

The Effect of Work Stress, Compensation and Motivation on the Performance of Sales People

Christian Wiradendi Wolor^{a*}, Yetti Supriyati^b, Dedi Purwana^c,
^{a,b,c}Universitas Negeri Jakarta, Indonesia, Email:
^{a*}christianwiradendi@unj.ac.id

Human Resources (HR) plays an important role in the implementation of an organisation's work processes and the achievement of organisational goals. This study aimed to investigate the effect of work stress, compensation and motivation on the performance of the sales people of PT Daya Anugrah Mandiri Jakarta. The sample was the sales force of PT Daya Anugrah Mandiri Jakarta. The sampling technique that the researchers used was purposive sampling. These techniques included selection on the basis of certain criteria, developed by researchers through objective research. The number of samples taken was 62. The method used was a quantitative approach, through survey methods and analysis technique paths utilising SPSS software. This study found that work stress negatively affected job performance. Work stress had a positive effect on motivation. Compensation had a positive effect on performance. Compensation had a positive effect on motivation. Motivation had a positive effect on performance.

Key words: *Work Stress, Compensation, Motivation, Performance, Path Analysis.*

Introduction

Human Resources (HR) plays an important role in the implementation of an organisation's work processes and the achievement of organisational goals. In practice, the people in an organization are a major element in comparison with other resources. Without human resources, other resources would not be able to be used. Although many factors affect an organisation, such as modern machinery, strong capital, technology and sophisticated systems, the absence of humans who handle and manage these factors will also impact the development of the organisation.

High-performance requires an increase in optimal working conditions, and the ability to leverage the potential of human resources to realise the goals of the organisation, so as to contribute positively to the development of the organisation. In addition, organisations need to consider various factors that may affect the performance of employees. This case required review of the organisation's role in improving effectiveness and efficiency, in order to encourage the creation of professional attitudes and actions in completing work in accordance with tan employees field and responsibilities.

According to Rizal, Djumahirm and Mintarti, employee performance, in general, measures an individual's ability to carry out the tasks assigned to him, and considers the extent to which the employee contributes to their organisation (Rizal, Idrus, Djumahir, & Mintarti, 2014) (Abdullah, Darwanis, & Zain, 2012). In particular, the performance of sales employees, according to Baldauf and Cravens, provide an evaluation of the contribution of salespeople in achieving organisational goals through their results (Baldauf & Cravens, 2002)

According to data compiled, the peak motorcycle sales occurred in 2011, breaking through up to eight million units. However, these figures then began to decline. 2014 saw as many as 7.9 million units, followed in 2015 by 6.5 million units, and 2016 as many as 5.9 million units sold. For Honda, motorcycle sales in Indonesia alone during the 2014-2016 period continue to decline (Handayani, 2017). Throughout 2014 it sold 5,051,100 units, then 2015 recorded 4,450,000 units, while 2016 reached 4,380,888 units.

The turnover rate in 2014 was 7 people, 2015's 5 people, and 2016's was 12 people. This indicates that there is pressure, both in relation to work, and in the surrounding environment, which can cause a high number of salespeople to leave the company. The average monthly attendance in 2014 was 9 people, then there was an increase in 2015 of 13 people, and in 2016 monthly attendance was at 14 people.

Some of the factors that affect the performance of employees of salespeople, according to Khuong, Slamet, Agwu, Kakkos, are organisational justice, conflict management, compensation, work stress, work motivation, leadership, and commitment (Khuong & Hoang Quoc, 2016) (Slamet Riyadi, 2011) (Agwu, 2013) (Kakkos & Trivellas, 2011). Interviews from Honda Bekasi motorcycle dealers showed that absenteeism, high turnover of salespeople, work relations among co-workers, dealer procedure systems, high work stress, and compensation systems, from dealers to salespeople. had an important effect in the decline of employee performance. Based on the facts above, this study considers the factors of organisational justice, conflict management, compensation, work stress, work motivation that influence the performance of sales employees.

