

The Effect of Job Pressure, Task Complexity, and Work Motivation on Employee Performance with Resilience Ability as a Moderator

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Abstracts

Indonesia has risen to 34th place globally in performance competitiveness, up from 44th the previous year, highlighting significant potential for improvement. To maintain and enhance this competitiveness, it is essential to focus on the factors influencing performance. Companies in Indonesia must effectively engage with their employees to foster a productive work environment. This study aims to examine the influence of work pressure, task complexity, and work motivation on employee performance, along with the moderating effect of resilience ability. Utilizing the Structural Equation Modeling (SEM) method and Smart PLS software, the research analyzes data from a sample of 215 respondents, determined based on the Hair method. The findings indicate that work pressure has a direct impact on performance, as does task complexity, suggesting that both factors significantly influence employee outcomes. Additionally, resilience ability moderates the relationship between work pressure and performance, meaning that employees with higher resilience can better cope with job pressures, ultimately enhancing their performance. However, the study found that resilience ability does not significantly moderate the relationships between task complexity and performance, nor between work motivation and employee performance. This indicates that while resilience plays a crucial role in handling work pressure, it may not affect the other dimensions as strongly. The implications of these findings suggest that companies should focus on balancing work pressure and reducing unnecessary task complexity. Additionally, enhancing work motivation is vital for improving overall employee performance. By creating a supportive environment that reduces pressure and complexity while fostering motivation, companies can cultivate a more effective and resilient workforce, contributing to the overall enhancement of Indonesia's global competitiveness.

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

INTRODUCTION

Employee performance refers to the results achieved by an individual in fulfilling their primary duties, responsibilities, and role as a staff member, characterized by the quality and quantity of their output in line with the responsibilities assigned. This performance is affected by various factors that facilitate the achievement of a company's or organization's objectives within a specified timeframe. According to (Dora et al., 2022), employees who demonstrate high-quality performance are typically bolstered by the training they receive, which enables them to approach their tasks with creativity and innovation. Additionally, (Yolinza Nora, 2023) asserts that effective performance is also influenced by the efforts employees put into their work. (World Talent Ranking, 2023) indicates that Indonesia ranks 34th globally regarding employee performance competitiveness, an improvement from 44th place in the previous year. In light of this data, Indonesia must strive to sustain and enhance employee performance competitiveness to strengthen its position in the global arena.

Earlier studies have shown that several factors, including work pressure, motivation, task complexity, and work incentives, significantly affect employee performance (Ajabar Holan & Resi Marina, 2019a; Karanika-Murray et al., 2024; Reyhan Baykara & Deniz Kantur, 2023; Unisma et al., n.d.) within the manufacturing sector.

Numerous studies have explored the factors affecting employee performance in the manufacturing sector. However, there are still gaps in understanding how these variables interact, particularly with respect to the role of individual resilience.

In light of this, the research titled "The Impact of Work Pressure, Task Complexity, and Work Motivation on Employee Performance with Resilience as a Moderating Factor (A Case Study of Manufacturing Employees in Tangerang Raya)" aims to provide positive contributions to manufacturing firms in Tangerang Raya, helping to enhance employee performance ratings and potentially achieve company goals more effectively.

Several factors affect employee performance, with work pressure being one of them. Previous research generally shows that independent variables such as work-family conflict, work engagement, and work pressure influence the performance of employees at PT. Matahari Department Store Kediri (Unisma et al., 2020). Another study highlights that workload, conflicts between work and family, and work-related stress both individually and in combination significantly harm employee performance at PT. Sakti Mobile Jakarta (Hermawan, 2022). Conversely, findings from (J Balqist, A M Ramdan, 2019) suggest that work pressure and environmental factors positively and significantly affect employee performance.

