



The Effect of Compensation and Job Stress on Work Productivity Using Employee Job Satisfaction as an Intervening Variable (Study on Regional Revenue Agency of South Sulawesi Province)

Hasvia Nabila¹, Sitti Haerani², Muhammad Ismail³

¹ Master of Management, Faculty of Economics and Business, Hasanuddin University

² Faculty of Economics and Business, Hasanuddin University

³ Faculty of Economics and Business, Hasanuddin University

¹ hasvianabila22@gmail.com

² haeranisiti68@yahoo.co.id

³ ismailpabo@fe.unhas.ac.id

Abstract. The study's purpose is as follows: (1) Examining the relationship between wage and employee job satisfaction. (2) Investigating the relationship between work stress and employee job satisfaction. (3) Examining how compensation influences employee job productivity. (4) Understanding how work stress affects employee productivity. (5) Examining the impact of employee work productivity on workplace happiness. (6) Assessing the impact of job satisfaction-based pay on staff productivity. (7) Examining how work stress affects employee productivity at the Regional Revenue Agency of South Sulawesi Province as evaluated by job satisfaction.

The data was collected from the Regional Revenue Agency of South Sulawesi Province. This survey included 110 employees from the Regional Revenue Agency of South Sulawesi Province. This study's overall sample size was 86 respondents, selected using the Slovin formula.

The findings show that: (1) Employee work satisfaction is highly influenced by salary. (2) Work-related stress has no substantial effect on employee job satisfaction. (3) Employee job productivity is not significantly influenced by remuneration. (4) Work stress has a direct and significant impact on workplace productivity. (5) Job satisfaction has a direct and significant impact on worker productivity. (6) job pleasure has a major and indirect effect on job productivity. Employees at the Regional Revenue Agency of South Sulawesi Province did not experience a substantial decline in work productivity as a result of work stress produced indirectly by job satisfaction.

Keywords: Compensation, Job Stress, Job Satisfaction, Work Productivity.

1 Introduction

In the age of globalisation, one thing that is required is reliable human resources. Every firm wants the resources it needs to operate effectively and efficiently in order to achieve its objectives. Human resources are the most crucial component of every organisation. Organisations, regardless of their structure or purpose, are founded with the intention of serving people, and human management plays a role in accomplishing those goals. In other words, people constitute a key strategic component of all

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organisational activities. Then, human resources are critical in assisting a corporation to attain its objectives and succeed (Ekhsan, 2019).

According to Hasibuan (2019:10), human resource management is a scientific and artistic discipline concerned with managing the relationships and functions of the workforce, with the goal of increasing effectiveness and efficiency to support the achievement of company goals, workforce welfare, and community empowerment.

The Regional Revenue Agency is one of the various organisations in charge of collecting money at both the central and regional levels. H. A. Sumardi Sulaiman, S. Sos, M. Si. is the head of the South Sulawesi Provincial Regional Revenue Agency, which is one of several provincial government ministries. South Sulawesi Province's Regional Revenue Agency (BAPENDA) was established as an entity with the goal of increasing regional income through a variety of strategies, including the effective implementation of legal policies and regional tax regulations in accordance with the provisions of Law No. 28 of 2009 on Regional Taxes and Regional Levies. In general, regional financial receipts can be classified into three categories: Regional Original Income (PAD), Balancing Funds, and other acceptable sources of income. Over the last eight years, the provincial government's revenue has expanded dramatically, more than doubling. This considerable increase is mostly due to a variety of causes that have a big impact. One critical factor is the introduction of numerous innovations inside the financial system framework. For example, Samsat Link, which was formally established by South Sulawesi Governor Dr. H. Syahrul YL, SH, M.Si, MH on December 30, 2009, has played a key role in this shift, as noted in the source provided (bapendasulsel.web.id).

According to statistics from the Personnel Management Information System (SIMPEG) in 2020, there were 496 civil servants (PNS) registered with the Regional Revenue Agency of South Sulawesi Province as of December 31, 2020. This total included 322 men and 174 women. Female employees account for up to 35.08% of the workforce, compared to 64.92% of male employees.

According to Ariandi's 2018 research, the concept of compensation encompasses all forms of compensation received by workers in exchange for the dedication and contributions they make in the context of assignments carried out for the benefit of the company or organisation concerned. Employees may receive non-cash or monetary compensation, which is based on the sacrifices they have made for the company.

