

## Influence of Competence and Compensation on Employee Performance: Examining the mediating Effect of Job Stress at Yayasan Badan Wakaf Al-Quran

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**Abstract** - This research addresses the decline of public trust in philanthropic institutions in Indonesia after the misuse of donation funds in 2022. The case affected the Yayasan Badan Wakaf Al-Qur'an, which faced a decrease in donation revenue in 2023. The organization conducted an internal evaluation, and the researcher examined employee performance through competence, compensation, and job stress. The purpose of this study is to analyze the effect of competence and compensation on employee performance with job stress as a mediating variable. The researcher conducted this study in 2024 on 150 employees of Yayasan Badan Wakaf Al-Quran. The sample consisted of 110 employees who were selected using the Slovin formula. Quantitative method applied by the researcher. The researcher collected primary data through online questionnaires and analyzed the data using Structural Equation Modelling (SEM) in SmartPLS4. The findings show that competence significantly improves employee performance and reduces job stress. Compensation does not influence job stress and does not influence employee performance. Job stress significantly decreases employee performance. Competence indirectly improves employee performance through job stress, but compensation does not show any indirect effect. These results can highlight the strengthening competence to improve employee performance in non-profit organizations.

**Keywords:** Competence, Compensation, Job Stress, Employee Performance, SEM, SmartPLS4.

### I. INTRODUCTION

Philanthropic organizations play a crucial role in addressing social, educational, and religious issues by acting as intermediaries between donors and underprivileged communities. As nonprofit institutions, they are entrusted with managing donations transparently and accountably to maintain public trust. However, in mid-2022, one of Indonesia's philanthropic organizations was dissolved by the government due to a large-scale misuse of donation funds. This incident received widespread public attention and consequently reduced donor confidence in philanthropic institutions across the country.

The decline in public trust has had a direct impact on other philanthropic organizations, including the Yayasan Badan Wakaf Al-Qur'an (BWA). BWA, which focuses on Qur'an distribution as well as social, educational, and humanitarian projects, experienced a significant decrease in donation revenue in 2023. For the first time in five years, the organization reported a sharp decline in its fundraising outcomes, amounting to IDR 63 billion compared to IDR 72 billion in the previous year, despite operating with the same number of branches and employees. This decline not only disrupted ongoing projects but also led to workforce reductions and created pressure on the organization to improve employee performance as a strategy to regain donor trust and ensure sustainability.

Previous studies emphasized that employee performance is shaped by various internal organization factors such as competence, compensation, leadership, and job stress (Maifanda & Slamet, 2019); (Dewangga & Rahardja, 2022); (Herawati et al., 2021). A preliminary survey conducted among BWA employees revealed three dominant factors affecting their performance: competence, compensation, and job stress. Competence reflects employees' ability to develop professionally and adapt to organizational demands, while compensation represents fairness and satisfaction with organizational rewards. On the other hand, job stress often arises from workload pressures and inadequate resources, which may negatively affect performance outcomes.

Nevertheless, empirical evidence regarding the relationships among these variables remains inconsistent. Some studies demonstrated that competence significantly enhances performance (Putri et al., 2022); (Dewangga & Rahardja, 2022), whereas others found no direct effect without mediating factors (Rulianto et al., 2023). Similarly, research on compensation revealed contradictory findings, ranging from positive (Hankir & Berberoglu, 2020) to negative (Sangkaen et al., 2019) or insignificant effects (Suparno et al., 2023). Research on job stress also varied with some showing a negative relationship with performance (Maesa et al., 2024). while others suggested positive or nonsignificant outcomes (Afilia et al., 2023); (Rossa et al., 2024). These discrepancies highlight the necessity for further investigation, especially within non-profit setting that remain understudied compared to the corporate sector.

Based on this hypothesis development, the proposed hypothesis of the study there is:

Competence is generally understood as an individual's capability to achieve the expected performance standards in a workplace. It involves not only knowledge and technical skills but also the ability to transfer and apply these skills to various situations (Gultom et al., 2019), in contrast, job stress is described as the psychological pressure employees experience when faced with job demands that exceed their capacity (Mangkunegara, 2018). When employees' competence matches or surpasses job requirements, stress levels tend to be lower, enabling them to deliver stronger performance.

