Effect of Job Compensation, Job Satisfaction, Job Stress, Motivation and Work Conflict on Employee Performance (Case Study on Heavy Equipment Specialist Company)

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Abstract
The COVID-19 pandemic has had the impact of changing the pattern of company policies to continue to operate and run the company's business. For those aged above 50 years of age, it is advisable to do WFH (Work From Home) work. And a reduction in the number of employees entering the office during the COVID-19 pandemic. By continuing to follow the health protocol guidelines, the continuity of operational work to achieve the company's targets in carrying out project activities during the COVID-19 pandemic greatly impacts the company's performance. Especially there are transportation barriers in the supply chain with the PSBB to limit the movement of activities to the demand for supply of material needs and the provision of equipment spare parts imported from different city locations. This study uses a quantitative approach method.In this study using five independent variables, namely work compensation (X1), job satisfaction (X2), work stress (X3) work motivation (X4) and work conflict (X5).Dependent Variable (dependent variable)In this study, the dependent variable is Employee Performance (Y)The method of collecting data with questionnaire data from 47 respondents and then the data is tested by testing the hypothesis of this research is the method of structural equation modeling using software Smart PLS. The results of the study stated thatWork compensation has no effect on employee performance.Job satisfaction has no effect on employee performance. Job stress has no effect on employee performance. Work motivation has a positive effect on employee performance. Work conflict has a positive effect on employee performance.
Keywords: Job Compensation, Job Satisfaction, Job Stress, Motivation, Work Conflict, Employee Performance
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I.   Introduction

Development of Advanced Indonesia began early in 2020 which increased economic growth, with programs launched by the government. Several national strategic programs in the fields of: Tourism, Energy, Transportation (air, sea, land transportation), Road infrastructure, bridges, weirs, airports and the new state capital area.The extraordinary occurrence of the COVID-19 pandemic in the world, which initially started in the Chinese city of Wuhan, has spread to all countries in the world, including Indonesia in mid-February 2020 (CNBC Indonesia, 2020, processed).Meanwhile, in the context of Accelerating the Handling of COVID-19, the Minister of Health Regulation Number 9 of 2020 concerning Large-Scale Social Restrictions (PSBB) has been issued as well as referred to in Government Regulation Number 21 of 2020 which was signed by President Joko Widodo on Tuesday, March 31, 2020 concerning Restrictions. Large-Scale Social Restrictions in the context of accelerating the handling of Corona Virus Disease 2019 (COVID-19) stipulates that the Minister of Health establishes Large-Scale Social Restrictions based on the recommendation of the governor/regent/mayor or the Chief Executive of the Task Force for the Acceleration of Handling COVID-19 with the specified criteria. In the Government Regulation, Large-Scale Social Restrictions cover at least school and work holidays, restrictions on activities in public places or facilities.Several changes to the pattern of the company's policy to continue operating the company's business. For those aged above 50 years of age, it is advisable to do WFH (Work From Home) work. And a reduction in the number of employees entering the office during the COVID-19 pandemic.By continuing to follow the health protocol guidelines, the continuity of operational work to achieve the company's targets in carrying out project activities during the COVID-19 pandemic greatly impacts the company's performance. Especially there are transportation barriers in the supply chain with the PSBB to limit the movement of activities to the demand for supply of material needs and the provision of equipment spare parts imported from different city locations.Several previous studies tested the factors that affect employee performance, namely work compensation has a positive effect on employee performance according to Muslimin

(2020) and Sholohin (2021). Meanwhile, according to Prabandari et al (2020) and Muzzaki et al (2020) job satisfaction has a positive effect on employee performance.Work stress is the third independent variable as a factor that affects employee performance, according to Fakhnurozi and Pragiwani (2020) which is in line with Kusumuyadi (2020) that work stress affects employee performance. Motivation is an important factor because employees will feel support from the existing leadership. This statement is supported by the research results of Nuraeni and Irawati (2020) and is in line with Hustia (2020) who tested that work motivation affects employee performance. For the last factor, namely work conflict, according to Herdani et al (2020) and Walangantu (2018), it is stated that work conflict has a negative effect on employee performance.