Aside from salary, an organisation needs focus more on other aspects, such as work space, in order to continue creating human resources capable of achieving goals. Simply expressed, an association organisation must have additional facilities to aid its operations. There is no denying that proper work space can improve the institutional climate and work cycle. A planned workstation can consist of a room, a building, tools, equipment, and hardware, or simply a location to work. All of these items, when handled correctly, will surely make staff pleased at an institution. For example, giving competitive financial incentives and comfortable working conditions can encourage higher productivity and job abilities, which will help the institution achieve its goals.

The Regional Revenue Agency is one of the administrative agencies working in South Sulawesi Province. In accordance with the mandate contained in Law Number 32 of 2004 concerning regional government, the Regional Revenue Agency functions as a regional work unit (SKPD) within the scope of the South Sulawesi Provincial Government, with primary responsibility for managing financial revenue issues.

According to these laws and regulations, regional governments have the authority to manage regional revenues, which includes collecting regional taxes and levies, obtaining profit sharing from the exploitation of natural resources and other components in the region, and obtaining legitimate sources of income for use. Hasnawati (2019) supports the continuous implementation of government obligations, development, and community empowerment.

The Regional Revenue Agency of South Sulawesi Province frequently encounters human resource management issues. The issue with government human resources, as with other government organisations, is not just the quantity but also the quality and effectiveness of these resources.

According to the researchers' observations, some employees continued to leave the office or room during work hours and delayed completing their chores, which had a detrimental impact on the productivity of other employees as well as the amount of time required to complete tasks. Aside from that, there are still some employees who do not carry out their primary tasks and obligations in a manner that results in subpar work, affecting the number and quality of the workforce.

It is often challenging for the leadership of South Sulawesi Province's Regional Revenue Agency to boost employee contentment and productivity at work. This includes encouraging employees to supervise, cultivating a productive workplace culture, and creating a welcoming and accommodating work environment. This is designed to assist in meeting organisational goals and motivating employees to do their best, resulting in high levels of job satisfaction and productivity.

If basic needs are met, it can lead to a level of satisfaction in the scope of work that spans a wide range and has the potential to increase individual productivity efficiency. In this context, researchers are interested in investigating and carrying out a study with the title "The Effect Of Compensation And Job Stress On Work Productivity Using Employee Job Satisfaction As An Intervening Variable (Study On Regional Revenue Agency Of South Sulawesi Province)".

From the exposition presented, it can be seen that there are still weaknesses related to employee productivity performance. There are a number of factors that play a role in influencing employee productivity, including the level of compensation, the level of stress in the work environment, satisfaction with work, and the level of work productivity. As a result of these considerations, the author formulates the problem as below.

1. Is there a link between compensation levels and employee job satisfaction?
2. Is there a link between work stress levels and employee job satisfaction?
3. What impact do compensation levels have on employee productivity?
4. To what extent does work stress effect employee productivity levels?
5. Is there a link between job satisfaction and staff productivity?
6. How much influence can compensation levels have on work productivity through employee job satisfaction?
7. How can work stress effect production levels through job satisfaction, particularly at South Sulawesi Province's Regional Revenue Agency?

Regarding the description of the background and problem formulation, the study objectives are:

1. To analyze the effect of compensation on employee job satisfaction.
2. To analyze the effect of work stress on employee job satisfaction.

3. To analyze the effect of compensation on employee work productivity.
4. To analyze the effect of work stress on employee work productivity.
5. To analyze the influence of job satisfaction on employee work productivity.
6. To analyze the effect of compensation through job satisfaction on employee work productivity.
7. To analyze the influence of work stress through job satisfaction on employee work productivity at the Regional Revenue Agency of South Sulawesi Province.

2 Literatur Review

2.1 The Effect of Compensation on Job Satisfaction

Salisu et. al. (2015) suggested that compensation has an impact on employee job satisfaction levels. Salary, recognition, the opportunity of professional advancement, and meaningful work are all factors that influence job satisfaction, according to Yassen (2013). According to Sopiah (2013), salary influences job satisfaction, which influences worker performance.

Compensation has a substantial impact on employee job happiness because workers are driven by their income, which determines their degree of job satisfaction.

The perception of the relationship between financial remuneration and work devotion is an important factor in determining a worker's degree of satisfaction with their salary (Luthans, 2011). In this situation, the employer provides a position that can be used as a reference to determine the wage scale that will be applied to each employee based on workload.