Several studies confirm this relationship. For instance, (Pradnyani & Rahyuda, 2022), (Taufik & Wudjud, 2023), and (Kim & Jung, 2022) found that competence significantly reduces work stress, which in turn helps employees maintain productivity. Based on this evidence the following hypothesis is formulated:

*H1: Competence has a positive and significant effect on employee performance.*

*H2: Competence has a negative and significant effect on Job Stress.*

Compensation is considered part of the organizational reward system, closely tied to financial aspects, though its influence extends beyond mere monetary rewards (Sinambela, 2018). Employees who feel undercompensated often experience frustration and anxiety, which can escalate into work stress (Mangkunegara, 2018). Studies by (Riyadi, 2019), (Paramita & Supartha, 2022), and (Listiorini et al., 2024) demonstrated that adequate compensation packages, including salaries, allowances, and benefits, contribute to reduced stress among employees.

*H3: Compensation has a negative and significant effect on Job Stress.*

Compensation can also be interpreted as the organizations' formal recognition of employee contributions in the form of salaries, incentives, or other benefits (Dessler, 2020). Fair compensation motivates employees to achieve better outcomes, which is reflected in their performance. Previous studies (Hutabarat et al., 2023), (Hankir & Berberoglu, 2020), and (Suhendar, 2021) support the idea that appropriate compensation improves performance results.

*H4: Compensation has a positive and significant effect on Employee Performance.*

Stress in the workplace is a condition that disrupts the balance between employees' physical and psychological states, affecting their emotional stability and productivity (Nur & Mugi, 2021), (Zainal et al., 2015). Excessive stress is often associated with performance decline, while manageable stress levels may encourage focus and persistence. Empirical studies (Yunita & Saputra, 2019), (Pradnyani & Rahyuda, 2022), and (Maesa et al., 2024) have consistently shown that higher stress tends to lower employees' performance.

*H5: Job Stress negatively and significantly affects Employee Performance.*

Competence is widely recognized as a blend of knowledge, skill, and personal attributes that determine work success (Marwansyah, 2016). Strong competence enables employees to complete their duties effectively, and this process can also influence stress levels. (Pradnyani & Rahyuda, 2022) highlighted that competence indirectly improves performance by reducing job stress, thereby serving a dual role: direct enhancement of outcome and indirect stress reduction.

*H6: Competence affects Employee Performance through the mediation of Job Stress.*

Similarly, compensation not only reflects fairness but can also influence stress levels. Employees who perceive that they are adequately rewarded tend to be less stressed and, in turn, perform better. Research by (Paramita & Supartha, 2022) confirmed this mediating role of stress. However, the strength of this relationship may vary depending on organizational context, especially in non-profit institutions where intrinsic motivation often dominates.

*H7: Compensation affects Employees Performance through the mediation of Job Stress*

In this research, the conceptual framework is designed to clearly describe how the main variables are connected to another. Competence (KPTS) and Compensation (KPSS) are positioned as the driving factors, employees performance (KK) is placed as the outcome to be achieved, while job stress (SK) is treated as the bridge that links them. The framework help explain the reasoning process behind the study, showing how competence and compensation may affect performance either directly or indirectly through job stress. To make these relationships easier to understand and to serve as a guide for the analysis, the researcher developed the folloeing model:

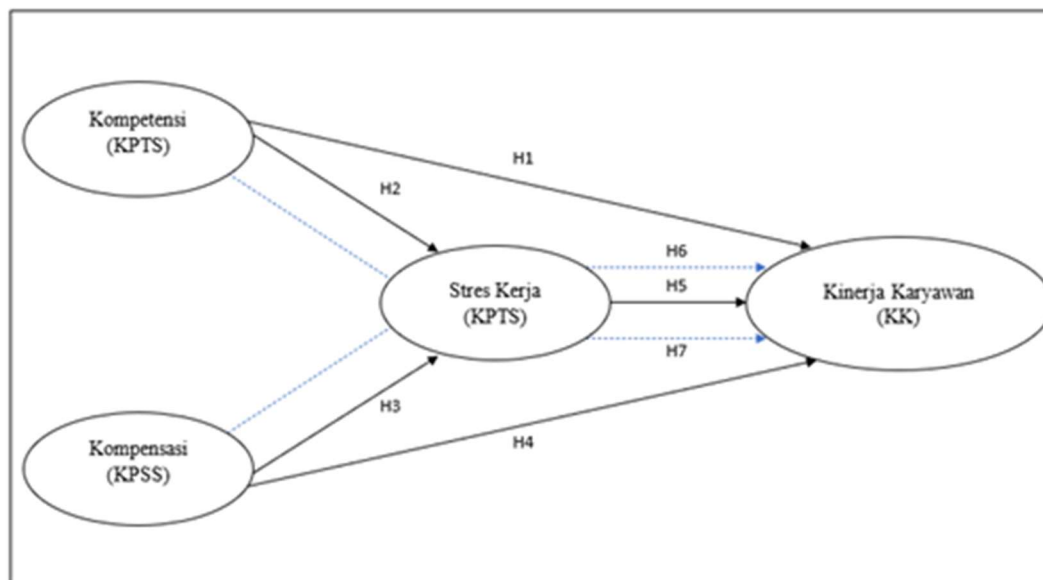


Figure 1. Research Model

## II. METHOD

This research was conducted using a quantitative approach, which means that the analysis relied on numbers and statistical techniques to answer the research question. A quantitative design is particularly useful when the goal is to examine cause-and-effect relationships, because it allows researchers to measure variables systematically and test them with clear statistical tools. As noted by (Sugiyono, 2020) this type of method emphasize structured data collection, precise measurement, and results that can be generalized. In the same spirit, (Sudaryana & Agusiadi, 2022) point out that quantitative research is build on deductive reasoning and the use of statistics to confirm out refute theoretical assumptions.

In this study, a casual-associative design was applied. The design makes it possible to identify how the independent variables “Competence and Compensation” shape the dependent variable, employees performance while also considering job stress as a mediating factor. The research took place at the Yayasan Badan Wakaf Al-Quran (BWA), covering both its main office in Jakarta and several branch offices across Indonesia. The study population consisted of the entire workforce of 150 employees. From this population, a sample of 110 respondent was chosen using the Slovin formula. The sample reflected diverse characteristics, including differences in gender, age, and departmental affiliation.

Data where collected through an online and offline questionnaire, which contained items designed to measure four constructs: competence, compensation, job stress, and employees performance. Each construct was translated in to specific indicators that were adapted from existing theories and previous studies. The data where analysed with Structural Equation Modelling (SEM) using the SmartPLS 4.0 software. The analysis involved three key steps. First validity testing was carried out to ensure that the indicators truly represented the constructs being measured. Second, reliability testing was done using Cronbach’s alpha and composite reliability, with a threshold of 0,70 as recommended by (Ghozali, 2021). Finally, hypothesis testing was conducted to examine both direct and indirect relationships between the variables through a bootstrapping procedure. Overall, this methodological approach was chosen to ensure that the findings not only tested the hypotheses but also offered trustworthy insights into how competence, compensation, and job stress jointly affect employee performance in a non-profit organizational context.

## III. Result of reseaches

## A. Result

There are 110 employees who participated, with the greatest number of men (61,8%). Respondents have different age groups, with <36 years old (67,3%), between 36-45 years old (20%), and >46 years old (12,7%). There are also based on directorate, where Program& Fundrising (60,9%), and Finance & Operation (39,1%)

