

THE EFFECT OF WORK CONFLICT, WORK STRESS, AND WORKERS COMPENSATION ON FRONTLINER PERFORMANCE AT PT BANK CENTRAL ASIA PEKANBARU BRANCH**Sherren Fransisca¹, Achmad Tavip Junaedi^{2*}, Amries Rusli Tanjung³, Sri Indrastuti⁴, Selacrusita Hasibuan⁵**^{1,2,3,4,&5}Institut Bisnis dan Teknologi Pelita IndonesiaEmail: ssherrenfrmsca@gmail.com, achmad.tavip@lecturer.pelitaindonesia.ac.id*, selahasibuan798@gmail.com

*correspondence author

ABSTRACT

This research aims to find out whether there is an influence of Work Conflict, Work Stress, and Workers Compensation on Frontliner Performance at PT Bank Central Asia Pekanbaru Branch. The research method used is a questionnaire with a sampling technique using non-probability sampling, namely accidental sampling. In non-probability sampling where the sample used in this research was frontliner employees at PT Bank Central Asia Pekanbaru Branch with a sample size of 51 respondents. The hypothesis obtained is that Work Conflict has a negative influence and not significant on Frontliner Performance, Work Stress has a positive influence and significant on Frontliner Performance, Workers Compensation has a negative influence and not significant on Frontliner Performance.

Keywords : work conflict; work stress; workers compensation; frontliner performance

INTRODUCTION

Human resources have a big influence on the success of a company, this is because with quality human resources or employees, they can provide good performance for the company. Performance is a level of achievement carried out during a certain period in carrying out tasks such as work results, targets, goals and others (Veithzal Rivai, 2015). It is not only human resources that have a big influence on the success of a company, the quality of human resources also plays an important role in employee performance. The limited quality of human resources in terms of education, knowledge and skills has an impact on management, so that human resources themselves need to develop their competencies in order to increase productivity.

Work conflict is a disagreement between two or more people in a group who have different opinions, status, goals and values (Rivai dan Sagala, in Wahyu Muji Lestari, Lie Liana, Ajeng Aquinia, 2020). Workplace conflicts often arise as a result of several factors such as differing interests, poor communication, or differences in values and culture between team members. This conflict can occur between individuals, teams or management. Conflict that is not managed well can damage work relationships, damage work relationships, reduce productivity, and cause work stress.

Job stress is a phenomenon that occurs when job demands exceed an individual's ability to cope or handle them, and is often triggered by factors such as high work pressure, lack of control, role ambiguity, and a poor work environment. Work stress not only affects the physical and mental well-being of employees but can also impact productivity and the quality of relationships between employees in the work environment. Work stress can be managed by involving effective time management, social support, skills training and creating a good work environment. This aims to reduce the negative impact on employee performance efficiency.

Every person who works by selling their energy, consisting of physical and mental, to a company will receive compensation according to regulations and agreements. The amount of this reward is usually determined, known and agreed upon beforehand so that you can clearly know the amount of reward or compensation you will receive. Compensation is everything that employees receive as a reward for work done (Hermani, 2017) in (Laminigrum, 2016). This compensation can be in the form of basic salary, allowances, bonuses, and other benefits such as health protection, pension funds, and paid leave. The main objective of providing compensation is to appreciate employee performance, increase motivation, and retain and attract quality talent to join the company. In addition, competitive compensation also plays an important role in creating job satisfaction.

In this study, the author will examine a private company in Pekanbaru City, namely PT Bank Central Asia Tbk, Pekanbaru Main Branch Office. The researcher is interested in studying this company because, given its business advantages, the researcher wants to understand how internal factors, such as work conflict, work stress, and compensation, affect the performance of its employees, particularly frontline workers.

