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**THE INFLUENCE OF WORK STRESS, LEADERSHIP, AND COMPENSATION  
ON EMPLOYEE PERFORMANCE AT PT BAHANA PRESTASI SURABAYA**

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**Abstract**

Increased intense business competition encourages all industries from various sectors to create human resource management strategies to improve performance as a foundation for competing against competitors. The implementation of effective human resource management strategies can affect the improvement of employee performance so that it has an impact on organizational performance. The purpose of this research is to understand and analyze the effect of job stress, leadership and compensation on employee performance. In this research, the intended population is all employees of PT Bahana Prestasi Surabaya, using a saturated sampling technique of 54 employees as a sample. The method applied is associative research with a quantitative approach, and uses Multiple Linear Regression analysis techniques. The research results obtained simultaneously the variables of work stress, leadership, and compensation have a significant relationship to employee performance. Partial testing of work stress and leadership variables has a significant relationship to employee performance, while the compensation variable has an insignificant relationship to employee performance.

**Keywords:** Work Stress, Leadership, Compensation, Employee Performance

## INTRODUCTION

An organization has various assets that contribute to its success, and one of the most important assets is human resources. Human resources play an important role in increasing productivity to get profit or profit, all of which cannot be separated from the contribution of employees in improving performance. Knowing that human resources are seen as the most important asset for the company, it is required to provide excellent quality performance in maximizing its performance, because this will have an impact on the value of the company in competition with competitors. Human resource management focuses on aspects of labor relations and justice for employees. This approach is strategic to ensure high performance in the organization (Dessler, 2020).

Human resource management is always closely related to employees who are expected to be able to provide the best performance to achieve organizational goals. On the other hand, companies must also manage human resources optimally in order to create a balance between employee relations and the company's ability to improve employee performance. The things that must be done in order to achieve organizational goals are to maintain the balance and harmony of the relationship between employees and the company, such as maintaining a good work environment and paying attention to employees. Paying attention to employees can be done by ensuring the mental health of employees. Because, not a few employees who experience work stress can have a negative impact on employee performance and productivity in the company.

Work stress is a psychological condition that arises when the abilities and resources possessed by employees are not comparable to the work demands given by the company (Samsudin et al., 2024). Stress in the workplace can affect the complexity of contemporary organizational dynamics, so management of employee work stress levels must be done. The level of stress experienced and the individual's ability to manage it determine whether stress becomes a driving or inhibiting factor for company performance. Companies that support stress management will see reduced absenteeism, creating a strong foundation for long-term organizational growth. It is important for companies to invest in wellbeing programs and work stress management support to create a positive and productive work environment.

PT Bahana Prestasi Surabaya is a company that focuses on the logistics and supply chain management sector. PT Bahana Prestasi provides efficient domestic transportation and distribution services via land and sea, there are also export and import services. In the domestic industry, employees are required to complete tasks by a predetermined deadline because they are related to a tight schedule in the supply chain so they must ensure timely delivery. Import and export shipping generally operates 24/7 regardless of working days or public holidays, so employees must coordinate with many related parties over the phone to ensure that there is no chaos in shipping operations, even during weekends or holidays. This can disrupt employees' work-life balance, potentially negatively affecting long-term performance.

In the logistics industry, it is very important to have effective communication between the export-import, transportation, and customer departments. Good communication determines the quality of service, because it requires precise and accurate information ranging from open stuck, closing time, ship arrival to ship departure with various destinations both nationally and internationally. If there is an error in the delivery of this information, it

will be very risky, employees will receive complaints and customers will be fined. There was a case at PT Bahana Prestasi Surabaya when a customer was fined due to an error in the delivery of information regarding the schedule of delivery of goods by employees, the customer was not willing to bear the fine and was charged to the company, this made PT Bahana Prestasi Surabaya suffer losses. Receiving customer complaints must be followed up by handling the problem situation as soon and as quickly as possible, this makes some employees do their work overtime or exceed the normal working time. The things above make employees feel mentally and physically exhausted. Mental and physical fatigue makes employee morale decrease. Fatigue is a condition where the worker's energy decreases, causing a decrease in the ability or capacity to carry out tasks optimally.

