

## The Effect of Financial Compensation, Job Stress, Job Promotion and Skills on Employee Performance

Wazirman<sup>1</sup>, Ikhsan Jahidin<sup>2</sup>, Operianti Lestari<sup>3</sup>

<sup>1</sup>Akademi keuangan dan perbankan padang

<sup>2,3</sup>Sekolah tinggi ilmu ekonomi KBP

[wazirman1912@gmail.com](mailto:wazirman1912@gmail.com)

### Abstract

This study aims to determine the effect of financial compensation, work stress, promotion, and skills on employee performance. This research is motivated by financial compensation that is felt to be less supportive in carrying out work, acceptance of perceived work stress that is still low, awareness of attendance at work that is still low, obedience to rules and ethical behavior that is still violated, and employee performance that is still unstable and tends to be low in employees of the Sungai Penuh City Environmental Service. This type of research uses a quantitative approach with multiple linear regression methods. Data collection techniques with questionnaires, observations and interviews. Respondents of this study were 38 employees at the Sungai Penuh City Environmental Service. The sample withdrawal method uses the total sampling method where the entire population in this study is used as a research sample. Hypothesis testing is calculated with the IBM Statistical Package for Social Science (SPSS) version 24.0 program. From the results of this study it was found that partially financial compensation has a significant effect on employee performance, work stress has a significant effect on employee performance, job promotion has a significant effect on employee performance, skills have a significant effect on employee performance, and financial compensation, work stress, job promotion and skills together have a significant effect on employee performance at the Sungai Penuh City Environmental Service.

Keywords: Financial Compensation, Job Stress, Job Promotion, Skills, Employee Performance.

### Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kompensasi finansial, stres kerja, promosi jabatan, dan skills terhadap kinerja Pegawai. Penelitian ini dilatarbelakangi oleh kompensasi finansial yang dirasa kurang mendukung dalam pelaksanaan pekerjaan, penerimaan stres kerja yang dirasakan masih rendah, kesadaran atas kehadiran di tempat kerja yang masih rendah, ketaatan atas aturan dan etika berperilaku yang masih dilanggar, dan kinerja pegawai yang masih belum stabil dan cenderung rendah pada pegawai Dinas Lingkungan Hidup Kota Sungai Penuh. Jenis penelitian menggunakan pendekatan kuantitatif dengan metode regresi linier berganda. Teknik pengumpulan data dengan kuesioner, observasi dan wawancara. Responden penelitian ini adalah 38 orang Pegawai Di Dinas Lingkungan Hidup Kota Sungai Penuh. Metode penarikan sampel menggunakan metode total sampling dimana seluruh populasi dalam penelitian ini dijadikan sampel penelitian. Pengujian hipotesis dihitung dengan program IBM Statistical Package for Social Science (SPSS) versi 24.0. Dari hasil penelitian ini ditemukan bahwa secara parsial kompensasi finansial berpengaruh signifikan terhadap kinerja pegawai, stres kerja berpengaruh signifikan terhadap kinerja pegawai, promosi jabatan berpengaruh signifikan terhadap kinerja pegawai, skills berpengaruh signifikan terhadap kinerja pegawai, dan kompensasi finansial, stres kerja, promosi jabatan dan skills secara bersama-sama berpengaruh signifikan terhadap kinerja pegawai pada Dinas Lingkungan Hidup Kota Sungai Penuh.

Kata kunci: Kompensasi Finansial, Stres Kerja, Promosi Jabatan, Skills, Kinerja Pegawai.

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### 1. Introduction

HR has a very important role in an agency, especially when compared to other resources. Through the potential possessed by humans, agencies can achieve the intended success [1]. Thus, HR can be said to be a determining factor in the success of an agency. For developing agencies, the problem that is often faced is the low quality of human resources. This is a barrier for an agency that is in a competitive climate. This problem is increasingly complicated by the entry of

technological advances that allow automation in almost all areas of life where this will change the pattern of life and human interaction [2]. There are many factors that can influence employees to continue to stay in the agency including job satisfaction, stress levels, physical working conditions, compensation systems, and others [3]. For this reason, each agency is required to be able to optimize all of its resources including human resources and other resources.

