

## The Influence of Motivation, Compensation and Work Stress on Employee Performance at PT. BANK SUMUT Pusat Medan

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### ABSTRACT

This study uses a quantitative method to assess motivation, compensation, and work stress affect employees' performance at PT Bank Sumut Medan. Observation and questionnaires were used to gather data, which was then analyzed using multiple linear regression analysis techniques with SPSS version 25. 40 PT Bank Sumut Medan personnel made up the research sample. The study's findings suggest that, to a partially positive and considerable extent, motivation, compensation, and work stress all affect employee performance. Additionally, all three of these factors work together to significantly and favorably impact employee performance

## INTRODUCTION

A company is an entity made up of several people who collaborate to accomplish specific objectives. Every organization tries to achieve these goals by considering various aspects, one of which is human resources (HR). The role of HR in determining the success of a company is very crucial. An organization's HR department has a major impact on its success. According to Pranata (2020), HR is a key factor in success because humans have thoughts, feelings, and needs. Decreased employee performance can have an impact on decreased productivity and increased errors in work, which can have negative consequences for individual employees, work teams, and the organization as a whole. By providing optimal contributions, employees not only support the growth and success of the company but also create a dynamic and productive work environment.

Table 1. Employee Performance Assessment Data of PT. Bank SUMUT Medan 2017-2022

Criteria	Year											
	2017		2018		2019		2020		2021		2022	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Very Good (>8.5)	4	10	7	17.5	6	15	6	15	7	17.5	8	20
Good (6.8-8.4)	20	50	15	37.5	28	70	25	62.5	20	50	18	45
Good Enough (5.2-6.7)	8	20	10	25	3	7.5	4	10	10	25	12	30
Poor (3.6-5.1)	8	20	8	20	3	7.5	5	12.5	3	7.5	2	5
Not Good (<3.5)	0	0	0	0	0	0	0	0	0	0	0	0
Amount	40	100	40	100	40	100	40	100	40	100	40	100

Source: PT Bank SUMUT Medan (2024)

The table above shows that the performance of PT Bank Sumut Medan employees fluctuates in the number of employees who receive excellent performance ratings. In 2017, only 4 employees or around 10% of 40 employees received excellent performance ratings. This number increased to 17.5% in 2018, but decreased to 15% in 2019 and 2020. In 2021, the percentage rose again to 17.5% and increased again to 20% in 2022. Although the average employee received a good performance predicate, the condition is still not optimal.

Motivation acts as an internal drive that affects employee performance, while compensation can increase employee motivation and performance (Suherman, 2021). In addition, work stress is a risk that impacts the physical and mental health of employees (Rizka et al., 2022). Motivation, compensation, work stress, and employee performance are interrelated and influence each other in the organization. Therefore, the relationship between these factors is the focus of the study. The author will conduct a study at the Head Office of PT. Bank SUMUT in Medan, which was chosen because of its dynamic employee performance and contribution to increasing the company's credibility. The purpose of this study is to determine how employee performance in a competitive setting is impacted by motivation, compensation, and work stress.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance refers to a person's ability to work effectively so that they can achieve work goals optimally, where the sacrifices made are smaller than the results achieved (Siagian, 2021). Handoko (2020) identified several indicators to measure employee performance, namely:

1. Quality, level of accuracy and conformity of work results with established standards
2. Quantity, Amount of work or output produced in a certain period
3. Punctuality, Ability to complete tasks and work according to the specified schedule or deadline.
4. Effectiveness, the extent to which work results meet objectives and have a positive impact on the organization

### **Work Motivation**

Motivation is the drive that makes someone enthusiastic about working, so that they are willing to work together, work effectively, and be integrated with the efforts made to achieve organizational or company goals (Hasibuan, 2020). According to Afandi (2021), motivation indicators include:

1. Reward
2. Working conditions
3. Work performance
4. The work itself

## Compensation

Herawati (2021) stated that compensation is an important factor that influences the reasons why someone chooses to work in an organization rather than another organization. According to Herawati (2021), compensation indicators include:

1. Salary
2. Allowances
3. Facilities

## Job Stress

According to Basalamah et al. (2022), work stress is a feeling of pressure felt by employees when facing work tasks, which is triggered by stressors from the work environment, including environmental, organizational, and individual factors. Hasibuan (2020) identified the indicators of work stress as follows:

1. Workload
2. Leader's attitude
3. Working hours
4. Conflict
5. Communication
6. Work authority

## METHODOLOGY

This study was carried out at PT. Bank Sumut, Jalan Imam Bonjol No. 18, Medan 20152, and it used a quantitative methodology. Forty workers of PT. Bank Sumut Medan were included in the study's population and sample. The key data utilized were gathered via questionnaires, discussions, and interviews with employees and supervisors. Questionnaires and observation were used to gather data, and hypothesis testing was used to analyze the results.