The first aspect in this study that can influence the performance of sales people is work stress. Work stress is a feeling of distress experienced by employees in the face of work (Mangkunegara, 2015). The research conducted by Kakkos and Trivellas found that work stress has a negative effect on employee performance (Kakkos & Trivellas, 2011). Furthermore, in the study, Kakkos and Trivellas said that companies must improve employee performance by motivating employees while still emphasizing low levels of work stress to help improve employee performance. In contrast to the research conducted by Kakkos and Trivellas, the research conducted by Wartono found work stress has a positive effect on employee performance; the higher the level of work stress, the better the performance of employees (Wartono, 2017). This is of course contrary to the research examined by Kakkos and Trivellas.

Compensation obtained by sales people also plays a role in improving performance. Compensation describes all forms of salary or reward offered to employees and arises from their work. Rewards include direct compensation, indirect compensation and non-financial rewards (Negash, Zewude, & Megersa, 2014). Research conducted by Noviansyah & Zunaidah shows that compensation has a positive and significant effect on work performance of employees (Noviansyah & Zunaidah, 2011). But, other research, conducted by Rizal, Idrus, Djumahir, & Mintarti, found that the relationship of compensation to performance was not significant (Rizal et al., 2014). The last aspect that can improve performance is Work Motivation.

Motivation is closely related to the emergence of a tendency to do something to achieve goals. There is a strong relationship between motivational needs, actions or behaviour, and goals, satisfaction, and performance. Research conducted by John and Chukwu shows a strong relationship between the dimensions of motivation strategy and sales performance (John, Francis, & Chukwu, 2012). Conversely, research conducted by Suwati shows work motivation does not have a positive and significant effect on employee performance (Suwati, 2013). Suwati in her research said that motivation is not the dominant factor in improving employee performance.

The current study focuses on finding deficiencies from previous studies. This study develops comprehensively integrated concepts and models from the body of work already carried out on the effect work stress variables, compensation, and motivation on employee performance, especially in salespeople (Kouloubandi, Jofreh, & Mahdavi, 2012), (Negash et al., 2014), (Zafar, Ali, Hameed, Ilyas, & Younas, 2015). Secondly, this study aims to look at work motivation variables as intervening variables, and to connect the influence of work stress on employee performance and the effect of compensation on employee performance.

Literature Review

Employee Performance

Employee performance measures an individual's ability to carry out the tasks assigned to him, and considers the extent to which the employee contributes to their organisation (Rizal et al., 2014) & (Abdullah et al., 2012). Performance assessment is an important mechanism for management to explain the goals and standards of performance, and to motivate individuals in the future for the sustainability of the organisation. Khuong defines employee performance as evaluating whether employees do their jobs well within their organisation. There is also a scoring system used in most companies to determine and evaluate the ability of an employee (Khuong & Hoang Quoc, 2016).

Work Stress

Job stress, according to Kotteswari and Sharief, is a tension or conflict between the external environment and an individual, which causes emotional and physical stress (Kotteswari & Sharief, 2014). Job stress, according to Khalil, is an increasing problem in organisations, and does not only affect the work life of employees, but also affects the lives of their families as well (Khalil Wani, 2013).

Compensation

Compensation, according to Hameed, Ali, and Arslan, is a transactional segment between employees and organisation owners. It which is the result of employee contracts and takes the form of payments received for the work performed by the employee (Hameed, Ramzan, Zubair, Ali, & Arslan, 2014). Compensation, according to Negash, Zewude, and Megersa, includes all forms of salary or compensation to employees that arises from their work. Rewards include direct compensation, indirect compensation and non-financial rewards (Negash et al., 2014).

Motivation

Motivation, according to Ogunbayo, relates to the state of one's mind towards a desired activity (Ogunbayo, 2013). Motivation, according to Christa, Schwarz, and Butler, is to focus personality characteristics, individual dispositions, and the influence of external factors on individual learning behaviour to achieve organizational goals (Christa S. C. Asterhan, Schwarz, & Butler, 2007).

Hypothesis Development

Work Stress and Performance

Zafar, Hameed, Ilyas, and Younas, in their research entitled ‘The Influence of Job Stress on Employees Performance in Pakistan’, said that companies can improve employee performance by rewarding them with what they expect. On the contrary, if employee expectations are not met, they will incur negative behaviour, and employee performance will decrease due to stress (Zafar et al., 2015). Ahmed and Ramzan, in their research entitled ‘Effects of Job Stress on Employees Job Performance; A Study on Banking Sector of Pakistan’, show that job stress has a negative relationship on job performance (Ahmed & Ramzan, 2013).