Table 1. Sample Description

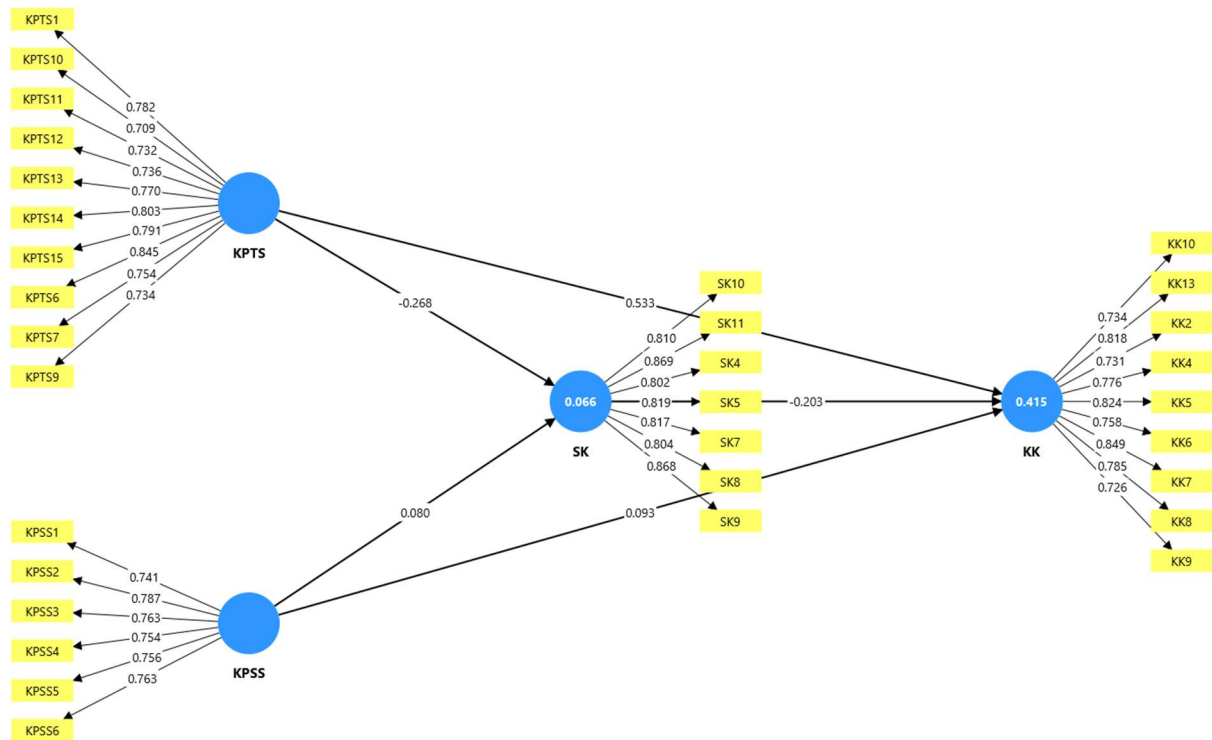
Criteria	Total	%
Male	68	61,8%
Female	42	38,2%
25-35 years	74	67,3%
36-45 years	22	20%
> 46 years	14	12,7%
Program& Fundrising	67	60,9%
Finance & Operation	43	39,1%

Source: Questionnaire data, preprocessed 2025

The evaluation of the measurement model in this study was carried out through several stages first, convergent validity was examined to ensure that all indicators used truly reflected the construct they were intended to measure. According to (Ghozali, 2021), this can be seen from the strength of the factor loading, where values above 0,70 indicate that an indicator strongly represents its construct. In addition, the Average Variance Extracted (AVE) was used, and values above 0,50 suggest that most of variance of the indicator in captured by the latent variable. If the AVE is too low, indicators that do not contribute meaningfully to the construct should be reconsidered.

Next, discriminant validity was assessed to verify that each construct was distinct from the other. This step checks whether an indicator relates more strongly to its own construct than to others. Several approaches were used, such as the Fornell-Larcker criterion (which compares the square root of AVE with correlation among constructs), cross-loading analysis (which require indicators to load higher on their intended construct than on any other), and Heterotrait-Monotrait ratio (HTMT), with values below 0,85-0,90 considered acceptable. These tests together ensure that the constructs measured in the model do not overlap excessively.

Finally, reliability testing was conducted using Cronbach's Alpha and Composite Reliability both values need to exceed 0,70 to demonstrate that the indicators consistently measure the same construct (Ghozali, 2021). The results showed that all constructs in this study met the required thresholds, confirming that the measurement instruments were reliable and could be trusted for further analysis.