II.   Hypothesis Development

A. The Effect of Work Compensation on Employee Performance
Muslimin's research (2020) tested the effect of compensation on job satisfaction, the results showed that compensation had a positive effect on the employees of the Bima City Agriculture Service, this result was in line with research conducted by Sholihin (2021) with research respondents, namely hospital employees, the results showed that compensation work affects employee performance. This positive influence means that the better the compensation given, the employee's performance will increase. Based on this research, the first hypothesis is

H1: Work Compensation has a positive effect on Employee Performance
B. The Effect of Job Satisfaction on Employee Performance
Job satisfaction is the second independent variable to be tested on employee performance, Prabandari et al (2020) with hospital employee respondents showing the results that job satisfaction is related to employee performance. Respondents with employees at the Regional Drinking Water Company in Malang City were conducted by Muzzaki et al (2020), the results of the study showed that job satisfaction had a positive effect on employee performance. The positive effect in this hypothesis means that the more employees feel satisfied at work, the more they will improve their performance. Based on previous research, the second hypothesis is

H2: Job Satisfaction Positively Affects Employee Performance
C. The Effect of Job Stress on Employee Performance
Work stress is the third independent variable as a factor that affects employee performance, Fakhnurozi and Pragiwani (2020) tested the effect of work stress on employee performance, the results showed that job stress had an effect on employee performance. A similar study was conducted by Kusumayadi (2020), the results of the study showed that work stress had an effect on employee performance. Based on previous research, the third hypothesis is

H3: Work Stress Affects Employee Performance
D. The Influence of Work Motivation on Employee Performance
Motivation is an important factor because employees will feel support from the existing leadership. Previous research conducted by Nuraeni and Irawati (2020); Hustia (2020) tested the effect of employee motivation at work in the era of the covid-19 pandemic. The results showed that motivation had an effect on employee performance. Based on previous research, the fourth hypothesis is

H4: Work Motivation Affects Employee Performance
E. The Effect of Work Conflict on Employee Performance
Previous research conducted by Herdani et al (2020); Walangantu (2018); Tambak (2018) examines the importance of conflict variables on employee performance. The results of previous studies indicate that work conflict has a negative effect on employee performance, this means that the higher the conflict in the work environment, the more unproductive employees will be and focus on doing their job or in other words the lower the performance achieved. Based on previous research, the fifth hypothesis is

H5: Work Conflict Has a Negative Effect on Employee Performance

III.   Materials & Methods

3.**1. Research methods**
This research use method quantitative approach.In this study using five independent variables, namely work compensation (X1), job satisfaction (X2), work stress (X3) work motivation (X4) and work conflict (X5).Dependent Variable (dependent variable)is Employee Performance (Y).

3.2 Population and Sample
The sample is part of the number and characteristics possessed by the population as many as 47 respondents consisting of section heads and project management

3.3 Data Collection Method

When viewed from the method, the data collection technique was done by questionnaire (questionnaire) and observation (observation). Sugiyono (2018).The data collection method used in this thesis research is a questionnaire (questionnaire) which is a data collection technique carried out by giving a set of questions or written statements to respondents to answer, Sugiyono (2018).

3.4 Data Analysis Method

The method that will be used in testing the hypothesis of this research is structural equation modeling. According to Santosa (2018), Structural Equation Modeling (SEM) is a statistical method used by researchers in various fields. In general, there are two types of SEM, namely variance-based SEM and covariance-based SEM. PLS is a variance-based SEM, where according to Chin in Santosa (2018), PLS is able to handle path models with reflective or formative constructs, even a combination of both in a model. In this study, the SEM method used is Partial Least Square (PLS).