## RESULTS

### Human Resources Division Organizational Structure

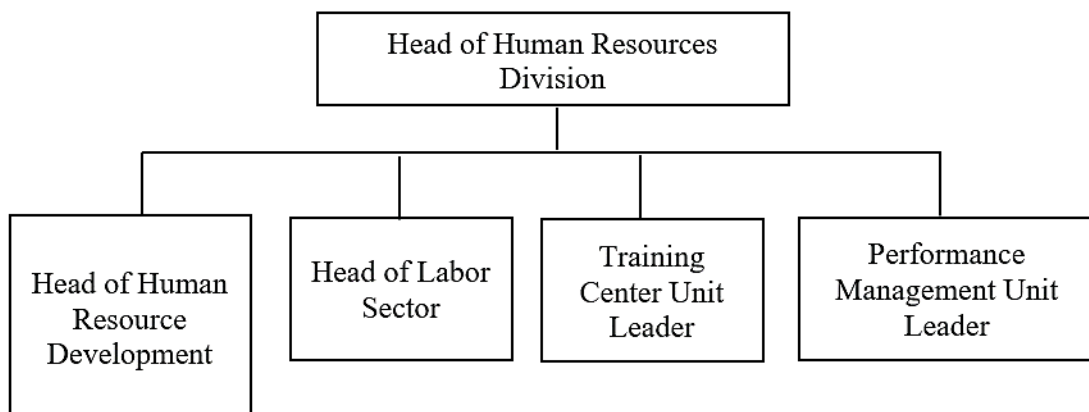


Figure 1. Human Resources Division Organizational Stryctyre  
Source: PT Bank SUMUT Medan (2024)

### Respondent Characteristics

The study's data were collected via questionnaires given to 40 workers in the HR department of PT. Bank Sumut Medan. The following is a description of the respondent characteristics:

- Gender

Table 2. Gender Characteristics

Gender	Number of Respondents	%
Man	25	62.5
Woman	15	37.5
Amount	40	100

Source: Processed Primary Data (2024)

Table 2 shows that out of a total of 40 respondents, 25 respondents (62.5%) were male, while 15 respondents (37.5%) were female. Thus, the majority of respondents in this study were male with a percentage of 62.5%.

- Age

Table 3. Age Characteristics

Age (Years)	Number of Respondents	%
25-34 years	30	75
35-50 years	10	25
Amount	40	100

Source: Processed Primary Data (2024)

Table 3 shows that the majority of respondents, namely 30 people (75%), are in the age range of 25-34 years, while 10 respondents (25%) are in the age range of 35-50 years. This shows that the majority of respondents are between 25 and 34 years old.

- Education

Table 4. Characteristics of Education

Education	Number of Respondents	%
S1	32	80
S2	8	20
Amount	40	100

Source: Processed Primary Data (2024)

Table 4 shows that the majority of employees working in this company have a BA (32 people) education, while 8 respondents (20%) have a MA (Masters) education.

**Data Quality Test**

## a. Validity Test

Table 5. Validity Test Results

Variables	Question Items	Corrected Item Correlation	r-mean
Motivation (X1)	X1.1	0.704	0.3
	X1.2	0.709	
	X1.3	0.798	
	X1.4	0.391	
	X1.5	0.391	
	X1.6	0.383	
	X1.7	0.615	
	X1.8	0.724	
Compensation (X2)	X2.1	0.321	0.3
	X2.2	0.339	
	X2.3	0.350	
	X2.4	0.796	
	X2.5	0.349	
	X2.6	0.394	
	X2.7	0.345	
	X2.8	0.782	
Job Stress (X3)	X3.1	0.608	0.3
	X3.2	0.508	
	X3.3	0.807	
	X3.4	0.803	
	X3.5	0.762	
	X3.6	0.845	
	X3.7	0.406	
	X3.8	0.399	
	X3.9	0.426	
	X3.10	0.667	
	X3.11	0.780	
	X3.12	0.661	
Employee Performance (Y)	Y1	0.806	0.3
	Y2	0.819	
	Y3	0.634	
	Y4	0.785	
	Y5	0.633	
	Y6	0.693	
	Y7	0.836	
	Y8	0.839	

Source: Processed Primary Data (2024)

Table 5's validity test results demonstrate that every variable question item's computed value is greater than 0.30. Consequently, it can be said that all of the questionnaire's questions have been validated, making the data collected appropriate for use in reliability testing.