LITERATURE REVIEW

Employee performance

According to Mangkunegara (2014) quoted from (Yulianti, 2015) explains that, "performance is, "Work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given." According to Amstrong and Baron in Wibowo (2017) in (Alkalah, 2016) there are several factors that influence performance, namely : (1) Personal Factors, indicated by the level of skills, competencies possessed, motivation and commitment of the individual, (2) Leadership Factor, determined by the quality of encouragement, guidance, and support provided by managers and team leaders, (3) Team Factors, indicated by the quality of support provided by coworkers, (4) System Factor, indicated by the existence of a work system and facilities provided by the organization, (5) Contextual Situational, indicated by high levels of pressure and changes in the internal and external environment.

Work Conflict

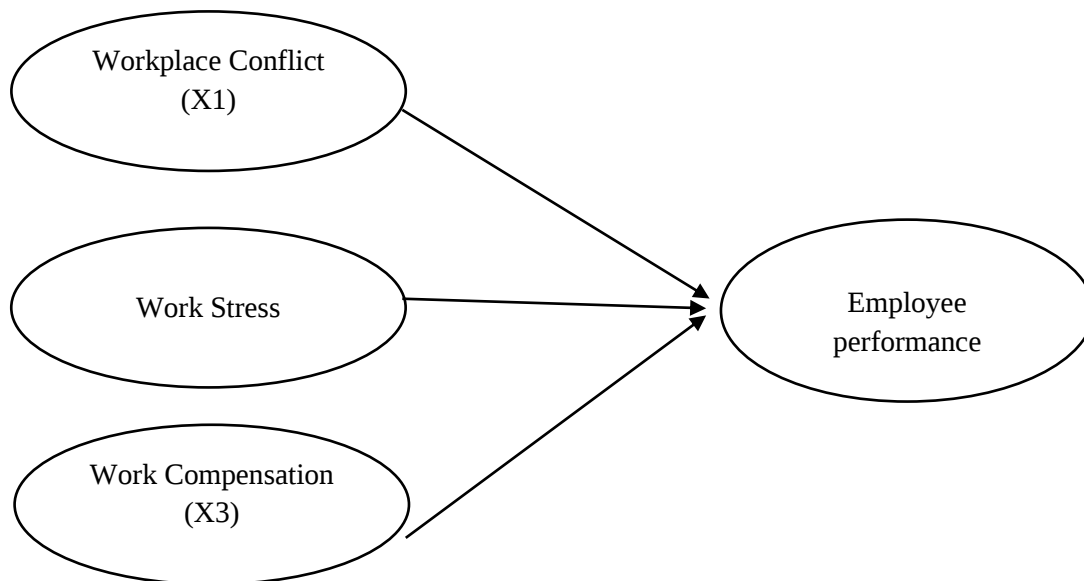
Work Conflict is the existence of a gap or discrepancy between various parties in an organization, work field, or between one employee and another in a company or organization. Work conflicts that occur within a company generally occur due to incompatibility in differences in status, goals, values or different perceptions. Work conflicts among employees, if not managed properly, will have a negative impact and can cause positive and negative things (Kurniawati *et al.*, 2020).

Work Stress

Ahmed (2013) defines stress as an individual's reaction to environmental forces that affect their performance. Work-related stress can be particularly disabling due to the potential threat to family functioning and individual performance. Stress itself is influenced by a number of stressors. However, Beehr and Newman (1978) have defined stress as a situation that will force a person to deviate from normal functioning due to changes (i.e. disturbances or increases) in his psychological and/or physiological conditions, such that the person is forced to deviate from normal functioning (Setyawati *et al.*, 2018).

Work Compensation

According to Mondy, RW. & Noe in Marwansyah (2010) in (Ristanty, 2019), compensation is the total reward given to employees in return for their services or contributions to the organization. Compensation given by the company to employees can provide long-term and short-term benefits to the company because compensation functions and aims to create a cooperative bond between the company and employees, increase job satisfaction, provide effective procurement, motivate, maintain employee stability, maintain employee discipline, avoid labor unions and the influence of government intervention (Ardana, et al., 2012:154) in (Yasa & Utama, 2014).