Besides work pressure, task complexity is another factor affecting employee performance. Prior studies indicate that task independence and complexity positively influence auditor performance, while locus of control has no significant impact, and goal orientation negatively affects employee performance (Indrayani, 2023). Another study discovered that task complexity positively contributes to employee performance, with knowledge sharing also playing a beneficial role. When these two factors are considered together, task complexity and knowledge sharing jointly enhance employee performance (Budiyarti et al., 2022). Additionally, research conducted by (Sunarka & Bakhtiar, 2019) demonstrates that accounting information systems, internal control systems, task complexity, and organizational culture all positively and significantly influence employee performance.

Alongside task complexity, work motivation is another factor influencing employee performance. Previous studies demonstrate that work motivation positively affects performance, with increased motivation correlating with improved employee performance (Ajabar Holan & Resi Marina, 2019). Additional research shows that work motivation plays a significant role in boosting employee performance (Ajabar Holan & Resi Marina, 2019a; Diawati et al., 2019; Effendi & Yogie, 2019; Lilis Suryani & Syatoto, 2023; Soni Kurniawan,

2022; Veronica et al., 2023). This highlights the vital importance of work motivation in enhancing productivity and improving employee performance.

Besides work motivation, resilience is another factor affecting employee performance. Prior studies show that the leadership style in specific situations and the personal resilience of teachers are vital in improving their performance (Sentana & Wiyasa, 2021). Additionally, research by (Apriliyanto et al., 2021) found that resilience, career path, and employee engagement collectively have a significant impact on employee performance at Bank BTPN Syariah Sidoarjo, with each of these variables positively contributing to the enhancement of employee performance.

From the background and reasons for this study, it is possible to identify several issues aimed at understanding how work pressure, task difficulty, and work motivation affect employee performance, as well as exploring the influence of resilience ability as a moderating variable in the relationship between these factors and employee performance.

Following the identification of the issues outlined above, the research questions can be articulated as follows: to examine the effect of work pressure on employee performance, to investigate the effect of task complexity on employee performance, to analyze the impact of work motivation on employee performance, to assess the influence of work pressure moderated by resilience ability on employee performance, to evaluate the effect of task complexity moderated by resilience ability on employee performance, and to explore the influence of work motivation moderated by resilience ability on employee performance.

This study targets employees in manufacturing companies situated in the Tangerang Raya area who are familiar with the variables being examined, including work pressure, task complexity, work motivation, and resilience ability, all of which affect employee performance. Respondents were chosen due to their relevant experience and circumstances in their work environments, enabling them to provide accurate answers on the questionnaire. The main aim of this research is to improve employee performance in Indonesia to enhance global competitiveness. This study is distinct from previous research as it utilizes resilience ability as a moderating variable, which has often been used in earlier studies to directly impact the variables under investigation.

Human resources are vital to an organization, and no other factor can substitute for this role. Although advanced technology or substantial funding can be employed, human resources remain the primary component. (Badriyah, 2015) asserts that these factors lose significance if the organization does not have a skilled and professional workforce. (Samsudin 2010) clarifies that human resource management aims to ensure that the organization or company possesses an effective and high-quality workforce capable of sustaining business continuity (Anggraini et al., 2019) According to this theory, human resources are crucial in any organization or company. With a professional workforce, an organization or company can generate greater value. One way to evaluate human resources is through employee performance, which can be assessed based on factors like work pressure, task complexity, and resilience ability that affect employee performance.

(Frederick Herzberg, 1993) two-factor theory posits that two main factors affect employee performance at work: motivation factors and hygiene factors. Motivation factors are linked to intrinsic satisfaction that comes from the job itself, including achievement, recognition, responsibility, and opportunities for personal development. These elements can increase job satisfaction and encourage employees to excel. Conversely, hygiene factors pertain to external aspects of the workplace, such as company policies, supervision, employee relationships, working conditions, salary, and job security. Although hygiene factors do not directly enhance motivation, their inadequacy can lead to dissatisfaction. To boost employee

performance, organizations should prioritize improving motivation factors while ensuring that hygiene factors are adequately addressed to avoid discontent.

