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Impact of Compensation and Work Stress on Employee Performance

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Abstract. This study aims to examine the impact of compensation and work stress on employee performance at a branch office. The research population consisted of 37 employees, and the sample used in the study was also drawn from the same group. Data analysis was conducted using multiple linear regression with the assistance of SPSS 18 statistical software. The findings revealed that both compensation and work stress significantly affect employee performance. Specifically, the results indicate that higher compensation and reduced work stress lead to improved employee performance. Based on these findings, the author recommends that the company continue to prioritize compensation adjustments and work stress management to ensure ongoing improvements in employee performance. By addressing these factors, the company will be better positioned to achieve its organizational goals. This study underscores the importance of a supportive work environment where employees feel fairly compensated and experience manageable stress levels, ultimately enhancing productivity and contributing to the overall success of the organization.

Keywords: Compensation; Employee Performance; Linear Regression; Stress; Work Environment

1. INTRODUCTION

A company is an organized institution that operates to provide goods and services to meet consumer demands. In carrying out its operations, a company requires supporting factors to achieve its goals. These factors include capital, management strategy, and human resources.

Among these, human resources play a crucial role in operational processes. Therefore, the company must pay attention to the human factor or workforce, which determines the company's success in achieving its objectives. No matter how advanced the equipment owned by a company is, it cannot reach the expected productivity levels if it is not operated effectively and efficiently by the human resources.

One way to motivate employees to be empowered effectively and efficiently to improve company productivity is by providing compensation. This is expected to foster a good relationship between employees and the company, where employees feel that their workplace understands and addresses their life needs, which are the driving forces behind why they work.

In the short term, work stress that is left unaddressed by the company can lead to employees feeling pressured, unmotivated, and frustrated. This causes employees to work sub-optimally, thereby affecting their performance. In the long term, employees unable to withstand work stress may become incapable of working in the company. In more severe cases, stress can lead to illness or even resignation (turnover).

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A motorcycle financing company with a very complex system. From customer acquisition, data verification, approval process, to converting the credit application into a new booking all of these tasks involve pressure. The targets assigned to employees continue to rise in line with the increasing competition among companies in Indonesia. This requires each employee to be creative to meet those targets. When high pressure is not balanced with appropriate compensation, many employees branch have resigned, feeling that their hard work is not properly rewarded. This serves as the background for this research titled: "The Influence of Compensation and Work Stress on Employee Performance Branch."

2. LITERATURE REVIEW

Theoretical Foundation

Human Resources

According to Simamora (2003), human resource management is the utilization, development, evaluation, compensation, and management of individuals within an organization. It also involves the design and implementation of systems for planning, staffing, employee development, career management, performance evaluation, compensation, and maintaining good labor relations. This implies that HR management involves organizing the utilization, planning, and development of human potential.

Handoko (1995) states: "Human resource management is the recruitment, selection, development, maintenance, and utilization of human resources to achieve individual and organizational goals."

Nitisemito (1992) explains: "Human resource management is both a science and an art that includes planning, controlling, and organizing to maximize the effectiveness and efficiency of human resources in achieving goals."

Compensation

Definition of Compensation

According to Sunyoto (2013), compensation is something received by employees in return for their work. Before compensation is given, a compensation process must be carried out a network of subprocesses to provide remuneration for work performance and to motivate employees to achieve the desired level of performance.

From the organization's perspective, the ability, knowledge, skills, time, and energy of employees are assets used to achieve organizational goals, allowing the organization to grow both quantitatively and qualitatively.

Types of Compensation

Compensation received by employees generally falls into two categories:

a. Financial compensation
b. Non-financial compensation

Effective Compensation System

To develop an effective compensation system, HR management specialists must:

a. Conduct job analysis
b. Conduct job evaluation
c. Review existing compensation systems to ensure external equity
d. Determine the "value" of each job relative to similar jobs elsewhere

Compensation as Motivation

Compensation, both financial and non-financial, acts as motivation that should be given to employees in exchange for their contributions to the organization. The amount depends on the organization's agreements or regulations and its capacity to provide compensation. It is expected that compensation will encourage employees to work better and improve their performance.

