

Factors Affecting Work Stress And Performance With Compensation Moderation In Working Load Relationships On The Performance Of Private Teachers In East Kalimantan

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ABSTRACT

Lecturers as the spearhead in producing quality graduates in higher education are expected to always give the best performance at work. Good lecturer performance is influenced by many factors including workload, work conflict compensation and lecturer work stress so it is interesting to do further field research. The purpose of this study is to analyze and investigate the influence of work conflict and workload factors as internal factors among lecturers that have an impact on work stress and performance as well as the role of compensation mediators on the relationship between workload and lecturer performance in private universities in East Kalimantan. This study also took a sample of 259 lecturers as respondents in several districts and cities in East Kalimantan Province. Questionnaires were distributed to all samples to determine respondents' perceptions of the variables studied and collected in tabulated data. The tabulated data results were further analyzed using Smart PLS 3.3.2 software and descriptive statistics and inferential statistics to solve the equation structure model used in this study. The study found that work conflict has a positive and significant direct effect on job stress and performance. Workload has a positive and significant effect on work stress and performance. Meanwhile, work stress has a positive but insignificant effect on performance. Compensation is not able to strengthen the relationship between workload and performance.

Keywords

Work conflict, work load, compensation, work stress, performance

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Introduction

A person who has a profession as a lecturer cannot avoid the potential for high work stress; this is because most of the lecturers get additional assignments outside their main duties such as holding structural positions on campus, becoming members or committee members on campus. As a form of accountability in the implementation of the Tri Dharma of Higher Education, lecturers are often forced to do their work outside working hours, this shows that the professions of lecturers are included in a very diverse group of jobs, such as educators, facilitators and administrators, which are complex jobs and are prone to giving pressure as a cause of work stress. The flexibility possessed by lecturers does not necessarily make their work easier; this is because the work attached to it requires more preparation. Professional lecturers are required to always improve, adjust and hone

their knowledge. The above conditions can be concluded that a person who works as a lecturer has a very wide working time and is not limited by the eight hours of having to be in the office, but can carry out work outside the hours that are usually done by other workers, the lecturer in working his time is almost unlimited because he can carry out activities during the day or at night until in the end the lecturer will get very strong thinking pressure and can lead to stress conditions on the lecturer due to lack of physical, mental and emotional balance.

Lecturers at private tertiary institutions at work often face work conflicts due to work pressure for lecturers, many demands for tasks in carrying out the Tri Dharma that are not commensurate with the level of their income, lack of togetherness with family, campus organizations that are not committed to what was promised when they first

joined responsibility for work. Broadly speaking, in carrying out the activities of the Tri Dharma of Higher Education the lecturers will feel a high task demand. Another factor that needs to be studied is workload, considering that the main duties of lecturers are in three activities, namely education and teaching, research and community service at tertiary institutions with a workload of 12 to 16 Semester Credit System (SKS) must be clearly proven supporting documents and loaded in the workload report. Workload is thought that was born from limited or scarce resources to complete a task. When facing a task, the expectation of the assignor is that the task is completed properly. The same thing will be felt for people who accept the task; the recipient of the task will try to carry out what is expected.

As a form of supervision of lecturer performance, it is very necessary to evaluate and evaluate performance with predetermined standards. Assessment of workload can be done by looking at and comparing the number of production factors / energy required with the amount of energy / energy expended or used with the results the maximum. This condition can change the workload that is different for each lecturer, namely up or down by utilizing existing resources. It can be ascertained that if a person has committed to devoting himself as a lecturer, usually the complexity of the problem is due to the impulse of desire and past experience to crystallize into the work expectations that he brings. Relationships with fellow lecturers also affect the job satisfaction of lecturers; the workload given in the Tri Dharma of Higher Education can also influence it. The impact of the lecturer's problems in carrying out their duties resulted in the condition and emotional stability which all led to a change in positive feelings to negative feelings that emerged from the lecturers' perceptions of their work. This is in line with the concept of thinking about job satisfaction by (Newstrom and Davis, 1986) that job satisfaction is related to employees' feelings about like or dislikes their job. A person's response to stress

Depends on whether an event is judged as a challenge or a threat (Lazarus, 1991). Challenging stimuli can lead to positive outcomes such as motivation and increased task performance while threatening or distress can lead to anxiety, depression, and social dysfunction for those with very high levels of job stress.