To achieve its objectives, an organization or business must engage in various activities performed by groups of individuals within that entity. Employee performance refers to the outcomes of an individual's work, which includes the quantity and quality attained over a specific timeframe (Sulaiman, 2020). An employee's performance reflects their ability to execute tasks effectively to achieve results that meet the organization's established standards (Putri & Ratnasari, 2019). Furthermore, employee performance includes the results of work, which comprise both the quality and quantity achieved in fulfilling tasks according to the roles assigned by the company (Satria, 2021). From these definitions, employee performance can be understood as the results or competencies of an employee in effectively carrying out their duties to achieve outcomes consistent with the standards set by the organization or company. The connection of this theory to the current study is that employee performance is treated as variable Y, influenced by variables X1 (work pressure), X2 (task complexity), X3 (work motivation), and Z (resilience ability).

In a work context, there are external factors that can impact individuals internally while they carry out their tasks, one of which is work pressure. Work pressure, or job stress, describes the sense of pressure that employees feel when faced with work assignments. Effective stress management can greatly influence employee outcomes (Wahyu Muji Lestari et al., 2020). Work pressure occurs when job demands surpass employees' capabilities, potentially resulting in negative physical, mental, and behavioral reactions (Aminah & Santi, 2020). Furthermore, work pressure can also be seen as an individual's response to environmental changes perceived as disruptive and threatening, which includes both physical and mental reactions (Dora et al., 2022). From these definitions, work pressure is considered a negative external factor that exceeds employees' limits and can impact their performance. Indicators of work pressure may include high expectations and targets, interruptions during work, and time constraints.

Within a job, there are external obstacles that impact employee performance, one of which is task complexity. Task complexity is defined as tasks that are unclear, confusing, and challenging to carry out (Sososutiksno et al., 2022). Furthermore, it also refers to the intricacies or the perception of difficulty that stems from an individual's limited capacity to complete the task (Suprpto & Nugroho, 2020). Task complexity can also be described as the volume of information that needs to be processed and the steps required to accomplish a task (Tumurang et al., 2019). From these definitions, task complexity represents information that is poorly structured, making it hard to understand. Indicators of task complexity include the difficulty level of tasks and the structure of those tasks (Putro, 2021)

In the work environment, work motivation is essential for employees to have the drive or enthusiasm to complete their tasks. Motivation is defined as the condition that encourages or provides a reason for an individual to engage in an activity aimed at enhancing their performance. When motivation is high, employees are more likely to feel excited and satisfied in their roles, subsequently boosting productivity (Nur Adinda et al., 2023). Work motivation can also be seen as the behavioral direction that indicates the choices an individual makes in their work among the various available options, whether they are suitable or not (Putra, 2023). Furthermore, motivation is the impetus that inspires someone to willingly carry out the desired work without feeling compelled (Rulianti & Nurpribadi, 2023).

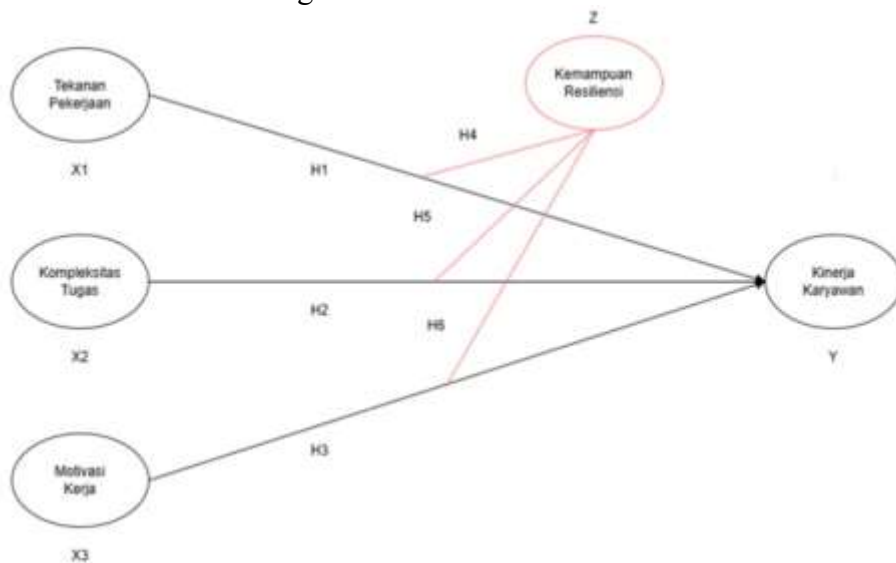
In tackling difficult jobs, some individuals have the capacity to find solutions, referred to as resilience ability. Resilience describes a person's ability to deal with challenges and obstacles that may often seem overwhelming but can yield positive results. It can be understood as the individual's effort to confront and manage the challenges they face. This ability is closely tied to emotional strength, allowing individuals to face, navigate, and bolster themselves against obstacles (Hutauruk & Naibaho, 2020). Resilience can also be interpreted as the