Source: Journal developed from Previous Research, 2024

Figure 1. Framework of Thought

RESEARCH METHODS

The population in this study was all *frontline* employees of PT. Bank Central Asia Main Branch Office Pekanbaru, totaling 51 (fifty-one) respondents. According to Neolaka (2014) in (Dewi, 2021) a sample is a portion of the population elements that are used as research objects, samples or also often called examples are representatives of the population whose characteristics will be revealed and will be used to estimate the population. This research uses a quantitative approach, because the data that the researcher will use is data obtained from a questionnaire. The sample in this study was all frontline employees of PT. Bank Central Asia Main Branch Office Pekanbaru, totaling 51 people.

Table 1. Operational Variables

Variables	Indicator	Source
Employee Performance (Y1)	1. Quality of Work	(Safitri, 2022)
	2. Quantity of Work	
	3. responsibility	
	4. Cooperation	
	5. Initiative	
Work Conflict (X1)	1. Communication Error	(Kurniawati <i>et al.</i> , 2)
	2. Difference in Goals	
	3. Differences in Assessment/Perception	
	4. Interdependence of Work Activities	
	5. Kesalahan dalam Afeksi	
Job Stress (X2)	1. Working Conditions	(Santoso, 2019)
	2. Role Conflict	
	3. Career Development	
	4. Organizational Structure	
Work Compensation (X3)	1. Wages or Salary	(Marta Nasrani Gee, Alwinda Manao, 2021)
	2. Incentives	
	3. Allowances	
	4. Facilities	

Source: Processed Data 2024

Data Types and Sources

The type of data used in this study is quantitative data with primary data sources, namely data obtained and collected directly from original sources or the results of the researcher's answers to questions given to respondents in the questionnaire. This questionnaire will be distributed to all frontline employees working at PT. Bank Central Asia Main Branch Office Pekanbaru. The use of primary data is intended to obtain research results in accordance with the actual situation.

Data collection technique

The data collection technique used in this study was a questionnaire, which was conducted by distributing forms containing questions to be answered by frontline employees working at PT. Bank Central Asia's Main Branch Office in Pekanbaru. Respondents were asked to provide answers from among a set of predetermined alternatives.

Research Instruments

Each question or statement listed will be assigned a measurement scale. The measurement scale used in this study is the Likert scale. Data from questionnaires with Likert-based answers can be categorized as interval data. The interval scale levels used in this study are 1-5.

Data Analysis Techniques

Respondent Characteristics Analysis

Respondent characteristics were used to determine the diversity of respondents based on work unit, annual contract period, age, gender, highest education, and income. Respondents were asked to provide assessments against the provided indicators. This was done to determine the influence of work conflict, job stress, and compensation on frontline employees at PT. Bank Central Asia's Pekanbaru Main Branch.

Preliminary Test

Validity Test

Validity tests are used to determine whether the questionnaire used in the research is valid or not. The questionnaire is said to be valid if the *Corrected Item-Total Corelation* value for each statement is $> 0,30$. Below are the results of validity testing using the SPSS application.

Reliability Test

A reliability test is a measurement that shows the extent to which the measurement is carried out without bias (error-free). Reliability is useful for showing the consistency of measurement results when repeated measurements are taken on the same object. In this study, reliability testing was carried out using the Cronbach's Alpha feature in SPSS. The criteria for reliability testing are if the reliability coefficient value is $> 0,6$ then the instrument being tested has good/reliable/trustworthy reliability, and if the reliability coefficient value is $< 0,6$ then the instrument being tested is not reliable.

Classical Assumption Test

Normality Test

The normality test aims to test whether the dependent variable, independent variable, or both have a normal distribution in the regression model or not. Good data that is suitable for use in research is data that has a normal distribution. Data normality can be seen in several ways, including using the Kolmogorov-Smirnov statistical test and looking at the normal curve P-plot.

