



# The Effect of Job Stress due to Environmental Changes and Compensation on Teachers' Performance in Palembang City

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**Abstract:** In a corporate context, the success of an employees in performing their jobs can be measured by the low levels of job stress they experience, and it is known that there is a direct relationship between stress and performance, because when an employees have a high level of stress, the employee won't be able to work efficiently and optimally. This can happen not only to office employees, even teachers can experience job stress. Job stress experienced by a teacher certainly has the possibility of interfering with his productivity and of course can affect the students he teaches. Compensation is one of the things that is considered to improve performance. This research was conducted to find out whether the compensation given was able to have a positive impact on the performance of these teachers and guarantee their performance. Data used in this research we're collected from 106 respondents and after a several tests, the result is both of the job stress that the teachers felt and the compensation that given by the company can make a positive effect on job performance, that can be

interpreted as if job stress reduced, the teacher's performance will increase. And conversely if the compensation increases, the performance will also increase.

**Keywords:** Job stress; Compensation; Job Performance

## Introduction

Existing changes such as rapid technological developments or environmental changes certainly make many people feel a shift in their work industry. Teacher stress is one of the main factors that drives many teachers whose performance declines or want to leave the profession. The pressure they feel is also exacerbated by the challenges experienced by many educators during Covid-19. Most of those who experience job stress will also experience a decrease in performance, which of course, will have a big impact on the students they teach. This can also be seen in research conducted by Akbar & Pratasiwi in 2017, where there was an increase in stress for teachers due to the increasing workload, as well as changes in teaching and learning habits that occurred during the Covid-19 pandemic cannot be immediately accepted by teachers, so that new habits such as mastering technology make teachers experience psychological problems in the form of work stress. Several studies have shown that the teaching profession has high levels of stress throughout the world. In European countries, around 10–40% of teachers suffer from extreme stress (Kabito, 2020).

The success of employees at work is due to low and not excessive levels of job stress,

and it is known that there is a direct relationship between stress and performance, because when employees are at high stress, they may not work good and optimal. This will have an impact on their performance. According to Vivianne Kovess, 2007, states that teachers or educational staff have higher levels of psychological stress and fatigue compared to other jobs. Job burnout not only has a direct impact on the quality of teaching and the physical and mental health of teachers, but will also have a negative impact on students' academic achievement and social behavior (Klusmann, 2016).

Based on the previous research such as that conducted by Dini Anggraeni and Anton Budi Santoso, Farisi, Salman, and Pane, Ilyas Hadi, Tallo, Muhammad Anis and Sulastrirbayun, Fathussyadah and Ratnasari, Hidayanti, Munawar Kader and Wahyudin Rahman, Robby Dharma, Dori Mittra Candana and Sancia Arilla, Samsir, G Rizal and Chairul Amsal, Hasrudy Tanjung and Laila Mawaddah Putri that there is a positive influence between job stress and compensation on a person's performance. This is different from the results of research conducted by Jhon Rinaldo, Novi Yanti and Anggia Mardaleni, Ichsan Gustianto and Islamuddin Islamuddin, Muhamad Ekhsan, Nyayu Apni Yulianti, Luis Marnisah and Roswaty which actually stated that job stress has a negative effect on a person's performance. The GAP of research that follows developments in job stress, compensation and performance for teachers over time all focuses on the workforce in general, and no researchers have focused on teachers, as well as environmental changes that occur can also have a different impact on the work pressure experienced by a person.

Therefore, this research aims to determine the effect of work stress, especially when changes occur in the learning environment, on the performance of teachers and to find out whether compensation can influence teacher performance. The benefits resulting from this research are the results of the research provide additional academic knowledge for researchers and readers about how the workload received and the compensation received can affect performance, and so that companies can be more aware that excessive workload on the part of employees and compensation that does not meet expectations have an important influence on performance, so that companies can pay more attention to these things.

According to King (2010), Job stress is a stressful condition that creates a physical and psychological imbalance, which affects the emotions, thought processes and condition of the employees. One of the trigger factors for job stress can be fatigue, where teacher work refers to emotional and behavioral fatigue caused by long working hours and the high intensity of the daily teaching process.

Sunyoto & Burhanuddin (2015) categorize the consequences of work stress into three, namely:

1. Physiological symptoms

Research results show that stress can affect metabolism, increase heart rate and breathing, increase blood pressure and that can cause headaches and trigger heart attacks. One study found that excessive work demands can cause stress.