capacity to adapt effectively and flexibly when dealing with pressure, whether it stems from within or from external sources (Mir'atannisa et al., 2019). Furthermore, resilience is defined as the ability to cope with difficult life situations (Pautina et al., 2022). Thus, resilience ability encompasses an individual's capacity to adapt in challenging circumstances. Indicators of resilience ability may include the willingness to work, the significance of learning and mastering tasks, self-efficacy, constraints faced at work, potential for setbacks, capability to overcome arising difficulties, and necessary support for the job.

Research Model

The research model employs work pressure, task complexity, and work motivation as independent variables, whereas employee performance is considered the dependent variable, with resilience ability functioning as the moderating variable. Below is a diagram illustrating the research model.

Figure 1. Research Framework



The earlier research model indicates that work pressure, task complexity, and work motivation are significant variables, as they all affect employee performance. At the same time, resilience ability acts as a moderating variable that influences employee performance.

Hypothesis

The Relationship Between Work Pressure (WP) and Employee Performance (EP)

Research by (Hermawan, 2022) and (Bulolo et al., 2021) found a significant relationship between work pressure and employee performance. Conversely, the study by (Wahyu Muji Lestari et al., 2020) revealed contrasting findings, suggesting that work pressure does not impact employee performance. Elevated work pressure may motivate some employees to produce innovative ideas that enhance their performance. Given that most previous studies demonstrate a link between work pressure and employee performance, it can be concluded that H1 posits that work pressure has the potential to influence employee performance.

The Relationship Between Task Complexity (TC) and Employee Performance (EP)

Research by (Pradana et al., 2019) and (Nadya et al., 2019) revealed that task complexity positively affects employee performance. On the other hand, a study by (Budiyarti et al., 2022) suggests that while task complexity does influence employee performance, it does not do so positively. The greater the complexity of a task, the more potential employees have to enhance their abilities. Considering these findings, which consistently indicate that task

complexity impacts employee performance, it can be concluded that H2 states that task complexity has the potential to influence employee performance.

The Relationship Between Work Motivation (WM) and Employee Performance (EP)

Research by (Ajabar Holan & Resi Marina, 2019; Soni Kurniawan, 2022) found that work motivation significantly impacts employee performance. Additionally, a study by (Lilis Suryani & Syatoto, 2023) shows that work motivation has a positive and significant effect on employee performance. As work motivation increases, employees' enthusiasm for completing tasks rises, subsequently affecting their performance. From these findings, it can be concluded that H3 posits that work motivation has the potential to influence employee performance.

The Relationship of Resilience Ability (RA) as a Moderator of Work Pressure (WP) on Employee Performance (EP)

Research by (Fidaroini Putri et al., 2022; Sentana & Wiyasa, 2021) revealed that resilience ability significantly and positively impacts employee performance. At the same time, studies by (Hermawan, 2022; Buulolo et al., 2021) demonstrate that work pressure also has a significant effect on employee performance. Given these findings, both resilience ability and work pressure play a role in influencing employee performance. Thus, it can be concluded that H4 highlights that resilience ability, when acting as a moderator for work pressure, can influence employee performance.