So that it can be concluded that the performance of lecturers in private universities must always be considered, studied and researched and always improved, this is very important because lecturer performance is closely related to the future of the younger generation in the learning process, the intelligence of the nation's children and the future of the nation are strongly influenced by good lecturer performance. An important factor that can strengthen the performance of a lecturer is the compensation received in return for a lecturer for his work. In general, the compensation received by lecturers at private tertiary institutions differs between tertiary institutions, both in terms of the amount and components it calculates. Permanent Foundation lecturers will usually receive a basic salary and class meeting honorarium which is calculated based on the number of class attendance in each month, but some are provided with a package system every month and do not get any other extras (Luthans, 2012). Most of the private lecturers in receiving their teaching compensation are still unable to support their family's needs. The conditions described must be taken very seriously by the management bodies of higher education institutions, especially the foundations that shelter them so that lecturers are motivated to work well and contribute highly to their institutions.

Literature Review

2.1 Work Conflicts

Conflict will always occur and do not choose a place, be it outside the world of work moreover in the organization of the world of work. The main thing that causes conflict in work is poor communication and an organizational structure that is unable to answer the needs of the

organization itself. The differences that exist such as differences in status, understanding of values, different perceptions and different goals. There are differences in defining the meaning of conflict, this is because of different points of view. It is stated that work conflict is a conflict between individuals, between groups and between organizations caused by differences in communication, goals and attitudes (Gibson, Ivancevich & Donnelly, 1996). It is also defined that work conflict is a condition where there is a mismatch between values and goals to be achieved, both values and goals that exist in oneself and in relationships with others (Luthans, 2012). Conflict does not always have negative consequences for the organization, there are conflicts that are positive in nature which actually spur employee morale to be able to show their maximum abilities, conflict is not only seen as a physical conflict, inner conflict can also cause conflict. It is stated by (Boles & Donofrio, 2001) that conflict can be understood through several things, namely: very heavy work pressure, many demands for tasks by superiors, lack of togetherness with family, busy with work, and commitment conflicts. Based on the description stated, it can be explained that work conflict is a situation in which there is a mismatch between one individual and another because there is a conflict that occurs due to a lack of communication of differences in goals and conditions of dependence between one person and another or the mismatch of conditions felt by employees due to communication barriers, differences in goals and attitudes and depending on work.

Research conducted by (Sutanto & Wiyono, 2017), (Sheraz et al., 2014) and (Khalatbari et al., 2013) found that work conflict has a positive and significant effect on work stress, where excessive roles and role conflicts have an effect positive for work stress.

2.2 Workload

Each type and model of work performed by individuals in the organization will have

implications for the workload they feel, both physical, psychological and sociological. It is stated by (Daniels et al., 2006) that workload is the burden borne by employees for their work and how employees manage and fulfill their responsibilities for work as an effort to meet operational demands that require physical and other demands. According to (Gopher & Donchin, 1986) interpreting workload is a thought that is born from a mismatch or limited capacity in transforming information at work. The organization always hopes that employees can do their job well, but whether the organization has also provided the means to support the implementation of tasks, if not then it will present a difference between employee expectations and the reality given so that it will be difficult to achieve the assigned target. According to the opinion stated (Newstrom & Davis, 1989), there are eleven factors that cause workload, namely as follows: (1) Work overload, (2) Time urgency, (3) Poor quality of supervisor, (4) inadequate authority to match responsibility, (5) Insufficient performance feedback, (6) Role ambiguity, (7) Change of any type, (8) Interpersonal and intergroup conflict, (9) Insecure political climate, (10) Frustration, and (11) Differences between company's and employees's values. Based on the previous description, it can be seen that workload is a factor that affects a person's psychology and is able to make a certain perception of the workload that must be borne by a person in connection with the work he is doing. Research conducted by (Twumasi & Gyensare, 2016), (Sheraz et al., 2014), and (Abbasi, 2015) shows that work material is positively and significantly related to work stress. Workload is one of the important factors that determine job stress.