In an organizational situation like this, it is necessary to pay attention to the leader in carrying out his leadership. Leadership plays an important role in the progress of organizational and employee performance. Transformational leadership that focuses on inspiring and motivating team members is necessary to achieve greater goals. To improve employee performance, leaders are expected to provide direction, motivation and support so that employees can complete work with high ability and confidence. Bass states that leaders inspire their followers to put the interests of the team or organization above personal interests (Vuong, 2023). In addition to providing motivation, managerial support from leaders can also increase employee morale.

One of them is by providing compensation as a form of appreciation for providing performance that exceeds what is expected of employees. Providing rewards is effective managerial support to increase employee motivation and morale. Compensation usually gives a person a good feeling that will make the individual repeat productive behavior, this has a good impact on the long term of the company. Karami said it seems that the reward system must be effective and efficient so that this system must be designed in such a way that it creates maximum benefits for both the company and the individual (Karami et al., 2019).

**Table 1.**  
**Type of Compensation PT Bahana Prestasi Surabaya**

No	Compensation
1	Salary
2	Annual Bonus
3	Annual Medical Check-Up
4	Health Benefis (Insurance)

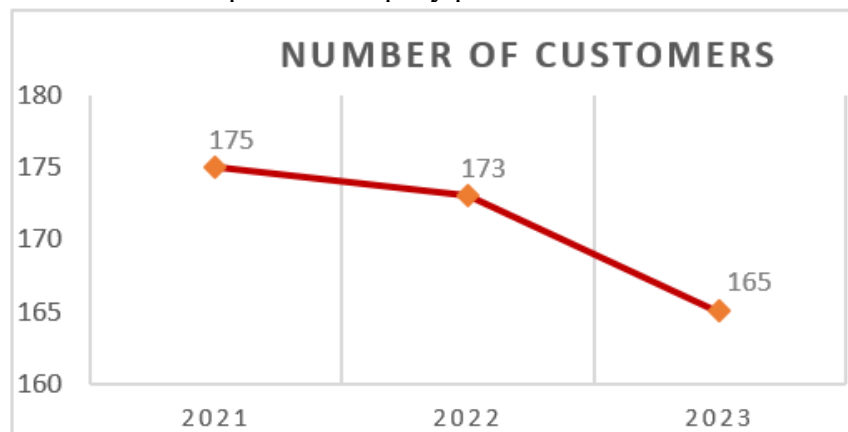
Source: PT Bahana Prestasi Surabaya

From the data in table 1. it can be seen that the reward or compensation offered by PT Bahana Prestasi Surabaya for employees is a good first step because the reward system offered already includes basic elements, the company needs to develop a comprehensive and competitive compensation system. The company needs to add other components to make it more attractive, relevant and in accordance with employee needs such as overtime incentives. Employees feel that the hard work they have done is not appreciated and valued because they do not get overtime incentives. The implementation of work outside normal working hours or overtime without the provision of additional incentives will reduce employee enthusiasm

and motivation at work, this will affect employee performance because the reward system is one of the important aspects to encourage and retain talent and achieve high levels of performance.

Employee performance is a process in which employees strive to achieve work results, both in terms of quality and quantity, based on the implementation of tasks in accordance with their responsibilities for work. Performance is a series of activities carried out by individuals in carrying out the main tasks that are their responsibility. The implementation of these tasks reflects the utilization of all individual potential and abilities, which requires full commitment and comprehensive involvement. It takes high performance to be able to produce satisfactory work, and vice versa, low employee performance will result in poor quality work. Poor quality work can pose a risk of customer complaints so that it can reduce the company's image.

In this case, compensation is one aspect of human resource management that has an important role. Proper compensation not only helps to keep outstanding employees loyal, but also encourages them to give their best performance. The absence of appreciation for the hard work that has been done will make employees tend to complete work with standard performance. Mediocre performance has negative consequences for the company, the company cannot achieve the annual revenue target that has been set. This can be proven through the number of customers working with PT Bahana Prestasi Surabaya which shows that the number of customers has decreased from year to year due to a decrease in employee performance which has an impact on company performance.



**Figure 1.**  
**Number of Customers PT Bahana Prestasi Surabaya**

Source: PT Bahana Prestasi Surabaya

Adjusting to the background and events in the field, the reviewer has an interest in conducting research related to the variables of work stress, leadership, and compensation.

