The Effect of Job Pressure and Task Complexity on Performance with Resilience Ability as Moderator

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Abstracts

Indonesia has moved up to the 33rd position globally in terms of performance competitiveness, compared to the 43rd rank in the previous year. This significant improvement indicates that Indonesia possesses considerable performance competitiveness potential. However, to maintain and further enhance its global competitiveness, it is crucial for the country to focus on the various factors influencing performance. Besides macroeconomic policies and national strategies, companies in Indonesia must develop the capability to effectively engage their employees, fostering a work environment that promotes productivity and growth. The purpose of this research is to investigate the impact of job pressure and task complexity on performance, with a specific focus on the moderating role of resilience. This study employs Structural Equation Modeling (SEM) with the assistance of Smart PLS software to analyze the data. The Hair method was used to determine the appropriate sample size, resulting in a study involving 162 respondents from various industries. The research findings reveal several key insights. Firstly, job pressure does not have a direct impact on performance. This suggests that simply increasing job pressure will not necessarily lead to better performance outcomes. On the other hand, task complexity has a direct and significant influence on performance, indicating that employees tend to perform better when engaged in more complex and challenging tasks. Furthermore, the study highlights the critical role of resilience as a moderating factor. Specifically, resilience capacity moderates the relationship between job pressure and performance, as well as the relationship between task complexity and performance. This means that employees with higher resilience are better able to cope with job pressure and handle complex tasks more effectively, ultimately leading to improved performance. The implications of these findings are clear: companies need to focus on enhancing job complexity and strengthening their employees' resilience capabilities if they aim to improve overall performance. By doing so, they can create a more dynamic and productive workforce capable of sustaining high performance levels even in the face of challenges and pressures. This approach not only benefits individual companies but also contributes to the broader goal of maintaining and enhancing Indonesia's global competitiveness.

Keywords: Job Pressure, Task Complexity, Resilience Ability, Performance

INTRODUCTION

Performance is the work of a person who carries out his main duties, obligations and functions as an employee with quality and quantity work results in accordance with the responsibilities given to him. Performance itself is influenced by several factors to be able to achieve the goals and objectives of a company or organization within a certain period of time. According tᵒ Wahyuni (2022) in general, employees who have good performance quality are also supported by the training they have to be able to carry out tasks creatively and innovatively. Good performance in a company is also influenced by the efforts of an employee in carrying out his work.(Y Nora, 2023). According to Nino Eka Putra, in 2023 Indonesia was ranked 33rd in the world in performance competitiveness, which in the previous year was ranked 43rd in the world.(N E Putra, 2023). Based on the data above, Indonesia has a performance competitiveness ranked 33rd in the world, but it is necessary to pay more attention to the factors that affect performance in order to maintain and even improve performance competitiveness in order to compete more in the eyes of the world.

There are many factors that affect performance, one of which is job pressure. In this previous study, in general, it shows that all independent variables, namely family-work conflict, work involvement, and work pressure, have an effect on performance. (Unisma et al., 2020)Meanwhile, according to other studies, it shows that workload, conflict between work and family, and work stress each individually or in combination have a significant and detrimental effect on employee performance (Hermawan, 2022).(Hermawan, 2022)According to other studies, the variables of work pressure and work environment factors have a positive and significant effect on employee performance.(J Balqist, A M Ramdan, 2019)..

In addition to job pressure, performance is also influenced by work complexity. Previous research shows that independence and task complexity have a positive impact on auditor performance, while *locus of control* has no effect on auditor performance, and goal orientation has a negative impact on performance.(Indrayani, 2023)According to other studies, the level of task complexity contributes positively to the achievement of on-task performance, the presence of *knowledge sharing* also has a positive impact on on-task performance, and when task complexity and knowledge sharing are combined, both together have a positive effect on on-task performance. (Budiyarti et al., 2022)According to other studies, accounting information system variables, internal recognition system variables, task complexity, and organizational culture all have a positive and significant effect on employee performance.(Sunarka & Bakhtiar, 2019)..

In addition to task complexity, performance is also influenced by *resilience* abilities. In previous research, leadership style in certain situations and the level of personal *resilience of* teachers play a role in improving teacher performance.(Sentana & Wiyasa, 2021)Meanwhile, according to other studies, there is a joint effect (simultaneously) of the *Resilience*, *Career Path*, and *Employee Engagement* variables on performance, indicating that the *Resilience variable* has an influence on performance, as well as the *Career Path variable*, and the *Employee Engagement variable* also affects performance.(Apriliyanto et al., 2021).

