EFFECT OF ORGANIZATIONAL JUSTICE, CONFLICT MANAGEMENT, COMPENSATION, WORK STRESS, WORK MOTIVATION ON EMPLOYEE PERFORMANCE SALES PEOPLE

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Abstract

Purpose: This study aimed to investigate the effect of organizational justice, conflict management, compensation, work stress, work motivation on the employee performance of sales people.

Methodology: The sampling technique the researchers used is proportional random sampling. In this study, researchers used 200 samples taken. The number of populations is one dealer with four different ones, so the sample is also different. The number of sales people who were sampled 200 respondents from 302 salespeople. The sample size is proportional to the population at each dealer. Statistical tools used in this research are the Structural Equation Model (SEM). Data are analyzed by using statistical software LISREL 8.5.

Result: This study resulted in the finding that organizational justice positive effect on employee performance. Conflict management positive effect on work motivation. Conflict management positive effect on employee performance. Compensation positive effect on work motivation. Compensation positive effect on employee performance. Work stress positive effect on employee performance. Work motivation positive effect on employee performance. Conflict Management also has an indirect influence through work motivation. Compensation also has an indirect influence through work motivation.

Applications: This research can be used for the universities, teachers and education students.

Novelty/Originality: In this research, the model of the effect of organizational justice, conflict management, compensation, work stress, work motivation on employee performance sales people are presented in a comprehensive and complete manner.

Keywords: Organizational justice, conflict management, compensation, work stress, work motivation, employee performance.

INTRODUCTION

In today’s modern industry, where intense competition between companies in the global economic era requires companies to always be the foremost and best in providing satisfying services to consumers. In this case, the sales force is one of the company's human resources that have a role in achieving the company's goals. Performance according to Baldauf and David (2002, p. 1367) is an evaluation of the contribution of salespeople in achieving organizational goals in the form of results Judge, T. A., & Colquitt, J. A. (2004).

The aspect that can improve sales people’s performance is organizational justice. Organizational Justice according to Muhammad organizational justice understands individual perceptions in the organization about the justice of the results they receive, the procedures used in the distribution of the results, and the treatment they receive during the organization (Griffin, R. W., & Moorhead, G. (2011)).

The second aspect that can improve performance is conflict management. Conflict management namely the application of strategies to limit the negative aspects of conflict and actually improve the positive aspects of conflict, the purpose of conflict management is to improve outcomes in a group or organization (Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009).

Compensation obtained by sales people also plays a role in improving performance. Compensation according to Rijalu is all forms of salary or rewards to employees and arises from their work. Rewards include direct compensation, indirect compensation, and non-financial rewards. Research conducted by Zunaidah which shows that there is a positive and significant effect on compensation for work performed on employees But, research conducted by Muhammad found that the relationship of compensation to performance was not significant.

The fourth aspect of this study that can influence the performance of sales people is work stress. Work stress according to Mangkunegara, is a feeling of distress experienced by employees in the face of work.

The last aspect that can improve performance is Work Motivation. Noviansyah and Zunaidah (said Motivation is closely related to the emergence of a tendency to do something to achieve goals. There is a strong relationship between motivation needs, actions or behavior, goals and satisfaction, and performance. Research conducted by Suwati shows different things
where work motivation does not have a positive and significant effect on employee performance. Suwati in her research said that motivation is not a dominant factor in improving employee performance (Ponomarenko, 2018).

Basing on the background above, the sales people's performance is very interesting to study by linking work stress factors, compensation, and motivation. Therefore, researchers are interested in analyzing more deeply about the title Effect of Organizational Justice, Conflict Management, Compensation, Work Stress, Work Motivation on Employee Performance Sales People (Griffin, R. W., & Moorhead, G. (2011)).

LITERATURE REVIEW

Employee Performance

Sari said that employee performance is a working embodiment carried out in order to achieve better or more prominent work standards towards achieving organizational goals. Another case with Sutrisno who said performance was what the employee did and did not do so they influenced how much they contributed to the agency or organization, including the quality of service provided.

Organizational Justice

Meru said Organizational justice is the community's perception of rights and justice in the organization in the form of justice for the results they receive, the procedures used in the distribution of the results, and the treatment they receive during their organization. Hasan (said Organizational justice term used to describe the role of justice because it is directly related to the workplace.