Work Stress and Motivation

Lowering job stress on employees will increase the motivation of the employees themselves (Sanali, Bahron, & Dousin, 2013). The level of stress that occurs within a company can cause a lack of employee motivation in the work. As the main factor in the organisation, the human element needs to be maintained through various means (Martini & Fadli, 2011).

Compensation and Performance

Negash et al., in his research entitled ‘The effect of compensation on employees motivation: In Jimma University Academic Staff’ said that good compensation will affect good performance and keep employees focused on their work (Negash et al., 2014). Budiadi said in his research that, although compensation is not the only thing that affects employee satisfaction, there are indications that compensation is one of the determining factors in employee satisfaction that will motivate employees to improve performance (Budiadi, 2012).

Compensation and Motivation

If an employee is satisfied with compensation received, then the employee will be motivated to work (Ghazanfar, Chuanmin, Khan, & Bashir, 2011). Another study conducted by Pullins, entitled ‘An Exploratory Investigation of the Relationship of Sales Force Compensation and Intrinsic Motivation’, shows a positive relationship between compensation and performance (Pullins, 2001).

Motivation and Performance

Research conducted by Rizal et al., entitled ‘Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue

Management)' found there was a positive motivating effect on performance (Rizal et al., 2014). This is also reinforced by research conducted by Abdullah et al., entitled 'The Effect of Job Stress on Auditor Performance Through Work Motivation As Intervening Variables'. Studies at the Internal Auditor in the Aceh Provincial Government show that there is a positive influence on motivation for improved performance (Abdullah et al., 2012).

Research Hypotheses

Based on the broad objective of the study and the comprehensive review of the literature, the following hypotheses have emerged.

H1: Work stress has significant relationship with performance.

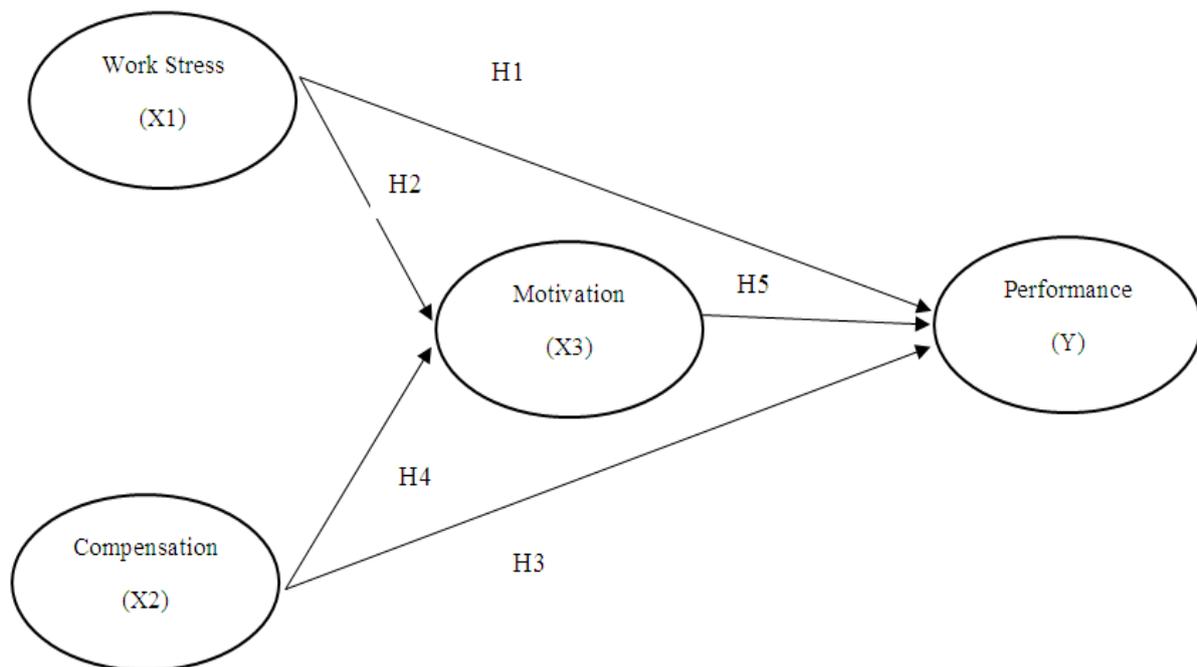
H2: Work stress has significant relationship with motivation.