## REVIEW OF LITERATURE

### Work Stress

Occupational stress is the body's natural response to certain situations or events in the work environment that are perceived as pressure or challenges. The body's response to stress by individuals is not specific depending on the individual and the situation. The state of

tension caused by stress can affect a person's emotions, thought processes, and physical condition.

Ludiya in (Samsudin et al., 2024) reveals work stress as a model that involves emotional and psychological conditions that arise in response to demands that come from inside or outside the organization. In other words, job stress occurs when there is a gap between professional demands and a person's ability to fulfill them. Meanwhile, according to (Samsudin et al., 2024) work stress is defined as the inability of employees to adjust to job duties, which then affects several biological and psychological reactions. Bodily reactions caused by job stress can include anxiety, depression, mental fatigue, and decreased concentration. In addition, work stress can also affect interpersonal relationships, both at work and outside the workplace.

Afandi in (Qoyyimah et al., 2020) mentions five indicators of job stress, namely:

- a. Task demands, physical or mental demands that employees face in their work, such as excessive demands and tight deadlines.
- b. Role demands, related to the roles expected of employees, such as role ambiguity or role conflict.
- c. Interpersonal demands, stress or pressure caused by other individuals that can affect employees' work.
- d. Organizational structure, unclear organizational characteristics including inconsistent policies and procedures.
- e. Organizational leadership, describes the management approach in the organization and the various parties that make up its culture, which fosters conflict, anxiety and fear in the company.

### **Leadership**

Leaders in organizations must have higher managerial and strategic abilities, be able to set an example, influence and direct others, make decisions, be able to convey ideas clearly, and be able to approach their subordinates in motivating their employees. Leadership plays a crucial role in realizing organizational goals. An organization can develop, survive, and compete in the tight industrial world if leaders are responsive to change, able to adapt to a dynamic environment, and have the ability to anticipate and be proactive in various forms of change. Bass said that the quality of leaders is often seen as one of the key elements that determine the success or failure of an organization (Tewal et al., 2019).

Quoted in the book leadership by (Mu'ah et al., 2019) there are several experts who pour the definition of leadership. Pfiffner & Presthus in their theory define leadership as the art of coordinating and motivating individuals and groups to achieve desired goals. Meanwhile, Terry defines leadership as the process of influencing individuals to move towards achieving organizational goals. Wexley & Yuki say that leadership is encouraging other individuals to put more effort into completing their responsibilities or making adjustments in their behavior. Meanwhile, Sutarto in his theory says leadership is a series of activities that involve the ability to influence individual behavior in certain situations, so that employees want to work together to achieve predetermined goals.

In leadership there are indicators by Sutarto Wijono in (Yunus & Rocdianingrum, 2023), including the following:

- a. Effectiveness ability, the ability to guide employees to be able to complete tasks on time and foster an attitude of discipline.

- b. Participative leadership, decision-making prioritizes collective deliberation and makes decisions based on relevant information.
- c. Communication skills, the ability to communicate information, ideas, or thoughts to employees or subordinates directly or indirectly.
- d. Leadership as a motivator, having a strong drive from oneself so that it can provide enthusiasm for employees to be able to achieve targets.

### **Compensation**

Every employee in the organization is entitled to receive compensation in return for the labor that has been expended. Compensation includes not only salaries or wages, but also bonuses, allowances and other forms of incentives. In the context of competitive business competition, compensation management acts as an important strategy to attract potential talent, in addition to motivating and retaining talent. Caruth and Handlogten present a compensation perspective that includes all forms of rewards or gifts, both direct and indirect, as an appreciation for the contributions made by employees (Septiani et al., 2024). According to (Martocchio, 2019) in his theory, compensation includes intrinsic and extrinsic rewards that employees receive as appreciation for their work and membership in the company.

According to Simamora in (Manopo et al., 2023), indicators to measure employee compensation include the following:

- a. Salary or wages, salary or wages are basically related to compensation based on working time.
- b. Incentives, additional cash outside of salary or wages provided by the company.
- c. Benefits, benefits can be provided in various forms, for example health insurance, life insurance, travel.
- d. Facilities, Compensation in the form of facilities includes exclusive use of company facilities, such as official vehicles, special parking lots, and various other facilities.