Based on the background of the reason this research was made, it can be described the identification of several problems to determine the impact of job pressure, task complexity on performance and determine the impact of *resilience* as a moderator of job pressure and task complexity on performance.

Based on the problem identification above, the problem formulation can be described to determine the effect of job pressure on performance, to determine the effect of task complexity on performance, to determine the effect of *resilience* ability on performance, to determine the effect of job pressure moderated by *resilience* ability on performance, and to determine the effect of work complexity moderated by *resilience ability on performance*.

The target respondents are local people who have worked and understand the variables that researchers use in their research, namely, job pressure, work complexity and *resilience* abilities that affect performance. Researchers chose respondents as described above, because the research needs to be answered by people who have worked because they have relevant experiences or situations in their working lives to answer the questionnaire. The purpose of researchers conducting this research is to improve the performance of existing employees in Indonesia in order to compete in the world. What is unique in this study with previous research is the *resilience* ability variable which acts as a moderating variable, where usually in previous studies, the *resilience* ability variable is used as a direct influence on the variable to be influenced.

LITERATURE REVIEW AND HYPOTHESIS
Human Resource Management

Human resources have a very significant role in organizations, and no other factor can replace their role. Advanced technology or a large allocation of funds may be used, but human resources remain a key element, Badriyah (2015) argues that all of that will be meaningless if the organization does not have a workforce that has expertise and professionalism. Samsudin (2010) Elaborates that human resource management involves efforts to ensure that organizations or companies have an effective and qualified workforce, and maintain their business continuity.(Anggraini et al., 2019) . Based on the theory above, human resources are an important presence in an organization or company, by having professional human resources the organization or company can have better *value*, one of the indicators in human resources is performance because to find out professional human resources, it is necessary to measure their performance, as well as from the level of job pressure, work complexity, and *resilience* abilities that affect performance.

Performance

An organization or business in achieving a goal must go through activities that are moved by a group of people in the organization or business. Performance can be defined as the result of a person's work in terms of the amount and quality they have achieved over a certain period of time. (Sulaiman, 2020). An employee's performance is their ability to carry out tasks effectively to achieve work results that meet the standards set by the organization.(Putri & Ratnasari, 2019). An employee's performance is the result of work that includes both the quality and quantity they achieve when carrying out the tasks assigned to them in accordance with their role in the company.(Satria, 2021). Based on the above definition, performance is the result or ability of an employee to carry out his duties effectively in order to achieve results that meet organizational or company standards, the relationship between this theory and this research is to be variable Y (performance) as a variable that is influenced by variables X1 (job pressure), X2 (task complexity), Z (*resilience* ability).

Job Pressure

In the context of work, there are sometimes external factors that can affect individuals internally when carrying out tasks, and one of these factors is job stress. Job pressure or work stress is a feeling of pressure that employees can feel when they face work tasks. Proper handling of the stress experienced by employees can have an impact on their work outcomes. (W M Lestari et al., 2020) Job pressure is a situation in which job requirements exceed employee capabilities, which can produce adverse responses in terms of physical, mental, and employee behavior.(Aminah & Santi, 2020). Job pressure is

Job pressure is an individual's reaction to changes in his environment that are perceived as disturbing and threatening, in the form of physical and mental responses.(Dora et al., 2022).. Based on the above definition, job pressure is a negative external factor that exceeds employee capabilities that can affect work results, while the indicators in the job pressure variable are targets and expectations, interference while working, and time pressure.

Task Complexity

In a job there are external obstacles that affect a job that affects performance, namely task complexity. Task complexity is a task that does not have a clear structure, is confusing, and difficult.(Sososutiksno et al., 2022).. Task complexity is the complexity or perception of the level of difficulty that arises due to a person's limited ability to complete a task.(Suprapto & Nugroho, 2020). Task complexity is the amount of information that must be processed and the steps that need to be taken to complete a task. (Tumurang et al., 2019). Based on the above definition, task complexity is information that does not have a structure so that it is difficult to understand, as for the indicators in the task complexity variable, the level of task difficulty and task structure.(Putro, 2021).