Conflict Management

Rahim said Conflict Management includes the implementation of a process-oriented strategy that leads to the form of communication to limit the negative aspects of conflict and actually improve the positive aspects of conflict, the purpose of conflict management is to improve outcomes in a group or organization. Olukayode said Conflict Management is a method by which organizations and people handle complaints or disputes so they can find an alternative middle ground to improve resolution, work towards consensus and offer a true commitment to decision making.

Compensation

Compensation according to Abdul Hameed is a transition segment between employees and owners which is the result of employee contracts in the form of payments received for the work done by the employee. Compensation according to Rijalu is all forms of salary or rewards to employees and arises from their work. Rewards include direct compensation, indirect compensation, and non-financial rewards.

Work Stress

Sutrisno said Work stress is a condition of tension in the form of an adaptive response that creates physical and psychological imbalances, which affect the emotions, thought processes, and conditions of an employee. Pujiastuti said Work stress can occur due to too many tasks, limited time to do work, role ambiguity, differences in values in the company, frustration, family environment.

Work Motivation

Windy and Gunasti said Work motivation is a condition or action that encourages someone to do a job or activity to the maximum extent possible to act, produce, work hard and enthusiastically achieve optimal results. Work Motivation according to Olalekan is an open situation that relates to the people involved in it, the state of one's mind towards the desired activity.

HYPOTHESIS DEVELOPMENT

Organizational Justice as a Driver of Employee Performance

Robbins in his book says that organizational justice affects performance. It is said in his book if organizational justice is not considered by the company, then employees can reduce performance. Furthermore, Mai Ngoc in his research entitled The Effects of Organizational Justice and Ethical Leadership on Employee Performance in Binh Duong’s Industrial Parks, Vietnam said there was a significant influence of organizational justice on employee job satisfaction, employee work motivation, and employee work performance.

Conflict Management as a Driver of Work Motivation

Karimi in his research entitled Conflict management strategy of sports teacher and its influence on student athletic motivation of schools in Gorgan City found a significant impact of conflict management strategies to motivate students. This is reinforced by Ogunbayo's research entitled Project Managers' Conflict Management Styles and Its Impact on Project Team Motivation in Nigeria Construction Industry where conflict management influences team motivation. The results of the study indicate that the Project Manager's conflict management style motivates project team members.
Conflict Management as a Driver of Employee Performance

Agwu in his research entitled Conflict Management and Employees Performance in Julius Berger Nigeria Plc. Bonny Island said conflict should not always be seen as something that is not desirable but as a necessary outcome that can bring positive consequences if managed properly. The results of the data analysis show a significant relationship between conflict management strategies and employee performance. Prince Donkor added in his research entitled Effect of Conflict on Employees Performance: Evidence from Coca Cola Company Limited, Kumasi Branch, if managed properly, conflict can improve and improve employee performance. However, the effect can be devastating if it creates hostility between individuals or groups.

Compensation as a Driver of Work Motivation

Slamet Riyadi in his research entitled The Effect of Financial Compensation, Leadership Style, and Work Motivation on Employee Performance in Manufacturing Companies in East Java said that several ways can be used by leaders to provide positive motivation to their subordinates, such as appreciation of the work done, special awards personal, competition, participation, pride or satisfaction, and material. Hani Handoko in his book entitled Personnel Management & Human Resources said a way to improve work performance, motivation and employee job satisfaction is to provide compensation.

Compensation as a Driver of Employee Performance

Negash, Zewude, and Megersa in their research entitled the effect of compensation on employees’ motivation: In Jimma University academic staff said that good compensation will affect good performance and keep employees focused on their work. Budiadi said in his research, although compensation is not the only thing that affects employee satisfaction, the indications show that compensation is one of the determining factors in determining employee satisfaction that will motivate employees to improve employee work performance.

Work Stress as a Driver of Employee Performance

The work stress expressed by Noviansyah and Zunaizah is that in line with increasing stress, performance tends to increase because stress helps employees to direct all resources to meet work needs, is a healthy stimulus that encourages employees to respond to work challenges. Zainuddin said the effect of work stress on employee performance always has a negative influence, especially on the performance of individuals who live it.