Heteroscedasticity test

To detect the presence or absence of heteroscedasticity, a scatterplot can be used. One way to approach heteroscedasticity is by looking at the scatterplot graph between the predicted value of the dependent variable (ZPRED) and its residual (SRESID). If there are points forming a certain regular pattern, such as wavy, widening, then narrowing. However, if the points (dots) spread without forming a specific pattern below and above the number 0 on the Y-axis (Clouds Shape), then heteroscedasticity is said to have occurred (Ghozali, 2013).

Multicollinearity test

Detection to determine whether there are symptoms of multicollinearity in the regression model of this study can be done by looking at the Variance Inflation Factor (VIF) value and the tolerance value. Multicollinearity symptoms do not occur if the VIF value is not greater than 10 and the tolerance value is less than 0.10 (Ghozali, 2013). If the VIF value is < 10 and Tolerance $> 0,1$, it is stated that there is no multicollinearity.

Model Feasibility Test

F Test (Simultaneous Test)

Multiple regression analysis using the F (Fisher) test aims to determine the influence of all variables including work conflict, work stress and work compensation on employee performance. It also aims to test the research hypothesis that work conflict, work stress, and work compensation simultaneously have a significant influence on employee performance.

Coefficient of Determination Test (R^2)

The coefficient of determination test is used to measure the extent to which the model used is able to explain variations in the dependent variable through the independent variable. The coefficient of determination value ranges from 0 to 1. The smaller the coefficient of determination, the more limited the independent variable's ability to explain the variation in the dependent variable. Conversely, the closer it is to 1, the greater the independent variable's ability to provide the information needed to predict the dependent variable. However, a weakness of the coefficient of determination (R^2) is that its value tends to be biased towards the number of independent variables entered into the model. Each additional independent variable will increase R^2 , regardless of whether the variable has a significant effect on the dependent variable. To address this issue, the *Adjusted R^2* is used, which is more accurate in evaluating the best regression model. The *Adjusted R^2* can increase or decrease as independent variables are added, depending on whether they contribute significantly to the model.

Partial Test (T-Test)

For the second test, to prove the truth of the hypothesis, statistical testing is used, namely : If the t-count is greater than the t-table, it means that the independent variable has a significant influence on the dependent

variable. Likewise, if the calculated t is smaller than the t table, then the independent variable does not have a significant influence on the dependent variable. The t -test is used to test whether the regression coefficients of the variables Work Conflict (X1), Work Stress (X2) and Work Compensation (X3) are significant or not partially on the Employee Performance variable (Y).

RESULTS AND DISCUSSION

Respondent Characteristics Analysis

Table 2. Respondent Characteristics

Based on Work Unit	amount
1. Customer Service	16
2. Teller	35
Based on Annual Contract Period	
3. First Year	6
4. Second Year	36
5. Third Year	9
By Age	
6. 18-21 Years	27
7. 22-25 Years	24
By Gender	
8. Man	24
9. Woman	27
Based on Last Education	
10. Senior High School / Vocational School	10
11. S1	33
12. S2	8
Berdasarkan Pendapatan	
13. Rp 3.000.000 – Rp 5.000.000	18
14. Rp 5.000.000 – Rp 8.000.000	33