IV. Results & Discussion

4.1 Measurement Model Results (Outer Model)

Convergent Validity Results

Of the number of questionnaires that can be processed, namely as many as 47 respondents in this study, then the data was tabulated using Microsoft Excel (.xls) and saved as in .csv (comma delimited) format, the data was then tested for validity and reliability using the SEM PLS method using data processing software SmartPLS 3.0 Professional Editions. The value of convergent validity is the value of the loading factor on the latent variable with its indicators. Based on the results of the outer loading factor, there are several indicators that have a loading factor value of less than 0.6.

-      Composite Reliability Results
-      To determine the reliability of the instrument, the measurements used in this study can be identified by the Cronbachs alpha score and composite reliability.
-      Reliability Test Score Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance	0.6431	0.6451	0.6542	0.5063
Compensation	0.5924	0.5389	0.6007	0.2951
Satisfaction	0.6167	0.084	0.5993	0.3951
Work Stress	0.5576	0.5576	0.5889	0.4125
Motivation	0.6111	0.6188	0.6292	0.3819
Work Conflict	0.4472	0.4875	0.5569	0.4014

In general, the composite reliability value that can be used is at least 0.5, so it can be concluded that the reliability of this instrument is statistically reliable.

4.2 Measurement Model Test Results (Inner Model)

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value, and R-square of the research model. The structural model was evaluated using R-square for the dependent construct of the t-test and the significance of the coefficients of the structural path parameters.
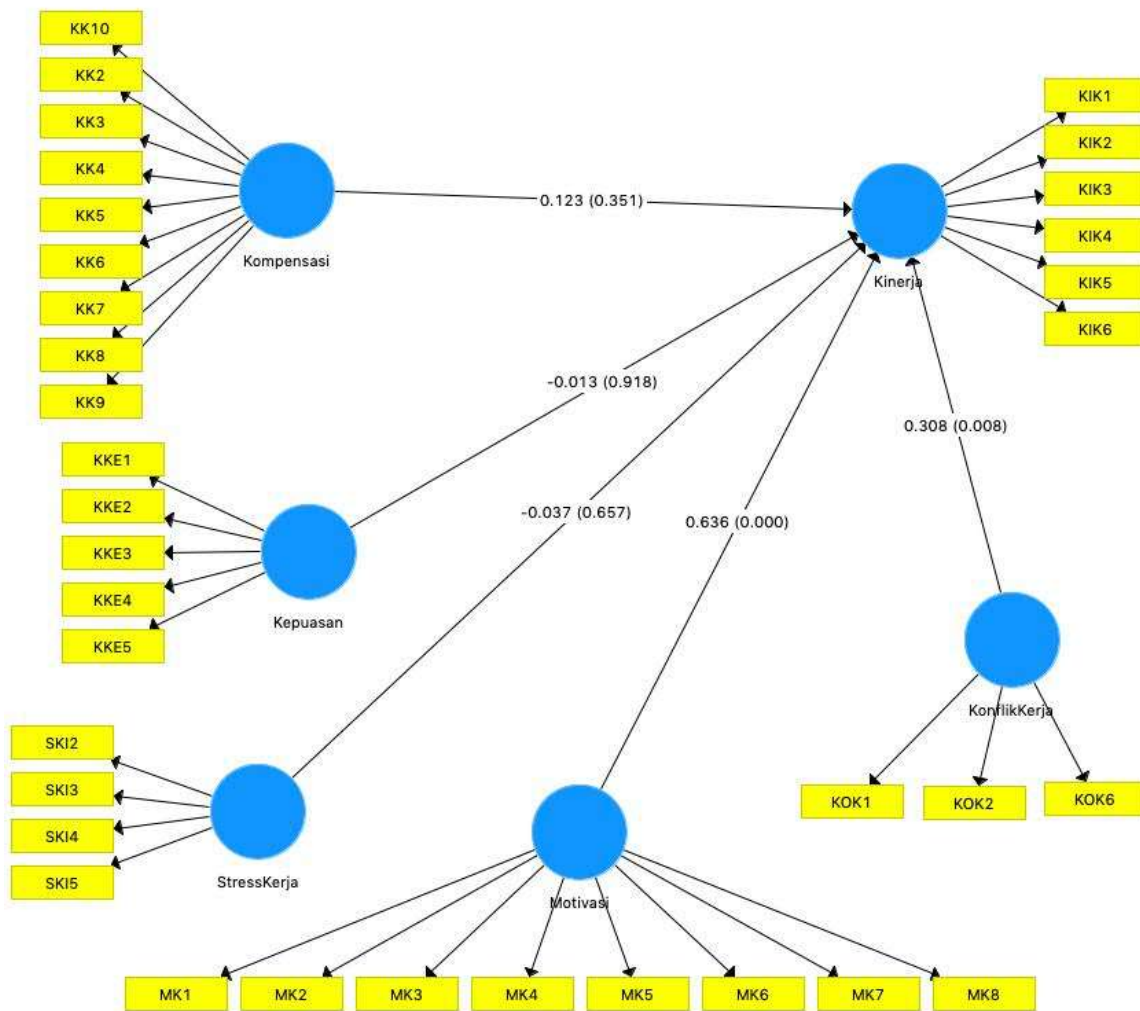
Figure 1 Measurement Model

