has a Q ² value of 0.405 and the Job Satisfaction variable has a Q ² value of 0.435. Both Q ² values >0 indicate that the variables in this study have Predictive Relevance and can accurately predict data that is not used to evaluate the research model.
Value is 0.644 for the Employee Performance variable (Y) and 0.662 for the Work Motivation variable (Z), so it can be concluded that the GoF index value is included in the high category, which means that this research data is able to explain the measurement model. The R ² (R-Square) value for the Employee Performance variable is 0.769 and the Work Motivation variable is 0.702. This figure shows that the coefficient of determination of performance of	

Table 3Inner Model

Variable	R-Square	AVE	GoF index	Q ²
Employee performance	0.769	0.540	0.644	0.405
Work motivation	0.702	0.624	0.662	0.435

Hypothesis Testing

Table 4Hypothesis Testing

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
H1: Compensation → Employee Performance	0.206	2.687	0.007	Supported
H2: Work Stres → Employee Performance	-0.047	1.211	0.226	Not Supported
H3: Compensation → Work Motivation	0.705	18.672	0.000	Supported

H4: Work Stres → Work Motivation	-0.227	6.226	0.000	Supported
H5: Work Motivation → Employee Performance	0.674	9.758	0.000	Supported
H6: Compensation → Work Motivation → Employee Performance	0.475	9.244	0.000	Part Mediation
H7: Work Stres → Work Motivation → Employee Performance	-0.153	4.568	0.000	Fully Mediation

Based on the significance test, it can be concluded that the first hypothesis tests whether compensation has a positive effect on performance. The results show that the original sample value is 0.206, the t-statistic value is $2.687 > 1.96$ and the p-value is $0.007 < 0.050$, which means the first hypothesis is accepted. The results prove that compensation has a positive and significant influence on employee performance.

The second hypothesis tests whether Job Stress has a negative effect on Employee Performance. The results show that the original sample value is -0.047, the t-statistic value is $1.211 < 1.96$ and the p-value is $0.226 > 0.050$, which means the second hypothesis is rejected. The results prove that Job Stress has a negative and insignificant influence on Employee Performance.

The third hypothesis tests whether compensation has a positive effect on work motivation. The results show the original sample value is -0.705, the t-statistic value is $18.67 > 1.96$ and the p-value is $0.000 < 0.050$, which means the third hypothesis is accepted. The results prove that compensation has a positive and significant influence on work motivation.

The fourth hypothesis tests whether Job Stress has a negative effect on Work Motivation. The results show the original sample value -0.227, the t-statistic value is $6.226 > 1.96$ and the p-value is $0.000 < 0.050$, which means the fourth hypothesis is accepted. The results prove that Job Stress has a negative and significant influence on Work Motivation.

The fifth hypothesis tests whether work motivation has a positive effect on employee performance. The results show that the original sample value is 0.674, the t-statistic value is $9.758 > 1.96$ and the p-value is $0.000 < 0.050$, which means the fifth hypothesis is accepted. The results prove that work motivation has a positive and significant influence on employee performance.

The fifth hypothesis tests whether work motivation has a positive effect on employee performance. The results show that the original sample value is 0.674, the t-statistic value is $9.758 > 1.96$ and the p-value is $0.000 < 0.050$, which means the fifth hypothesis is accepted. The results

prove that work motivation has a positive and significant influence on employee performance.

The sixth hypothesis tests whether work motivation mediates compensation on employee performance positively and significantly. The results show that the original sample value is 0.475, the t-statistic value is $9.244 > 1.96$ and the p-value is $0.000 < 0.050$, which means the sixth hypothesis is accepted. The results prove that work motivation mediates compensation on employee performance positively and significantly

The seventh hypothesis tests whether Work Motivation mediates Job Stress on Employee Performance negatively and significantly. The results show that the original sample value is -0.153, the t-statistic value is $4.568 > 1.96$ and the p-value is $0.000 < 0.050$, which means the sixth hypothesis is accepted. The results prove that Work Motivation mediates Job Stress on Employee Performance negatively and significantly.

CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussion, it can be concluded that compensation has a positive and significant effect on employee performance and work motivation. This indicates that better and more satisfactory compensation leads to higher employee performance and stronger work motivation. In addition, work motivation also has a positive and significant effect on employee performance, meaning that employees with higher motivation tend to achieve better performance. Furthermore, work motivation positively and significantly mediates the relationship between compensation and employee performance, showing that compensation can improve performance indirectly through increased motivation.

On the other hand, job stress does not have a significant direct effect on employee performance, indicating that this study failed to prove the influence of job stress on performance. However, job stress has a negative and significant effect on work motivation, which means that lower levels of stress are associated with higher employee motivation. Work motivation also negatively and significantly mediates the effect of

job stress on employee performance, suggesting that job stress can indirectly reduce employee performance through its impact on lowering work motivation.

Furthermore, this research only tests compensation and work stress on employee performance with the mediation of work motivation. Hypothesis 2 shows that work stress does not have a significant effect on employee performance. So suggestions for further research can add other positive and negative variables (Afrin et al., 2023). Further research can conduct research on Industrial Employees in other areas. There is a possibility that the results will be different if research is carried out in other regions in Indonesia.

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