***Resilience* Skills**

In the face of a difficult job, some individuals have the ability to get a way out, namely *resilience*. *Resilience* is a concept that shows a person's ability to face problems and obstacles that often seem difficult to overcome and produce positive results. *Resilience* can be interpreted as a person's effort to go through and overcome the challenges they face. It is related to an individual's emotional ability to face, overcome, and strengthen themselves when facing obstacles and barriers.(Hutauruk & Naibaho, 2020). *Resilience* is an excellent and flexible adaptability when facing pressure, both from within and from outside.(Miratannisa et al., 2019)..
Resilience is defined as the ability to adjust to difficult situations in life.(Pautina et al., 2022).. Based on the above definition, *resilience ability* is a person's ability to adapt to deal with difficult situations, as for the indicators in the *resilience* ability variable, namely the *resilience* indicator, namely the willingness to work, the importance of learning and mastering work, self-belief in being able to work, the limitations possessed at work, the possibility of failing at work, overcoming difficulties that arise at work, and the things needed at work.

Research Model

This research model uses a variable structure of job pressure and task complexity variables as independent variables and performance variables as dependent variables and *resilience* ability variables as moderating variables. Below is a picture of the research model.
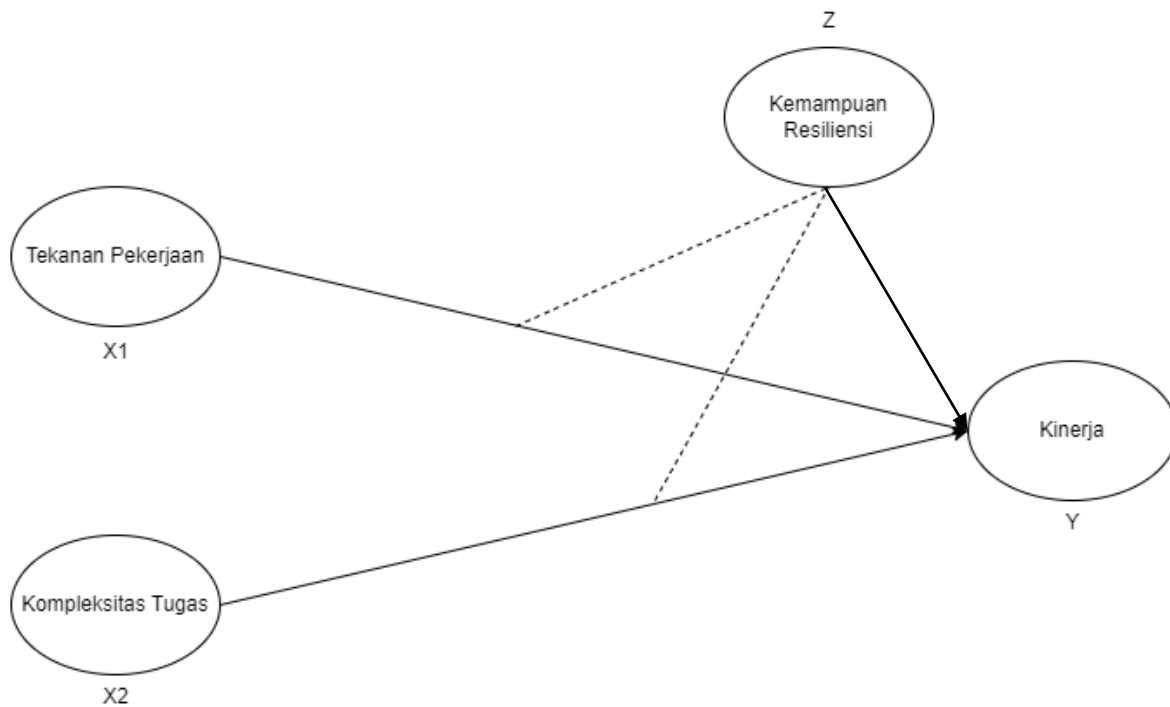
Figure 1. Research Framework

From the research model above, *it* can be seen that job pressure and task complexity are the right variables, the reason is because the pair of variables plays a role in the performance variable and *resilience* ability as a moderating variable because it plays a role in influencing the performance variable.

The relationship of job pressure (TP) to performance (K)

In research conducted by Hermawan (2022); Buulolo et al. (2021) stated that job pressure has a significant effect on performance, while in research conducted by Lestari et al. (2020) reversed by stating that job pressure has no effect on performance. High job pressure makes some employees encouraged to have new ideas and innovations that affect work. Based on previous studies, more of them state that job pressure on performance has more influence, therefore H_1 can be formed, namely job pressure has the potential to affect performance.

The relationship of task complexity (KT) to performance (K)

In research conducted by Pradana et al. (2019); Nadya et al. (2019) stated that task complexity has a positive effect on performance. and in research conducted by Budiyarti et al. (2022) stated that task complexity has an influence on performance without having a positive effect. The more complex the work, the more employees have the potential to develop their abilities. Based on the above studies, all of them argue that task complexity affects performance, so from that it can be formed H_2 , namely task complexity has the potential to affect performance.