2. Psychological symptoms

One of the psychological symptoms resulting from stress is feeling dissatisfied with work. Other symptoms can include anxiety, boredom, tension, annoyance and the desire to procrastinate work, especially work that places excessive and conflicting demands. Unclear duties, authority and responsibilities can cause stress and dissatisfaction.

### 3. Behavioral symptoms

Individuals who experience stress tend to experience changes in behavior that affect productivity, as well as changes in eating habits, drinking, slurred speech, restlessness.

The indicators for assessing work stress have been presented by Robbins (2018), as follows: Job demands are factors related to a person's job, such as working conditions and work style. physical layout of the job. Role demands, which relate to the pressures placed on a person based on a particular role within an organization. Interpersonal needs are pressures created by other employees. Organizational structure and image of agencies with unclear organizational structures, lack of clarity on positions, roles, powers and responsibilities. Leadership and management styles within the organization and some within the organization can create an organizational climate that causes stress, anxiety or fairness.

Based on several of these indicators, we can analyze and determine what needs to be done to deal with job stress experienced by teachers so that it does not have a negative influence on their students.

Compensation can be said to be anything in the form of money, as well as goods, either directly or indirectly, provided by the company as a form of reward for the employee's services to the company (Hasibuan, 2017). Compensation is divided into three, namely: Basic compensation, is a type of compensation that is fixed, for example, salary. Variable compensation. In this type there is an uncertain payment time, with a nominal value that is also not fixed. Indirect compensation, in the form of pension money, social security, severance pay, insurance and BPJS employment.

Determining compensation itself is not arbitrary, there are measuring instruments used which, according to Simamora (2015), indicators of compensation are:

1. Wages and salaries, where wages can be said to be payments to employees in the production and utilization department, where wages are usually related to salary rates according to working hours, salaries themselves are generally applied for payment on a weekly, monthly and annual basis.
2. Incentives are rewards other than salary or wages from the company.
3. Benefits can be in the form of life and health insurance, company holidays, and other benefits related to the company.
4. Facilities, related to the benefits provided by the company, such as company operational vehicles or special access.

The salary indicators presented by Kasmir (2016) are: Education Everyone of course, takes different levels of education, so the knowledge they receive is, of course, different, so the salary compensation they receive is also different. It can be said that the higher the

level of education one goes through, the higher the compensation one receives. Experience, the length of time a person has worked can certainly influence the experience and skills they have, so the amount of salary earned by experienced and inexperienced people will, of course, be different. Work load and responsibilities, the heavier a person's work load, the greater his responsibilities, so the salary he receives will be different compared to someone whose work load and responsibilities are smaller. Position, the higher a person's position, the higher the allowance for his position. This is because the higher the position, the responsibilities and workload increase, so they need to be rewarded with appropriate compensation according to their duties. Rank or class level is also a consideration factor in increasing the compensation a person receives. Work performance, as a form of appreciation, the company will definitely provide different compensation to employees who perform well.

Compensation can also be a way for companies to improve employee performance. Performance itself can be understood as the work performance that a person achieves when performing the tasks and jobs assigned to him (Siswanto: 2015), where, as in the previous case studies, it can be deduced that compensation has a positive influence. About performance because employees desire to receive salaries or bonus that meet their needs so that employee performance increases in the hope of increasing salaries or bonus, this is very related to the grand theory that used in the research, that's goal setting theory. As Locke (1968) says, there is a close and inseparable relationship between goal setting and performance.

Job performance is the result of work collectively quality and quantity achieved by an employee in carrying out their duties correspond to their responsibilities given to him (Prabu Mangkunegara: 2013). The decline in performance itself can be seen through the indicators put forward by Anwar Prabu Mangkunegara (2009:75), namely: Quality or quality of work, is the level of ability to carry out the tasks entrusted to him. Capacity or quantity, namely the amount of time needed by employees to complete the work they have. Implementation of duties, is the level of ability possessed by an employee where he is able to carry out his work well. Responsibility is an attitude where employees are ready to bear all consequences according to company regulations, if the results of their work do not meet the company's expectations.