**Figure 2.** Valid Research Model*Source: processing result of SmartPLS 4.0 (2025)***Table 2.** Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Competence (KPTS)	KPTS1	0.786	0.922	0.926	0.588
	KPTS3	0.684			
	KPTS6	0.852			
	KPTS7	0.752			
	KPTS9	0.735			
	KPTS10	0.729			
	KPTS11	0.725			
	KPTS12	0.742			
	KPTS13	0.756			
	KPTS14	0.780			
	KPTS15	0.769			
Compensation (KPSS)	KPSS1	0.741	0.861	0.883	0.579
	KPSS2	0.788			
	KPSS3	0.764			
	KPSS4	0.754			
	KPSS5	0.755			
	KPSS6	0.762			
Employee Performance (KK)	KK2	0.731	0.918	0.920	0.607
	KK4	0.775			
	KK5	0.823			
	KK6	0.757			

	KK7	0.848			
	KK8	0.787			
	KK9	0.728			
	KK10	0.736			
	KK13	0.816			
Job Stress (SK)	SK4	0.802	0.924	0.943	0.685
	SK5	0.820			
	SK7	0.817			
	SK8	0.804			
	SK9	0.866			
	SK10	0.811			
	SK11	0.869			

Source: SmartPLS 4.0 processing results (2025)

**Table 3.** Discriminant Validity

Variables	KPSS	KPTS	SK
Employee Performance (KK)			
Compensation (KPSS)	0.251		
Competence (KPTS)	0.651	0.351	
Job Stress (SK)	0.350	0.115	0.254

Source: SmartPLS 4.0 processing results (2025)

**Table 4.** R Square Value

Variables	R Square	R Square Adjusted
Employee Performance (KK)	0.415	0.399
Job Stress (SK)	0.066	0.048

Source: SmartPLS 4.0 processing results (2025)

**Table 5.** Hypotheses Testing

Hypotheses	Relationship	(O)	(STDEV)	T statistics ( O/STDEV )	P values	Decision
H1	KPTS -> KK	0.533	0.079	6.784	0.000	Supported
H2	KPTS -> SK	-0.268	0.101	2.656	0.008	Supported
H3	KPSS -> SK	0.080	0.180	0.447	0.655	Not Supported
H4	KPSS -> KK	0.093	0.107	0.876	0.381	Not Supported
H5	SK -> KK	-0.203	0.079	2.561	0.010	Supported
H6	KPTS -> SK -> KK	0.054	0.028	1.969	0.049	Supported
H7	KPSS -> SK -> KK	-0.016	0.040	0.406	0.685	Not Supported

Source: SmartPLS 4.0 processing results (2025)

Hypothesis test in PLS is also denoted as inner model test. This test covers significance test that has a direct and indirect impact as well as how large is the measurement of the exogenous variable impact towards the endogenous variable. To discover the influence of managerial coaching towards employee's performance through psychological capital as mediation variable it needs a direct and indirect impact test. Direct impact test is done by using T-Statistic test in an analysis model called Partial Least Squared (PLS) with the help of SmartPLS 4.0



software. With the bootstrapping technique, R square value and significance test value can be obtained as shown in Table 5.

Referring to table 4. The R-Square value for job stress (SK) is 0,066. This indicates that only 6,6% of the variance in job stress can be explained by the independent variables included in the model, while the remaining 93,4% is influenced by other factors outside the scope of this study. In contrast, the R-Square value for Employee Performance (KK) is 0,415 that mean the competence and compensation together explain 41,5% of variation in employee performance, with the remaining 58,5% attributed to other factor not examined here. Based on (Ghozali, 2021), an R-Square value around 0,40 in categorize as moderate, whereas a value pf 0,066 in considered weak. Thus, the structural model in this research has a moderate ability to explain employee performance but provides only a weak explanation of job stress.

## B. Discussion

The results of this study provide empirical evidence regarding the effects of competence, compensation, and job stress on employee performance at the Yayasan Badan Wakaf Al-Qur'an. First, competence was found to have a positive and significant influence on employee performance (H1). This finding supports the argument of (Sinaga et al., 2019) and (Rachmaniza, 2020) that competence represents a fundamental attribute that determines the effectiveness of individual performance. Similarly, (Hutabarat et al., 2023), (Silitonga & Safaria, 2023), and (Andik & Ratnasari, 2023) demonstrated that competence directly contributes to higher performance, reinforcing that strong competence enables employees to complete tasks more effectively and contribute to organizational goals.