The relationship of *resilience* ability (KR) to performance (K)

In research conducted by Fidaroini Putri et al. (2022); Sentana & Wiyasa (2021) stated that resilience ability has a significant and positive effect on performance. stated that *resilience* ability has a significant and positive effect on performance, and in research conducted by

Apriliyanto et al (2021) stated that *resilience* ability has a significant effect on performance without having a positive effect. By having good *resilience* skills, an employee has the ability to overcome the problems he has better for work. Based on the above studies, all of them argue that *resilience* ability affects performance, therefore H_3 can be formed, namely *resilience* ability has the potential to affect performance.

The relationship of *resilience* ability (KR) as a moderator of job pressure (TP) on performance (K)

In research conducted by Putri et al. (2022); Sentana & Wiyasa (2021) stated that *resilience* ability has a significant and positive effect on performance, and in research conducted by Hermawan (2022); Buulolo et al. (2021) stated that job stress has a significant effect on performance. Based on the above research, *resilience* ability has an influence on performance and job pressure also has an influence on performance, therefore H_4 can be formed, namely *resilience* ability as a moderator of job pressure has the potential to affect performance.

The relationship of *resilience* ability (KR) as a moderator of task complexity (KT) on performance (K)

In research conducted by Fidaroini Putri et al. (2022); Sentana & Wiyasa (2021) stated that *resilience* ability has a significant and positive effect on performance, and in research conducted by Pradana et al. (2019); Nadya et al. (2019) stated that task complexity has a positive effect on performance. Based on the above research, *resilience* ability has an influence on performance and task complexity also has an influence on performance, therefore H_5 can be formed, namely *resilience* ability as a moderator of task complexity has the potential to affect performance.

RESEARCH METHODS
Research Design

Based on quantitative testing, this research uses a deductive-inductive approach, namely the problem phenomenon approach followed by hypothesis testing from the research sample, this research aims to test the hypothesis and the results are generalized into general truths, the truth received from the results of proving the hypothesis is expected to answer the phenomenon of research problems. This study examines the object, namely the variables of job pressure, task complexity*, resilience* ability and performance. Research subjects are local people who have worked and understand the variables that researchers use in their research, namely, job pressure, work complexity and *resilience* abilities that affect performance.

Population and Sample

The population is the community being studied and the sample is a representative of the respondents being studied. The population of this study are people aged 20 years and over who are considered to be able to manage their own finances, people who are studying S1 / equivalent whose population is unknown. Because the population is unknown, the number of research samples is determined by the *hair* method, namely the number of samples calculated using the formula for the largest number of indicators of the variable being studied multiplied by ten. (Hair et al., 2021). The sample selection method uses the *convenience* method, namely the method of respondents who are easiest to meet accompanied by *purposive sampling*, namely samples with certain criteria. *Purposive sampling is* used to select respondents according to criteria relevant to the research variables.

Data Collection Methods

Data Collection Methods using a research questionnaire, the research questionnaire was prepared based on indicators of each variable studied. Respondents' answers used a *Likert* scale of one to five consisting of strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5). The purpose of using a *Likert* scale is to quantify the quality of the variables under study so that they can be tested using statistics.