HR management cannot be separated from the employee factor which is expected to contribute as well as possible in order to achieve agency goals. In order to achieve these goals, employees must work better and optimally in order to get job satisfaction [4]. Seeing the importance of employees in an agency, employees need to pay more serious attention to the tasks they do. By achieving high job satisfaction, employees will work harder in carrying out their work so that the employee's performance will automatically increase significantly. According emphasizing that if employees are not managed properly, employees will feel dissatisfied with their jobs and eventually decide to resign or leave the workplace [5].

Employee performance is very important in an agency because an agency is judged by the performance of its employees. The maximum or not an agency depends on the management of the agency managing its employees so that they can work optimally in utilizing the potential of each existing employee in achieving the vision and mission of the agency that has been set by the agency owner and shareholders in the agency.

Based on Jambi Governor Regulation number 43 of 2017 concerning Details of the Main Tasks and Functions of the Environmental Service, the Jambi Provincial Environmental Service (hereinafter referred to as DLH) has the main task of carrying out Regional government affairs in the field of Environment with the following functions: a. Formulation of technical policies in the field of environment in accordance with the policies set by the Governor based on applicable laws and regulations; b. Implementation of government affairs and public services in the field of environment; c. Guidance and facilitation in the field of environment within the scope of West Sumatra Province; d. Implementation of tasks in the field of Secretariat of the Service, Administration, and Public Service. Implementation of tasks in the field of Service Secretariat, Environmental Management and Environmental Law Compliance, Waste Management, Hazardous Waste and Capacity Building, as well as Environmental Pollution and Damage Control; e. Monitoring, evaluation and reporting in the field of environment; f. Implementation of other tasks assigned by the Governor in accordance with his duties and functions.

To carry out the tasks and achieve the organizational vision of the Sungai Penuh City Environmental Service, employees who have maximum performance are required. This maximum performance must be seen from the achievement of targets set by the organization. To see the achievement of employee and organizational performance, it can be seen in the Government Agency Performance Accountability Report (LAKIP) of the Sungai Penuh City Environmental Service.

Table 1.1 shows the target and realization of employee performance of the Sungai Penuh City Environmental Service. The realization of employee performance tends to be less than optimal. In table 1.1, the realization of the work program of employees of the Sungai Penuh City Environmental Service for the last 3 (three) years has not been stable. In 2021, out of 100% of the planned target, only 89% could be achieved. In 2022 it could only be realized by 86% and in 2023 it could only be realized by 82% of the 100% target. From this table, it can be seen that there was a decline and instability in the achievement of institutional performance from 2021 to 2023. This condition clearly shows that there is a problem with the performance of employees of the Sungai Penuh City Environmental Service.

Table 1.1 Target and Realization of Employee Performance Full River City Environment Office

Year	Target ( % )	Realization ( % )	Disadvantages ( % )
2021	100	89	11
2022	100	86	14
2023	100	82	18

There are several factors that affect the performance of employees of the Sungai Penuh City Environmental Service, including financial compensation, work stress, promotion and skills.

Dissatisfaction can be caused by the lack of compensation provided by agencies to employees, especially financial compensation [6]. The level of financial compensation provided by the agency will determine the scale of the employee's economic life, compensation also relatively indicates the status and "price" of the employee. Employees who perceive that if financial compensation is inadequate, their productivity, work performance and satisfaction will decrease. Financial compensation can provide employees with opportunities for loyalty growth and create strong competition among employees in order to have the drive to work more efficiently and effectively. According the factors that influence job satisfaction are proper placement and in accordance with expertise, work atmosphere and environment, equipment that supports the implementation of work, the attitude of the leadership in leading, and fair and appropriate compensation [7].