Providing compensation can have an influence on improving employee performance if appropriate. This is because compensation is provided in return for employee services which can fulfil their physical needs and social status, so that in the end they can obtain job satisfaction and become a means of motivation for employees. So, the company hopes that by providing compensation, employees can do their jobs well, become a means of supporting the lives of their employees by fulfilling their living needs, and motivate employees to complete their tasks well.

Based on research conducted by Akbar & Pratasiwi, in 2017 there was an increase in stress for teachers due to the increasing workload, as well as changes in teaching and learning habits that occurred during the Covid-19 pandemic which could not be immediately accepted by teachers, so that these habits New things such as mastering

technology make teachers experience psychological problems in the form of job stress, this is also supported by Vivianne Kovess's research in 2007 which states that teachers or teaching staff have higher levels of psychological stress and fatigue compared to other jobs. Based on this, it can be said that there is a possibility that job stress and compensation can affect performance, especially for teachers who have high levels of psychological stress and fatigue compared to other fields of work. Based on this research and previous research conducted, the following hypothesis was created:

H<sub>1</sub>: Job stress can affect job performance of the teachers.

Compensation is a reward received for someone's performance which can be in the form of financial rewards or non-financial rewards. Compensation can be a means for companies to improve the performance of their employees. This can be seen through previous research such as that conducted by Dini Anggraeni and Anton Budi Santoso (2023), where the final results are compensation give a positive influence on performance, because with the employee's desire to get compensation to meet their needs, employees will try to improve their performance in the hope that there will be an increase in compensation provided by the company. So, the following hypothesis is created.

H<sub>2</sub>: The compensation a person receives can affect their performance.

## Research Method

Methodology is a scientific method used to collect data about a subject from research in order to solve a problem. The type of research carried out to obtain this data is quantitative research, which is defined by Kasiram (2008) as quantitative research is the process to discover and using data in numerical form or analyze information. The method used to collect data was by distribute some questionnaires, which according to Sugiyono (2017), is a way to collect some data by giving a few written questions to respondents.

## Results and Discussion

The characteristics of respondents were grouped based on gender in men and women from a sample of 106 respondents through existing questionnaires distributed out of a total of 106 respondents, with 51 respondents or 48,1% were women, and 55 male respondents or 51,9% are men. Based on the length of working time, it is known that the plethora of them is already worked for more than 5 years.

Ghozali (2009) said that validity checks are used to evaluate the validity of a questionnaire. A questionnaire may be said to be valid if the questions attached to the questionnaire can be used to expose the signs as a way to be measured by means of the

questionnaire. The consequences of filling inside the questionnaire may be examined and the calculation outcomes could be used to degree the extent of validity of an object, particularly with the aid of testing the significance of the correlation coefficient at an importance level of 0,05. And based totally at the information processing that has been achieved in the validity test, it is acknowledged that everyone facts used in this questionnaire is valid and can be used in this research.

### 1. Reliability test

According to Sugiyono (2018), Reliability checks are the level of consistency and balance of statistics or findings. Unreliable records cannot be processed further because they will produce biased conclusions. Reliability testing is completed on query objects that are determined to be valid. The reliability calculation method uses "Cronbach's Alpha". Data can be considered reliable if it has a Cronbach's alpha coefficient greater than 0,6.

**Table 1 Reliability Test**

Variable	Cronbach's Alpha	N of Item	Information
Job stress (X1)	0,73	6	Reliable
Compensation (X2)	0,73	6	Reliable
Job performance (Y)	0,73	6	Reliable

Based on the results of the reliability test above, it is stated that it has a "Cronbach's Alpha" of job stress, compensation, and job performance has a greater value than 0,6 so that the data is said to be reliable or meets the requirements.

### 2. Normality test

According to Ghozali (2017), normality testing aims to check whether in the regression model, the noise variables or residual variables are normally distributed or not. A regression model is considered good to have a normal or near-normal distribution, based on a significance level of 5% or 0,05.

**Table 2 Normality Test**

		Residual
N		106
Normal parameters	Mean	0,00
	Std. Deviation	1,35
Most extreme differences	Absolute	0,1
	Positive	0,1
	Negative	-0,08
Kolmogorov-Smirnov Z		0,99
Asymp. Sig (2-tailed)		0,258



The normality test results in the table above show the Asymp value. Sig. (2-tailed) is 0,258 it has a value more than 0,05 so it can be deduced that the data is distributed normally and this research model has fulfilled the normality test. So that means the data that has been collected can be used for this research.