2.3 Compensation

One of the operational functions in Human Resource Management is the calculation and provision of compensation for workers, this operational function is a very difficult function in managing the workforce. The complexity of compensation problems is due to the impact of the

policies given will have an impact on individual employees and on the organization. Compensation given to employees must have a rational, reasonable and acceptable calculation basis for employees and must not ignore emotional factors. For employees, compensation can be interpreted as a description or an appreciation for the work that has been done which can have an impact on improving performance if the employee feels it is appropriate and reasonable. Compensation that is appropriate, reasonable and emotionally acceptable will have an impact on increasing employee satisfaction at work, increased work motivation and enthusiasm in achieving the organizational vision to be high, conversely if the compensation provided cannot meet the needs of employees then positive things will happen turned into negative, such as decreased satisfaction, decreased motivation and decreased employee performance. Compensation is a factor that influences how and why people work for one organization and not another. Employers must be able to provide adequate compensation to compete with other companies so that individuals involved in the organization feel at home to survive, provide good performance and not move to other companies (Mathis & Jackson, 2012). Compensation is: "Any form of payment or compensation given to an employee and arising from the employee's employment, compensation has three components as follows: 1) Payment of money directly in the form of salary, and intensive or bonus / commission. 2) Indirect payments in the form of benefits and insurance. 3) Non-financial rewards such as flexible working hours and a prestigious office (Dessler, 2017). Compensation is the end of the motivation process, which is all that is given to employees to meet the needs of employees and reduce the potential for employees to leave the organization to achieve physical and spiritual balance (Luthans, 2012). The high and low performance of lecturers will be influenced by many factors, but the main factor that influences it is compensation, either directly or indirectly, therefore giving

compensation to lecturers should not be ignored and must be the main focus in human resource development. Previous studies conducted by (Akteer & Husain, 2016), show that compensation plays a strong positive and significant role in the realization of the performance of employees or employees of an organization. However, studies conducted by (Abdul Rashid et al., 2016) and (Hameed et al., 2014) found that compensation has no significant effect on performance.

2.4 Job Stress

Work stress is not just a nervous tension, it can have positive consequences and work stress is not something that must be ignored. Each type of work inevitably causes work stress, the difference is the level of stress experienced and felt by workers. The main standard in looking at work stress is the basic ability of a worker with the demands of the job to be done. High ability with low task demands usually causes light work stress, on the other hand, if the basic skills are low while the demands are high, it will cause high work stress (Luthans, 2012). One of the factors that can improve or reduce work requirements is work balance. According to (Greenberg, 2011), Work Life Balance is the extent to which individuals are most closely related in work and family, and equally satisfied with roles in work and roles in their families. This understanding can be concluded that an individual is able to balance in his work and his role outside of his work equally. Symptoms of an imbalance between life and work can result in health problems and mental disorders that are very dangerous for workers' future morning. In general, stress can be experienced by almost everyone, and this occurs as a result of the pressure on the many activities that must be done at the same time and there are targets that must be completed. Stress is an organization's total response to environmental demands and pressures. Stress is a necessary and unavoidable thing along with a necessary daily life because without stress we will become lethargic and apathetic creatures, and cannot be avoided because it is associated with external events, be they pleasant or produce

anxiety. A person's response to stress depends on whether an event is judged as a challenge or a threat (Lazarus, 1991). Challenging stimuli can lead to positive outcomes such as motivation and increased task performance while threatening or distress can lead to anxiety, depression, social dysfunction for those with very high levels of job stress. Along with the improvement during the scientific era and the rapid development of information, the competitiveness among people is getting stronger, as a result people become busier and therefore, stress is a natural consequence. Although the right stress is a point for self-growth, it is also a motivation for people to progress actively. It not only affects our thoughts and feelings, but also our model of behavior. However, overstress causes problems and discomfort, and can have serious effects on people. Previous research conducted by (Mukhtar et al., 2018), (Ahmed and Ramzan, 2013), was able to show that job stress has a positive and significant effect on performance, except for a study conducted by (Sheraz et al., 2014) which found that work stress does not have a significant impact on performance.