Currently, employee pay have a significant impact on all of their decisions within a firm or institution. This is because workers will not hesitate to leave if there is no clear pay or progress in terms of remuneration, both financial and non-financial. As a result, it will be difficult for businesses to recruit people who are sincerely dedicated to their jobs.

H₁: Recompensation has a beneficial and significant impact on the level of job satisfaction.

2.2 The Effect of Job Stress on Job Satisfaction

According to Luthans (2011: 388), job discontent is one of several sorts of psychological issues that can arise as a result of working stress.

The difference between expectations and reality is what has a greater impact on job discontent. According to Wuisan (2007:132) and Hariandja (2002), work stress is a condition that can affect both the general public and employees in businesses.

Stress is a serious issue since it can reduce productivity and job satisfaction. According to Robbins (2006: 806), there is a strong direct relationship between stress and satisfaction. Job satisfaction often decreases as work-related stress increases. Low to moderate stress can boost performance, yet stress is unpleasant for employees.

H₂: Job pressure has a beneficial and significant impact on the level of satisfaction at work.

2.3 The Effect of Compensation on Productivity

Yamoah (2013) investigated the relationship between productivity and compensation in the Ghanaian banking sector. The study's findings indicate a strong correlation between productivity and compensation. The goal of Alhamda's (2014) study was to investigate the effect of employee promotions, salary, and training on worker productivity. According to the findings, employee promotions have a 71% influence on staff productivity, while employee training has a 67.7% impact. Furthermore, employee advancement is the one element that has a higher proportion than training and salary. Data analysis conducted by Dewi Tri (2016) demonstrated a high association between labour productivity, discipline values, and compensation. The statistical results show that the significance value for discipline is $0.05 < 0.011$, while the significance value for compensation is $0.028 < 0.05$. Thus, it can be concluded that the null hypothesis (H_0) can be rejected for these two variables, indicating that there is a significant relationship between work productivity and discipline and compensation values. Therefore, it can be said that at Garuda Sakti Artha LTD in Surabaya there is quite a large influence of the value of discipline and compensation on work productivity.

According to economists, the majority of people are motivated by financial gain. This is one of the most important components that employees use as their primary source of inspiration or motivation. This allows employees to compare the advantages they receive to the efforts they put in, which is especially useful when evaluating productivity using hourly salaries. When analysing employee efforts to assess labour productivity, one factor to consider is the appropriateness of the monetary value (Luthan, 2011).

When individuals who contribute to an organisational entity pay attention to the compensation they receive, whether in the form of salary, additional incentives, overtime pay, Holiday Allowance (THR), or similar things, the company must plan and evaluate the amount of compensation carefully. A proper balance must be struck between offering reasonable rewards and avoiding excesses that could have an impact on corporate profits. If the remuneration value meets employee expectations and is perceived to be proportional, it may encourage an improvement in the individual's productivity. The end result is that employees gradually develop loyalty to the organisation where they work.

H_3 : Re-compensation has a beneficial and significant impact on the level of job satisfaction.

2.4 The Effect of Job Stress on Productivity

Syed Mubasher's 2013 public health study in the Muzaffarabad and Poonch regions of Azad Jammu and Kashmir (AJ&K) sought to identify and explore the trigger causes and effects of work stress on workforce productivity. The study's conclusions include a lack of financial gain, a tight work schedule, personal troubles, and minimal impact on the surrounding environment.

Employee productivity is negatively correlated with bureaucratic management systems and low employment levels, whereas work stress in the public health sector is more frequently caused by a lack of financial incentives. The aim of Ekiendor E E's (2016) research was to determine how work-related stress affects the devotion and productivity of academic staff members at Nigerian universities. These studies

demonstrate that the level of stress an individual experiences in the workplace influences their work productivity. On the other side, there is a strong association between work pressure and team members' dedication to their jobs. Employee performance will suffer significantly if stress levels rise and there are no managerial concerns that need to be addressed. According to Mehdi Babaei (2013), there is no correlation between work stress and productivity.

The relationship between job stress and productivity is well understood, as the former is a direct result of the mental health of contented and peaceful employees. Employee productivity will quickly diminish, either directly or indirectly, if they are stressed at work or have personal life issues..

H₄: Job pressure has a beneficial and significant impact on the level of satisfaction at work.