The Relationship of Resilience Ability (RA) as a Moderator of Task Complexity (TC) on Employee Performance (EP)

According to research by (Fidaroini Putri et al., 2022; Sentana & Wiyasa, 2021), resilience ability has a notable and positive impact on employee performance. Similarly, studies by (Pradana et al., 2019; Nadya et al., 2019) suggest that task complexity also enhances employee performance. Based on these findings, both resilience ability and task complexity contribute to improving employee performance. Therefore, it can be inferred that H5 proposes resilience ability, as a moderator of task complexity, holds the potential to influence employee performance.

RESEARCH METHODS

Research Design

Utilizing a quantitative approach, this research adopts a deductive-inductive method, beginning with a phenomenon of issues and subsequently testing hypotheses with a research sample. The main objective of this study is to test hypotheses and generalize the findings into universally applicable truths. The insights gained from hypothesis testing are anticipated to offer solutions to the issues central to the research. This research focuses on examining various variables, including work pressure, task complexity, work motivation, resilience ability, and employee performance. The subjects of this study are individuals who are employed and have an understanding of the variables being investigated, such as work pressure, task complexity, work motivation, and resilience ability, which impact employee performance.

Population and Sample

In this study, the population comprises employees who are the focus of the research, while the sample consists of the respondents who will be examined. The population includes employees in the manufacturing sector (which transforms raw materials into finished products) within the Tangerang Raya region. Given that the total population is unknown, the sample size is determined using Hair's method, which involves calculating the sample size by multiplying the maximum number of indicators from the studied variables by ten (Hair Jr. et al., 2021). The sampling method employed is convenience sampling, selecting respondents who are most accessible, followed by purposive sampling, which selects samples based on specific criteria. Purposive sampling is applied to identify respondents with characteristics that align with the relevant research variables.

Data Collection Method

In this research, the data collection method involves a questionnaire created based on the indicators for each variable under investigation. The questionnaire is designed for respondents to answer using a Likert scale, which includes five options: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The purpose of using the Likert scale is to quantify the quality of the variables being studied, enabling the data collected to be analyzed and tested with statistical methods.

Operational Variables

This research includes five variables that constitute the structural equation modeling (SEM) framework. The following are the definitions and measurements of the indicators for each variable.

Table 1. Operational Definition and Measurement of Variables

No.	Variables	Statement	Measurement	Source
1.	Employee performance (Y)	<ol style="list-style-type: none"> 1. I feel I can complete the task within the specified amount. 2. I often achieve the performance targets that have been set. 3. I feel that my productivity in completing daily tasks is quite high. 4. I always complete my assignments on time. 5. I feel capable of managing my time well to complete the work. 6. I feel like I rarely experience delays in completing assignments. 	5 point scale <i>likert</i> , 1 for Strongly Disagree to 5 to Strongly Agree	(Sulaiman & Asanudin , 2020)
2.	Job Pressure (X1)	<ol style="list-style-type: none"> 1. I am confident in meeting the high standards set for my work performance. 2. I believe I can accomplish the goals assigned by my superiors in every task I handle. 3. I am able to maintain focus on my work even when distractions are present. 4. I have sufficient control to handle or minimize distractions while working. 5. I can organize my tasks to meet the given time limits. 6. I possess effective skills and strategies to manage and meet strict deadlines. 	5 point scale <i>likert</i> , 1 for Strongly Disagree to 5 to Strongly Agree	(WM Lestari et.al., 2020)
3.	Task Complexity (X2)	<ol style="list-style-type: none"> 1. I find difficult tasks stimulating. 2. I am able to stay focused when dealing with complex tasks. 3. I can effectively complete unstructured tasks. 4. I have my own approach to handling unstructured tasks. 5. Working on unstructured tasks does not compromise the quality of my output. 	5 point scale <i>likert</i> , 1 for Strongly Disagree to 5 to Strongly Agree	(AJB Hutauruk & T Naibaho, 2020)
4.	Work Motivation(X3)	<ol style="list-style-type: none"> 1. I am always excited to start the work day. 2. I am always enthusiastic in completing tasks 3. I am excited to join a Company project 4. I feel that my work is appreciated by the Company. 5. I am confident that I can handle the challenges of the job well. 6. I am confident that I can handle the challenges of the job well. 7. This job allows me to develop my potential 8. This job provides the opportunity to achieve personal and professional goals. 	5 point scale <i>likert</i> , 1 for Strongly Disagree to 5 to Strongly Agree	(Adam Grant, 2021)