Second, competence was shown to have a negative and significant effect on job stress (H2). This result aligns with (Gultom et al., 2019) and (Mangkunegara, 2018), who highlighted that employees with higher competence are less likely to feel pressured in meeting job demands. Consistent with (Pradnyani & Rahyuda, 2022), (Taufik & Wudjud, 2023), and (Kim & Jung, 2022), this study confirms that employees equipped with the necessary skills and knowledge can manage their workload more effectively, thereby reducing stress.

Third, compensation was not found to have a significant effect on job stress (H3) or on employee performance (H4). These findings diverge from previous studies (Riyadi, 2019), (Paramita & Supartha, 2022), (Listiorini et al., 2024), (Hutabarat et al., 2023), (Suhendar, 2021) which emphasized the positive impact of adequate compensation on reducing stress and improving performance. One possible explanation is that employees of nonprofit organizations, such as Yayasan Badan Wakaf Al-Qur'an, may be more intrinsically motivated by the religious and social values of their work, thus perceiving compensation as less influential compared to competence or work environment factors.

Fourth, job stress was found to negatively and significantly affect employee performance (H5). This result is consistent with the findings of (Yunita & Saputra, 2019), (Pradnyani & Rahyuda, 2022), and (Maesa et al., 2024), confirming that excessive stress undermines employees' psychological stability, reduces focus, and leads to performance decline.

Fifth, competence was also shown to influence performance indirectly through job stress as a mediating variable (H6). This result supports the notion of (Marwansyah, 2016) that competence encompasses knowledge, skills, and attitudes necessary for success. When employees possess sufficient competence, they experience less stress, which in turn enhances their performance. This partial mediation effect highlights the dual role of competence, both directly improving performance and indirectly reducing stress.

Finally, compensation was not found to influence performance through job stress as a mediating variable (H7). Although prior studies (Paramita & Supartha, 2022), (Khairunnisa et al., 2021) suggested that adequate compensation can reduce stress and improve performance, the results of this study indicate otherwise. This may reflect contextual differences, particularly in nonprofit organizations where financial rewards may be perceived as secondary to intrinsic and spiritual motivations.

Overall, the findings underscore the central role of competence in enhancing employee performance both directly and indirectly, while job stress remains a critical barrier to achieving optimal performance. Compensation, however, appears to play a limited role in this specific organizational context. These results provide practical implications for nonprofit institutions to prioritize competence development programs and stress management initiatives over compensation adjustments in order to strengthen employee performance.

#### **IV. CONCLUSION**

This study examined the effects of competence and compensation on employee performance with job stress as a mediating variable in the context of the Yayasan Badan Wakaf Al-Qur'an. The results revealed that competence has both a direct positive effect on employee performance and an indirect effect through reducing job stress. This finding supports previous research (Sinaga et al., 2019), (Hutabarat et al., 2023), (Silitonga & Safaria, 2023) which emphasized that competence is a critical determinant of effective performance. Furthermore, competence was found to negatively affect job stress, consistent with studies by (Pradnyani & Rahyuda, 2022), (Taufik & Wudjud, 2023), and (Kim & Jung, 2022), who noted that higher competence enables employees to handle job demands more effectively, thereby reducing stress.

In contrast, compensation did not significantly influence either job stress or employee performance, nor did it show an indirect effect through job stress. These results diverge from studies such as (Riyadi, 2019), (Paramita & Supartha, 2022), and (Khairunnisa et al., 2021), which suggested that compensation contributes to stress reduction and improved performance. This discrepancy may be explained by the nonprofit context of the organization, where employees are motivated more strongly by intrinsic and spiritual values than by financial rewards (Listiorini et al., 2024).

Additionally, job stress was shown to have a negative and significant impact on employee performance, a finding that aligns with prior studies (Yunita & Saputra, 2019), (Maesa et al., 2024). In conclusion, competence emerged as the most important factor in enhancing employee performance, both directly and through reducing stress. Compensation, on the other hand, appeared to play a limited role in this organizational setting. These findings highlight the importance of competence development and stress management strategies in nonprofit institutions, where intrinsic motivation often outweighs financial rewards.



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