Operational Variables

This study consists of 4 variables that form a *structural equation modeling (SEM) research model*. The following is the definition and measurement of indicators for each variable. In the performance variable (Y) using a five-point *Likert* scale measurement, one for strongly disagree to five for strongly agree, there are twelve questions, namely I feel I have the ability in my job, I feel I have no difficulties when doing my job, I feel my boss is reliable, I feel my boss really understands his coworkers, I feel that the work process I follow is always in accordance with the standards or procedures that have been set, I feel that following the company's SOP can make my job easier, I feel that my office space is very comfortable to work, I feel that my office colleagues can make me more enthusiastic about work, I feel that I am always excited at work, I feel optimistic when doing work, I have personal targets when doing work, I feel that my current job is what I want. (Sulaiman & Asanudin, 2020)In the job pressure variable (X1) using a five-point *Likert* scale measurement, one for strongly disagree to five for strongly agree, there are six questions, namely I feel capable of high expectations placed on my work results, I feel I can achieve the work targets expected by my superiors in each of my jobs, I feel I can stay focused on work when there are distractions, I feel I have enough control to manage or reduce distractions while working, I feel I can manage my work within the time constraints set, I feel I have effective skills and strategies in managing and meeting tight deadlines. (Lestari *et.al.,* 2020)In the task complexity variable (X2) using a five-point *Likert* scale measurement, one for strongly disagree to five for strongly agree, there are five questions, namely I feel challenged by the existence of difficult tasks, I feel that I can concentrate when working on difficult tasks, I feel that I can do unstructured tasks well, I feel that I have ways to overcome unstructured tasks, I feel that working on unstructured tasks does not affect the quality of my work. (Hutauruk & Naibaho, 2020) In the *resilience* ability variable (Z) using a five-point *Likert* scale measurement, one for strongly disagree to five for strongly agree, there are fourteen questions, namely, I feel not discouraged when experiencing difficulties at work, I look for other ways / strategies when I get stuck at work, I feel my life is easier if I master my work, I feel my current job will make me successful if I master it, I feel everyone including me has made mistakes at work, I feel I can get better at work if I keep trying, I feel when the results of the assignment or the results of the work I get are not in accordance with expectations, I feel that I can change my ineptitude at work, I feel that there is nothing I can do to change my ineptitude at work, I feel that there is no possibility of failing at doing difficult work, I feel that my boss will not be confused by work problems, I feel that having difficulties at work is not normal, I feel that when working, I will not try hard when facing difficult work problems, I feel that getting the wrong results is what I need to be good at work, I feel that when I experience obstacles when solving work problems, I immediately seek / ask for help from others.

Data Analysis Method

The data analysis method used is quantitative analysis to test the hypothesis in the *structural equation modeling* (*SEM*) research *model*, data analysis using *Smart PLS software* assistance. The data analysis stages consist of:

1. Respondent demographic statistics, namely the identity of research respondents.
2. Descriptive statistics of research variables to determine the minimum value, maximum value, average value, and *standard deviation*.
3. Validity test and data reliability test, which is to see the quality of questionnaire questions and the consistency of respondents in answering questions.
4. Test the coefficient of determination (*R Square*), which is to see the ability of the independent variable and the interaction of the *moderating variable* in influencing the dependent variable.
5. Hypothesis testing with standard hypothesis measurement is accepted if the T statistical *value>* 1.96 and the T value <0.05.
6. Regression equation to see the magnitude of the coefficient of influence of each independent variable as well as the moderating impact on the dependent variable.

ANALYSIS AND DISCUSSION

Descriptive statistics are used to analyze data by providing an overview or description without reaching conclusions that apply to the public or generalization. Descriptive statistics of research variables to determine the minimum value, maximum value, average value and standard **deviation.** Andini & Surya (2020)**.** The demographic data of the respondents in this study are described as follows. The number of respondents was 162 people consisting of 101 male respondents and 61 female respondents. A total of 13 respondents have a high school / equivalent education, 142 respondents have an S1 / equivalent education, and 7 respondents have a S2 / equivalent education.

Variables	Minimum	Maximum	Average
Job Pressure	1	5	3.78
Task Complexity	1	5	3.60
Resilience Skills	1	5	3.69
Performance	1	5	3.78

Table 1 Descriptive Statistics of Research Data

The level of application or implementation of the job pressure variable ranges from a minimum of 1 to a maximum of 5, with an average of 3.78. The average score of 3.78 is equivalent to 75% implementation, which means it needs to be improved by another 25%. The level of task complexity ranges from a minimum of 1 to a maximum of 5, with an average of 3.60. An average score of 3.60 equates to 72% implementation, indicating a need for 28% improvement. The level of implementation of *resilience* skills ranged from a minimum of 1 to a maximum of 5, with an average of 3.69. The average score of 3.69 is equivalent to 73% implementation, indicating a need to improve by another 27%. The level of performance implementation ranged from a minimum of 1 to a maximum of 5, with an average of 3.78. The average score of 3.78 is equivalent to 75% implementation, so it needs to be improved by another 25%.

Partial Least Square (PLS) analysis, a variance-based alternative analysis method to *Structural Equation Modeling* (SEM), was used to test the hypotheses of this study. The purpose of PLS is to help researchers find latent variables for prediction purposes. The

advantage of this method is that it can be estimated with a relatively small sample size and does not require assumptions. The *Smart PLS* Version 3 program is a tool used to estimate structural equations on a *variance* basis.

