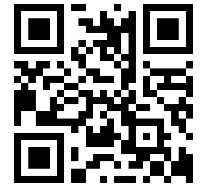# The Effect of Work Stress, Compensation and Leadership on Employee Performance at PT Flash Ekspedisi, Binjai

Li Chi

Master of Management / University Prima, Indonesia

ABSTRACT: Human resources (HR) are a central factor in an organization. Therefore, to achieve the goals of an organization, it is very necessary to pay attention to factors of work stress, compensation, and leadership in an organization. This study aims to examine the effect of work stress, compensation, and leadership on employee performance at PT Flash Ekspedisi, Binjai. This study was located at PT Flash Ekspedisi, Binjai, the total population in this study was 63 people, a sampling method with total sampling. Data collection using questionnaires, interviews, and observations. This research in testing his hypothesis using inference analysis techniques (multiple linear regression analysis). This analysis aims to find out the relationship between free variables and the bound variables studied. This analysis technique will provide an answer to the hypothesis that states free variables and bound variables have simultaneous and partial effects. The results of the simultaneous regression test (F-test) stated that Work Stress (X1), compensation (X2), and Leadership (X.3) simultaneously had a significant effect on performance (Y). The results of the data analysis obtained an F-count value of 82.322 greater than the F-table (2.97) and a sig value smaller than 0.05. Simultaneously, it can be seen that the variables of Work Stress, compensation, and Leadership have a significant effect on employee performance. It can be partially seen that the variables of Work Stress, compensation, and Leadership have a significant and positive effect on employee performance.

KEYWORDS: work stress, Compensation, Leadership, performance.

I. INTRODUCTION

Human resources (HR) are a central factor in an organization. Whatever its form and purpose, an organization is founded based on a vision for the common good, and in the implementation of its mission is managed and taken care of by humans. Labor or employees are the most valuable source in the organization. In the absence of a qualified workforce or employees, the goals of the organization can't be achieved properly. Therefore, in the company, it must be observed the level of stress, compensation, and leadership style for the goals of an organization to be achieved. Work stress is a condition of tension that affects a person's emotions, thought processes, and condition. Work stress can help or damage an employee's performance, depending on how much stress level it is. Previous research from Dewi, et al (2014) showed that work stress has a negative and significant influence on employee performance. This means that there is a reverse relationship between work stress and employee performance where, any increase in work stress will have an impact on reducing employee performance, and vice versa. Leadership is a process of a person's activity in terms of leading, guiding, influencing, or controlling thoughts, feelings, and behavior towards others under his supervision (1). Compensation is also an important factor for employees as individuals because the amount of compensation reflects a measure of the value of their work among the employees themselves, their families, and society. In addition to leadership and division of labor factors, companies must also pay attention to providing compensation for their employees. Compensation is also a reward or repayment of services that the company provides to labor as a result of the achievements it has provided to achieve the company's goals (2); (3); (4); (5). The problem experienced by PT Flash Ekspedisi, Binjai, regarding the unsatisfactory performance of employees in the company. This is seen from the amount of income per month which tends to fluctuate and rarely meets the targets set by the company, there are customer complaints that are still very high received by the company. This study aims to examine the Effect of Work Stress, Compensation, and Leadership on Employee Performance at PT Flash Ekspedisi, Binjai.

II. LITERATUR REVIEW

Compensation is the entire remuneration received by employees as a result of the implementation of work in the organization in the form of money or others which can be in the form of salaries, wages, bonuses, incentives, and other benefits such as health

benefits, holiday allowances, meal allowances, leave money and others (4). Stress can be defined as a response carried by various external events and can take the form of positive or negative experiences, the higher the level of stress, the lower the performance achieved (6). Stress is a mental disorder that a person faces as a result of pressure. This pressure arises as a result of an individual's failure to meet his needs or desires (7). Positive stress is called eustress while excessive and detrimental stress is called distress. Stress that is left unattended without serious treatment from the company in the short term can make employees depressed, unmotivated, and frustrated causing employees to work not optimally so that their

Performance will be disrupted (8). Leadership has an important meaning in influencing performance. Good leadership will provide a sense of comfort to employees in carrying out their work. Research conducted by Wokas, (2022) states that the improvement of employee performance is influenced by partial leadership (9). According to Supatmi (2012), states that Leadership plays an important role for employees in the workplace that can affect their performance (5).