H3: Compensation has significant relationship with performance.

H4: Compensation has significant relationship with motivation.

H5: Work motivation has significant relationship with employee performance

Figure 1. Conceptual model



Methodology

The research method used is an associative quantitative approach, through survey methods and path analysis techniques, by collecting data through research instruments. Specifically, by distributing questionnaires to employees whose results are then processed through the SPSS program. This method was chosen because it is in accordance with the objectives of the

study: to determine the effect of work stress as X1 variable, compensation as X2 variable, and motivation as X3 variable on performance as Y variable. The aim of this study is the empirical verification of the hypothesis to generalise these findings.

The sampling technique that the researchers used was purposive sampling. This technique includes people selected on the basis of certain criteria constructed by researchers, based on research objectives. People in populations that do not fit these criteria were not sampled. The sample size in this study was 62 samples. The questionnaire was measured based on a 5-point Likert scale of 1 (strongly disagree) to 5 (strongly Agree). The table below will detail the indicator for work stress variables, compensation, motivation and performance.

Table 1: Variable Operationalization

| Variable | Indicator | Scale | Reference |
|-------------------|--|---------|---|
| Performance (Y) | <ol style="list-style-type: none"> 1. Quality 2. Quantity 3. Benefits in carrying out tasks 4. Employee attitude | Ordinal | (Mangkunegara & Miftahuddin, 2016) |
| Work Stress (X1) | <ol style="list-style-type: none"> 1. Intrinsic In Work 2. The Role of Individuals in Organizations 3. Career Development 4. Relationships at Work 5. Structure and Climate 6. Demands from outside the Organization / Work 7. Characteristics of Individuals | Ordinal | (Robbins, 2007), (Rivai & Sagala, 2011) |
| Compensation (X2) | <ol style="list-style-type: none"> 1. Salary 2. Wages 3. Incentives 4. Indirect compensation | Ordinal | (Negash et al., 2014), (Rivai & Sagala, 2011) |
| Motivation (X3) | <ol style="list-style-type: none"> 1. Physiological needs 2. Security 3. Social 4. Prestige 5. Self Actualization | Ordinal | (Ogunbayo, 2013), (Christa S. C. Asterhan et al., 2007) |

A validity test was used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire could provide a measurable response. The

validity of the test was calculated by comparing the value of r count (correlated item-total correlation) with r table. The count $r > r$ table indicates the positive value of the item or the validity of the question. A data reliability test is to measure a questionnaire which is an indicator of the variables or constructs. A questionnaire said to be reliable if the answers on the statement is consistent or stable over time. Reliability, concerning the consistency of the answers, occurs if tested repeatedly in different samples. SPSS provides the facility to measure reliability with the Cronbach Alpha statistical test. A construct or a variable is said to be reliable if the value of Cronbach Alpha > 0.70 .

Problems that may arise in the use of multiple regression equation is multikolinearitas, a condition wherein the independent variables correlate with other independent variables, or an independent variable is a linear function of other independent variables. Multicollinearity presence can be seen from the tolerance value or the value of the variance inflation factor (VIF). Boundaries of the tolerance value are those below 0.10 or above 10 VIF; if these occur then there is multikolinearitas.

The heteroskedasitas test aims to test whether the regression model occurred unequal residual variance from one observation to another. A good regression model is that not the case heteroskedasitas. The methods that can be used to detect symptoms of heterokedasitas among others are: the graphical method, Spearman rank and Barlett.

A Normality Test aims to determine whether the regression model, the dependent variable and the independent variables have a normal distribution. A good regression model is to have a data distribution normal or nearly normal. The methods that can be used for normality are, among others: analysis of graphs and statistical analysis.