		9. I was given the opportunity by the company to realize my creative ideas.		
5.	Resilience Ability (Z)	<ol style="list-style-type: none"> 1. I don't feel discouraged when I experience difficulties at work. 2. I look for other ways/strategies when I experience a dead end at work. 3. I feel my life is easier if I master my job 4. I feel my current job will make me successful if I master it. 5. I feel like everyone including me has made mistakes at work. 6. I feel like I can get better at my job if I keep trying. 7. I feel that when the results of the assignments or work that I get are not in accordance with expectations, it means that my abilities are not limited to that. 8. I believe I have the ability to improve my performance and overcome my weaknesses at work. 9. I am confident that I can succeed in challenging tasks without the risk of failure. 10. I trust that my boss will handle work-related problems effectively. 11. I think facing challenges at work is an unusual experience. 12. When working, I tend to put in minimal effort when dealing with tough work issues. 13. I perceive that making mistakes is part of the learning process to excel in my job. 14. When I encounter obstacles while solving work-related problems, I promptly reach out to others for assistance. 	5 point scale <i>likert</i> , 1 for Strongly Disagree to 5 to Strongly Agree	(WKP Putro, 2021).

Data Analysis Method

In this research, the approach used for data analysis is quantitative, focusing on testing hypotheses within the research framework through Structural Equation Modeling (SEM). The analysis is conducted using Smart PLS software. The steps involved in data analysis are as follows:

1. Demographic data analysis: Examining the characteristics of participants in the study.
2. Descriptive statistics for research variables: Determining the range, mean, and standard deviation for each variable assessed.
3. Validity and reliability evaluation: Measuring the accuracy and consistency of the questionnaire responses.
4. R Square test for the coefficient of determination: Assessing how effectively the independent variables and moderating variables affect the dependent variable.
5. Hypothesis testing: The hypothesis is considered valid if the T-statistic value is above 1.96 and the T-value is below 0.05.

ANALYSIS AND DISCUSSION

Descriptive statistics are utilized to summarize data and provide an overview of the available information without making broader generalizations. The goal of descriptive statistics for research variables is to identify the minimum, maximum, mean, and standard deviation of the analyzed data (Andini & Surya, 2020). The demographic profile of the study participants is presented as follows: 215 respondents took part in this research.

Table 2. Descriptive Statistics of Research Data

Variables	Minimum	Maximum	Average
Job Pressure	1	5	4.20
Task Complexity	1	5	4.19
Resilience Ability	1	5	4.16
Work motivation	1	5	4.17
Employee performance	1	5	4.18