2. 5 The Effect of Job Satisfaction on Work Productivity

According to research by Naser et al (2016), there is a statistically significant relationship between the work happiness index and productivity, but there is no statistically significant relationship between the work stress index and productivity. According to research conducted by Saharuddin and Sulaiman (2016), it can be concluded that promotion and compensation variables have a positive and significant impact on the level of job satisfaction, work motivation and work productivity. Job satisfaction also has a good and real impact on work productivity, as well as work morale. A 2010 study by Halkos and Bausinokis sought to ascertain how stress affects employee enjoyment of the workplace in operational businesses. The research also concentrated on elements that contribute to job satisfaction stress, including working hours, positive relationships between management and employees, group activities, and job-related knowledge in the workplace. The study findings show that although job satisfaction does not directly cause or influence higher production, job satisfaction can cause lower production results when stress levels are higher.

Production declines with rising stress, but increases with increased happiness. When a worker's personal life begins to interfere with their work, productivity tends to suffer. Workload is less significant than the quality of work, thoroughness, and personal pleasure. Energy and exercise have a good influence on productivity.

Employee contentment with their work, workload, and duties will logically lead to increased productivity because they will constantly work hard. Employees in sarong manufacture, for example, will be terrified of making defective sarongs, therefore they will complete production to meet the stated target.

H₅ : Recompensation has a beneficial and significant impact on the level of job satisfaction.

2. 6 Indirect influence of compensation on work productivity through job satisfaction.

According to Saharuddin and Sulaiman (2016), promotion and salary variables have a significant and positive impact on job satisfaction, work morale, and work productivity. Job satisfaction also has a positive and significant impact on workplace productivity and morale. Subsequent data, however, reveal that pay variables have the same impact on job satisfaction and productivity as work productivity. Calvin and Dlamini's (2017)

study, "Impact of Compensation and Benefits on Job Satisfaction," found that employees are a vital component of the organisation and a valued asset. Employees that receive direct pay are more productive at work because they are satisfied with their work, and the wage or incentive money they receive is proportionate to the task they will perform. As a result, there is a real connection between compensation and satisfaction which influences employee satisfaction.

The 2016 study "The Effect of Compensation Administration on Employee Productivity" by Kelechi et al. demonstrating a beneficial relationship between job satisfaction and employee productivity and effective payroll administration. We think that if job satisfaction affects productivity in the workplace, then salary will also affect job satisfaction. Work productivity will undoubtedly increase if remuneration affects job satisfaction, which in turn affects work productivity.

H₆: Indirectly, a significant influence on work productivity can be observed through compensation mechanisms which are channeled through the level of job satisfaction.

2. 7 Indirect influence between Job Stress on Work Productivity through Job Satisfaction.

In their research "The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry," According to Naser et al. (2016), employee work productivity is relatively high, job satisfaction is above average, and the two are positively correlated. Employee stress was also found to be relatively high. As a result, despite the fact that employees in the petrochemical industry are under a lot of stress, it can be argued that management goes above and beyond to keep them happy. The study "Effect of Stress on Employee Productivity" by Okeke et al. (2016) demonstrated the substantial impact of workplace stress on worker productivity. It is also clear that stress has the potential to reduce workers' job happiness.

A 2009 study by Subha Imtiaz and Ahmad Shakil entitled "The Impact of Stress on Productivity, Performance, and Employee Turnover; An Important Managerial Issue" shows that a decrease in supervisory relationships, an increase in individual problems, a decrease in financial rewards, and a decrease in the influence of the work environment, all can contribute to decreased employee performance and satisfaction.

Layoffs, shift work arrangements, and restrictions are all common workplace stresses that have a direct impact on productivity; when stress levels rise, so does job output, and vice versa. Employee satisfaction with job results, workload, good supervision, and prospects for growth, on the other hand, will almost certainly reinforce and increase workplace productivity. Job stress can have an impact on productivity at work, but if satisfaction leads to improved output, productivity will rise.

H₇: Obtaining job satisfaction has a large and favourable impact on work productivity at the Regional Revenue Agency of South Sulawesi Province, which is implicit in the dynamics of work stress.

3 Research methodology

The study's authors employed a quantitative methodology. A quantitative approach, according to Sugiyono (2009), is a positivist-based research methodology used on specific samples. Sampling procedures often entail data gathering employing research

tools, data processing, and quantitative and statistical research to evaluate the hypothesis that has been proposed. Typically, the sampling process is carried out randomly. Staff from the Regional Revenue Agency of South Sulawesi Province took part in the study. 86 employees served as study subjects.