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. Table 1 is the result of R-square estimation using smartPLS Professional Editions.

Table 1 R-Square Value

	R Square	**Adjusted R Square**
Employee performance	0.5597	0.5431

Table 1 shows the adjusted R-sqaure value for the employee performance variable, a value of 0.5431 or 54.3% is obtained which means that the performance variable can be influenced by job satisfaction, compensation, work conflict, motivation and work stress and the remaining 45.7% is influenced by other variables that have not been identified. be observed in this study.

4.3 Hypothesis Test

The significance of the estimated parameters provides very useful information regarding the relationship between research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 5.10 provides the estimated output for testing the structural model.

Table 2. Influence between Variables - Result For Inner Weights

Influence	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values

Work Compensation -> Employee performance	0.085	0.092	0.098	0.606	**0.267**
Job Satisfaction -> Employee performance	-0.013	-0.068	0.092	0.069	**0.639**
Individual Work Stress -> Employee performance	-0.037	-0.061	0.083	0.310	**0.456**
Work Motivation -> Employee performance	0.442	0.451	0.098	6.472	**0.000**
Work Conflict -> Employee performance	0.214	0.189	0.079	2,710	**0.007**

In PLS statistical testing of each hypothesized effect is carried out using simulation. In this case, the bootstrapping method is applied to the sample. Testing with bootstrapping is also intended to minimize the problem of abnormal research data. The results of the bootstrapping test from the PLS analysis are as follows:

A.Hypothesis Testing 1 (Effect of Work Compensation on Employee Performance)
The results of testing the first hypothesis show the effect of work compensation on employee performance as seen in table 5.10 showing the value (O) which is the path coefficient of 0.085 with a T statistic of 0.606. The value of T statistic shows a value that is smaller than the value of t table (1.960). Then it can be interpreted that the effect of work compensation has no effect on employee performance

**B.	Hypothesis Testing 2 (Effect ofJob Satisfaction on Employee Performance)**
The results of testing the second hypothesis show the effect of job satisfaction on employee performance as seen in table 5.10 shows the value (O) which is the path coefficient of -0.013 with a T statistic value of 0.069 The T statistic value shows a value smaller than the t table value (1960). Then it can be interpreted that the effect of job satisfaction has no effect on employee performance

**C.	Hypothesis Testing 3 (Effect ofJob Stress on Employee Performance)**
The results of testing the third hypothesis show the effect of work stress on employee performance as seen in table 5.10 showing the value (O) which is the path coefficient of -0.037 with a T statistic of 0.310. The value of T statistic shows a value that is smaller than the value of t table (1.960). So it can be interpreted that the effect of work stress has no effect on employee performance.