The systems perspective on motivation identifies three variables that influence workplace motivation:

a. Individual characteristics, such as interests, attitudes, and needs
b. Job characteristics, such as task-related attributes
c. Work situation characteristics, such as organizational compensation, policies, and the attitudes and behavior of peers and superiors

Objectives of Compensation

The objectives of providing compensation are twofold:

a. For employees

   Compensation provides both financial and non-financial benefits to employees. Financially, employees receive higher wages, which serves as an incentive for them to work harder, aiming to improve their lives. Non-financially, compensation motivates employees to develop themselves further by increasing their competence. This is achieved through job analysis, which helps employees understand their roles more clearly and identify areas for personal and professional growth. By offering these benefits, compensation plays a significant role in enhancing employee motivation and overall performance.

d. For the company

Compensation can improve job satisfaction and employee productivity, which in turn motivates them to work more enthusiastically, with greater discipline and speed.

Work Stress

Definition of Work Stress

According to Sunyoto (2013), work stress is the consequence of environmental actions and situations that place excessive psychological and physical demands on an individual. Work stress relates to the interaction between individuals and their environment the stimulation and response. Work stress experienced by employees due to their surroundings affects their performance, so management must improve the quality of the organizational environment. Reducing employee stress will improve the health of the organization overall. The three key criteria of work stress are opportunity, obstacles, and demands.

Understanding Work Stress

Potential sources of work stress include work environment factors, especially uncertainty in economic, political, and technological contexts. Organizational factors include role demands and tasks, while individual factors involve personal financial problems and lack of family time.

Work Stress Management Strategies

From the organizational perspective, management might not be concerned if employees experience mild stress, as it can sometimes have a positive effect by encouraging better performance. However, high or prolonged mild stress can lead to a decrease in employee performance.

Causes of Stress

The following are common causes of stress: physical factors, which can include environmental conditions like noise or poor ergonomics; workload, where excessive tasks or tight deadlines create pressure; the nature of the job, including its demands and the level of responsibility; autonomy, as lack of control or decision-making authority can lead to stress; and difficulties, such as interpersonal conflicts or challenges in completing tasks. These factors, individually or in combination, can contribute to increased stress levels in the workplace.

Job Performance

Job performance refers to the result or output achieved by an individual in carrying out and completing the tasks assigned to them. When an employee has a sense of achievement, they must have a way to measure the progress they have made.

Definition of Job Performance

Job performance is the result achieved by an individual in completing their assigned duties. If an employee feels a sense of achievement, they must have a means to evaluate their progress.

The Uses of Job Performance Appraisal

Job performance appraisal is the process through which an organization evaluates and assesses an employee's work performance. The purpose of performance appraisal is multifaceted. Firstly, it aims to improve job performance by identifying areas for improvement and providing feedback. Secondly, it is used for compensation adjustments, ensuring that employees are rewarded fairly based on their performance. Additionally, performance appraisals help in making placement decisions, such as promotions or transfers, to align employees with the right roles. Finally, it serves to identify training and development needs, helping the organization plan for the growth and skill enhancement of its employees.

External Challenges

Employee performance is also affected by factors outside the work environment, such as family, health, financial conditions, or other personal issues. Therefore, the personnel department can offer assistance in such cases. Performance evaluations often fail due to the emotional involvement of the evaluator, leading to biased assessments. Bias refers to inaccurate measurement distortion. Bias is particularly likely when subjective measures are used. Common types of rater bias include, halo effect, central tendency error, and leniency or severity bias

Measuring Job Performance

To objectively and accurately evaluate employees, personnel managers must be able to measure the level of their performance. Performance measurement can serve as a target or goal, as a standard measurement activity, and as a form of feedback that employees can use to direct their efforts according to specific priorities. Job performance can be measured through:

a. Work quality, related to punctuality, skills, and personality in executing tasks
b. Work quantity
c. Endurance
d. Attitude

Future-Oriented Methods

Some future-oriented performance appraisal methods include, self-assessment, psychological evaluation, Management by Objectives (MBO) approach, and assessment center technique.