2.5 Performance

Employee performance or work performance is a comparison between real work results and work plans and standards set by the organization. Every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on the performance of its employees (Kawiana et al., 2021). Performance can be understood as a result achieved by employees in their work according to certain criteria applicable to a job. Employee performance criteria include: 1. Quality 2. Timeliness (Pomptnees) 3. Initiative 4. Capability 5. Communication (Gibson, Ivancevich and Donnelly, 1996). Performance is the implementation of the functions required of a person, performance is an act, an achievement, a general exhibition of skills (Whitmore, 2010). According to (Cushway & Gatherer, 2003) performance is assessing how someone has

worked compared to predetermined targets. Performance as follows: "Performance appraisal is a formal management system that provides for the evaluation of the quality of an individual's performance in an organization. Fisher et al. (1993) performance appraisal is the process by which an employee's contribution to the organization during a specified period of time is assessed (Grote, 2000). Performance appraisal is a system of review and evaluation of an individual or team's job performance (Wayne et al., 2002), suggesting that performance appraisal is a system of evaluating the performance of individuals or groups. Performance appraisal is a means of measuring the contribution of individuals to their organization or a way of measuring the contribution of individuals to their organization (Bernardin & Russel, 1993); (Ibrahim et al., 2020). Performance appraisal can be carried out in 3 stages, namely: 1). Describe the work, 2). conduct an assessment of the work, and 3). provide input and feedback to employees (Latham & Kinne, 1974). There are three criteria needed in assessing a job, namely (Schuler & Jackson, 2001): (1) Performance based on traits, (2) Performance based on behavior and (3) Performance based on results.

3. Conceptual Framework and Hypotheses

Based on literature and empirical reviews related to work conflicts, workloads, compensation, work stress and performance, this study considers conducting further studies in a research that can be designed into the following conceptual research framework and hypotheses:

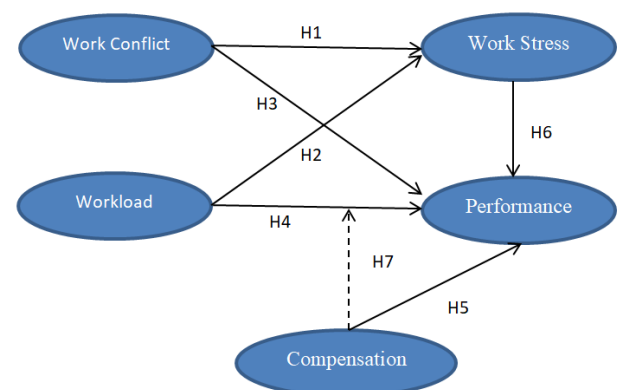


Figure 1 Conceptual Framework

Based on the theoretical and empirical studies that have been put forward, the hypotheses put forward in this study are as follows:

H1: Work conflict has a significant effect on work stress

H2: Workload has a significant effect on work stress

H3: Work conflict has a significant effect on performance

H4: Workload has a significant effect on performance

H5: Compensation has a significant effect on performance

H6: Work stress has a significant effect on performance

H7: Compensation moderates the relationship between workload and performance

Methodology

Sampling

In this study, for empirical validation in the research model, sampling was carried out on the population of lecturers at eight private universities in East Kalimantan, who were active as permanent lecturers until the end of 2019, totaling 735 permanent lecturers. The number of samples of respondents in this study used the sample technique with the Slovin method " $n = N / (1 + Ne^2)$ " at a 95% confidence level or 5% error so that from a population of 735 a sample of 259 respondents was generated who were permanent lecturers private universities in East Kalimantan.

Data Collection

The data collection was carried out by distributing a list of questions or questionnaires to all respondents. Questionnaires are distributed through online media with the support of Google Forms, so they can be done quickly and accurately through existing social media networks. The results of respondents' answers will be automatically recapitulated by google form so that it is very supportive of making complete data tabulations as material for further data analysis.