Source: Processed Data 2024

Based on Table 3, it can be seen that the number of frontline employees in this study was dominated by the Customer Service work unit with a total of 35 people (68.6%) and the work unit with the fewest was the Teller work unit with a total of 16 people (31.4%). This indicates that the Customer Service work unit generally has a more dominant role compared to Tellers in providing services and solutions to customers. Furthermore, entering the annual contract period of frontline employees in this study was dominated by second-year employees with a total of 36 people (70.6%). This indicates that many respondents feel more confident and comfortable in their roles, with some starting to show increased performance and responsibility. Regarding the characteristics of respondents based on age, it can be seen that the number of frontline employees in this study was dominated by the age of 18-21 years (52.9%) compared to the age of 22-25 years (47.1%). This indicates that the younger generation tends to be more interested or more easily accepted in the banking sector, due to the compatibility factor with the increasingly advanced development of banking technology and the need for a more flexible and adaptive workforce. Furthermore, the characteristics of respondents based on their last education, it can be seen that the number of frontliner employees in this study is dominated by frontliner employees whose last education is S1, totaling 33 people (64.7%) compared to SMA/SMK education totaling 10 people (19.6%), S2 totaling 8 people (15.7%), it can be seen that the number of frontliner employees in this study is dominated by frontliner employees whose last education is S1, totaling 33 people (64.7%) compared to SMA/SMK education totaling 10 people (19.6%), S2 totaling 8 people (15.7%). Furthermore, based on income, it can be seen that the number of frontliner employees in this study is dominated by frontliner employees who earn Rp 5 million-8 million, totaling 33 people (64.7%) compared to frontliner employees who earn Rp 3 million-5 million, totaling 18 people (35.3%). This may indicate that higher-paying jobs typically require higher educational qualifications, such as a bachelor's degree, which allows individuals to fill more strategic positions or have skills that are more suited to the needs of the banking industry.

Preliminary Test**Table 3. Preliminary Test**

Variables	statement	CITC	Cronbach's Alpha	information
Workplace Conflict (X1)	X1.1	0.796	0.642	Valid and Reliabel
	X1.2	0.687		Valid and Reliabel
	X1.3	0.619		Valid and Reliabel
	X1.4	0.740		Valid and Reliabel
	X1.5	0.451		Valid and Reliabel
Work Stress (X2)	X2.1	0.796	0.678	Valid and Reliabel
	X2.2	0.687		Valid and Reliabel
	X2.3	0.619		Valid and Reliabel
	X2.4	0.740		Valid and Reliabel
	X2.5	0.451		Valid and Reliabel
Work Compensation (X3)	X3.1	0.687	0.694	Valid and Reliabel
	X3.2	0.634		Valid and Reliabel
	X3.3	0.711		Valid and Reliabel
	X3.4	0.726		Valid and Reliabel
Employee performance (Y1)	Y1.1	0.661	0.630	Valid and Reliabel
	Y1.2	0.578		Valid and Reliabel
	Y1.3	0.712		Valid and Reliabel
	Y1.4	0.692		Valid and Reliabel
	Y1.5	0.555		Valid and Reliabel
	Y1.14	0.661		Valid and Reliabel

Source: SPSS Processed Data 2024

Based on table 3 above, it shows that all statement items for the variables Work Conflict (X1), Work Stress (X2), Work Compensation (X3), and Employee Performance (Y1) have a correlation value greater than 0.3, thus meaning that the statement items on the variables Work Conflict (X1), Work Stress (X2), Work Compensation (X3), and Employee Performance (Y1) are valid for further testing. And it can be seen that the Alpha coefficient value is the Work Conflict variable which is 0.642, the Work Stress variable which is 0.678, the Work Compensation variable which is 0.694, the Employee Performance variable which is 0.630 is in the very high category with a value greater than 0.6. Thus, it can be concluded that all variables are reliable, reliable and trustworthy.

Classical Assumption Test
Multicollinearity Test
Table 4. Multicollinearity Test

variables	Tolerance	VIF	information
Workplace Conflict (X1)	0.669	1.495	No Multicollinearity
Work Stress (X2)	0.693	1.443	No Multicollinearity
Work Compensation (X3)	0.533	1.875	No Multicollinearity

Table 4. Multicollinearity Test

Table 4 shows that the VIF value for each variable in the study is less than 10, and the Tolerance value is greater than 0.1. This indicates that the data in this study are free from multicollinearity and can be further analyzed using multiple linear regression.