Hypotheses

Based on the problems discussed above, and by linking the context of events occurring with theoretical foundations and expert opinions, the working hypotheses of this study are as follows:

a. There is a simultaneous influence of compensation (X1) and work stress (X2) on employee performance (Y).
b. There is a partial influence of compensation (X1) and work stress (X2) on employee performance (Y).
c. One of the two variables has a dominant influence on employee performance.

Companies that have competence in the fields of marketing, manufacturing and innovation can make it's as a source to achieve competitive advantage (Daengs GS et al.. 2020). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company (Enny, 2021). Time management skills can facilitate the implementation of the work and plans outlined (Dewi et al., 2020). When collecting data sources, the researcher gathers data in the form of raw data. The survey method is a primary data collection method using written questions (Indri et al., 2022).

3. RESEARCH METHOD

Research Approach / Conceptual Framework

The research approach used in this thesis is a quantitative approach, which emphasizes hypothesis testing. The data used must be measurable and will result in conclusions that can be generalized. This study is causal in nature, as it examines the influence between variables.

Diagram of the Conceptual Framework

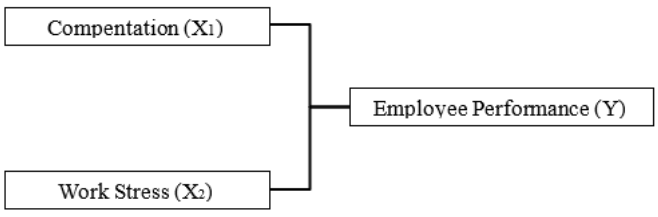

Figure 1. Conceptual Framework

Scope of the Study

The scope of this research includes all employees branch, including both internal (organic) employees and employees from the partner company**.**

Operational Definitions

The operational definitions of each variable are as follows:

a. Compensation
b. Work Stress
c. Employee Performance

Research Limitations and Assumptions

Research Limitations

This research is limited to male and female employees working.

Research Assumptions

The assumption used in this research is a significance level of 5% or 0.05.

Model and Analytical Technique

To analyze the data, this study uses a multiple linear regression analysis model, which aims to determine the effect of the compensation variable (X1) and work stress variable (X2) on employee performance (Y).

To assist with data processing, the software SPSS version 18.0 is used. The formula used in the calculation, according to Nugroho (2005), is as follows:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e}$$

Where:

a. Y = Employee performance variable
b. α = Constant
c. β_1 = Regression coefficient of compensation
d. β_2 = Regression coefficient of work stress
e. X_1 = Compensation variable
f. X_2 = Work stress variable
g. e = Error term (disturbance variable)

Hypothesis Testing

Hypothesis Testing Using the F-Test

The F-test is used to test or determine the simultaneous effect of the compensation variable (X_1) and the work stress variable (X_2) on employee performance (Y) branch, by comparing the calculated F-value (Fcount) with the critical F-value (Ftable). The F-test, according to Sudjana (2002), is formulated as follows:

$$F = \frac{R^2/k}{(1\text{-}R^2)/(n\text{-}k\text{-}1)} \quad \text{or} \quad F\text{Reg} = \frac{\text{RKreg}}{\text{RKres}}$$

Where:

Fh = Result of the F calculation

R^2 = Coefficient of determination

k = Number of independent variables

n = Number of samples

In this study, to test the simultaneous effect of the research variables, the formulated hypotheses are:

a. H_0: $\beta = 0$ – Compensation (X1) and work stress (X2) simultaneously have no effect on improving employee performance (Y)
b. H_1: $\beta \neq 0$ – Compensation (X1) and work stress (X2) simultaneously have an effect on improving employee performance (Y)

The acceptance and rejection region of the F-test can be illustrated in the following figure:

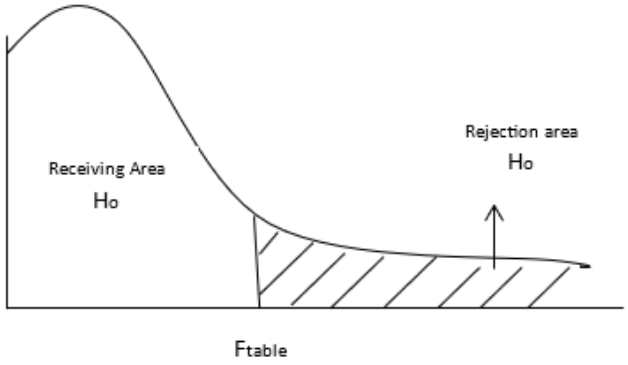

Figure 2. F Distribution Curve

Testing Criteria:

a. If F_calculated > F_table, then H_0 is rejected and H_1 is accepted, meaning that the variables compensation (X1) and work stress (X2) simultaneously have a significant effect on employee performance.
b. If F_calculated < F_table, then H_0 is accepted and H_1 is rejected, meaning that the variables compensation (X1) and work stress (X2) simultaneously do not have a significant effect on employee performance.

Hypothesis Testing with t-Test

The t-test is used to test/identify the partial effect of the variables Compensation (X1) and Work Stress (X2) on employee performance (Y) by comparing the calculated t-value with the table value. According to Sulaiman (2002:113), the t-test is formulated as follows:

t=r(n−2)(1−r2)t = \frac{r \sqrt{(n - 2)}}{\sqrt{(1 - r^2)}}

Where:

t = Calculated t-value

r = Multiple linear correlation coefficient

n = Number of samples

df = n - k - 1

k = Number of variables

α = 5% or 0.05

To test the partial hypothesis, the following hypothesis formulation is used:

a. H_0: β = 0 – The variables compensation (X1) and work stress (X2) partially have no effect on improving employee performance (Y) .
b. H_1: β ≠ 0 – The variables compensation (X1) and work stress (X2) partially have an effect on improving employee performance (Y) .

The acceptance and rejection region of the t-test can be illustrated in the following figure:

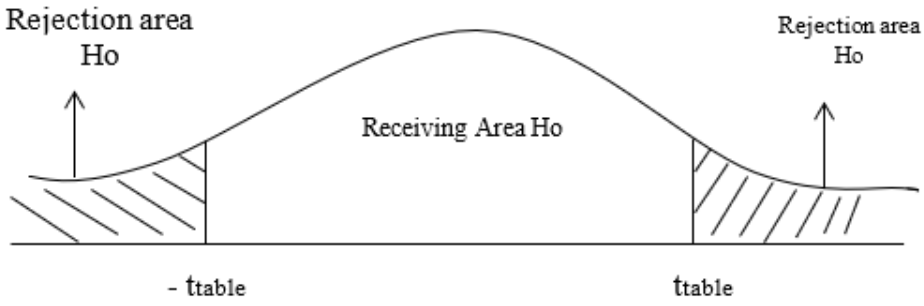

Figure 3. t Distribution Curve

Testing Criteria:

a. If Fcount > Ftable, then H_0 is rejected and H_1 is accepted, which means that the compensation variable (X_1) and work stress variable (X_2) simultaneously have a significant effect on employee performance.
b. If Fcount < Ftable, then H_0 is accepted and H_1 is rejected, which means that the compensation variable (X_1) and work stress variable (X_2) simultaneously do not have a significant effect on employee performance.

Hypothesis Testing Using the t-Test

The t-test is used to test or determine the partial effect of the compensation variable (X_1) and work stress variable (X_2) on employee performance (Y) branch by comparing the calculated t-value (tcount) with the critical t-value (ttable). The t-test, according to Sulaiman (2002:113), is formulated as follows:

$$t = \frac{r\sqrt{(n-2)}}{\sqrt{(1-r^2)}}$$

Where:

t = Fcount value

r = Multiple linear correlation coefficient

n = Number of samples

df = n - k - 1

k = Number of variables

α = 5% or 0.05

To test the hypothesis partially (in a partial manner), the hypothesis formulation used is as follows:

H_0: $\beta = 0$

The compensation variable (X_1) and work stress variable (X_2) partially have no effect on improving employee performance (Y).