## b. Reliability Test

Table 6. Reliability Test Results

Variables	Cronbach's Alpha	N of Items
Motivation (X1)	0.692	8
Compensation (X2)	0.699	8
Job Stress (X3)	0.847	12
Employee Performance (Y)	0.864	8

Source: Processed Primary Data (2024)

Table 6 displays Cronbach's Alpha values more than 0.60 for the study's variables, indicating strong reliability and appropriateness for the questionnaire for use in future studies.

**Classical Assumption Test**

1. Normality Test

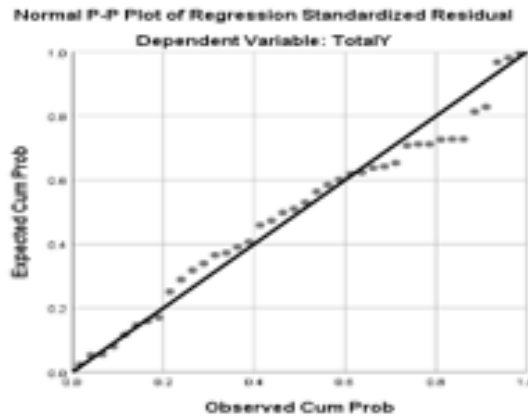


Figure 2. Normality Test Result  
 Source: Processed Primary Data (2024)

The results of the Normality Test from SPSS 25 are displayed in Figure 2, where the data (dots) exhibit a straight diagonal line of followability. This suggests that the regression model satisfies the normalcy condition and the data is normally distributed.

2. Multicollinearity Test

Table 7. Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
1(Constant)		
Motivation X1	.272	3.675
X2 Compensation	.741	1,350
Job Stress X3	.232	4.310

Source: Processed Primary Data (2024)

The Multicollinearity Test results are displayed in Table 7, where the tolerance values for Motivation of 0.272, Compensation 0.741, and Job Stress 0.232, are all over 0.1. Motivation has a VIF score of 3.675, Compensation 1.350, and Job Stress 4.310, all of which are less than 10. This suggests that there are no issues with multicollinearity in this investigation.

### 3. Heteroscedasticity Test

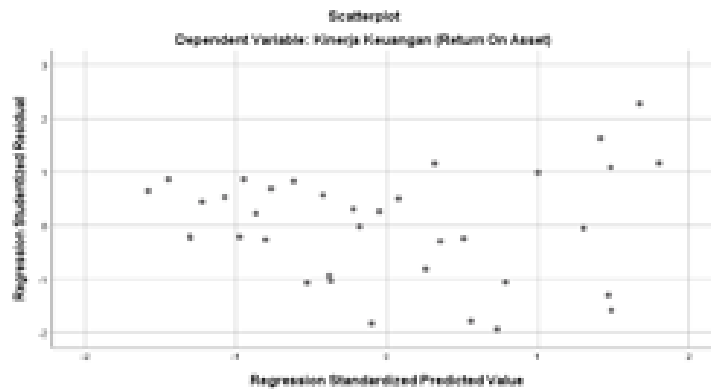


Figure 3. Heteroscedasticity Test  
Source: Processed Primary Data (2024)

The Heteroscedasticity Test results are displayed using a scatterplot in Figure 3, which indicates that the data is randomly distributed around the Y axis at a value of 0 with no discernible pattern. This suggests that there are no issues with heteroscedasticity in this study.