Work Motivation as a Driver of Employee Performance

Sondang in his book stated that the right motivation for employees will be motivated to do everything possible in carrying out their duties which will have an impact on the employee's performance. This is also supported by research conducted by M Rizal Entitled Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City) wherein the research said there was a positive influence of motivation with performance.

Conflict Management as a Driver of Employee Performance through Work Motivation

Barbuto in his research entitled Sources of Motivation, Interpersonal Conflict Management Styles and Leadership Effectiveness a Structural Model said that the existence of conflict management leads to high motivation and job performance. Verma in his research entitled Conflict Management stated that conflict management is the key to motivation and leads to performance. (Warokka, A., Gallato, C. G., Thanendren, A., & Moorthy, L, 2012).

Compensation as a Driver of Employee Performance through Work Motivation

Windy said in his research that with the existence of an adequate compensation system, an employee would be motivated in carrying out work that could improve the employee's own performance. Mazura, Mujiono, and Rosmida in their research said, to achieve good performance, it is necessary to have a motivation so that employees are able to work well, and one of the motivations is compensation.

METHOD

The research method is basically a scientific way to get data with specific purposes and uses. The research method used is the associative quantitative approach through survey methods and path analysis techniques by collecting data through research instruments by distributing questionnaires to employees whose results are then processed through the Lisrel 8.5 program.

The total motorcycle sales population in Bekasi is 302. The sampling technique used by researchers is the side probability method, with a proportional random sampling technique. In this study, researchers used 200 samples taken. The scale used is Likert. Analysis of the measurement model resulted in good fit and all items retained served as strong measures for their respective constructs (CFI>0.9, IFI>0.9, RMSEA<0.05).

RESULTS

In the research conducted, researchers distributed 200 questionnaires to PT Daya Anugrah Mandiri sales force in the
Bekasi area. The profile of respondents in this study is distinguished by gender, age, last education, and status.

The following are the results of the respondent's profile analysis:

### Table 1: Profile of Respondents by Gender, Age, Latest Education, Status

<table>
<thead>
<tr>
<th>Respondent Variables</th>
<th>Identity</th>
<th>Category</th>
<th>total</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td>Man</td>
<td>146</td>
<td>73%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Woman</td>
<td>54</td>
<td>27%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td>≤ 25 years</td>
<td>74</td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25 years - 30 years</td>
<td>52</td>
<td>26%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30 years - 35 years</td>
<td>42</td>
<td>21%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>≥ 36 years</td>
<td>32</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Last education</strong></td>
<td></td>
<td>S1</td>
<td>14 people</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>D3</td>
<td>42 people</td>
<td>21%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High school</td>
<td>100 people</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Middle school</td>
<td>34 people</td>
<td>17%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elementary school</td>
<td>10 people</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td></td>
<td>Married</td>
<td>84 people</td>
<td>42%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Single</td>
<td>116 people</td>
<td>58%</td>
</tr>
</tbody>
</table>

Based on Table 1 shows the results that more male respondents amounted to 73 people with a percentage of 73% compared to fewer female respondents who amounted to 27 people with a percentage of 27%. The results of respondents aged ≤ 25 years amounted to 37 with a percentage of 37%. Respondents aged 25 years - 30 years amounted to 26 with a percentage of 26%. Respondents aged 30 years - 35 years amounted to 21 with a percentage of 21%. Respondents aged ≥ 36 years amounted to 16 with a percentage of 16%. The results of the respondents whose last education was S1 were 7 people with a percentage of 7%. Respondents whose last education was D3 totaled 21 people with a percentage of 21%. Respondents whose last education was high school amounted to 50 people with a percentage of 50%. Respondents whose last education was junior high were 17 people with a percentage of 17%. Respondents whose last education was elementary were 5 people with a percentage of 5%. The results of respondents who were married amounted to 42 people with a percentage of 42% and respondents who were unmarried amounted to 58 people with a percentage of 58%.