H_1: $\beta \neq 0$

The compensation variable (X_1) and work stress variable (X_2) partially have an effect on improving employee performance (Y).

The acceptance and rejection regions for the t-test can be illustrated in the following figure:

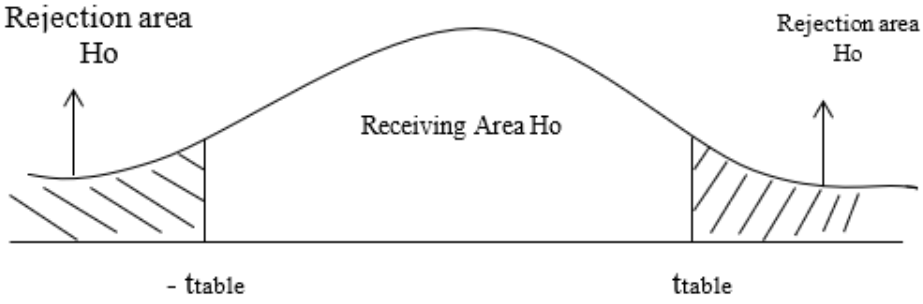

Figure 4. t-Test Distribution Curve

Testing Criteria:

a. If tcount > ttable, then *Ho* is rejected and H*i* is accepted, which means that compensation (X1) and work stress (X2) partially have a significant effect on employee performance .

b. If tcount < ttable, then *Ho* is accepted and Hi is rejected, which means that compensation (X1) and work stress (X2) simultaneously do not have a significant effect on employee performance .

4. RESULTS AND DISCUSSION

Data Analysis Results

Multiple Linear Regression Analysis

Testing using multiple linear regression explains the magnitude and influence of each independent variable, which consists of Compensation (X1) and Work Stress (X2), as well as the dependent variable in the form of Employee Performance (Y) branch. The results of this data analysis technique can be seen in the table below:

Coefficients[a]

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	25.417	6.009
	Kompensasi (X1)	.265	.128
	Stress (X2)	.462	.189

a. Dependent Variable: Kinerja Karyawan (Y)

Figure 5. Multiple Linear Regression Equation Results

From the data analysis results, the regression equation is obtained as follows: Y = 25.417 + 0.265 X1 + 0.462 X2 + e

From this equation, it can be interpreted that:

a. The constant value is 25.417, which means that without the influence of the independent variables, namely Compensation (X1) and Work Stress (X2), the value of the dependent variable, Employee Performance (Y), is 25.417.
b. The value of 0.265 X1 is the regression coefficient, which indicates that if the Compensation variable (X1) increases by one unit, it will cause an increase in the dependent variable, Employee Performance (Y), by 0.265 units.
c. The value of 0.462 X2 is the regression coefficient, which indicates that if the Work Stress variable (X2) increases by one unit, it will cause an increase in the dependent variable, Employee Performance (Y), by 0.462 units.

The results of the regression analysis using the SPSS 18.00 computer program produced the following output:

Model Summary[b]

Model	R	R Square	Adjusted R Square
1	.461[a]	.212	.166

a. Predictors: (Constant), Stress (X2), Kompensasi
b. Dependent Variable: Kinerja Karyawan (Y)

Figure 6. Coefficient of Determination – Multiple Regression Test Results

Interpretation:

a. Correlation Coefficient (R) = 0.461

   This indicates a moderately strong relationship (approaching 1) between the variables Compensation (X1) and Work Stress (X2) jointly on the variable Employee Performance (Y). The direction of the relationship is positive, meaning that if the variables Compensation (X1) and Work Stress (X2) increase, then the variable Employee Performance (Y) tends to increase as well.

b. Coefficient of Determination (R^2 or R Square) = 0.212

   This means that the influence of all independent variables Compensation (X1) and Work Stress (X2) on the dependent variable Employee Performance (Y) is 0.212 or 21.2%. Meanwhile, the remaining 0.788 or 78.8% is influenced by other variables not examined in this study.

c. Adjusted R Square = 0.166

   This means that based on the adjusted determination value, the influence of all variables Compensation (X1) and Work Stress (X2) on the variable Employee Performance (Y) is 0.166 or 16.6%. The remaining 0.834 or 83.4% is influenced by other variables outside those studied.