Source: SmartPLS 3

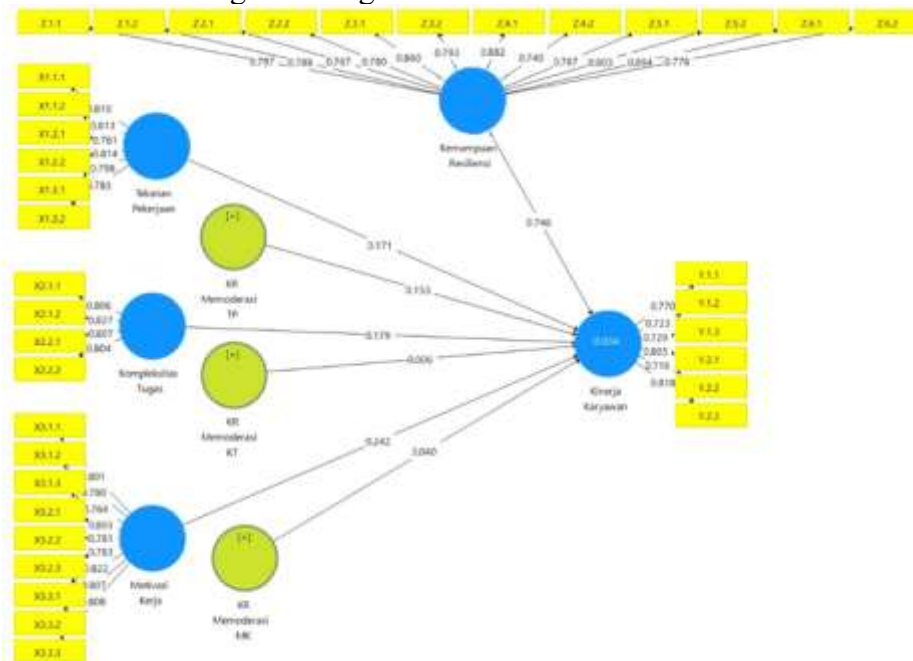
The degree of application or implementation of the various variables studied shows satisfactory results but still needs improvement. The work pressure variable has an average score of 4.20, which translates to an implementation rate of 84%, suggesting a need for a 16% enhancement. Task complexity averages 4.19, equal to an implementation rate of 83.8%, needing a 16.2% boost. The implementation of resilience skills is noted at an average of 4.16, corresponding to 83.2%, with a required increase of 16.8%. Work motivation has an average of 4.17 or 83.4%, indicating a need for a 16.6% improvement. Lastly, employee performance has an average of 4.18, translating to an implementation rate of 83.6%, with a necessity for a 16.4% increase.

Partial Least Square (PLS) analysis serves as a variance-based alternative method for Structural Equation Modelling (SEM) employed to test hypotheses in this study. The main objective of PLS is to aid researchers in discovering latent variables that can be used for prediction. One of the strengths of this method is its capacity to conduct estimations even with a relatively small sample size and without the need for stringent assumptions. The Smart PLS version 3 software is utilized as a tool for estimating structural equations through a variance-based approach.

Outer Model Testing

The aim of outer model testing is to assess the validity and reliability of the model under investigation. The Average Variance Extracted (AVE) will be utilized to carry out this analysis.

Figure 2. Algorithm Results Outer Model



When testing the Average Variance Extracted (AVE) value, this metric is utilized to analyze constructs in the context of Structural Equation Modeling (SEM) or factor analysis. AVE assesses how much variance in the measurement variables (items) used to evaluate a construct can be accounted for by that construct itself. Each construct of latent variables is expected to have an AVE value greater than 0.5, as a value above 0.5 signifies that the construct possesses good validity. For additional details on the AVE results, please see the image below.

Table 3. Reliability and AVE Values

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
RA Moderates TC	1,000	1,000	1,000	1,000
RA Moderates WM	1,000	1,000	1,000	1,000
RA Moderates JP	1,000	1,000	1,000	1,000
Resilience Ability	0.950	0.954	0.957	0.649
Employee performance	0.854	0.855	0.892	0.580
Task Complexity	0.827	0.827	0.885	0.658
Work motivation	0.927	0.927	0.939	0.631

Source: SmartPLS 3

The core of inner model analysis is to explore the interaction between latent variables within a model. Researchers can identify and assess causal relationships among these latent variables. This process involves calculating path coefficients, which demonstrate the impact one variable has on another. The primary objective of this analysis is to understand the relationships within the research framework and evaluate the significance of these connections.