4 Result

4.1 Validity Test Results

Validity tests can be used to assess the questionnaire's reliability. The results of the SPSS 23 validity test for each variable are shown below. It can be concluded:

Compensation Variable (X_1) presents six statement items where all statement items are valid.

Job Stress Variable (X_2) presents four statement items where all statement items are valid.

The Job Satisfaction variable (Z) presents six statement items where all statement items are valid.

The Work Productivity variable (Y) presents six statement items where all statement items are valid.

4.2 Reliability Test Results

The index in the research instrument is declared reliable if the Cronbach's alpha (α) value of the related variables exceeds the threshold of 0.60. In the context of this study, reliability can be defined in detail by describing Cronbach's alpha values for each variable: remuneration (0.610), work stress (0.657), job satisfaction (0.643), and work productivity (0.707). Thus, it can be inferred that all of these variables match the stipulated reliability criteria, implying that the questionnaire instrument is reliable for evaluating variability in the context of this study.

4.3 Statistic test

Calculating Path Coefficient

In this case, there is a presentation of the path coefficients of Model I and Model II which are calculated carefully, becoming the center of focus:

Model I Path Coefficients

Based on the results of data processing in the table regarding coefficients, the significance level value for each variable can be seen as follows: $\alpha = 0.05$.

Table of Path Coefficient I
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.713	.193		3.695	.000		
Compensation	.834	.052	.906	16.088	.000	.715	1.399

Job Stress	-	.040	-.010	-	.864	.715	1.399
	.007			.172			

a. Dependent Variable: Job Satisfaction

Referring to the regression result in the Coefficient Table for Model I reveals that the significance value of the two variables, $X_1 = 0.000$, indicating a level of significance less than the 0.05 threshold. On the other hand, the significance value for the variable $X_2 = 0.864$ is more than 0.05. Based on these findings, it is possible to conclude that the first hypothesis is accepted or proven in the context of Model I regression, which explains the correlation between compensation (X_1) and level of job satisfaction (Z) among employees of the Regional Revenue Agency of South Sulawesi Province. On the other hand, the work stress variable (X_2) does not show a real impact on the level of job satisfaction (Y_1) of these employees, so the second hypothesis is rejected or not proven.

Additionally, the R^2 value, also known as R square, is displayed in the accompanying table and shows the contribution of the independent variable to the dependent variable:

Table of Model Summary I
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.812	.807	.11580

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

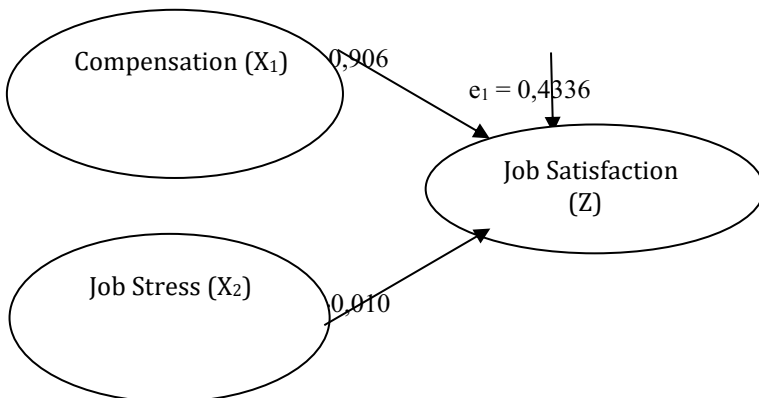
b. Dependent Variable: Job Satisfaction

The R^2 or R square value in the Model Summary Table has a value of 0.812, showing that 81.2% of the contribution comes from the influence of X_1 and X_2 , and the remaining 18.8% comes from other factors that are not included in it.

On the other hand, in order to get the value of the variable e_1 , the relevant formula can be applied:

$$e_1 = \sqrt{(1-0,812)} = 0,4336$$

Therefore, the collected results display a graphical representation of the path I model structure as below:



Structural Model Drawing I

Model II Path Coefficients

Based on the results of data analysis listed in the coefficient table below, the significance level value for each variable is as follows:

Table of Model II Path Coefficient Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Say.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.520	.413		3.681	.000		
Compensation	-.129	.209	-.121	-.619	.538	.174	5.761
Job Stress	.421	.079	.515	5.341	.000	.715	1.399
Job satisfaction	.436	.218	.376	2.003	.048	.188	5.313

a. Dependent Variable: Work Productivity

The findings of the coefficient analysis and regression output of Model II show that the three variables, specifically X1 with a value of 0.538 (statistically significant since it exceeds the confidence level of 0.05), suggest the observable level of importance. These data reveal that, under the Model II regression framework, variable X1 has a significance level that is significantly over the alpha criterion (0.05), while variables.