Hypothesis Testing

F Test (Simultaneous Test)

The F test is used to measure whether the independent variables, which include Compensation (X1) and Work Stress (X2), have a significant effect on the dependent variable Employee Performance (Y).

Formulating the hypotheses:

a. H_0: $\beta_1 = \beta_2 = 0$, meaning that Compensation (X1) and Work Stress (X2) together do not have a significant effect on the dependent variable Employee Performance (Y).
b. H_a: $\beta_1 = \beta_2 \neq 0$, meaning that the independent variables Compensation (X1) and Work Stress (X2) jointly have a significant effect on the dependent variable Employee Performance (Y).

Determining the F-table value

With alpha of 5% (0.05), the result is 3.28 Degrees of freedom (df) for numerator = 2; denominator = 34 F table (0.05) = 3.28

Determining the F-calculated value

The F-calculated value obtained from the data processing is presented in the table below:

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.912	2	69.456	4.582	.017[a]
	Residual	515.413	34	15.159		
	Total	654.324	36			

a. Predictors: (Constant), Stress (X2), Kompensasi (X1)
b. Dependent Variabel Prestasi kerja Karyawan (Y)

Figure 7. F-Calculated Values

Criteria for Acceptance and Rejection of H_0

a. If F_calculated > F_table, then H_0 is rejected and H_a is accepted. This means that the independent variables, including Compensation (X1) and Work Stress (X2), jointly have a significant influence on the dependent variable, namely Employee Performance (Y).
b. If F_calculated < F_table, then H_0 is accepted and H_a is rejected. This means that the independent variables, including Compensation (X1) and Work Stress (X2), jointly do not have a significant influence on the dependent variable, namely Employee Performance (Y).

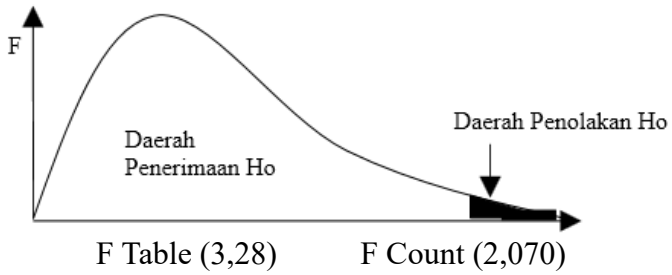

Figure 8. Acceptance and Rejection Region for the F-Test

Interpreting the Results

Based on the results of the F-test conducted using SPSS version 18.00, the calculated F value is 4.582, which is greater than the F-table value of 3.28, and the obtained significance value is 0.017. This significance value is smaller than the alpha value of 0.05, therefore H_0 is rejected and H_a is accepted. This means the independent variables, namely Compensation (X1) and Work Stress (X2), jointly (simultaneously) have a significant effect on the dependent variable Employee Performance (Y), with a contribution of 21.2%.

t-Test (Partial Test)

The t-test is used to measure the significance level of the partial relationship between each independent variable (Compensation (X1) and Work Stress (X2)) and the dependent variable Employee Performance (Y). The steps are as follows:

Formulating the Hypotheses

a. H_0: $\beta_1 = \beta_2 = 0 \rightarrow$ This means partially the independent variables Compensation (X1) and Work Stress (X2) have no significant effect on the dependent variable Employee Performance (Y).
b. H_a: $\beta_1 = \beta_2 \neq 0 \rightarrow$ This means partially the independent variables Compensation (X1) and Work Stress (X2) have a significant effect on the dependent variable Employee Performance (Y).