Variable Definition and Measurement

The selection of measurement tools in this study is done carefully, through the support of literature and empirical studies. Before distributing the questionnaire to the respondents, the initial validity and reliability of the sample of respondents were tested to determine the feasibility of the research questionnaire. So that for the next stage, the questionnaire is feasible to be distributed to all respondents. This study also uses a Likert scale measurement scale with five levels of measurement, ranging from best to very bad.

The exogenous variable consists of two variables and is determined in the form of work conflict, workload and work stress variables. Meanwhile, the endogenous variables are job stress and performance. Work conflict variable is proxied by five variable indicators, workload is proxied by five variable indicators, compensation is proxied by five variable indicators, work stress is proxied by five indicators and performance is proxied by five variable indicators. Thus, all indicators used are 25 variable indicators.

The analysis tool used in the measurement is through the structural equation model (SEM) with the support of SmartPLS Version 3.3.2 software to complete the analysis.

Results

The characteristics of the respondents for private tertiary education institutions in East Kalimantan can be described as follows:

Table 1: Characteristics of Respondents

Keterangan	Person	Percentage
Gender:		
Male	107	41,31%
Female	152	58,68%
Age :		
25 – 34 years	52	20,22%
35 – 44 years	108	41,54%
45 – 54 years	85	32,72%
55 – 65 years	14	5,51%
Last education		
:		

Masters	224	86,49%
Doctoral	35	13,51%

Data source: PTS (2020 data processed)

In Table 1, it is explained that male respondents reached 41.31 percent and 58.68 percent of women, with the age level of 25 - 34 years of 20.22 percent, 35 - 44 years of 41.54 percent, 45 - 54 years of 32.72 percent and 55 - 65 by 5.51

Table 2 Outer Model

	Workload Conf lict	Work Load	Compensation	Work Stress	Performance	Moderating Effect 1
COMP1			0.861			
COMP3			0.923			
COMP4			0.801			
PFRM3					0.827	
PFRM4					0.881	
PFRM5					0.784	
WCFL3	0.76					
	1					
WCFL4	0.92					
	8					
WCFL5	0.92					
	6					
WRLD1		0.877				
WRLD2		0.856				
WRLD2		0.841				
WRLD2		0.746				
WRLD2		0.818				
WSTR3				1.000		
Workload						0.931
*Compensation						
on						

Source: processed data (2020)

Table 2 shows that the overall loading factor value is > 0.70, which means that all construct indicators are all valid (Chin, 1998), (Hair, Jr., 2015). The results of the analysis of the validity and

percent. In addition, the level of education at the master level reached 86.49 percent and the doctoral level reached 15.51 percent.

Evaluate the Outer Model

Based on the results of the analysis output, it can be seen that the evaluation of the outer model of all constructs with reflexive indicators is as follows:

reliability constructs can be shown in Table 3 as follows:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted
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				(AVE)
Work	0.865	0.93	0.904	0.760
Conflict		7		
Workload	0.868	0.89	0.916	0.687
		8		
Compensat	0.830	0.89	0.897	0.748
ion		2		
Work	1,000	1.00	1.000	1.000
Stress		0		
Performan	0.777	0.78	0.870	0.692
ce		8		
Moderatin	1.000	1.00	1.000	1.000
g Effect 1		0		

Source: processed data (2020)

In Table 3, it shows that the Cronbach's Alpha, rho_A and Composite Reliability values generated by all constructs are above 0.70 indicating reliable results. Likewise, the AVE value generated by all reflexive constructs is above 0.50 so that it meets the requirements of convergent validity and reliability (Chin, 1998), (Hair, Jr., 2015). The test results on the validity of discrimination through Heterotrait-Monotrait (HTMT) also show that all construct values are green or are > 0.90 which indicates that the model is valid (Henseler, Ringle and Sarstedt, 2014). The results of the analysis of the Variance Inflation Factor (VIF) value are below <5, which indicates that there are no multicollinearity symptoms in the model (Hair, Ringle and Sarstedt, 2011).