1). *Outer Model* Testing

The purpose of testing the *outer model* is to determine the validity and reliability of the model under study. The effect of *Averange Variance Extracted* (AVE) will be used to analyze this test.
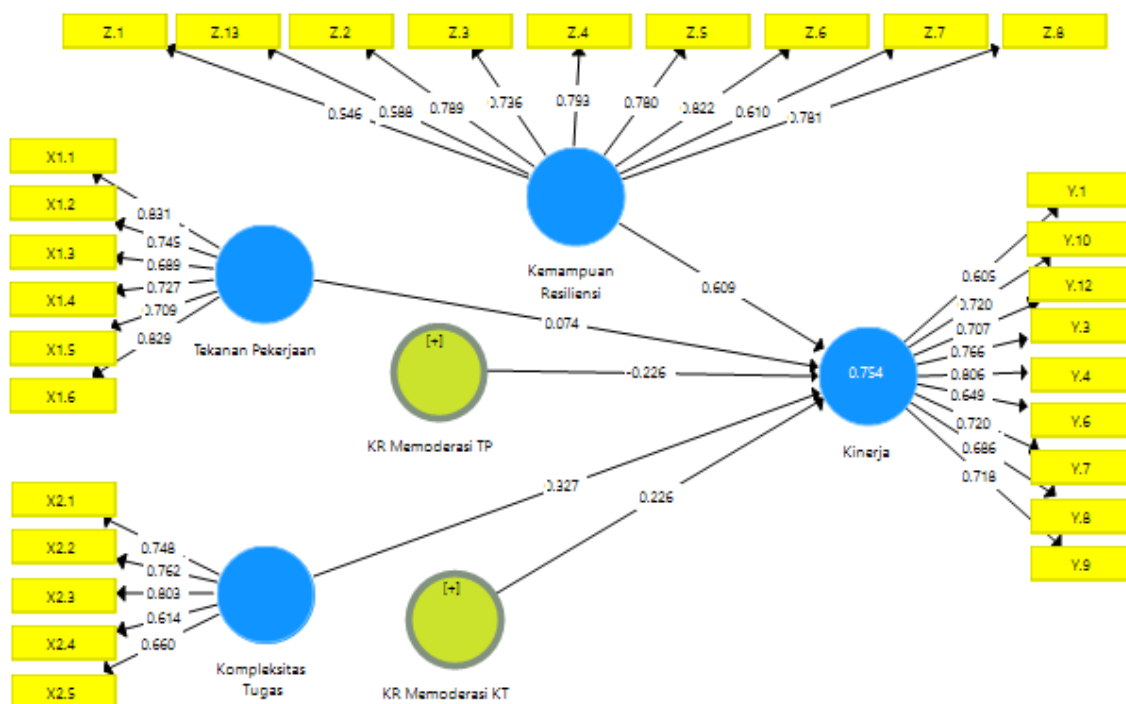

Figure 2 Algorithm *Outer Model* Results

In testing the *Average Variance Extracted* (AVE) value, it is used as one of the metrics in analyzing within the framework of *Structural Equation* Modeling (SEM) or factor analysis. AVE measures the extent to which the variance of the measurement variable (item) used to measure a state can be explained by the state itself. For each state of the latent variable, it is expected to have an AVE value above 0.5 or greater than 0.5, because the expected AVE value in this study is more than 0.5. For more information about the AVE results, please see the figure below.

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
K	0,876	0,865	0,901	0,505
KR	0,883	0,895	0,906	0,523
KR as moderating KT	1,000	1,000	1,000	1,000
KR as a moderator of TP	10,000	1,000	1,000	1,000
KT	0,767	0,781	0,843	0,519
TP	0,850	0,860	0,889	0,573

Table 2 Reliability and AVE values

Inner model analysis focuses more on the relationship between latent variables. Researchers can identify and test the cause-and-effect relationships between latent variables in various models. It involves calculating the path coefficient, which reflects the extent to which one variable affects another. The purpose of this analysis is to understand the relationships within the research framework and test the meaningfulness of these relationships.

Coefficient of determination (R)^2

R-Square (R^2), also often referred to as the coefficient of determination, is a statistical measure used to assess the extent to which variation in the dependent variable can be explained or predicted by the independent variables. The interpretation of the *R-Square* value involves criteria where values close to 0.67 are considered a sign of strong correlation between the variables, values close to 0.33 indicate a moderate level of correlation, and values close to 0.19 indicate a low level of correlation.(Rahadi, 2023)

	R Square	Adjusted R.Square
Performance	0.754	0.746

Table 3 Coefficient of determination results

Based on the information contained in table 3 above, it can be seen that the *R Square* value is 0.754. This R Square is in the range between 0 and 1, and in this context, the figure of 0.754 illustrates that approximately 75.4% of the variation in the Performance variable can be explained by the independent variables that have been included in the regression model. This information is highly significant, given that the higher the *R Square* number, the better the model's ability to predict performance based on job stress, task complexity, and *resilience* ability. However, there is still about 24.6% of the variation in performance that cannot be explained by this model, and this may be due to other factors that were not included in the model.