**D.	Hypothesis Testing 4 (Effect ofWork Motivation on Employee Performance)**
The results of testing the first hypothesis show the effect of work motivation on employee performance as seen in table 5.10 shows the value (O) which is the path coefficient of 0.042 with a T statistic of 6.472. The value of T statistic shows a value that is greater than the value of t table (1.960). Then it can be interpreted that the effect of work compensation has a positive effect on employee performance.

**E.	Hypothesis Testing 5 (Effect of Work Conflict on Employee Performance)**
The results of testing the first hypothesis show the effect of work compensation on employee performance as seen in table 5.10 showing the value (O) which is the path coefficient of 0.214 with a T statistic of 2.710. The value of T statistic shows a value that is greater than the value of t table (1.960). Then it can be interpreted that the effect of work conflict has a positive effect on employee performance

## V.	Conclusion
The conclusions in this study are as follows:
1. Work compensation has no effect on employee performance.Shows the value (O) which is the path coefficient of 0.085 with a T statistic of 0.606. The value of T statistic shows a value that is smaller than the value of t table (1.960). Because the work culture and work ethic of the employees who are the samples of this study have assessed that performance is a major responsibility without the need to look at supporting factors for compensation such as incentives, pension funds, employee outbound activities.
2. Job satisfaction has no effect on employee performance. shows the value (O) which is the path coefficient of -0.013 with a T statistic value of 0.069. The T statistic value shows a value that is smaller than the t table value (1.960). Because the respondents who were the sample in this study considered that the work mechanism that had been arranged was in accordance with the job description of each individual with a real-time supervision

system through a platform that could always detect if there were problems that would hinder employee performance.

3. Job stress has no effect on employee performance.shows the value (O) which is the path coefficient of -0.037 with a T statistic of 0.310. The value of T statistic shows a value that is smaller than the value of t table (1.960). Because stress or work pressure is part of the work rhythm that depends on the duration and activity

4. Work motivation has a positive effect on employee performance.shows the value (O) which is the path coefficient of 0.042 with a T statistic of 6.472. The value of T statistic shows a value that is greater than the value of t table (1.960). Because some forms of motivation that are currently running are reflected in the leadership style, for example in the evaluation of the Company's monthly meetings, inviting external speakers to motivate employees in the form of in-house training.

5. Work conflict has a positive effect on employee performance.shows the value (O) which is the path coefficient of 0.214 with a T statistic of 2.710. The value of T statistic shows a value that is greater than the value of t table (1.960). BecauseIn competitive heavy equipment specialist companies, young employees tend to work better to compete to achieve the best performance in carrying out their duties.When related to the working period, the majority of which are 1-5 years, as much as 62% reflects the level of maturity that is still in progress.

VI.   Recommendations

Based on the conclusions above, the authors provide the following suggestions:

1. Completion of work carried out by the Heavy Equipment Specialist Company on projects that have a certain working period, the company has used an IT-based Information System to monitor heavy equipment activities in managing work in the field. This is very useful for the Management in determining policies for the management of heavy equipment and human resources of the company

2. In terms of making company policies during the Covid-19 Pandemic, the company has followed government regulations in implementing them in the project environment carried out in the field. So that it can reduce the risk of accidents and diseases due to contracting Covid-19. Company management to always make innovations in mobilizing human resources so that they are actively involved in handling the prevention of the spread of Covid-19.

3. The Company's management every certain period must conduct an assessment for career advancement and employee salary increases, as an appreciation in developing the career path of employees who have excelled at work.

4. The Company still needs to develop career development that is able to motivate employees, this can be done with educational training programs and transfer of knowledge that are tailored to the competencies of each employee, this will create a sense of self-confidence and is a source of pride for the employees themselves if in total competent and develop in a sustainable manner.

5. The perspective of the work environment is an external factor that has a direct impact, a healthy, transparent and accountable work climate will support a conducive work atmosphere. In terms of the incentive system, periodic reviews are needed to encourage work motivation so that it is more efficient and productive

6. In a broader perspective, the company needs to build a culture and spirit of kinship and mutual cooperation in order to increase the company's productivity which will further have an impact on customer satisfaction on an ongoing basis.

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