1. There is no direct association between the compensation variable (X1) and employee labour productivity (Y) at the South Sulawesi Regional Revenue Service (the hypothesis is rejected or not proven).
2. At the Regional Revenue Agency of South Sulawesi Province, occupational stress (X2) had a considerable impact on productivity (Y) (hypothesis accepted or demonstrated).
3. Job satisfaction (Z) has a direct impact on employee performance (Y) at the Regional Revenue Agency in South Sulawesi Province (hypothesis accepted).

Additionally, there is an R2 value, or R squared, which indicates the contribution of the independent variable to the dependent variable, which is explained in detail in the following table:

Table of Model Summary II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.456	.436	.22985

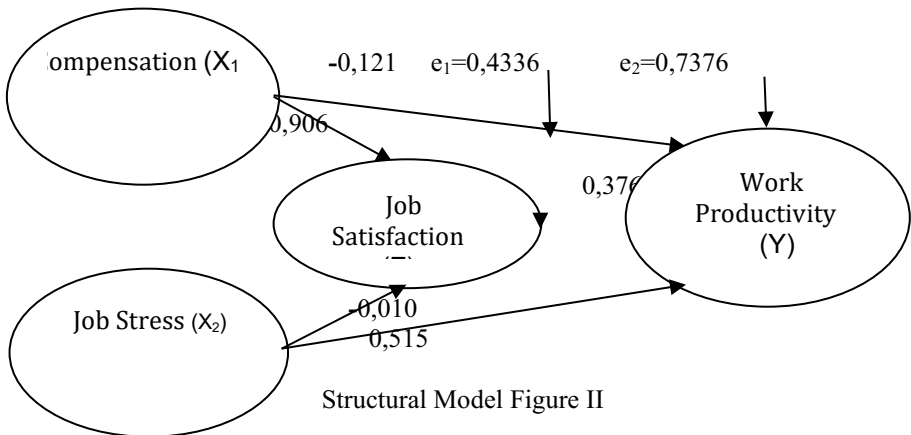
- a. Predictors: (Constant), Job Satisfaction, Job Stress, Compensation
- b. Dependent Variable: Work Productivity

Nilai R² or R square in the Model Summary Table has a value of 0.456, meaning that 45.6 percent of the contribution comes from the influence of X1, X2, and Z on Y, and the remaining 54.4 percent comes from other factors that were not studied.

On the other hand, in order to get the value of the variable e₂, the relevant formula can be applied.

$$e_2 = \sqrt{1-0,456} = 0,7376$$

As a result, the following is the path diagram of structure model II obtained:



Discussion

5. 1 Analysis of the Effect of Compensation on Job Satisfaction

It is possible to establish that there is a significant and measurable association between wage levels and job satisfaction among employees of the South Sulawesi Province Regional Revenue Agency. This discovery is based on statistical research, which demonstrates that the significance value related with leadership style is less than 0.05. This suggests that the association between these variables is statistically significant, implying that compensation has a direct impact on job satisfaction among Regional Revenue Agency employees. Employee salaries at Bapenda are sufficient to sustain their families, which implies that their motivation to work in accordance with their tasks and obligations is influenced by a variety of factors, including the high association between salary and job satisfaction.

This is consistent with Snell and Bohlander's (2010) theory, which claims that adequately paying employees can assist enhance motivation, job satisfaction, and growth while also aligning their efforts with company goals.

Muchdarsyah (in Alhamda, 2014) defines compensation as a reward system in which all revenues are distributed in order to make an organisation lucrative for its constituents. In layman's terms, compensation is a type of award given by a commercial entity or firm to team members who have contributed significantly to the achievement of organisational goals. This remuneration can take the shape of monetary advantages like bonuses, allowances, and salary, as well as intangible perks like picnics, health insurance, and workplace safety insurance.