### Figure 1: Conceptual Model

Based on table 1 shows the results that more male respondents amounted to 73 people with a percentage of 73% compared to fewer female respondents who amounted to 27 with a percentage of 27%. The results of respondents aged ≤ 25 years amounted to 37 with a percentage of 37%. Respondents aged 25 years - 30 years amounted to 26 with a percentage of 26%. Respondents aged 30 years - 35 years amounted to 21 with a percentage of 21%. Respondents aged ≥ 36 years amounted to 16 with a percentage of 16%. The results of the respondents whose last education was S1 were 7 people with a percentage of 7%. Respondents whose last education was D3 totaled 21 people with a percentage of 21%. Respondents whose last education was high school amounted to 50 people with a percentage of 50%. Respondents whose last education was junior high were 17 people with a percentage of 17%. Respondents whose last education was elementary were 5 people with a percentage of 5%. The results of respondents who were married amounted to 42 people with a percentage of 42% and respondents who were unmarried amounted to 58 people with a percentage of 58%.
Fit Model Rating

A good model ECVI value must be smaller than ECVI Saturated and ECVI Independence. ECVI in the table above is equal to 13.26 smaller than ECVI Saturated that is 24.97 and ECVI Independence that is equal to 66.04. This shows that the model has a good fit. A good model AIC value must be smaller than Saturated AIC and Independence AIC. AIC in the table above is equal to 1301.71 smaller than the Saturated AIC that is 4970.00 and AIC Independence is equal to 13443.83. This shows that the model has good fit. Good model CAIC values must be smaller than CAIC Saturated and CAIC Independence. CAIC in the table above is equal to 1959.35 smaller than the Saturated CAIC which is 15651.32 and CAIC Independence which is equal to 13443.83. This shows that the model has a good fit. PGFI values recommended for good model indication are > 0.6. The table shows the PGFI value is 0.82 greater than 0.6. This shows that the model has a good fit. The recommended PNFI value for good model indication is > 0.6. The table shows the PNFI value of 0.91 is greater than 0.6. This shows that the model has a good fit.

Hypothesis Testing

Table 2: Causal Inter-Variable Relations

<table>
<thead>
<tr>
<th>Path</th>
<th>Standardization Coefficient</th>
<th>t-value</th>
<th>Significance</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Justice → Employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict Management → Work Motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict Management → Employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation → Work Motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation → Employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Stress → Employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Motivation → Employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Conclusion:

There is enough evidence that organizational justice has a positive effect on employee performance.

There is sufficient evidence that conflict management has a positive effect on work motivation.

There is enough evidence that compensation has a positive effect on employee performance.

There is enough evidence that compensation has a positive effect on work motivation.

There is enough evidence that work stress has a positive effect on employee performance.

There is enough evidence that the effect of work motivation on employee performance.

Source: Output LISREL 8.50

From the data processed, the structural model equation is as follows:

Table 3: Structural Equations Causal Relations

<table>
<thead>
<tr>
<th>Structural Equations</th>
</tr>
</thead>
<tbody>
<tr>
<td>WM = 0.24<em>CM + 0.25</em>C, Errorvar = 0.88 , R² = 0.12</td>
</tr>
<tr>
<td>0.087 (0.092) (0.31)</td>
</tr>
<tr>
<td>2.71 2.75 2.81</td>
</tr>
<tr>
<td>EP = 0.22<em>WM + 0.22</em>OJ + 0.15<em>CM + 0.20</em>C + 0.20*WS, Errorvar. = 0.70 , R² = 0.30</td>
</tr>
<tr>
<td>(0.087) (0.081) (0.076) (0.086) (0.074) (0.15)</td>
</tr>
<tr>
<td>2.51 2.65 2.04 2.35 2.75 4.67</td>
</tr>
</tbody>
</table>
The parameter for the suitability of the structural model is $R^2$. The results of structural model analysis produce three structural equations that show the influence between variables. From the first structural equation, it is known that $R^2 = 0.12$, which means that work motivation can be explained by conflict management and compensation by 12%. The second structural equation is known to be $R^2 = 0.30$, which means that employee performance can be explained by work motivation, organizational justice, conflict management, compensation, and work stress by 30%.