In previous studies conducted by several researchers including the results of research in the form of financial compensation have a positive and significant effect not only on job satisfaction and employee performance but also affect other variables such as work motivation [8]. In contrast to the results of research conducted which suggests the results of research in the form of financial compensation have no positive effect and no significant effect on work motivation and employee performance [9].

Pressure at work makes leaders do everything possible to meet the expectations that have been targeted by the agency. Subordinates assess this attitude of course with different perceptions and different levels of stress. With the emergence of stress at work caused by the pressure in the job itself or that comes from the leader, it will have an impact on employee performance. According work stress can have positive consequences that are needed to produce high performance, but in general work stress is more detrimental to employees and agencies [10]. However, it will be inversely proportional to the results if an employee works without work pressure, what happens is that his performance is less than optimal and tends to be ineffective and more likely to be individualistic in his work environment which of course will have a negative impact on achieving targets and employee job satisfaction itself. The negative impact of job stress can lead to job dissatisfaction, increased employee turnover and loss of labor recruited by other agencies [11].

For the results of research on the effect of job stress in previous studies conducted by several researchers, the results of research in the form of job stress have a positive and significant effect not only on job satisfaction and employee performance but also affect other variables such as turnover intention [12]. In contrast to the results of research which presented the results of research in the form of work stress having a negative effect and no significant effect on employee performance [13].

In addition to improving employee performance, promotions for employees who excel also need to be done, this is very important. Agency leaders in promoting their employees to higher positions, must have an assessment of employee competencies which will be used as a prerequisite in promoting their employees. Employees can be promoted based on the value of each competency assessment based on performance. According the effect of job promotion on the performance of an employee is because there is something that employees want to achieve and hope that the work activities they carry out will lead them to a situation that is more satisfying than the previous situation [14].

Based on the results of research on the effect of job promotion in previous studies conducted by several researchers, the results of research in the form of job promotions have a positive and significant effect not only on job satisfaction and employee performance but also affect other variables such as employee performance [15]. In contrast to the results of research conducted which suggests the results of research in the form of job promotion opportunities have a negative effect and have no significant effect on employee performance [16].

Thus, it can be said that in humans there is a need which in time will form the goals to be achieved and fulfilled. In order to achieve these goals, employees are encouraged to carry out an activity known as work. In achieving success, leaders need to pay attention to the performance of their employees in all aspects. In order for the job performance of each employee to increase, a driver or factor that can make the employee's job performance in accordance with what is expected by the agency is needed.

Can be concluded in the general response of employees as a result of perceptions regarding matters relating to employee performance. Employee performance based on job satisfaction will be obtained if there is a match between employee expectations and the reality they encounter and get from where they work. There are employee perceptions of matters relating to a sense of security and fairness, job stress, feelings of enjoyment, passion, status and pride. Perceptions involving the work environment include work interactions, working conditions, recognition, relationships with superiors and promotions. In addition, there is also a match between the abilities and desires of employees and the conditions of the organization where they work which includes the type of work, interests, talents, income and incentives.

Work that requires skills brings satisfaction so it will affect performance, if a job is done based on skills (skills) then it is not impossible that a good employee performance will be created, so that by itself creates a good organizational productivity. This is the management of employee skills (expertise) to produce good performance is the responsibility of a Human Resources manager in an organization as for the function of the importance of managing the skills of Human Resources managers. According are (1) technological changes (2) job specialization (3) demands of trade unions (4) the ability of current employees (5) the availability of prospective employees (6) gaps in knowledge and abilities between employees, and (7) the need for psychological and social needs from work [17].

From various studies of previous research results where there is a research gap that has been stated above, there are phenomena that can be researched regarding the role of financial compensation, work stress, job promotion and skills in improving employee performance through job satisfaction. On the basis of the background of the above problems, the researcher conducted a study with the title "The Effect of Financial Compensation, Job Stress, Position Promotion and Skills on Employee Performance (Case Study at the Sungai Penuh City Environmental Service)".