Inner Model Evaluation

The results for the evaluation of the inner model are as follows:

Table 4 R Square

	R Square	R Square Adjusted
Performance	0,219	0,204
Work Stress	0,620	0,617

Source: processed data (2020)

In Table 4, it can be seen that the resulting R-Square value for performance is 0.219 and the work stress is 0.620, so it can produce a predictive relevance (Q2) value of 0.297, which means that it shows 0.297 > 0.25 or the model is classified as

moderate (Hair, Ringle and Sarstedt, 2011), (Hair, Jr., 2015), (Chin, 1998).

Path Coefficient Analysis

Furthermore, based on the results of the analysis, the resulting path coefficient values are also shown in Table 5 as follows:

Table 5 Path Coefficients

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Work Conflict -> Work Stress	0.270	0.271	0.046	5.868	0.000
Workload -> Work Stress	0.718	0.718	0.029	24.781	0.000
Work Conflict -> Performance	0.224	0.231	0.067	3.351	0.001
Workload -> Performance	0.280	0.278	0.090	3.105	0.002
Compensation -> Performance	0.217	0.226	0.044	4.918	0.000
Work Stress -> Performance	0.007	0.012	0.099	0.067	0.946
Performance Moderating Effect 1 -> Performance	-0.081	-0.077	0.059	1.371	0.171

Source: processed data (2020)

Based on the results of the path coefficient analysis in Table 5, it can be seen that the variables of work conflict and workload have a significant effect on performance with the resulting T-statistic values of 5,868 and 24,781 > 1.96, respectively or with the respective P-Values. 0.000 and 0.000 or <0.05 (Chin, 1998), (Hair, Ringle and Sarstedt, 2011), (Hair, Jr., 2015), (Henseler, Ringle and Sarstedt, 2014) or (H1) and (H2) are accepted. Likewise, work conflict, workload and compensation have a significant effect on performance or with a T-statistic value > 1.96 and P-Values <0.05 so that or (H3), (H4) and (H5) are accepted. However, the results of the analysis also show that work stress and compensation moderation on the relationship between workload and performance have no significant effect on performance or with a T-statistic value <1.96 and a P-Values value > 0.05 so that (H6) and (H7) are rejected. Meanwhile, the analysis also found that the indirect effect of work conflict on performance through mediation of work stress is insignificant. Likewise, the indirect effect of workload on performance through mediation of work stress has no significant effect.

Discussions and Implications

This study shows the direct influence between work conflict and workload variables on work stress and performance and the role of compensation mediators on the relationship between workload and performance. In addition, it can also be seen that the indirect effect between work conflict and workload variables on performance through work stress mediation. So that thus it can show the results of the confirmation of the hypothesis stated.

Work conflict has a positive and significant effect on work stress, where the higher the existing work conflict will increase the work stress that occurs. This also shows that the hypothesis (H1) is accepted. The results of this study are in line with the opinion expressed by (Luthans, 2012) where excessive task demands with the support of good competencies will be able to have an impact on work stress. The findings of this study are also in line with the opinion (Lazarus, 1991) that a person's response to stress at work depends on whether an event is considered a challenge or a threat. Likewise, it is in line with the opinion expressed by (Gibson, et al., 1996) in which work conflict is the manifestation of a conflict between individuals, between groups and between organizations caused by differences in communication, goals and attitudes. So thus work conflict is a conflict that occurs with differences in a provision imposed in an organization. The results of this study are able to confirm empirical studies (Sutanto & Wiyono, 2017) where work conflict plays a significant role in work stress. This is also the case for confirming an empirical study from (Sheraz et al., 2014) where work conflict plays a significant role in job stress. However, the results of this study cannot confirm previous studies conducted by (Khalatbari et al., 2013) where work conflicts that are formed in a motivation have no significant effect on work stress. Work conflicts among private university lecturers in East Kalimantan, which are dominated by excessive task demands, are caused by the increasing number of excessive task demands that are beyond the existing capacity, it will trigger

work stress that occurs. In the existing conditions, the Pimpina Private University in East Kalimantan is responsive to the demands and workloads that are the responsibility of lecturers in environment, thus making adjustments to the smooth running of the work that must be completed.