### **Employee Performance**

The term performance is often considered the same as work results, work achievement, productivity, effectiveness, or goal achievement. However, performance basically refers to a set of behaviors that are related to organizational goals. Performance is a synonym for the word behavior. Performance is what a person actually does and can be observed, including actions that support organizational goals. Performance is not the result of action, but the action itself. According to Yuliandri in (Nurfitriani, 2022) employee performance refers to the assessment of employee actions in their work. Campbell states performance as individual actions and behaviors that are aligned with organizational goals.

Employee performance indicators according to Mangkunegara in (Yunus & Rocardaningrum, 2023) are as follows:

- a. Quality of work, describing how well employees perform and complete their work.
- b. Work quantity, related to the number of products or services produced within a certain period of time.
- c. Task execution, illustrates the extent to which employees or workers can perform tasks accurately without errors.
- d. Responsibility, the employee's obligation to complete the work delegated by the company, and must be completed appropriately.

## RESEARCH METHOD

This research uses an associative type with a quantitative approach. Quantitative research methods use numerical as data to examine hypotheses and draw conclusions about a phenomenon. The selected population to help this research is all employees of PT Bahana Prestasi Surabaya with a total of 54 employees. Applying saturated sampling technique as a sample withdrawal, namely the entire population is used as a research sample.

The use of data sourced from primary and secondary data. Data collection was carried out by means of observation, interviews, distributing questionnaires to all employees of PT Bahana Prestasi Surabaya, and literature study. Data processing and analysis were carried out using Multiple Linear Regression Analysis techniques with the help of the SPSS 26 program.

## RESULTS AND DISCUSSION

### Validity and Reliability Test

Validity can be tested by comparing the calculated r value against the r table. The r table value is obtained based on the distribution table with degrees of freedom (df) of N-2. In this study, the df is 52 with a significance level of 0.05, so that the r table is 0.268.

**Table 2.**  
**Validity Test Result**

Variable/Indicator	Correlation	r-table	Information	
Work Stress (X <sub>1</sub> )	X1.1	0,522	0,268	Valid
	X1.2	0,783	0,268	Valid
	X1.3	0,485	0,268	Valid
	X1.4	0,636	0,268	Valid
	X1.5	0,553	0,268	Valid
	X1.6	0,629	0,268	Valid
Leadership (X <sub>2</sub> )	X2.1	0,784	0,268	Valid
	X2.2	0,891	0,268	Valid
	X2.3	0,892	0,268	Valid
	X2.4	0,800	0,268	Valid
	X2.5	0,884	0,268	Valid
	X2.6	0,884	0,268	Valid
Compensation (X <sub>3</sub> )	X3.1	0,659	0,268	Valid
	X3.2	0,567	0,268	Valid
	X3.3	0,751	0,268	Valid
	X3.4	0,739	0,268	Valid
	X3.5	0,580	0,268	Valid
Employee performance (Y)	Y.1	0,785	0,268	Valid
	Y.2	0,829	0,268	Valid
	Y.3	0,761	0,268	Valid
	Y.4	0,845	0,268	Valid
	Y.5	0,783	0,268	Valid
	Y.6	0,803	0,268	Valid

Source: Results of SPSS Output

These results can be said to be valid, because each indicator has r count which exceeds r table. The amount of r table in this study is 0.268 with a significance level of 0.05.

Furthermore, the reliability test is used to measure indicators in research using the reference  $0.60 < \text{Cronbach's alpha value}$ . The reliability test results are as follows:

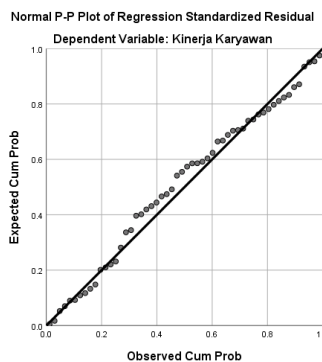
**Table 3.**  
**Reliability Test Result**

Variabel	Cronbach's Alpha ( $\alpha$ ) Count	Cronbach's Alpha ( $\alpha$ ) Minimum	Information
Job Stress (X1)	0,654	0,60	Reliabel
Leadership (X2)	0,924	0,60	Reliabel
Compensation (X3)	0,633	0,60	Reliabel
Employee Performance (Y)	0,882	0,60	Reliabel

Source: Results of SPSS Output

Each research variable obtained a result of  $0.60 < \text{alpha coefficient}$ , therefore it can be said that the variables of work stress, leadership, compensation and employee performance are reliable.