Analysis of the data in this study, using regression analysis, aims to determine the influence of some independent variables on the dependent variable.

$$X_3 = \beta_{X_3X_1} + \beta_{X_3X_2} + \varepsilon_1$$

$$Y = \beta_{YX_1} + \beta_{YX_2} + \beta_{YX_3} + \varepsilon_2$$

In the multiple linear models, this will be the amount of the contribution for independent variables together against the dependent variable, found by looking at the total size of the coefficient of determination (R^2).

Regression testing occurs separately or partially between each independent variable on the dependent variable. This test is used to determine whether each of the independent variables individually occasion significant influence on the dependent variable.

Results

Effect of Work Stress and Compensation on Motivation

Table 2: Coefficients

| Coefficients ^a | | | | | | |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -6.141 | 12.281 | | -.500 | .619 |
| | STRES_KERJ A | .600 | .290 | .243 | 2.070 | .043 |
| | KOMPENSAS I | .707 | .155 | .537 | 4.570 | .000 |

a. Dependent Variable: MOTIVASI

Based on the above data, structural equation 1 is as follows:

$$X3 = 0.600X1 + 0.707X2 - 6141$$

In the structural equation 1, if job stress and variable compensation have a value of 0, then the value of the variable of motivation will be worth -6141. The second notion, wherein other variables have a value of 0 and the variable of work stress is increased by 1 unit, will see the motivation variable value increase by 0600. The third notion, wherein the other variables have a value of 0 and the variable of compensation increased by 1 unit, will see the motivation variable value increase by 0707.

Table 3: Model Summary

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-----------------|----------------------------|---------------|
| Model | R | R Square | Adjusted Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .717 ^a | .514 | .497 | 10.087 | 1.781 |

a. Predictors: (Constant), KOMPENSASI, STRES_KERJA

b. Dependent Variable: MOTIVASI

According to the table above, the results of determination of coefficient between independent variables consists of: work stress variables and the dependent variable compensation is motivation. Results R Square of 0514, or 51.4%, means the effect of job stress and motivation of sales staff compensation to PT Daya Anugrah Mandiri, Jakarta amounted to 48.6% while the remaining 48.6% is influenced by other factors outside of the

study. As for the influence of the independent variables and work stress on the motivation of partial compensation, this can be seen in the beta value, or Standardized Coefficients in the table by using the t test.

The T test was used to test the influence of independent variables in explaining the existence of the dependent variable. Statistical calculation was called significant if the statistical test was in the region where H_0 was rejected. It was otherwise called insignificant if the value of the test statistics were in areas where H_0 was accepted. If the significance value <0.05 , it can be said that there is an influence of independent variables on the dependent variable.

Table 4: Coefficients

| Coefficients ^a | | | | | | |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardised Coefficients | | Standardised Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -6.141 | 12.281 | | -.500 | .619 |
| | STRES_KERJ A | .600 | .290 | .243 | 2.070 | .043 |
| | KOMPENSAS I | .707 | .155 | .537 | 4.570 | .000 |

a. Dependent Variable: MOTIVASI

Hypothesis 2:

$H_0: X_2 = 0$. There is no negative influence between work stress and the motivation of sales people at PT Daya Anugrah Mandiri Jakarta.

$H_1: X_2 \neq 0$ There is a negative influence between work stress and the motivation of sales people at PT Daya Anugrah Mandiri Jakarta.

Based on the table above, sig 0.043 <0.05 , thus, H_0 was refused and H_1 accepted. But has a positive effect with the beta value of 0.243. From this, it can be said that there is a significantly positive effect of work stress on motivation.

Hypothesis 4:

$H_0: X_4 = 0$ There is a positive influence between compensation and the motivation of sales people at PT Daya Anugrah Mandiri Jakarta.

$H_1: X_4 \neq 0$ There is a positive influence between compensation and the motivation of sales people at PT Daya Anugrah Mandiri Jakarta.

Based on the table above, sig 0.000 < 0.05, thus H0 was refused and H1 both was accepted and had a positive effect with the beta value of 0.537. From this, it can be said that there is a significantly positive effect of compensation on motivation.