III. RESEARCH METHODS

This study was located at PT Flash Ekspedisi, Binjai, the total population in this study was 63 people, a sampling method with a total sampling. Data collection using questionnaires, interviews and observations. This research in testing his hypothesis using inference analysis techniques (multiple linear regression analysis). This analysis aims to find out the relationship between free variables and the bound variables studied. This analysis technique will provide an answer to the hypothesis that states free variables and bound variables have simultaneous and partial effects.

IV. RESULT AND DISCUSION

The results of multiple linear regression analysis can be seen in Table 1. as follows.

Table 1. Multiple Linear Regression Analysis Results

Variable	Undstandardized Coefficient		Standardized Coefficient	t_{hitung}	Sig.	t_{tabel}
	B	Std. Error	Beta			
Work stress	0,844	0,144	0,521	5,882	0,002	1,669
Compensation	0,478	0,182	0,256	3,744	0,034	1,669
Leadership	0,335	0,080	0,277	2,577	0,005	1,669

Constant = -1,892
R = 0,886
R Square = 0,788
Adjusted R Square = 0,846
F_{hitung} = 76,232
F_{tabel} = 2,97
Sig. F_{hitung} = 0,016

Source: Research data processing results, 2022

Based on Table 1. it can be known that the resulting regression equation is as follows Y = -1,892 + 0,844X1 + 0,478X2 + 0,335X3. The results of the classical assumption test can be seen in table as follows.

Table 2. Normality Test Results

		Unstandardized Residual
N		63
Normal Parameters	Mean	0,008
	Std. Deviation	2,622
Most Extreme	Absolute	0,082
Differences	Positive	0,060
	Negative	-0,079
Kolmogorov-Smirnov Z		0,573
Asymp. Sig. (2-tailed)		0,865

Source: Research data processing results, 2022

Table 2. Shows that the value of Asymp. Sig. 0.865 is greater than 0.05 then the normality requirement has been met.

Table 3. Multicholinearity Test Results

No.	Variable	Collinearity Statistic	
		Tolerance	VIF
1	Work stress	0,518	1,670
2	Compensation	0,445	2,233
3	Leadership	0,645	1,620

Source: Research data processing results, 2022

Table 3. Shows that all variables have a VIF value of less than 10 and a tolerance value greater than 0.1, then the multicholinearity requirement has been met.

Table 4. Heteroskedasticity Test Results

Variable	Undstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,381	1,211		1,772	0,069
Work stress	0,011	0,082	0,038	0,223	0,856
Compensation	-0,024	0,105	-0,052	-0,332	0,833
Leadership	-0,015	0,057	-0,022	-0,301	0,845

Source: Research data processing results, 2022

Table 4. shows that all variables have a significance value greater than 0.05 then the heteroskedasticity requirement has been met.

1) Test the effect of free variables on bound variables simultaneously.

The first hypothesis test used a simultaneous regression test (F-test) which stated that Work stress (X1), Compensation (X2), and Leadership (X.3) simultaneously had a significant effect on performance (Y). The results of the data analysis obtained a calculated F value of 82.322 greater than Ftabel (2.97) and a sig value smaller than 0.05 which means that Work stress (X1), Compensation (X2), and Leadership (X3) have a significant simultaneous effect on the performance of PT employees. Pande Agung Segara Dewata. The results of the analysis also obtained an R2 value of 0.654 which means that 65.4 percent of employee performance variations were influenced by variations in employee work stress, compensation, and leadership and other variables affecting 34.6 percent. The considerable influence given by the variables Work stress, Compensation, and Leadership on employee performance makes the company must understand well the consequences that will be caused by these three variables. Providing good training, providing fair and decent compensation, and fostering good relations between superiors and employees must be carried out by the company to increase employee morale at work.

2) Test the effect of free variables on partially bound variables.

The second hypothesis test uses a partial regression test (t-test) which states that Work stress (X1), Compensation (X2), and Leadership (X.3) partially have a significant and positive effect on performance (Y).

3) Effect of Work stress (X1) on performance (Y).

The results of the data analysis obtained a calculated value of 5.882 with a sig value of 0.006. This indicates that the calculated value is greater than the ttable (1.669) and the sig value is smaller than 0.05 which means that Work stress (X1), has a significant and positive effect partially on employee performance. Good work stress from employees will increase confidence in completing tasks on time and smoothly so as to improve employee performance.

4) Effect of Compensation (X2) on performance (Y).

The results of the data analysis obtained a calculated value of 3.744 with a sig value of 0.024. This indicates that the calculated value is greater than the ttable (1.669) and the sig value is less than 0.05 which means that Compensation (X2), has a significant and positive effect partially on employee performance. Employees can improve their performance if given proper and fair compensation by the company. Compensation can calm the hearts of employees at work so that the work given can be completed properly.