5. 2 Analysis of the Effect of Job Stress on Job Satisfaction

Given that the significance coefficient for work stress is 0.864, which exceeds the 0.05 threshold, it is possible to conclude that the impact of work stress on employee job satisfaction at the Regional Revenue Agency of South Sulawesi Province is statistically insignificant. Based on field evidence, the elements that influence the lack of work stress on job satisfaction in agencies are those that cause people to feel overworked and unsatisfied with their jobs.

This confirms Mangkunegara's (2018) definition of job stress as employees' sense of strain in carrying out their duties. Stress at work can sometimes be advantageous to a person rather than detrimental. Stress can have either a positive or negative effect. Stress can lead to role dysfunction, also known as pain, as well as helpful stress, known as eustress. Stress is vital for improved performance since it can spark innovative thought in specific conditions. Excessive pressure, on the other hand, causes stress and leads to role dysfunction.

To boost job satisfaction even further, leaders should consider employee workload, administrative policies and initiatives such as downsizing activities (cutting personnel), and rotating work shifts that are not proportionate to the volume of work, which can lead to work stress. This assertion was backed by 36 respondents. .05% stated they strongly agreed, indicating the necessity to rotate work shifts so that each employee's workload is equal. Then it is intended that management will pay more attention to the workload so that employees are not stressed. The structure and design of the organisation include the requirement that work be done within the set period. This statement is supported by 51.16% of respondents who strongly agree, this gives an indication that It is necessary to improve the even distribution of workload so that employees do not experience stress.

5. 3 Analysis of the effect of compensation on work productivity

Based on research showing that the significance value is 0.538, which considerably exceeds the threshold of 0.05, it can be concluded that there is no significant relationship between the remuneration system and the job productivity of employees at the Regional Revenue Agency of South Sulawesi province. A lack of obvious relationship between employee job productivity and compensation is produced by a number of variables, including a lack of support from leadership and indirect transmission of ideas, which prevents employees from producing their best work when they are compensated.

Previous research shows that pay has a significant impact on enhancing organisational productivity. Mangkuprawira's (2004) compensation theory distinguishes three categories of compensation: direct monetary payments, indirect payments in the form of employee allowances, and incentives that encourage hard work

and improved output from staff members. Arep and Tanjung (2002) define remuneration as any benefits obtained by employees in exchange for their dedication and contributions to the business. Workers expect salary to be one of the rewards that will help them raise their standard of living. Compensation is heavily influenced by both internal and external company variables. Remuneration is always tied to constraints arising from labor market dynamics, norms enforced by the government, collective bargaining power pursued, and policy bases regarding wages and additional facilities outlined by top management, particularly those focused on value replacement, at international level.

5. 4 Analysis of the influence of work stress on work productivity

Based on the evaluation, which indicates that compensation plays a very important role with a statistical value of 0.000, which is significant below the 0.05 significance level, it appears that the performance of team members at the Regional Financial Institutions of South Sulawesi Province is significantly related to the work pressure they face. According to field data, employees are satisfied with the burden, which is so heavy that it causes them to become anxious and unable to function optimally. This is an influencing element, therefore work stress has a significant impact on staff productivity in an agency or institution.

This validates Mangkunegara's (2018) definition of work stress as an employee's impression of pressure to do their duties. Stress at work can sometimes be beneficial to a person rather than harmful. Stress can have both positive and negative impacts. Stress can produce role dysfunction (also known as pain) as well as helpful stress (eustress). Stress is required for improved performance since it can stimulate innovative thinking in specific conditions. Excessive pressure, on the other hand, is a form of stress that leads to role dysfunction.

5. 5 Analysis of the influence of job satisfaction on work productivity

Based on the analysis results, which show a significance value of 0.048, which is less than the critical threshold of 0.05, it is possible to conclude that there is a significant and positive relationship between work productivity and job satisfaction among employees of the Regional Revenue Agency of South Sulawesi Province. Employees feel safe and comfortable working at the agency since they have health insurance and enough vacation time to maximise productivity. This has a significant impact on the relationship between job satisfaction and employee work productivity. This is consistent with Malayu Hasibuan's (2017) idea, which states that having a positive emotional attitude and enjoying one's work is the foundation for work pleasure. This mindset can be shown in morale, discipline, and work results. Job pleasure can be obtained in the context of the job itself, in contexts outside of the workplace, or through a mix of the two. Job satisfaction in the workplace refers to the satisfaction that individuals experience as a result of receiving recognised for their work, job placement, treatment, facilities given, and a pleasant working environment.