#### Multiple Linear Analysis

Table 8. Multiple Linear Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	16,234	8,876		1,829	.076
Motivation X1	.105	.270	.773	6,389	.000
X2 Compensation	.439	.315	.459	3,395	.012
Job Stress X3	.657	.202	.665	3,259	.002

Source: Processed Primary Data (2024)

The regression equation, derived from multiple linear regression analysis is:

$$Y = 16.234 + 0.105X1 + 0.439X2 + 0.657X3$$

The following is an explanation of this equation:

- The contribution of variables X1, X2, and X3 to variable Y is represented by the constant 16.234 if motivation, compensation, and job stress are held constant. The constant indicates that all three variables contribute to Y if it is between +1 and less than -1.
- The motivation variable's coefficient is 0.105, indicating that if X1's value is not zero, X1 will have an impact on the Y variable.
- The coefficient of the compensation variable is 0.439, indicating a relationship between variables Y and X2 if the value of X2 is not 0.
- The coefficient of the work stress variable is 0.657, indicating the influence of variable X3 on Y if the value of X3 is not 0.



**Fit Test (Goodness of Fit Test)**

1. Simultaneous Test (F Test)

Table 9. F Test

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1Regression	344.125	3	114,708	22,461	.000 <sup>b</sup>
Residual	183,850	36	5.107		
Total	527,975	39			

a. Dependent Variable: totally

b. Predictors: (Constant), TotalX3, TotalX2, TotalX1

Source: Processed Primary Data (2024)

2. Partial Test (T-Test)

Table 10. T-Test

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1(Constant)	16,234	8,876			1,829	.076
Motivation X1	.105	.270			.773	.6389
X2 Compensation	.439	.315			.459	.395
Job StressX3	.657	.202			.665	.3259

Source: Processed Primary Data (2024)

- 1) The motivation variable's testing reveals a sig value of 0.000, indicating that employee performance is positively and significantly impacted by motivation.
- 2) A sig value of 0.012 was obtained from testing the compensation variable, suggesting that remuneration had a substantial and positive impact on employee performance.
- 3) The work stress variable's testing produced a sig value of 0.002, indicating that work stress has a positive and substantial impact on employee performance.

3. Coefficient of Determination Test

Table 11. Test of Determination Coefficient

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.807 <sup>a</sup>	.652	.623	2.260	1.132	

a. Predictors: (Constant), TotalX3, TotalX2, TotalX1

b. Dependent Variable: totally

Source: Processed Primary Data (2024)

The study's Adjusted R Square value of 0.652 indicates that motivation, compensation, and work stress account for 65.2% of employee performance, with other factors accounting for 34.8% of the variance

## **DISCUSSION**

### **H1: There is a Positive and Significant Influence of Motivation Partially on Employee Performance**

The first hypothesis is supported by the data analysis, which demonstrates that employee performance is positively and significantly impacted by motivation. The positive regression coefficient and sig value  $<0.05$  confirm this finding. This finding is consistent with the research of Adhika Devi Aryani, Wibowo Setiyo Nugroho, and Nur Wening (2022), which similarly indicated that employee performance is positively and significantly impacted by motivation.

### **H2: There is a Positive and Significant Influence of Compensation Partially on Employee Performance**

Data analysis shows that employee performance is positively impacted by compensation, supporting the acceptance of the second hypothesis. The positive regression coefficient and sig value  $<0.05$  confirm this finding. This conclusion is congruent with the research of Adhika Devi Aryani, Wibowo Setiyo Nugroho, and Nur Wening (2022), which also revealed that compensation had a positive and significant effect on employee performance.

### **H3: There is a Positive and Significant Influence of Work Stress Partially on Employee Performance**

According to data analysis, the third hypothesis that is, the idea that work stress improves employee performance is accepted. The positive regression coefficient and sig value  $<0.05$  confirm this finding. This conclusion is consistent with the research of Adhika Devi Aryani, Wibowo Setiyo Nugroho, and Nur Wening (2022), which similarly demonstrated a positive and significant influence of work stress on employee performance.

### **H4: There is a Positive and Significant Influence of Motivation, Compensation and Work Stress Simultaneously on Employee Performance**

The data analysis results validate the acceptance of the fourth hypothesis, which states that employee performance is positively impacted by motivation, compensation, and work stress all at the same time. A substantial influence is shown by a sig value less than 0.05. Adhika Devi Aryani, Wibowo Setiyo Nugroho, and Nur Wening's research from 2022, which also discovered that these three factors concurrently have a favorable and significant effect on employee performance, is consistent with this finding.

## **CONCLUSIONS AND RECOMMENDATIONS**

According to this study, employee performance is positively and significantly impacted by motivation, compensation, and work stress. Additionally, there is a simultaneous positive and considerable impact on employee performance due to these three aspects. It may be possible for future research to add to or modify the independent variables under study.

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