## 2. Research Methodology

### Population and Sample

The population in this study were all employees of the Sungai Penuh City Environmental Service as many as 38 people. The technique in this sampling uses total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population [18]. The reason for taking total sampling is because according the total population is less than 100.

#### Validity Analysis

The validity test is used to measure whether a questionnaire is valid or invalid. To determine the validity of the questionnaire, the Pearson Product Moment correlation technique was used, namely by correlating the score of each variable with the total score. A variable / statement is said to be valid if the statement score is significantly correlated with the total score where the test uses the help of the IBM SPSS version 21.0 program. To determine the validity of the questionnaire, it is done by comparing  $r$  table with  $r$  count. The  $r$  table value is seen in the  $r$  table with  $df = n-2$  ( $n$  = number of respondents / samples) with a significance level of 5% (0.05). If the result of  $r_{count} > r_{table}$ , then the statement is valid, otherwise if  $r_{count} < r_{table}$ , then the statement is invalid.

#### Reliability Analysis

Reliability is a test tool to determine the reliability of a variable or the extent to which the measurement results have consistency when measured several times on the same symptoms. The high and low reliability is indicated by a Cronbach Alpha ( $\alpha$ ) coefficient number  $\geq 0.60$ . If Cronbach Alpha ( $\alpha$ ) is greater than or equal to 0.60, the research variable is declared reliable, and vice versa if Cronbach Alpha is smaller than 0.60, the research variable is declared unreliable [19]. The calculation of the reliability test will be carried out with the help of the SPSS (statistical package for social science) version 21.0 program.

#### Normality Test

The normality test aims to see whether the sample data is normally distributed or not. The normality test can be done using the Kolmogorov Smirnov test with SPSS software. The data is normally distributed if the significant level obtained is greater than the real level of 0.05.

#### Multicollinearity Test

Multicollinearity test is a test conducted to ascertain whether in a regression model there is intercorrelation or collinearity between independent variables. Intercorrelation is a linear relationship or strong relationship between one independent variable and another in a regression model. The intercorrelation can be seen by the correlation coefficient between the independent variables, the VIF and Tolerance values, the Eigenvalue and Condition Index values, and the standard error value of the beta coefficient or partial

regression coefficient. This analysis is used to determine whether the independent variables have a correlation with each other or not.

If there is a high correlation, it means there is a multicollinearity problem. If the VIF value is less than 10 and or the Tolerance value is more than 0.01, it can be firmly concluded that there is no multicollinearity problem. If the intercorrelation price between independent variables is smaller or equal to 0.800, there is no multicollinearity.

#### Heteroscedasticity Tes

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one in which homoscedasticity or heteroscedasticity does not occur. To detect the presence of heteroscedasticity, it is done by looking at the plot graph between the predicted value of the dependent variable (ZPRED) and its residuals (SRESID).

#### The basis of analysis:

If there is a certain pattern, such as points that form a certain pattern, which is regular (wavy, widened, then narrowed), then it indicates that heteroscedasticity has occurred.

If there is no specific pattern and the dots spread above and below zero on the Y axis, then there is no heteroscedasticity.

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#### T statistical test

The t statistical test to see whether the independent variables X1, X2, X3 have a significant effect on the dependent variable Y in the regression equation used, it is necessary to test the hypothesis using the t

statistical test, namely comparing the tcount value with the ttable value at  $df = n-2$ .

F statistical test

The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. the formula used is:

3. Results and Discussion

Reliability Test

The results of the reliability test are presented in the table below.

Table 2. Reliability test results

No.	Variable	Cronbach Alpha ( $\alpha$ )	Description
1.	Performance Employee (Y)	0.849	Reliabel
2.	financial compensation, ( $X_1$ )	0.685	Reliabel
3.	job stress ( $X_2$ )	0.641	Reliabel
4.	job promotion ( $X_3$ )	0.808	Reliabel
5	Skills ( $X_4$ )	0.771	Reliabel

From table 2. Reliability Test Results above, it can be seen that all statements from the variables of financial compensation, work stress, job promotion, skills and employee performance, have variable reliability. This can be indicated by the Cronbach's Alpha ( $\alpha$ ) value  $\geq 0.6$ , so it can be concluded that all variable statements are reliable.