**Classical Assumption Test**  
**Normality Test**



**Figure 2.**

**Normality Test Result**

Source: Results of SPSS Output

The normality test above can be seen that the plot curve spreads around the diagonal line or does not move away from the line, so it can be concluded that this research data has a normal distribution.

**Multicollinearity Test**

**Table 4.**  
**Multicollinearity Test Result**

Model		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Stress	.977	1.023

Leadership	.733	1.364
Compensation	.741	1.350

a. Dependent Variable: Employee performance

Source: Results of SPSS Output

Multicollinearity testing shows that the VIF value of the three independent variables, namely work stress, leadership, and compensation, is smaller than 10, in accordance with the rules set out in the multicollinearity test, namely if the VIF value is  $< 10$  and the tolerance value is  $> 10\%$  or  $0.1$ , then there is no multicollinearity or non-multicollinearity. This shows that this study did not find any correlation between the independent variables and it can be considered that there is no multicollinearity or non-multicollinearity.

**Heteroscedasticity Test**

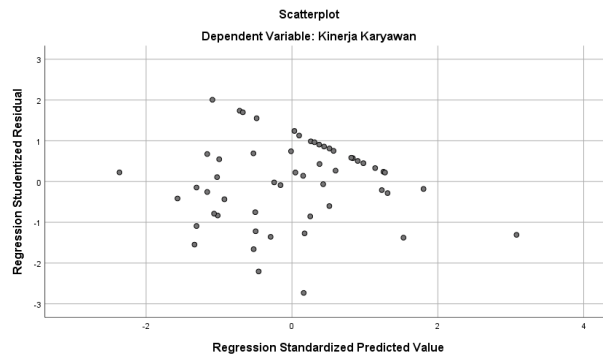


Figure 3.

**Heteroskedastisitas Test Result**

Source: Results of SPSS Output

The heteroscedasticity test above shows that between SRESID and ZPRED which is realized by dots forming an irregular pattern and tends to spread. It can be stated that in this study there is no heteroscedasticity in the regression model that will be used in hypothesis testing.

**Multiple Linear Regression Analysis**

**Table 5.**  
**Multiple Linear Regression Analysis Result**

		Coefficients <sup>a</sup>			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	12.721	2.812		4.524
	Job Stress	.287	.085	.387	3.398
	Leadership	.242	.097	.327	2.489
	Compensation	.161	.122	.173	1.320

a. Dependent Variable: Employee performance

Source: Results of SPSS Output

The multiple linear regression test obtained is the coefficient for the work stress variable (X1) = 0.287, leadership (X2) = 0.242, and compensation (X3) = 0.161, and the

constant value = 12,721. So that the results of the above calculations, obtained multiple linear regression equations as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n$$

$$Y = 12,721 + 0,287 X_1 + 0,242 X_2 + 0,161 X_3$$

From this equation, it can be interpreted as follows:

1. Constant ( $\alpha$ )  
 A constant value of 12,721 means that if the variables of work stress, leadership, and compensation are equal to zero, then employee performance at PT Bahana Prestasi Surabaya is worth 12,721.
2. Regression Coefficient (X1)  
 The coefficient of the work stress variable has a positive result of 0,287, which means that if work stress increases by one unit, it will affect employee performance by 0,287 units.
3. Regression Coefficient (X2)  
 The coefficient of the leadership variable has a positive result of 0,242, which means that if leadership increases by one unit, it will affect employee performance by 0,242 units.
4. Regression Coefficient (X3)  
 The compensation variable coefficient has a positive result of 0,161, which means that if compensation increases by one unit, it will affect employee performance by 0,161 units.

### Hypothesis Testing

#### F Test

**Table 6.**  
**F Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.832	3	46.944	9.600	.000 <sup>b</sup>
	Residual	244.502	50	4.890		
	Total	385.333	53			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Compensation, Job Stress, Leadership

Source: Results of SPSS Output

The F test above shows  $F_{count} > F_{tabel}$  with a value of  $9.600 > 2.79$ , then  $H_0$  is rejected. So that the independent variables namely work stress, leadership and compensation have a significant impact simultaneously on the dependent variable employee performance.