Workload has a positive and significant effect on work stress and also shows that the higher the workload, the higher the existing work stress. This also shows that the hypothesis (H2) is accepted. The results of this study are in line with the opinion expressed (Daniels et al., 2006) where workload is a number of burdens borne by employees or workers and how employees or workers are able to manage and fulfill their responsibilities for the job. Likewise, the results of this study are in line with the opinion (Gopher & Donchin, 1986), where workload is an implication of both psychological and sociological burdens. These results are also able to confirm empirical studies conducted by (Twumasi & Gyensare, 2016); (Sheraz et al., 2014); and (Abbasi, 2015) where workload has a significant effect on work stress. The workload within the scope of lecturers at Stasta University in East Kalimantan can be felt by lecturers through the dominance of limited time in doing any work in support of the Tri Dharma of Higher Education. Likewise, the work stress felt by lecturers in the private university environment in East Kalimantan is in the dominance of the organizational leadership. The organizational leadership in Education at each Private University is playing a strong role.

Work conflict has a positive and significant effect on performance and also shows that the more work conflict increases, the existing performance will increase and this also shows that the hypothesis (H3) is accepted. The results of this study are in line with the opinions expressed by (Gibson et al., 1996) and (Luthans, 2012) where conflict is a mismatch experienced by a person in relation to the task he is doing. But on the other hand, this conflict can also be positive and trigger someone to increase their morale. These conditions indicate that work conflicts can have a

significant positive and negative impact on a person's performance. These findings can also confirm empirical studies (I. R.G, 2019) and (Warokka & Febrilia, 2014) where work conflict has a significant effect on performance. The work conflict felt by lecturers within the private university in East Kalimantan is dominated by excessive task demands, but on the other hand this has an impact on performance in the form of lecturer focus on community service programs that are able to provide solutions to society. Thus, even though the lecturers experience excessive task demands, it will not be felt strongly in line with the community service program which is the main focus of attention for lecturers today. Lecturer performance remains stable and through this conflict it will become a spirit for lecturers to do business more seriously in completing the job with full of attractive hands.

Workload has a positive and significant effect on performance and this also shows that the higher the existing workload, the higher the performance that can be generated. Thus, the hypothesis (H4) is accepted. Workload also has an indirect positive and insignificant effect on performance through mediation of work stress. The findings of this study are in line with the opinion (Gopher & Donchin, 1986) that workload is a capacity or limitation in transforming information at work. In this case the organization must provide support for work facilities and infrastructure as well as an adequate situation for workers to be able to carry out their work with reliable performance targets. This is also in line with the opinion of (Newstrom & Davis, 1989) that workload is also proxied by limited time in completion, so that it will have an impact on performance. The results of this study confirm an empirical study (Siswanto et al., 2019) where workload has a positive and significant effect on performance. However, it cannot confirm empirical studies (Smith & Smith, 2017) and (Zülch et al., 2015) where workload has no effect on performance.

Compensation has a positive and significant effect on performance and this also shows that the

higher the compensation, the higher the performance that can be achieved. These results also indicate that the hypothesis (H5) is accepted. This result is in line with the opinion (Mathis and Jackson, 2012), (Dessler, 2017) where through the compensation they receive in the form of financial and non-financial, individuals will feel more durable and provide the best performance contribution to their employers. The results of this study are also in line with the opinion (Luthans, 2012a) where the high and low performance of lecturers will be influenced by many factors, but the main factor that influences it is compensation, either directly or indirectly, therefore compensation for lecturers should not be ignored. and must be the main focus in human resource development. The results of this study confirm previous studies conducted by (Akter and Husain, 2016) which show that compensation plays a strong and positive role in the performance realization of employees or employees of an organization. Compensation is a form of organizational appreciation to lecturers, which is given both in financial and non-financial forms in the form of rank and status in tertiary institutions, which has a considerable impact on both enthusiasm and moral support for lecturers to be able to work optimally in the Tri Dharma of Higher Education.