Normality Test

The results of the normality test are presented in the table below.

Table 3. Normality test results

No	Variable	Asymp. Sig	Limit Value	Description
1	Standardized Residual	0,200	0,05	Normal

Multiple Linear Regression Analysis

The results of multiple linear regression analysis are presented in the table below

Table 4. Multiple linear regression test results

Variabel	Koef. Regresi	$t_{hitung}$	Sig.
Konstanta	7.373		
Kompensasi finansial	0.658	4.473	0.000
Stres kerja	-0.472	-3.360	0.001
Promosi jabatan	0.305	3.321	0.002
Skills	0.167	2.376	0.021
$F_{hitung} = 39.520$	Sig. 0,000		
$R^2 = 0,742$			

From table 4. the form of the regression equation model for the effect of financial compensation, work stress, job promotion and skills on employee performance is as follows:

$$Y = 7,373 + 0,658 X_1 + 0,472 X_2 + 0,305 X_3 + 0,167 X_4$$

explanation of the above equation:

$\alpha = 7.373$ ; meaning that without the influence of financial compensation, job stress, job promotion, and skills, employee performance already exists at 7.373%.

$b_1 = 0.658$ ; meaning that there is a positive influence between the financial compensation variable ( $X_1$ ) on employee performance (Y). This shows that the more (good) or increase in financial compensation, it will improve employee performance. The regression coefficient value of financial compensation is 0.658, meaning that every one unit increase in financial compensation will increase employee performance by 65.8%.

$b_2 = -0.472$ ; meaning that there is a negative influence between the work stress variable ( $X_2$ ) on employee performance (Y). This shows that the more work stress increases, the lower employee performance will be. The regression coefficient value of work stress is 0.472, meaning that every one unit increase in work stress increases employee performance by 47.2%.

$b_3 = 0.305$ ; meaning that there is a positive influence between the position promotion variable ( $X_3$ ) on employee performance (Y). This shows that the more promotion increases, the more employee performance will increase. The regression coefficient value of job promotion is 0.305, meaning that every one unit increase in job promotion increases employee performance by 30.5%.

$b_4 = 0.167$ ; meaning that there is a positive influence between the skills variable ( $X_4$ ) on employee performance (Y). This shows that the more skills increase or increase, the more employee performance will increase. The regression coefficient value of skills is 0.167, meaning that every increase of one unit of skills, employee performance increases by 16.7%.

T test (partial)

From table 2. it can also be tested partially (t test) for each cause variable (independent) on the effect variable (bound) as follows:

a. Effect of financial compensation ( $X_1$ ) on employee performance (Y)

The results of the analysis of the effect of the financial compensation variable ( $X_1$ ) on the employee performance variable (Y) obtained the value of tcount = 4.473 ( $df = 38-3 = 35$ ;  $t_{table} = 2.0024$ ); ( $t_{count} > t_{table}$ ), with a significant level of 0.000  $< 0.05$ , consequently hypothesis one (H1) is accepted. The analysis results show that partially there is a significant influence between financial compensation variables on employee performance.

b. Effect of Job Stress ( $X_2$ ) on Employee Performance (Y)



The results of the analysis of the effect of work stress variables (X2) on employee performance variables (Y) obtained the value of  $t_{count} = -3.360$  ( $df = 38-3 = 35$ ;  $t_{table} = 2.0024$ ); ( $-count < -table$ ), with a significant level of  $0.001 < 0.05$ , as a result hypothesis two (H2) is accepted. The analysis shows that partially there is a significant influence between work stress variables on employee performance.

c. Effect of position promotion (X3) on employee performance (Y)