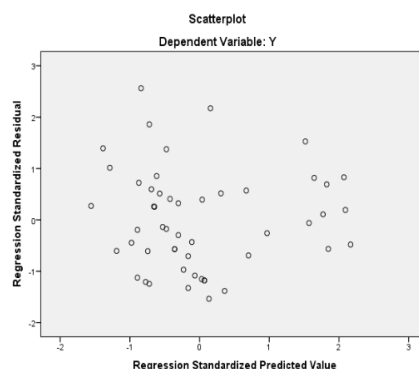
Heteroscedasticity Test

Table 5. Heteroscedasticity Test

variables	Sig.	conclusion
Workplace Conflict (X1)	0.736	There is no heteroscedasticity
Work Stress (X2)	0.741	There is no heteroscedasticity
Work Compensation (X3)	0.270	There is no heteroscedasticity

Source: SPSS Processed Data 2024

From the table above, it is known that the results of the heteroscedasticity test for the variables Work Conflict (X1), Work Stress (X2), and Work Motivation (X3) show that each variable has a significant value greater than 0.5, so it can be concluded that there is no heteroscedasticity in each independent variable in this study because the significant value obtained for each independent variable is > 0.05 . Data heteroscedasticity can also be seen from the data distribution image with a diagonal scatter plot line as follows:

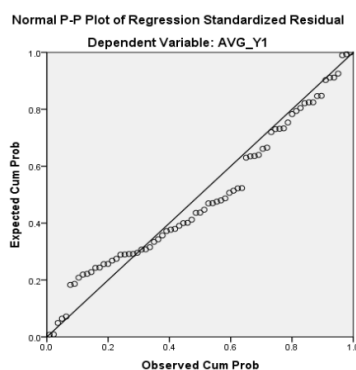


Source: SPSS Processed Data 2024

Figure 2. Results of Heteroscedasticity Test

In Figure 2, it can be seen that the points are spread randomly both above and below the number 0 on the Regression Studentized Residual axis. This means that the regression model in this study is free from heteroscedasticity symptoms and further analysis can be carried out.

Normality Test



Source: SPSS Processed Data 2024

Figure 3. Normality Test

Based on the image above, it can be seen that the points representing the research data are spread around the diagonal line (they do not spread far from the diagonal/straight line). Thus, it can be concluded that the data in this study is normally distributed (Ghozali, 2011).

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test

Model	Unstandardized Coefficients (B)
(Constant)	1.065
Work Conflict (X1)	0.169
Job Stress (X2)	0.310
Job Compensation (X3)	0.175

Source: SPSS Processed Data 2024

Based on table 6 above, the partial test results can be explained as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1.065 + 0.169X_1 + 0.310X_2 + 0.175X_3$$

The multiple linear regression equation is explained as follows: (1) The constant alpha value is 1.065. This means that without the influence of work conflict, work stress and work compensation, Employee Performance is 1.065 or in other words, if the independent variable is considered constant, then Employee Performance will remain at 1.065. (2) The regression coefficient is 0.169. This means that if work conflict increases, it will increase Employee Performance and vice versa if work conflict decreases, it will decrease Employee Performance. Thus, there is a positive relationship between work conflict and Employee Performance. (3) The regression coefficient is 0.310. This means that if work stress increases, it will increase Employee Performance and vice versa if work stress decreases, it will decrease Employee Performance. Thus, there is a positive relationship between work stress and Employee Performance. (4) The regression coefficient is 0.175. This means that if work compensation increases, it will increase Employee Performance and vice versa if work compensation decreases, it will decrease Employee Performance. Thus, there is a positive relationship between work compensation and Employee Performance.