Effect of Work Stress, Compensation, and Motivation on Performance

This stage will see the influence of independent variables consisting of work stress, compensation, and motivation on the dependent variable of performance by looking at the values in the table 5 below:

Table 5: Coefficients

| Coefficients ^a | | | | | | |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardised Coefficients | | Standardised Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 36.595 | 4.629 | | 7.906 | .000 |
| | STRES_KERJ A | -.324 | .113 | -.348 | -2.869 | .006 |
| | KOMPENSAS I | .185 | .068 | .372 | 2.729 | .008 |
| | MOTIVASI | .228 | .049 | .605 | 4.660 | .000 |

a. Dependent Variable: KINERJA

Based on the above data, structural equation 2 as follows:

$$Y = -0.324X_1 + 0.185X_2 + 0.228X_3 + 36.595$$

In the structural equation 2, if work stress, compensation, and motivation have a value of 0, then the value of performance will be 36.595. The second notion, wherein other variables have a value of 0 and a variable of work stress increased by 1 unit, then the value of performance will increase by -0.324. The third notion, wherein other variables have a value of 0 and compensation is increased by 1 unit, then the value of performance will increase by 0.185. The fourth, wherein other variables have a value of 0 and a motivational variable is increased by 1 unit, then the value of performance will increase by 0.228.

Table 6: Model Summary

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .725 ^a | .525 | .501 | 3.794 |

a. Predictors: (Constant), MOTIVASI, STRES_KERJA, KOMPENSASI

b. Dependent Variable: KINERJA

The table above shows the results of the determination coefficient between independent variables consisting of: work stress variables, compensation, and motivation; the dependent variable is the performance. R Square results of 0525, or 52.5%, mean the effect of work stress, compensation, and motivation on the performance of the sales force of PT Daya Anugrah Mandiri, Jakarta amounted to 52.5%. The remaining 47.5% were influenced by other factors outside of the study. As for the influence of the independent variables work stress, compensation, and motivation of the performance can be partially seen in the beta value, or Standardized Coefficients in the table by using the t test.

The T test was used to test the influence of independent variables in explaining the existence of the dependent variable. Statistical calculation was called significant if the statistical test was in the region where Ho was rejected, and was otherwise called insignificant if the value of the test statistics were in areas where Ho was accepted. If the significance value <0.05, it can be said that there is influence of independent variables on the dependent variable.

Table 7: Coefficients

| Coefficients ^a | | | | | | |
|---------------------------|-------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 36.595 | 4.629 | | 7.906 | .000 |
| | STRES_KERJA | -.324 | .113 | -.348 | -2.869 | .006 |
| | KOMPENSASI | .185 | .068 | .372 | 2.729 | .008 |
| | MOTIVASI | .228 | .049 | .605 | 4.660 | .000 |

a. Dependent Variable: KINERJA

Hypothesis 1:

H0: $X1 = 0$. There is no negative influence between work stress and the performance of sales people at PT Daya Anugrah Mandiri Jakarta.

H1: $X1 \neq 0$ There is a negative influence between work stress and the performance of sales people at PT Daya Anugrah Mandiri Jakarta.

Based on the table above, sig 0.006 < 0.05, thus, Ho was refused and H1 accepted, with a negative impact of a beta value of -0.348. Thus, it can be said that there is a significant negative effect of work stress on performance.

Hypothesis 3:

H0: $X3 = 0$. There is a positive influence between compensation and performance of sales people at PT Daya Anugrah Mandiri Jakarta.

H1: $X3 \neq 0$ There is a positive influence between compensation and performance of sales people at PT Daya Anugrah Mandiri Jakarta.

Based on the table above, sig 0.008 < 0.05, thus Ho was refused and H1 accepted, with a positive effect of a beta value of 0.372. Thus, it can be said that there is a significantly positive effect of compensation on performance.

Hypothesis 5:

H0: $X5 = 0$. There is a positive influence between motivation and performance of sales people at PT Daya Anugrah Mandiri Jakarta.

H1: $X5 \neq 0$. There is a positive influence between motivation and performance of sales people at PT Daya Anugrah Mandiri Jakarta.

Based on the table above, sig 0.008 < 0.05, thus Ho was refused and H1 accepted, with a positive effect of a beta value of 0.605. Thus, it can be said that there is a significantly positive effect of motivation on performance.