Determining the t-Table Value

At a 5% significance level ($\alpha = 0.05$), the result is 2.021. Degrees of freedom:

$df = n - (k + 1) = 37 - 3 - 1 = 33$

t-table (0.05: 33) = 2.021

Determining the t-Calculated Value

The t-calculated values obtained using SPSS version 18.00 are as follows:

a. For the Compensation variable (X1), the t-calculated value is 2.070, with a significance value of 0.046.
b. For the Work Stress variable (X2), the t-calculated value is 2.439, with a significance value of 0.020.

Criteria for Acceptance and Rejection of H_0

a. If t_calculated > t_table, then H_0 is rejected and H_a is accepted. This indicates that the independent variables Compensation (X1) and Work Stress (X2) have a partial significant effect on the dependent variable Employee Performance (Y).

b. If t_calculated < t_table, then H_o is accepted and H_a is rejected. This indicates that the independent variables Compensation (X1) and Work Stress (X2) do not have a partial significant effect on the dependent variable Employee Performance (Y).

Interpreting the Results

The results of the t-test conducted using SPSS version 18.00 can be seen in the table below:

Coefficients[a]

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		4.230	.000
	Kompensasi (X1)	.317	2.070	.046
	Stress (X2)	.374	2.439	.020

a. Dependent Variable: Prestasi Karyawan (Y)

Figure 9. t-Test Calculation Results

Based on the table above, the results of the t-test calculation can be explained as follows:

a. The calculated t-value for the independent variable Compensation (X1) is 2.070, while the t-table value with degrees of freedom (37 – 3 – 1 = 33) is 2.021. Since the calculated t-value of 2.070 > t-table value of 2.021, Ho is rejected and Ha is accepted. Therefore, it can be concluded that there is a significant influence between Compensation (X1) and Employee Performance (Y) branch. This statement is also supported by the significance level (sig) of the Compensation variable (X1), which is 0.046 < the confidence level of 0.05 (α = 5%). The magnitude of the influence of the independent variable Compensation (X1) on the dependent variable Employee Performance (Y) is 31.7%.

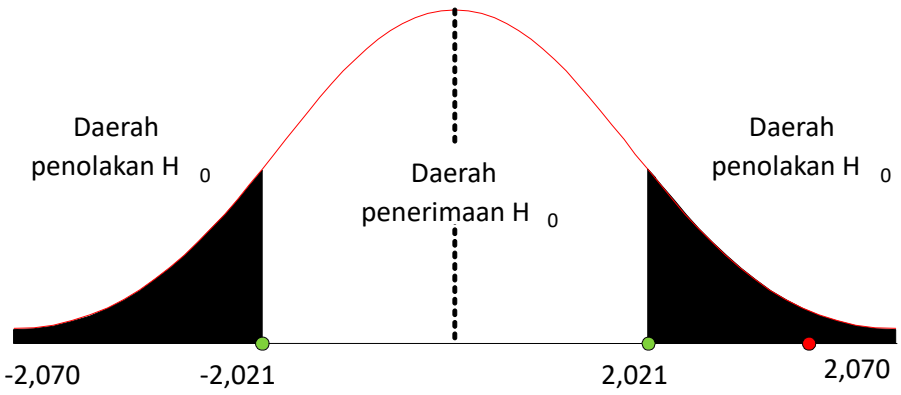

Figure 10. Acceptance and Rejection Region of t-Test for the Compensation Variable

b. The calculated t-value for the independent variable Work Stress (X2) is 2.439, while the t-table value with degrees of freedom (37 – 3 – 1 = 33) is 2.021. Since the t-value of 2.439 > t-table value of 2.021, Ho is rejected and Ha is accepted. Therefore, it can be concluded that there is a significant influence between Work Stress (X2) and Employee Performance (Y) branch. This conclusion is further supported by the significance level (sig) of the independent variable Work Stress (X2), which is 0.020 < the confidence level of 0.05 (α = 5%). The magnitude of the influence of the independent variable Work Stress (X2) on the dependent variable Employee Performance (Y) is 37.4%.