Model Feasibility Test

The model feasibility test conducted in this study includes the F Test (Simultaneous Test), the Determination Coefficient Test (R) and the Partial Regression Coefficient Significance Test (T Test) with the following results :

Table 7. Hypothesis Test Results

Variabels	Unstandarziide Coefficients	Standardized Coefficients	Hypothesis	T _{count}	T _{table}	Sig.	Results
	B	Std.Error					
(Constant)	1.065	0.430					
Workplace Conflict (X1)	0.169	0.137	+	2.01174	1.235	0.223	NoSig.
Work Stress (X2)	0.310	0.127	+	2.01174	2.450	0.018	Sig.
Work Compensation (X3)	0.175	0.149	+	2.01174	1.170	0.248	NoSig.
Anova				3.19	8.218	.000 ^b	Sig.
Adjusted R²				0.302			

Source: Processed Data 2024

F Test (Simultaneous Test)

The F test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The confidence level used is 0.05. If the calculated F value is greater than the F value according to the table, then the alternative hypothesis, which states that all independent variables simultaneously

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have a significant effect on the dependent variable. Based on the results of the simultaneous significance test, the calculated F value is 8.218 and the F table is 3.19. This shows that the calculated F value is $> F$ table with a significant value that is smaller than the predetermined significance level of $0.000 < 0.05$. This shows that H_0 is rejected and H_1 is accepted, meaning that the independent variables simultaneously influence the dependent variable. Therefore, performance is influenced by the variables of work conflict, work stress and innovative work compensation together.

Coefficient of Determination Test (R^2)

According to (Ghozali, 2018), the coefficient of determination (R^2) measures the model's ability to explain variations in the dependent variable. The coefficient of determination is between zero and one. A value close to one indicates that the independent variables provide nearly all the information needed to predict the dependent variable, and vice versa if it is close to zero.

Partial Regression Coefficient Significance Test (T-Test)

In this study, according to (Ghozali, 2018), the t-statistical test essentially shows how far the influence of a variable, individually or partially, explains the variation in the dependent variable. Using the formula:

$$\begin{aligned} T_{\text{table}} &= t(a/2; n-k-1) \\ &= (0.05/2; 51-3-1) \\ &= (0.05; 47) \\ &= 2.01174 \end{aligned}$$

The test results prove that the calculated T_{count} for the work compensation variable is 1.170 which is smaller than the T_{table} of 2.01174 or a significant value of 0.248 which is greater than alpha 0.05. So H_0 is accepted and H_1 is rejected, which means that there is no significant effect of work compensation on the performance of frontline employees at the main branch office of Bank Central Utama Pekanbaru.

Results and Discussion

The Influence of Workplace Conflict on Employee Performance

Based on the research and testing results, it can be concluded that although conflict can occur, the ability to manage communication effectively ensures that performance is maintained. These findings align with research conducted by (Muhamad Ekhsan & Septian, 2021) which found that workplace conflict has no significant impact on employee performance, and contradict research by (Syuhada & Amelia, 2021) which found that workplace conflict has a positive effect on employee performance.

The Effect of Work Stress on Employee Performance

Based on the research and testing results, it can be concluded that if work stress can be managed and directed properly, it can not only improve individual performance but also contribute to the achievement of team and organizational goals as a whole. These results align with research conducted by (Wenur *et al.*, 2018) which stated that work stress significantly influences employee performance, but contradict research by (Oktaviani & Irmayanti, 2021) which stated that work conflict negatively impacts employee performance.

The Influence of Work Compensation on Employee Performance

Based on the research and testing results, it can be concluded that although work compensation plays a significant role, in this context, its impact on employee performance may be minimal if not supported by other factors that are more meaningful to the employee. These results align with research conducted by (Anggraini, 2024) which stated that work conflict has no significant effect on employee performance and contradict research by (Fajri *et al.*, 2023) which stated that work conflict has a positive effect on employee performance.

CONCLUSION

Based on the results of data analysis and discussion in this study regarding the influence of work conflict, work stress and work compensation on frontliner performance at the Main Branch Office of Bank Central Asia. The following conclusions can be drawn: (1) There is a negative and insignificant influence of Work Conflict on frontliner performance at the Main Branch Office of Bank Central Asia. (2) There is a positive and significant influence of Work Stress on frontliner employee performance at the Main Branch Office of Bank Central Asia.

(3) There is a negative and insignificant influence of Work Compensation on frontliner performance at the Main Branch Office of Bank Central Asia.

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