Job stress has a positive and insignificant effect on performance or shows no impact whatsoever from job stress on lecturer performance. These results also confirm that the hypothesis (H6) is rejected. The results of this study are not in line with the opinions expressed by (Luthans, 2012b) and (Greenberg, 2011) where work stress will have an impact on job demands, and the lower the abilities possessed while the demands are high, the work stress will be high and vice versa. However, the results of this study are in line with the opinion expressed by (Lazarus, 1991) that stress can be experienced by anyone and this happens because of the large number of activities that must be done at the same time. Thus, a person's response to work stress depends on whether an event is

considered a challenge or a threat, so that it does not have an impact on performance. The results of this study cannot confirm empirical studies (Mukhtar et al., 2018) and (Ahmed & Ramzan, 2013) where job stress has an impact on performance. Except with an empirical study conducted by (Ahmed & Ramzan, 2013) it can be confirmed through this study which shows that job stress has an impact on performance. The work stress factor in this case is proxied by the dominance of the organizational leadership which has made the lecturers familiar with the prevailing habits and tendencies of the leaders of the private universities in East Kalimantan. The lecturers have understood well the organizational culture that applies in their environment so that even with the situation of leadership conditions that exist in the internal university they can still carry out the program properly which will be able to provide solutions to the community.

Compensation cannot moderate the relationship between workload and performance. This also shows that the hypothesis (H7) is rejected. The results of this study are not in line with the opinion (Mathis & Jackson, 2012), (Dessler, 2017) and (Luthans, 2012) where compensation is a factor that influences how and why people work in an organization and in other organizations. Compensation will be able to make individuals give their best performance. However, the results of this study are in line with the opinion (Gibson, Ivancevich and Donnelly, 1996) that quality, punctuality, initiative, ability and communication factors play a strong role in achieving performance. The results of this study are able to confirm previous studies conducted by (Abdul Rashid et al., 2016) that there is no significant relationship between financial compensation and performance. This is the case with empirical studies conducted by (Hameed et al., 2014) that compensation does not have a significant effect on performance. Except for the empirical study conducted by (Akter & Husain, 2016) which suggests that there is a strong relationship between compensation and performance. Work

compensation, which in this case is proxied by the domination of functional allowances, is not able to have a significant impact between workload and performance or cannot moderate or strengthen the relationship between workload proxied by limited time and performance predicted by community service activities that provide solutions for Public. In this case, lecturers in the private university environment in East Kalimantan are very aware of their presence as a motor in supporting the renewal of community life towards a better direction, so that the function in the Tri Dharma of Higher Education is an absolute target that must be carried out well even with work pressure. The compensation factor proxied by functional allowances is not able to have a significant impact or become a mediator for the relationship between limited time and community service activities that provide solutions for the community.

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Conclusion

This study requires a more comprehensive study of the impact of moderating human resource factors on performance. This study examines three internal factors that impact human resources on performance, in the form of work conflicts, workload, compensation and work stress. This matter also shows one variable construct used to explain performance in the literature. The research method used a sample obtained by the Slovin method with an error rate of 5% for the entire population of data. The empirical results found that the results of this study are able to support the factors that affect the performance of lecturers at the university level. The study has a constructive outcome that can be used as input and comparison for similar organizations, especially in the field of

education. The study results also show that the direct effect of work conflict and workload on work stress is positive and significant. Work conflict, work load, and compensation have a positive and significant direct effect on performance. However, job stress has a positive and insignificant effect on performance. In addition, the role of compensation cannot moderate the relationship between workload and performance. Compensation for lecturers must be improved both in terms of the nominal received and in terms of the components which are the

Limitations and Future Studies

This research is only limited to one area, namely East Kalimantan in a university environment. So that it cannot be generalized.

Future research can be carried out throughout Kalimantan or comparisons between other areas with more varied processed data

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References

basis for calculating compensation by including a component of appreciation for the achievements of the functional levels of each lecturer. The guarantee of a good life in the future for lecturers must also be considered and well designed, which of course all must be supported by financial capabilities at all private universities in East Kalimantan. This study still has its limitations so that further research will open a gap for development in subsequent research.

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