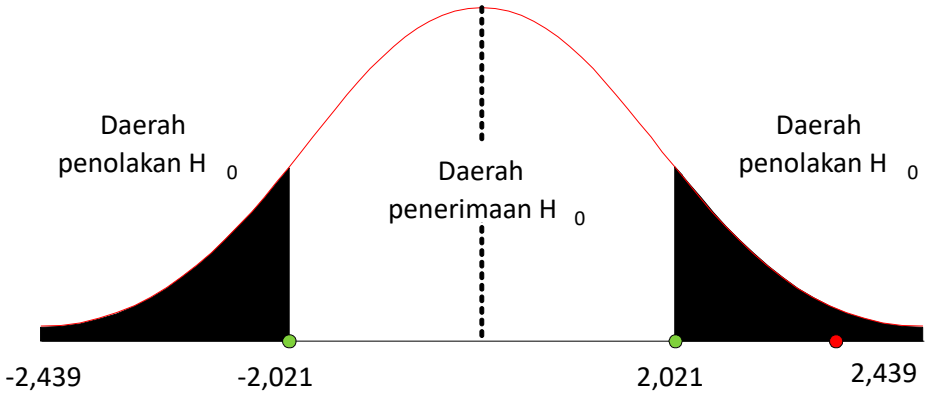

Figure 11. Acceptance and Rejection Region of the t-Test for the Work Stress Variable

Based on the results obtained from the research above, it can be concluded that the most dominant variable influencing Employee Performance branch, is the Work Stress variable.

Discussion

This research was conducted by the author under the title: *The Effect of Compensation and Work Stress on Employee Performance* .The study was conducted on employees by distributing questionnaires to 37 respondents. The questionnaire consisted of items related to Employee Performance, Compensation, and Work Stress. Data analysis was carried out using the SPSS 18.00 software with the multiple linear regression model. Based on the results, the multiple linear regression equation obtained is:

Y = 25.417 + 0.265 X1 + 0.462 X2

According to the results of the F-test conducted using SPSS 18.00, the calculated F-value was 2.070, which is greater than the F-table value of 3.28, with a significance value of 0.000. Since this significance value is smaller than the alpha level of 0.05, Ho is rejected and Ha is accepted. This means that the independent variables, Compensation and Work Stress, together (simultaneously) have a significant influence on the dependent variable, Employee Performance (Y).

From the t-test results, the following findings were obtained:

a. The t-value for the independent variable Compensation (X1) is 2.070 > t-table 2.021, with a significance level (sig) of 0.046 < confidence level of 0.05 (α = 5%). Thus, there is a significant influence between Compensation (X1) and Employee Performance (Y) , with an influence magnitude of 31.7%.
b. The t-value for the independent variable Work Stress (X2) is 2.439 > t-table 2.021, with a significance level (sig) of 0.020 < confidence level of 0.05 (α = 5%). Thus, there is a significant influence between Work Stress (X2) and Employee Performance (Y) with an influence magnitude of 37.4%.

Based on the findings from the above research, it can be concluded that the most dominant variable affecting Employee Performance is the Work Stress variable.

The results of this study show that simultaneously, the Compensation (X1) and Work Stress (X2) variables have a significant effect on Employee Performance, with an F-value of 56.037 (sig 0.000 < 0.05). Partially, the test proves that both the Compensation and Work Stress variables have a significant influence, with sig values < 0.05. The Work Stress variable has the largest standardized beta coefficient value of 0.374, indicating that Work Stress has the most dominant influence on Employee Performance. The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150)This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing (Budi et al., 2023). Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya (Sholeh et al., 2024). Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Indriana et al., 2019). Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut (Salim et al., 2024). The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Zuhro et al., 2024).

5. Conclusion

The most dominant variable influencing the Job Performance of employees is Work Stress, as the t value for this variable is 2.439 > t table value 2.021.

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