#### T Test

**Table 7.**  
**T Test Result**

Coefficients <sup>a</sup>	
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Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	12.721	2.812			4.524	.000
Job Stress	.287	.085	.387		3.398	.001
Leadership	.242	.097	.327		2.489	.016
Compensation	.161	.122	.173		1.320	.193

a. Dependent Variable: Employee performance

Source: Results of SPSS Ouput

The t test test shows that the work stress variable (X1)  $t_{count}$  value is  $3.398 > t_{table} 2,008$ , then  $H_0$  is rejected. So, it is concluded that in partial testing work stress has a significant impact on employee performance.

The leadership variable (X2) shows a  $t_{count}$  value of  $2.489 > t_{table} 2,008$ , then  $H_0$  is rejected. So, it is concluded that in partial testing leadership has a significant impact on employee performance.

The compensation variable (X3) shows a  $t_{count}$  value of  $1.320 < t_{table} 2,008$ , then  $H_0$  is accepted. So, it can be said that in partial testing compensation has no significant impact on employee performance.

### R Square Test

**Table 8.**  
**R Square Test Result**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 <sup>a</sup>	.365	.327	2.21134

a. Predictors: (Constant), Compensation, Job Stress, Leadership

Source: Results of SPSS Output

R Square testing shows that the Adjusted R Square (R2) value is 0,327 or 32,7%. It can be concluded that 32,7% of employee performance is influenced by work stress, leadership, and compensation variables. Meanwhile, the remaining 67,3% is influenced by other factors not explained in this study.

### Effect of Job Stress, Leadership, and Compensation on Employee Performance

Based on the results of hypothesis testing carried out using the simultaneous test (F test), it is known that the results of  $F_{count} 9,600 > F_{table} 2,79$ , then  $H_0$  is rejected and  $H_1$  is accepted with a significance value of 0.000 and a significance level of 5% or 0,05. Therefore, it can be concluded that Job Stress, Leadership, and Compensation simultaneously have a significant effect on Employee Performance at PT Bahana Prestasi Surabaya.

The results of this study explain that the performance of PT Bahana Prestasi Surabaya employees can be categorized as good. So it can be concluded that employees are able to improve the quality of work by carrying out work according to their skills. Therefore, every

company is important to know every work skill possessed by employees, so as to improve the quality of work and employee performance that leads to company performance.

The results of this study are relevant to the results of previous research conducted by (Erwin & Nurhadi, 2022) with the title “The Effect of Human Relations, Compensation and Leadership on Employee Performance of PT Semen Indonesia (Persero) Tbk. Tuban” which shows the results of research that compensation and leadership variables simultaneously have a significant effect on employee performance. Another research was conducted by (Fortuna & Nugroho, 2024) with the title “Employee Performance at PT Maleo Edukasi Teknologi (Educourse.id): The Impact of Work Stress and Work Environment” shows that simultaneously workload, work stress and work environment have a significant effect on employee performance. From the results of the F test and the support of previous research, it shows that work stress, leadership, and compensation simultaneously have a significant effect on employee performance at PT Bahana Prestasi Surabaya.

### **Effect of Job Stress on Employee Performance**

Based on the results of hypothesis testing using the t test or partially, there is a significant influence between work stress variables and employee performance. Proven by the statistical results that the  $t_{\text{count}}$  value is  $3,398 > t_{\text{table}} 2,008$ , then  $H_0$  is rejected and  $H_1$  is accepted with a significance value of  $0,01 < 0,05$ . Therefore, it can be concluded that work stress affects the performance of employees of PT Bahana Prestasi Surabaya. This means that the higher the level of perceived job stress, the employee performance tends to increase. In this case, work stress is eustress or acts as a driver and motivates employees to improve their performance, not work stress that hinders work.

Based on the results of statistical testing above, it shows that the level of work stress experienced by employees of PT Bahana Prestasi Surabaya within a certain limit is a driver of improved employee performance. Work stress can be motivating supported by certain factors that turn pressure into a positive challenge. In this case, the management support provided by PT Bahana Prestasi Surabaya is said to be good so that when employees experience work stress there is room to exchange ideas and share solutions so that it can alleviate employee work problems. In addition, the company provides a high workload but is accompanied by realistic deadlines, so that it can be interpreted that even though the workload given by the company is high, it is still in accordance with capacity and expertise, when employees can successfully complete these challenges, it will increase employee confidence. These are the factors that change work stress as an obstacle to work into a driver of improving employee performance at PT Bahana Prestasi Surabaya.