### Table 4: Direct Influence, Indirect Influence, and Total Influence

<table>
<thead>
<tr>
<th>From</th>
<th>Through</th>
<th>To</th>
<th>Direct Influence</th>
<th>Indirect Influence</th>
<th>Total Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Justice</td>
<td>Employee Performance</td>
<td>Work Motivation</td>
<td>0.22</td>
<td></td>
<td>0.22</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>Work Motivation</td>
<td>Employee Performance</td>
<td>0.15</td>
<td>0.24 * 0.05</td>
<td>0.20</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>Work Motivation</td>
<td>Employee Performance</td>
<td>0.15</td>
<td></td>
<td>0.15</td>
</tr>
<tr>
<td>Compensation</td>
<td>Work Motivation</td>
<td>Employee Performance</td>
<td>0.25</td>
<td></td>
<td>0.25</td>
</tr>
<tr>
<td>Compensation</td>
<td>Employee Performance</td>
<td>Work Motivation</td>
<td>0.25</td>
<td></td>
<td>0.25</td>
</tr>
<tr>
<td>Compensation</td>
<td>Work Motivation</td>
<td>Employee Performance</td>
<td>0.20</td>
<td>0.25 * 0.06</td>
<td>0.26</td>
</tr>
<tr>
<td>Work Stress</td>
<td>Employee Performance</td>
<td>Work Motivation</td>
<td>0.2</td>
<td></td>
<td>0.2</td>
</tr>
<tr>
<td>Work Motivation</td>
<td>Employee Performance</td>
<td></td>
<td>0.22</td>
<td></td>
<td>0.22</td>
</tr>
</tbody>
</table>

The description of Table 4:

a. Organizational Justice has a positive direct effect on employee performance of 0.22 or 22%.
b. Conflict Management has a positive direct effect on the work motivation of 0.24 or 24%.
c. Conflict Management has a positive direct effect on employee performance of 0.15 or 15%.
d. Compensation has a positive direct effect on the work motivation of 0.25 or 25%.
e. Compensation has a direct positive effect on employee performance of 0.20 or 20%.
f. Work Stress has a direct positive effect on employee performance of 0.2 or 20%.
g. Work Motivation has a direct positive effect on employee performance of 0.22 or 22%.
h. Conflict Management also has an indirect influence through work motivation of 0.05 or 5%.
i. Compensation also has an indirect effect through work motivation of 0.06 or 6%.

**DISCUSSION**

The effect of organizational justice on employee performance is positive (0.22) and significant (2.65 > 1.96). Thus, it can be said that organizational justice has a positive effect on employee performance by 22%. The results of this study reinforce the theory put forward by Robbins where in his book says that organizational justice influences performance. It is said in his book if organizational justice is not considered by the company, then employees can reduce performance. Research conducted by Cropanzano entitled The Management of Organizational Justice states that when companies do justice to organizations, leaders, and subordinates have a higher relationship. This strong relationship, in turn, motivates employees for higher job performance (Walumbwa, F. O., Cropanzano, R., & Hartnell, C. A. (2009)).

The effect of conflict management on work motivation is positive (0.15) and significant (2.04 > 1.96). Thus, conflict management can be said to have a positive effect on work motivation by 15%. Ogunbayo said The results of the study indicate that the Project Manager's conflict management style motivates project team members. Research conducted by Hengstler entitled the influence of approach-avoidance motivational orientation on conflict adaptation shows that conflict management influences motivation DeConinck, J. B., & Johnson, J. T. (2009).
The effect of conflict management on employee performance is positive (0.24) and significant (2.71> 1.96). Thus, conflict management can be said to have a positive effect on employee performance by 24%. This finding also supports the research proposed by Agwu entitled Conflict Management and Employees Performance in Julius Berger Nigeria Plc. Bonny Island said conflict should not always be seen as something that is not desirable but as a necessary outcome that can bring positive consequences if managed properly. The results of the data analysis show a significant relationship between conflict management strategies and employee performance. Prince Donkor added in his research entitled Effect of Conflict on Employees Performance: Evidence from Coca Cola Company Limited, Kumasi Branch, If managed properly, conflict can improve and improve employee performance. However, the effect can be devastating if it creates hostility between individuals or groups.