5. 6 Analysis of the effect of compensation through job satisfaction on work productivity.

It has been identified that there is a direct impact of -0.121 from the level of salary on the level of work productivity. By calculating the beta value of salary on job satisfaction

(0.906) multiplied by the beta value of job satisfaction on productivity (0.376), namely $0.906 \times 0.376 = 0.3407$, it is revealed that there is an indirect effect of job satisfaction on the relationship between compensation and work productivity. Therefore, the aggregation of the direct and indirect impacts of compensation on work productivity can be calculated as $-0.121 + 0.3407 = 0.2197$. The results of this computation demonstrate that salary has a considerable indirect impact and a favourable effect on job satisfaction. This, in turn, has an impact on employee productivity at South Sulawesi Province's Regional Revenue Agency. In particular, the indirect influence value of 0.3407 is greater than the direct impact value of -0.121, indicating that indirect contributions have a stronger potential to influence the link between remuneration and productivity. (The sixth theory has been confirmed or accepted). Factors influencing the phenomenon where compensation indirectly influences work productivity through employee satisfaction, primarily due to a positive perception that the salary received can meet their needs, are reflected in the responses of 30.23% of participants who demonstrate a very high level of trust. This shows that pay via job happiness has a major impact on productivity levels. These findings are consistent with previous studies conducted by Yolanda and Limah Salbawati in 2020. According to the findings of this study, job satisfaction serves as an intermediate in the relationship between compensation and employee work productivity at Pos Indonesia LTD East Bekasi Branch. These findings indicate that there is an indirect effect of providing compensation which is reflected through the level of job satisfaction on increasing work productivity.

The theoretical impact of motivation in the scope of work and leadership techniques on individual work performance is the primary focus of this study, as reported by Hamzah B. Uno in 2012 (page 71). A special emphasis is placed on the important function of work motivation as a performance determinant, with the level of motivation intensity considered having substantial implications for the total impact that work motivation might have on employee performance. Nawawawi (2011:15) defines a leader's style as the behaviour or method he picks and employs to affect the beliefs, attitudes, feelings, and behaviour of his followers or other team members.

5.7 Analysis of the influence of work stress through job satisfaction on work productivity:

The job stress variable was shown to have a substantial positive association of 0.515 with production levels. In line with this, the beta coefficient value of job stress on job satisfaction and the beta coefficient value of job satisfaction on work productivity are described as multiplication results, allowing us to evaluate the indirect impact of job stress on work productivity via job satisfaction. By carrying out this calculation, a value of $-0.010 \times 0.376 = -0.00376$ is obtained. Therefore, it can be concluded that the total impact, both direct and indirect, of work stress on work productivity can be estimated as $0.515 - 0.00376 = 0.51124$. This analysis produces a direct impact value of 0.515 and an indirect impact of -0.00376, indicating that the indirect impact is smaller than the direct impact. The analytical findings demonstrate that the indirect association between work pressure and productivity results through the level of job satisfaction has no major implications for the Regional Revenue Agency of South Sulawesi Province. As a result, the deduction from the seventh hypothesis statement in the study cannot be confirmed or get significant empirical proof.

5 Conclusion

This sub-chapter will clarify the following conclusions based on the research findings and discussion:

1. Compensation has a substantial influence on employee job satisfaction at the South Sulawesi Regional Revenue Agency. This implies that remuneration has an impact on employee happiness, but it is not the sole determinant.
2. Work stress has no substantial impact on job satisfaction for employees at the Regional Revenue Agency of South Sulawesi Province. This means that an increase in employee workload will have no effect on job satisfaction.
3. Employee productivity at the Regional Revenue Agency of South Sulawesi Province is not significantly influenced by compensation. This implies that employee productivity will not be affected by the amount of remuneration offered, although it may increase.
4. Stress in the workplace significantly impacts the productivity of employees at the Regional Revenue Agency of South Sulawesi Province.
5. Employees at the Regional Revenue Agency of South Sulawesi Province's productivity is directly influenced by their job satisfaction
6. At the Regional Revenue Agency of South Sulawesi Province, job satisfaction has a positive and significant impact on work productivity via indirect remuneration.
7. Work stress had no substantial affect on the work productivity of South Sulawesi Province Regional Revenue Agency employees, as measured by job satisfaction.

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