The findings of this study are supported by previous research conducted by (Aulia, 2021) with the title “The Effect of Job Stress on Employee Performance of PT. PLN (Persero) Jambi Rayon Telanaipura Area” shows that work stress has a partially significant effect on employee performance. In this study, it is said that employees' positive response to high work pressure plays a role in keeping their performance at a relatively high level. In other words, work stress in the form of negative work demands is converted into positive energy by employees.

### **Effect of Leadership on Employee Performance**

The results of partial hypothesis testing (t test) can be seen that the  $t_{\text{count}}$  value is  $2,489 > t_{\text{table}} 2,008$  with a significance value of  $0,016 < 0,05$ , which means  $H_0$  is rejected and

$H_1$  is accepted. It can be concluded that leadership has a significant effect partially on the performance of employees of PT Bahana Prestasi Surabaya.

Based on the statistical calculations above, it can be said that if leadership is implemented well by the company, employee performance will increase. If the company's leadership implementation is poor, it will reduce employee performance which will have an impact on the company. This study shows that leadership in PT Bahana Prestasi Surabaya has been at a good level. This is supported by all points of the leadership questionnaire statement, the majority of respondents chose to agree and strongly agree so that it can be interpreted that the company's leadership is in accordance with the wishes of employees. Good leadership will increase employee satisfaction through employee performance significantly and will have an impact on improving company performance.

The results of this study were strengthened by previous research by (Azijah et al., 2024) with the title "The Effect of Leadership on Employee Performance" showing that leadership has a significant effect on employee performance. In this study, it shows that a successful leader is able to direct employees to work in line with organizational goals, achieve work targets, and remain confident in carrying them out.

#### **Effect of Compensation on Employee Performance**

Based on the partial hypothesis test (t test) the relationship between compensation and employee performance has a  $t_{count}$  value of  $1,320 < t_{table} 2,008$  with a significance value of  $0,193 > 0,05$ , then  $H_0$  is accepted and  $H_1$  is rejected. So it can be concluded that compensation has no significant effect partially on employee performance at PT Bahana Prestasi Surabaya. Although the regression coefficient shows the direction of a positive relationship between compensation and employee performance, the t-test results show that the relationship is not statistically significant.

The results of this study can be concluded that the compensation variable has a tendency towards a positive relationship, but the effect is not strong enough or consistently significant on employee performance at PT Bahana Prestasi Surabaya. This is because the compensation offered by the company is not well designed. Supported by the compensation questionnaire statement at point 2 "The incentives provided by the company are in accordance with the achievement of work results" the majority of respondents disagreed and strongly disagreed. So it can be interpreted that the compensation provided does not focus on the achievement of work results which makes employees feel less satisfied in receiving the compensation provided by the company. This does not mean that the compensation strategy implemented by PT Bahana Prestasi Surabaya is bad, but the company needs to pay attention to the compensation given to employees so that employees can feel job satisfaction which will have an impact on improving performance.

The results of this study reveal with research conducted previously by (Erwin & Nurhadi, 2022) with the title "The Effect of Human Relations, Compensation and Leadership on Employee Performance of PT Semen Indonesia (Persero) Tbk. Tuban" shows the results that compensation has no significant effect partially on the performance of employees of PT Semen Indonesia (Persero) Tbk. Tuban.

## CONCLUSION

Based on the results of the test analysis, the following conclusions are obtained:

1. The results of simultaneous testing (F test) show that the independent variables, namely work stress (X1), leadership (X2), and compensation (X3) with the dependent variable employee performance (Y) are positively and significantly related to the employees of PT Bahana Prestasi Surabaya.
2. The results of partial testing (T test) show that the independent variable work stress (X1) with the dependent variable employee performance (Y) are positively and significantly related to the employees of PT Bahana Prestasi Surabaya.
3. The partial test results (T test) show that the independent variable leadership (X2) with the dependent variable employee performance (Y) is positively and significantly related to the employees of PT Bahana Prestasi Surabaya.
4. The partial test results (T test) show that the independent variable compensation (X3) with the dependent variable employee performance (Y) is not significantly related to the employees of PT Bahana Prestasi Surabaya.

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