The effect of compensation on work motivation is positive (0.20) and significant (2.25> 1.96). Thus, compensation can be said to have a positive effect on work motivation by 20%. The results of this study reinforce the theory put forward by Hani Handoko in his book entitled Personnel Management & Human Resources said a way to improve work performance, motivation and employee job satisfaction is to provide compensation. The results of this study are in accordance with the research proposed by Slamet Riyadi entitled The Effect of Financial Compensation, Leadership Style, and Work Motivation on Employee Performance in Manufacturing Companies in East Java said that several ways can be used by leaders to provide positive motivation to their subordinates, such as respect for work done, special personal awards, competition, participation, pride or satisfaction and material.

The effect of compensation on employee performance is positive (0.25) and significant (2.75> 1.96). Thus, compensation can be said to have a positive effect on employee performance by 25%. The results of this study reinforce the theory put forward by Hasibuan in his book entitled Human Resource Management saying compensation is an expense and expense for the company. The company expects that the compensation paid will be rewarded with greater work performance than employees. In the context of the company, Handoko in his book suggests that a way to improve work performance, motivation and employee job satisfaction is to provide compensation (Zoghbi-Manrique de Lara, P., & Verano-Tacoronte, D., 2007).

The effect of work stress on employee performance is positive (0.25) and significant (2.75> 1.96). Thus, it can be said that work stress has a positive effect on employee performance by 25%. The results of this study are in line with research conducted by Zainuddin Abdullah saying work stress has a positive effect on auditor performance, this can occur due to the results of little work stress. With work stress that will slightly improve the auditor's performance in carrying out their duties. Nikolaos Kakkos and Panagiotis in their research revealed that stress on salesforce due to competition and achievement of sales targets forced salesforce to improve their performance. However, if too much pressure has stress-related implications such as decreased team spirit, dissatisfaction and even resignation (Abu Elanain, H. M. (2009)).

The effect of work motivation on employee performance is positive (0.25) and significant (2.75> 1.96). Thus, work motivation can be said to have a positive effect on employee performance by 25%. Research conducted by M Rizal et al., Entitled Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City) wherein the research said there was a positive influence of motivation with performance. This is reinforced by research conducted by Zainuddin Abdullah entitled The Effect of Job Stress on Auditor Performance Through Work Motivation as a Variable Intervening Study on Internal Auditors in the Aceh Provincial Government shows that there is a positive influence on motivation on performance (Griffin, R. W., & Moorhead, G. (2011)).

The effect of conflict management on employee performance through work motivation is positive (0.05) and significant (2.07> 1.96). Thus, it can be said that conflict management has a positive effect on employee performance through work motivation of 5%. Barbuto said the results of this study can be said that there is an indirect influence of conflict management that has a positive effect on employee performance through work motivation. The results of this study supported the statement put forward by Barbuto in his research entitled Sources of Motivation, Interpersonal Conflict Management Styles and Leadership Effectiveness a Structural Model said that with the existence of conflict management leads to high motivation and job performance. Verma in his research entitled Conflict Management stated that conflict management is the key to motivation and leads to performance (Hassan, A. (2002)).

The effect of compensation on employee performance through work motivation is positive (0.06) and significant (2.12> 1.96). Thus, compensation can be said to have a positive effect on employee performance through work motivation of 6%. I Wayan, Mayun, Ida Bagus in his research said, one way is by increasing motivation in the form of compensation as a result of remuneration from all efforts that have been done for the company, with the provision of compensation is expected to generate performance. Widyatmini and Luqman Hakim in their research journals said that the compensation system implemented by applying the reward and punishment system to all employees has an impact on employees who will always be motivated to work which will ultimately improve their performance (Tereso et al, 2018).

CONCLUSIONS

After testing the hypothesis of the hypotheses proposed in this study, the conclusions obtained are described as follows.
impact on employee performance. Based on the results of the study, it can be formulated the theoretical implications of this study succeeded in providing an explanation of the existence of work motivation factors as intervening variables on the effect of conflict management on employee performance and the influence of compensation on employee performance. This means that there is an indirect effect between conflict management on employee performance and compensation for employee performance, namely work motivation. Work stress variables have a significant and positive effect on employee performance. This result is different from previous studies where the results of work stress negatively affect employee performance. This means, one of the factors to improve performance sales force is the existence of work stress Judge, T. A., & Colquitt, J. A. (2004).

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