5) The Effect of Leadership (X3) on performance (Y).

The results of the data analysis obtained a calculated value of 2.577 with a sig value of 0.009. This indicates that the calculated value is greater than the ttable (1.669) and the sig value is smaller than 0.05 which means that Leadership (X3), has a significant and positive effect partially on employee performance. Good Leadership conditions will be able to improve employee performance. An employee will have good performance if the surrounding Leadership feels safe and comfortable both physical and non-physical Leadership.

V. DISCUSSION

1. The Effect of Work Stress on Employee Performance.

The results of statistical data analysis can prove that there is a significant and partial positive influence of the Work stress variable on employee performance with a regression coefficient value of 0.852. This shows that work stress has a unidirectional influence on performance. Good employee work stress is very important benefits for the company, the higher the level of work stress of an employee, the better the ability to complete work. Employees who have high work stress will have good self-confidence not to make mistakes while working and be able to complete work well. The results of this study are supported by research by Raharjo (2016), where the results of his research show that the work stress variable has a negative effect on employee performance. If the work stress felt is increasing, the performance of employees of the Novotel Bali Benoa Hotel will decrease. On the other hand, if the work stress felt decreases, the performance of Novotel Bali Benoa employees will increase (6). In contrast to the results of research by Ahmad (2019), it is stated that

Work stress does not affect employee performance at PT. FIF Group Manado. The results showed that even employees at PT. FIF Group Manado has high task demands but they do not feel that these things are stressful for them so it does not affect their performance. This means that work stress on PT. FIF Group Manado can still be overcome so that it does not affect their performance (10). The results of Wenur's research (2015), also stated that work stress does not have a significant influence on employee performance. This explains that if work stress increases or decreases, it does not affect employee performance (8).

2. The Effect of Compensation on Employee Performance.

The results of statistical data analysis can prove the existence of a significant and partially positive influence of the Compensation variable on employee performance with a regression coefficient value of 0.493. This shows that Compensation has a unidirectional influence on performance. Providing proper compensation and adjusted to the field of expertise of each employee can calm the hearts of employees at work so that the work given can be completed properly. On the other hand, the provision of unfair and decent compensation will cause social jealousy among employees which can cause disputes and will interfere with the concentration of employees in carrying out their work, which can later reduce employee performance in the company.

The results of the study are in line with the results of Nugraha's research (2018), where the results of the study showed a strong correlation because it was worth 0.601 (located in the interval of 0.60 – 0.799) with a perfect significance level due to Sig 0.000. The significance level of the table is 0.000 (less than 0.05) which means there is a significant effect between Compensation on performance (11). Supported by research by Fauzi (2014), the results of his research stated that the Compensation variable has a positive effect on employee performance. This means that if compensation is increased, it will improve employee performance. (12). Compensation can be used by companies to achieve these goals and can also be used to achieve other strategic goals, such as rapid growth, survival and innovation, strengthening and determining the structure. The Compensation system can help determine the structure of the organization, so that based on the status, people in a certain position can influence people in other positions. For employees, Compensation in real form such as basic Compensation and variable Compensation is important, because with this Compensation they can meet their needs directly, especially their physiological needs. However, of course, employees also hope that the compensation they receive is in accordance with their assessment of the sacrifices that have been given to their group and to the company. The employee also hopes that the Compensation he receives is comparable to that given by the company to other employees, in his opinion the other employee has the same ability and performance as himself (13); (14); (5).

3. The Effect of Leadership on Employee Performance

The results of statistical data analysis can prove the existence of a significant and partially positive influence of the work environment variables on employee performance with a regression coefficient value of 0.314. This shows that Leadership has a unidirectional influence on performance. Comfortable leadership will make employees feel calm at work, good relationships with superiors and colleagues can improve employee performance at work. This means that all things related to physical and non-physical leadership can affect employee performance in completing their work. \Leadership is the ability to convince and move others to be willing to work together under their Leadership as a team to achieve a certain goal (15). The results of this study are supported by Lengkong research (2015), the calculation results obtained significance value (sig.) t for Leadership are 0.000 less

than 0.05. t count 2.935 > t table (df= 68; α = 5%) 1.668. Thus Ho was rejected, and accepted Ha stating there was an influence of Leadership on Employee Performance (1).

VI. CONCLUSIONS

Based on the results of the discussion that has been described, it can be concluded as follows. Simultaneously, it can be seen that the variables work stress, compensation, and leadership have a significant effect on employee performance. Partially, it can be seen that the variables work stress, compensation, and leadership have a significant and positive effect on employee performance.

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