### 3. Multicollinearity test

Multicollinearity is a linear relationship between independent variables. A good regression model won't have a correlation between variables. This test based at 90% significance level.

**Tabel 3 Multicollinearity test**

Model	B	Std. error	Beta	t	Sig.	Tolerance	VIF
(Constant)	8,35	1,89	0,00	4,42	0,000		
Job stress (X1)	0,22	0,09	0,23	2,39	0,019	0,675	1,481
Compensation (X2)	0,39	0,09	0,41	4,19	0,000	0,779	1,283

Based from the data, the results can be interpreted that both of job stress and compensation has no multicollinearity between job performance as the independent variables and meets the requirements of the classical multicollinearity assumption because it has a tolerance value more than 0,10 and a VIF value less than 10,00.

### 4. Heteroscedasticity Test

Heteroscedasticity can occur when the standard deviation of a predicted dependent variable gets a different value from the independent variable or is related to a previous time period, or can be interpreted as not constant. In this research, we're using Glejser test method, Glejser test is a hypothesis test to find out whether a regression model has indications of heteroscedasticity by regressing the absolute residuals, if the significance value is more than 0,05 that means that there is no heteroscedasticity.

**Tabel 4. Heteroscedasticity Test**

Model	B	Std. error	Beta	t	Sig.
(Constant)	6,39	1,17	0,00	5,45	0,000
Job stress (X1)	-0,05	0,06	-0,10	-0,93	0,354
Compensation (X2)	-0,19	0,06	-0,36	-3,31	0,734

Based on the result significant value of job stress and compensation is is greater than 0,05, it means that there's no heteroscedasticity.

## Hypothesis Test

### T test

According to Ghozali (2017), the t-statistics test shows the degree of influence of an independent variable on the dependent variable assuming that other independent variables remain unchanged. This test is based on the significance level of 0,05.

**Table 5 t test**

Model	B	Std. error	Beta	t	Sig.
(Constant)	8,35	1,89	0,00	4,42	0,000
Job stress (X1)	0,22	0,09	0,23	2,39	0,019
Compensation (X2)	0,39	0,09	0,41	4,19	0,000

- a. Determine t count and t table:

$$Df = 106 - 2 = 104$$

$$\text{Sig.} = 5\%$$

$$t \text{ table: } 1,983$$

- b. t test conclusion

Based on the criteria, this data shows that job stress has a partial effect it can be seen on the job stress table, which is t count 2,39 is greater than t table 1,983. The compensation also provides a partial effect, it proves on the t test because the t count 4,19 has a bigger value than t table. And based on the table, both job stress and compensation have positive coefficient values, it can be deduced that job stress and compensation have a positive impact on the teacher's performance in Palembang city.

## Conclusion

Based on previous similar research, such as that of Akbar and Prastiwi, indicates that teacher stress levels increase quite high in teachers due to the work pressure they are under and the changing times forced on teachers have to adapt to technological developments is still very complicated and this can increase stress levels, high levels are said to negatively impact performance. Therefore, compensation certainly plays an important role in improving performance, according to the theory used in this study that employees will try to improve their performance in the hope of increasing compensation that provided by the company. Based on this, a research approach was taken using quantitative methods where the data used were collected by distributing questionnaires to samples that met the criteria.

Based on the data collected and examined from 106 respondents, it can be deduced that job stress and compensation give a positive effect on the teacher's performance in



Palembang city, it means that if job stress is reduced, teachers' performance will increase. And if compensation increase, the job performance of teachers in Palembang city will also increase.

What is lacking in this research is the uncertainty in the influence of work stress experienced during the pandemic and during normal times and the research does not focus enough on the differences in work stress experienced in each existing education.

In preventing or correcting a decline in teacher performance, it is hoped that both leaders and fellow colleagues can provide support and attention to each other and pay attention that compensation is one of the factors that can improve performance, so companies need to pay attention to the compensation provided so that it is in accordance with responsibilities and work results, the company can provide guidance on the use of technology so that teachers do not find it difficult to adapt to the technology used in teaching and also adjust existing facilities so that they are suitable and comfortable to use with the hope that through this the enthusiasm of the teachers can increase so that their job stress can decrease and their performance increases.

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