The results of the analysis of the effect of the position promotion variable (X3) on the performance variable (Y) obtained the value of  $t_{count} = 3.321$  ( $df = 38-3 = 35$ ;  $t_{table} = 2.0024$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.002 < 0.05$ , consequently hypothesis three (H3) is accepted. The analysis results show that partially there is a significant influence between job promotion variables on employee performance.

d. Effect of Skills (X4) on employee performance (Y)

The results of the analysis of the effect of the skills variable (X4) on the performance variable (Y) obtained the value of  $t_{count} = 2.376$  ( $df = 38-3 = 35$ ;  $t_{table} = 2.0024$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.021 < 0.05$ , consequently hypothesis four (H4) is accepted. The results of the analysis show that partially there is a significant influence between the skills variable on employee performance.

F test

The results of the analysis show that simultaneously (together) there is a significant influence between the variables of financial compensation, job stress, promotion and skills on employee performance.

The results of the coefficient of determination test are presented in the following table:

Table 5. coefficient of determination test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 <sup>a</sup>	.742	.723	1.925

Based on the results of the regression estimation calculation, the adjusted coefficient of determination or R Square is 0.742, meaning that 74.2% of the variation of all independent variables (financial compensation, job stress, job promotion and skills) can explain the independent variable (employee performance), while the remaining 25.8% is explained by other variables not examined in this study.

Since the value of R2 is away from 0 (zero), the contribution (influence) of independent variables (financial compensation, job stress, promotion and skills) simultaneously on the dependent (employee performance) is large (strong).

Discussion

a. Effect of Financial Compensation on Employee Performance

The first objective of this study was to determine the effect of financial compensation on employee performance. The results of statistical analysis using multiple linear regression show that the first hypothesis is accepted. The results of the analysis of the effect of the financial compensation variable (X1) on the employee performance variable (Y) obtained the value of  $t_{count} = 4.473$  ( $df = 38-3 = 35$ ;  $t_{table} = 2.0024$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , consequently the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The results of the analysis show that partially there is a significant influence between financial compensation variables on employee performance. The results of this study indicate that financial compensation has a significant effect on employee performance. Thus, it can be concluded that employee performance is determined by financial compensation.

In general, the purpose of compensation management is to help companies achieve the goals of the success of the company's strategy and ensure the creation of external and internal justice. According, the objectives of effective compensation management are to obtain quality human resources, retain existing employees, ensure fairness, reward desired behavior, control costs, follow the rule of law, facilitate understanding, and improve administrative efficiency [20].

The results of this study are in line with those submitted that financial compensation has a positive and significant effect on performance. The same thing was also conveyed that there is a significant effect of financial compensation on employee performance. And research results that financial compensation has a positive and significant effect on employee performance. So it can be concluded that financial compensation will improve employee performance or performance.

b. Effect of Job Stress on Employee Performance

The second objective of this study was to determine the effect of work stress on employee performance. The results of statistical analysis using multiple linear regression show that the second hypothesis is accepted. The results of the analysis of the effect of the work stress variable (X2) on the employee performance variable (Y) obtained the value of  $t_{count} = 3.360$  ( $df = 38 - 3 = 35$ ;  $t_{table} = 2.0024$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.001 < 0.05$ , consequently the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The results of the analysis show that partially there is a significant influence between work stress variables on employee performance at the Sungai Penuh City Environmental Service.

The results of this study indicate that work stress has a significant effect on employee performance at the Sungai Penuh City Environmental Service. Thus, it can be concluded that employee performance at the Sungai Penuh City Environmental Service is determined by work stress.

Job stress is symbolized as a person's strength, pressure, tendency or effort in mental strength at work. The symptoms of stress are usually frequent anger, inability to relax, aggression, uncooperative and can also escape by drinking alcohol, smoking excessively and maybe even drugs. Work stress is an adoptive response to a situation that is perceived as challenging or threatening to one's health.