Furthermore, it should be noted that the *Adjusted R Square* value is 0.746. This *Adjusted R Square* is an adjusted version of the *R Square*, which considers the number of independent variables used in the model as well as the sample size. Usually, a lower R *Square Adjusted* value than the regular *R Square* indicates that the model is more conservative and less complex. In this case, the *Adjusted R Square* value is 0.746, which indicates that the model has a good ability to explain variations in the Performance variable. In addition, this value takes into consideration the number of independent variables used in the model as well as the sample size, resulting in a more conservative picture of the model's capabilities.

In other words, about 74.6% of the variation in performance can be explained by the independent variables in the model, while considering how many independent variables are used and the sample size available. Although there is still about 25.4% of the variation in performance that cannot be explained by this model, the high *R Square* and *Adjusted R Square* values indicate that the model has a good ability to explain most of the variation in the Performance variable. This means that the model can be effectively used to understand and predict individual or team performance in the relevant context. Although there is still unexplained variation, these high *R Square* and *R Square Adjusted* values provide a strong indication of the relevance of factors such as job stress, task complexity, and *resilience* ability in explaining variation in performance.

Variables	Original Sample	T Statics	P Values	Results
KR -> K	0,609	8,446	0,000	Hypothesis Accepted
KR as moderator KT -> K	(-)0,226	5.089	0,000	Hypothesis Accepted
KR as moderating TP -> K	0,226	4.602	0,000	Hypothesis Accepted

KT -> K	0,327	6.116	0,000	Hypothesis Accepted
TP -> K	0,074	1,023	0,316	Hypothesis Rejected

Table 4 Hypothesis Test Results

The first hypothesis in this study which states that job pressure has the potential to affect performance has *p values* <0.05 so that this hypothesis is rejected, this result contradicts two previous studies, namely from Hermawan (2022) and Buulolo et al. (2021) which states that job pressure affects performance, but the results of this first hypothesis are supported by Lestari et al. (2020) which states that job pressure has no effect on performance, because according to respondents in this study who implement targets that provide goals that must be achieved in tasks, expectations that are emphasized from superiors or coworkers, and distractions while working that have the potential to disrupt the performance process it does not affect the performance of the respondents.

The second hypothesis in this study which states that task complexity has the potential to affect performance has *p values of* 0 so that this hypothesis is accepted, this result is validated by previous research, namely from Pradana et al. (2019), Nadya et al. (2019) and Budiyarti et al. (2022) which states that task complexity has an effect on performance, the task complexity variable implements the level of difficulty of the task which makes performance have its own level of difficulty and the task structure which provides a red thread effect or guideline for performance.

The third hypothesis in this study which states that *resilience* ability has the potential to affect performance has *p values of* 0 so that this hypothesis is accepted, this result is validated by previous research, namely from \\Princess et al. (2022), Sentana & Wiyasa (2021) and Apriliyanto et al (2021) The *resilience* ability variable implements the willingness to work which gives the desire to do work, realizes the importance of learning and mastering work which gives the desire to want to learn and want to master a job, self-confidence is able to work which gives confidence to do a job, realizing the limitations possessed in work which provides awareness that it has limitations in performance so that it has the potential to encourage covering up its mistakes, realizing the possibility of failing at work which provides vigilance and thoroughness in performance, can overcome difficulties that arise in work which provides innovation to workers to deal with problems in performance, and realizing the things needed in work which provides the ability to identify to do the job,

The fourth hypothesis in this study which states that *resilience* ability as a moderator of job pressure has the potential to affect performance has *p values* 0 so that this hypothesis is accepted, which means that resilience ability which is a concept that shows a person's ability to deal with *problems* and obstacles that often seem difficult to overcome and produce positive results can moderate job pressure on performance.

The fifth hypothesis in this study states that *resilience* ability as a moderator of task complexity has the potential to affect performance has *p values of* 0 so that this hypothesis is accepted, but has a negative *original sample which* means that *resilience ability which is* a concept that shows a person's ability to deal with problems and obstacles that often seem difficult to overcome and produce negative results if it moderates task complexity on performance, this illustrates that the interaction between *resilience* ability and task complexity level may not be well aligned. This could potentially result in outcomes contrary to emerging expectations. For example, individuals who have a high ability to cope with stress may be less motivated to take on tasks that have a high level of complexity. They may feel that they are equipped with sufficient tools to deal with the situation, and so do not feel the need to invest additional effort to improve performance.