Discussion

Effect of Work Stress and Compensation on Motivation

Based on the t test (Table 4. Coefficients), sig 0.043 < 0.05, thus Ho was refused and H1 accepted. But there was a positive effect with a beta value of 0.243. Thus, it can be said that there is a significantly positive effect of work stress on motivation. Although there are differences in the results of research, according to Sanali (2013), a decrease in work stress on employees will increase the motivation of the employees themselves (Sanali et al., 2013).

Research that supports the effects of work stress has been done by Martini and Fadli (2011), finding that job stress has positive effect on employee motivation (Martini & Fadli, 2011).

Based on the t test (Table 4. Coefficients), sig 0.000 <0.05, thus Ho was refused and H1 accepted, with a positive effect of a beta value of 0.537. Thus, it can be said that there is a significantly positive effect of compensation on motivation. These results are consistent with empirical research conducted by Negash and Megersa, entitled 'The Effect of Compensation on Employees' Motivation: In Jimma University Academic Staff', which shows that there is a positive and significant relationship between compensation and motivation (Negash et al., 2014). If the employee is satisfied with the compensation received, then the employee will be motivated to work (Ghazanfar et al., 2011).

Effect of Work Stress, Compensation, and Motivation on Performance

Based on the t test (Table 7. Coefficients), sig 0.006 <0.05, thus, Ho was refused and H1 accepted, with a negative impact of a beta value of -0.348. From this, it can be said that there is a significant negative effect of work stress on performance. The results are consistent with those disclosed by Kakkos and Trivellas. In their research they have suggested that the stress of sales staff caused by competition and the achievement of sales targets forced sales staff to improve their performance. However, too much pressure has stress-related implications, such as decreased team spirit, dissatisfaction, and even resignation (Kakkos & Trivellas, 2011). The findings of this study are different from previous studies, namely, the research conducted by Ahmed and Ramzan entitled 'Effects of Job Stress on Employees Job Performance A Study on Banking Sector of Pakistan'. This research shows that job stress has a negative relationship with job performance. This difference in results is due to the characteristics of respondents, the object of the study, and the diversity of measurements of work stress variables (Ahmed & Ramzan, 2013).

Based on the t test (Table 7. Coefficients), sig 0.008 <0.05, thus Ho was refused and H1 accepted, with a positive effect of a beta value of 0.372. Thus, it can be said that there is a significantly positive effect of compensation on performance. The results are consistent with those disclosed by Negash et al., in his research entitled 'The Effect of Compensation on Employees' Motivation: In Jimma University Academic Staff'. This research said that good compensation will result in good performance and will keep employees focused on their work (Negash et al., 2014). Research by Rizal, Djumahir, and Mintarti, entitled 'Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City)' stated that compensation had a non-significant effect on employee performance. This difference in results is due to the



characteristics of the respondents, the object of the study, and the diversity of measurements of employee performance variables (Rizal et al., 2014).

Based on the t test (Table 7. Coefficients), sig 0.000 <0.05, thus Ho was refused and H1 accepted, with a positive effect of a beta value of 0.605. Thus, it can be said that there is a significantly positive effect of motivation on performance. The results are consistent with those disclosed by Rizal et al., in their research entitled 'Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management)' in which the study said there was a positive effect of motivation on performance (Rizal et al., 2014). These findings are also reinforced by research conducted by Abdullah et al., entitled 'The Effect of Job Stress on Auditor Performance Through Work Motivation As Intervening Variables'. Studies at the Internal Auditor in the Aceh Provincial Government show that \motivation has a positive influence on performance (Abdullah et al., 2012).

Conclusions

Based on the results of the analysis that has been done, researchers can deduce a few things: (1) Work stress negatively affects the performance of the sales staff. That is, if work stress is increased for the sales staff, their performance will degenerate. (2) Work stress has a positive effect on the motivation of the sales staff. That is, if the sales staff's stress increases, it will increase their motivation. However, if work stress is too high, it will decrease their motivation. Compensation has a positive effect on the performance of the sales staff. That is, if the sales staff compensation increases, it will increase their performance. Motivation has a positive effect on the performance of the sales staff. That is, if the sales staff motivation increases, so too will their performance.

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