The results of this study are in line with the results of research that work stress has a positive and significant effect on employee performance. The same thing was also said in research. There is a significant effect of work stress on employee performance. And the results of research reveal that work stress has a positive effect on employee performance. So it can be concluded that work stress will improve employee performance or performance.

c. The influence of job promotion on employee performance

The third objective of this study was to determine the effect of job promotion on employee performance at the Sungai Penuh City Environmental Service.... The results of statistical analysis using multiple linear regression show that the third hypothesis is accepted. The results of the analysis of the effect of the position promotion variable (X2) on the employee performance variable (Y) obtained the value of  $t_{count} = 3.321$  ( $df = 38 - 3 = 35$ ;  $t_{table} = 2.0024$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.002 < 0.05$ , consequently the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. The results of the analysis show that partially there is a significant influence between job promotion variables on employee performance.

d. Effect of Skills on Employee Performance

The fourth objective of this study was to determine the effect of skills on employee performance at the Sungai Penuh City Environmental Service. The results of statistical analysis using multiple linear regression show that the fourth hypothesis is accepted. The results of the analysis of the effect of the skills variable (X2) on the employee performance variable (Y) obtained the value of  $t_{count} = 2.376$  ( $df = 38 - 3 = 35$ ;  $t_{table} = 2.0024$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.021 < 0.05$ , consequently the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. The analysis results show that partially there is a significant influence between the skills variable on employee performance.

The results of this study indicate that skills have a significant effect on the performance of employees of the Health Office of the Mentawai Islands Regency. Thus, it can be concluded that the performance of employees of the Health Office of the Mentawai Islands Regency is determined by skills.

e. Effect of Financial Compensation, Work Stress, Job Promotion and Skills on Employee Performance

The fifth objective of this study was to determine the effect of financial compensation, work stress, job promotion and skills on employee performance at the Sungai Penuh City Environmental Service.

Based on research, employee performance is good as seen from the respondent's response (TCR) of 85.26%, stating that employee performance is good. This means that the employees of the Sungai Penuh City Environmental Service are very serious in doing their work and try to finish it on time.

Hypothesis testing, from the ANOVA test (Simultaneous Test / F Test) obtained an Fcount value of 39.520 with a significance probability of  $0.000 < 0.05$ . With  $df_1 = (k-1) = 3$ ,  $df_2 = 38 - 3 = 35$ ,  $F_{table} = 2.74$ , then  $F_{count} > F_{table}$  or  $4.021 > 2.53$ , consequently  $H_0$  is rejected and  $H_a$  is accepted. The results of the analysis show that simultaneously (together) there is a significant influence between the variables of financial compensation, work stress, promotion, skills on employee performance at the Sungai Penuh City Environmental Service, it can be concluded that the fourth hypothesis ( $H_5$ ) which reads the variables of financial compensation, work stress, promotion, skills on employee performance at the Sungai Penuh City Environmental Service is accepted, therefore the fourth hypothesis ( $H_5$ ) can be accepted.

#### 4. Conclusion

Based on the results of hypothesis testing and discussion described in the previous chapters, the following conclusions can be drawn: Financial compensation has a significant and positive effect on the performance of employees of the Sungai Penuh City Environmental Service. This shows that the increase or increase in financial compensation will improve the performance of employees of the Sungai Penuh City Environmental Service. Job stress has a significant effect on the performance of employees of the Sungai Penuh City Environmental Service. This shows that increasing work stress will reduce the performance of employees of the Sungai Penuh City Environmental Service. Job promotion has a significant effect on the performance of employees of the Sungai Penuh City Environmental Service. This shows that the higher the promotion, the higher the performance of employees of the Environmental Service Office of Sungai Penuh City. Skills have a significant effect on the performance of employees of the Sungai Penuh City Environmental Service. This

shows that the more employees' skills increase, the more the performance of employees of the Sungai Penuh City Environmental Service will increase. Financial compensation, work stress, job promotion and skills together have a significant effect on the performance of employees of the Sungai Penuh City Environmental Service. The more financial compensation, work stress, job promotion and skills increase together, the more the performance of employees of the Sungai Penuh City Environmental Service will increase.

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