Regression equation

Based on Table 4, we can formulate a regression equation that allows us to understand and analyze the relationship between various independent variables, such as job stress, task complexity, and resilience ability, and the dependent variable, performance. This equation is a mathematical representation of the complexity of the relationship between these variables, and we can break down each of its components to gain a deeper understanding.

The regression equation presented is as follows:

Performance = 0.074 job pressure + 0.327 task complexity + 0.609 *resilience* ability - 0.226 *resilience* ability * job pressure - 0.226 *resilience ability* * task complexity

In this equation, we have the performance variable which is the variable we want to predict. This equation reflects the impact of three main independent variables: job stress, task complexity, and *resilience* ability Let's discuss each of the components of this equation to gain a deeper understanding.

First, we have the 0.074 component of job stress. This is the regression coefficient for the job stress variable. This coefficient is positive (0.074), which indicates that every one unit increase in the level of job pressure will be followed by a 0.074 unit increase in performance. This illustrates that, in the context of this analysis, job stress has a positive influence on performance. However, it is important to keep in mind that the magnitude of this impact is relatively small, so managers should be careful to manage the level of job stress to keep it within limits that support optimal performance.

Then, we have the 0.327 component of task complexity. This is the regression coefficient for the task complexity variable. This coefficient is also positive, which indicates that a one unit increase in task complexity will be followed by a 0.327 unit increase in performance. This reflects that more complex tasks might motivate individuals or teams to achieve better performance. This is a common concept in management where challenge and complexity may encourage better achievement.

Next, we have a component of 0.609 *resilience ability*. This is the regression coefficient for the *resilience* ability variable. This coefficient is positive and significant, indicating that *resilience ability* contributes positively to performance. In other words, the higher the *resilience capability of an* individual or team, the better the performance that can be achieved. *Resilience* capability is the ability to cope effectively with challenges and stress, and these results underscore the importance of this factor in achieving optimal performance.

Then, we see an interaction component between *resilience* and job stress (*resilience* * job stress) with a coefficient of -0.226. This is an important element in the equation, as it illustrates that *resilience* not only has a direct impact on performance, but can also reduce the negative impact of job stress. In other words, *resilience ability* may play a role in helping individuals or teams to keep performing well even if they face high job pressure.

Finally, we have the interaction component between *resilience* ability and task complexity (*resilience ability* * task complexity) with a coefficient of -0.226. This also illustrates the important role of *resilience* ability in reducing the negative impact of task complexity. *Resilience* ability helps individuals or teams to cope with complex challenges, so that performance remains optimal even in complicated task situations.

Thus, this regression equation provides a comprehensive picture of how the variables of job stress, task complexity and *resilience* ability contribute to performance. These results can be used by managers to identify the most influential factors in the context of human resource management and individual development. In addition, this equation underscores the important role of *resilience* ability in mitigating the negative impact of job stress and task complexity, which can be valuable knowledge in designing effective management strategies.

CONCLUSIONS, LIMITATIONS AND SUGGESTIONS

The results of the analysis show that based on calculations using SmartPLS 3.0 software, H_1 shows rejection, which means there is no impact of work pressure on performance. Meanwhile, H_2 to H_5 are accepted, which indicates a significant effect of job complexity on performance, a significant impact on performance, a significant effect of task complexity on performance, and a significant impact of employee performance on employee loyalty.

As this study itself definitely has shortcomings that need to be corrected in future studies, the direct experience gained by the researcher from this study shows that there are some limitations that researchers should be aware of as they develop their research. Some of the limitations in the study are that the focus of the study is only on private employees, which is one type of job, such as civil servants, entrepreneurs, and others. Since each respondent has diverse views, beliefs, and understandings when we collect data, the information submitted through the questionnaire sometimes does not reflect the true views of the respondents. In addition, other factors such as how honest the respondents are in filling out the questionnaire also affect this.

As a result of the research that has been conducted, some recommendations that can be proposed are to improve the accuracy of the research data, more research samples should be taken, observe and assess any changes in respondents' behavior over time through ongoing research and it is hoped that additional variables and replace work pressure variables with other variables that might affect many aspects of this study such as the work environment with indicators of social support, organizational justice, or job appreciation, or perhaps *work-life balance* with indicators of time flexibility, leave policies, or technology use.

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