Determination Coefficient (R²)

The R-Square (R²), often referred to as the coefficient of determination, is a statistical measure used to assess how much variation in the dependent variable can be explained by independent variables. The interpretation of R-Square values follows specific guidelines: a value near 0.67 indicates a strong correlation, a value around 0.33 reflects a moderate correlation, and a value close to 0.19 signifies a weak correlation (Rahadi, 2023).

Table 4 Results of determination coefficient

	R Square	R.Square Adjusted
Employee performance	0,934	0.932

Source: SmartPLS 3

Based on the data in Table 4, the R-Square value of 0.934 falls within the range of 0 to 1. This value indicates that approximately 93.4% of the variation in employee performance can be explained by the independent variables within the regression model. This result is significant, as a higher R-Square value reflects better predictive accuracy in evaluating employee performance related to work pressure, task complexity, motivation, and resilience. However, around 6.6% of the variation remains unexplained, possibly due to other factors not included in the model.

Moreover, the Adjusted R-Square value is 0.932. This value is an improved version of the R-Square that considers the number of independent variables and the sample size. Typically, a lower Adjusted R-Square compared to the R-Square indicates a more cautious and less complex model. In this case, the Adjusted R-Square value confirms the model's ability to capture variations in employee performance effectively.

In simpler terms, approximately 93.2% of the variability in employee performance can be explained by the independent variables included in the model, accounting for the sample

size and the number of variables. Despite the 6.8% unexplained variation, the high R-Square and Adjusted R-Square values suggest that the model is highly effective in predicting performance outcomes. This highlights the role of factors such as job pressure, task complexity, work motivation, and resilience in understanding performance variability.

Table 5. Hypothesis Test Results

Variable	Original Sample	T Statics	P - Values	Result
$X^1 \rightarrow Y$	0.171	2,905	0.004	Hypothesis Accepted
$X^2 \rightarrow Y$	0.179	2,713	0.007	Hypothesis Accepted
$X^3 \rightarrow Y$	0.242	3,304	0.001	Hypothesis Accepted
$Z * X^1 \rightarrow Y$	0.153	2,086	0.037	Hypothesis Accepted
$Z * X^2 \rightarrow Y$	-0.006	0.066	0.947	Hypothesis Rejected
$Z * X^3 \rightarrow Y$	0.040	0.485	0.628	Hypothesis Rejected

Source: SmartPLS 3

The initial hypothesis of this research, which posits that job stress may impact employee performance, shows a p-value of 0.004, leading to the acceptance of this hypothesis. This outcome is supported by two earlier studies conducted by (Hermawan, 2022) and (Buulolo et al., 2021), both of which demonstrate that job stress affects employee performance. At an optimal level, job stress can encourage employees to be more focused, efficient, and productive in their work.

The second hypothesis of this research, asserting that task complexity may influence employee performance, shows a p-value of 0.007, leading to the acceptance of this hypothesis. This result is corroborated by earlier studies conducted by Pradana et al. (2019), Nadya et al. (2019), and Budiarti et al. (2022), which reveal that task complexity affects employee performance. The task complexity variable encompasses a degree of difficulty that presents unique challenges to employee performance, as well as a task structure that offers a coherent framework or guidance for employee performance.

The third hypothesis of this research, which suggests that work motivation may affect employee performance, shows a p-value of 0.001, leading to the acceptance of this hypothesis. This conclusion is supported by earlier studies by Nur Adinda et al. (2023), Putra et al. (2023), and Rulianti & Nurpribadi (2023), all of which confirm that work motivation influences employee performance. The work motivation variable embodies the encouragement that allows individuals to carry out their tasks willingly, creating a sense of readiness to work without pressure, thereby affecting employee performance.

The fourth hypothesis of this research asserts that resilience ability serves as a moderator for job stress and can potentially affect performance, showing a p-value of 0, leading to the acceptance of this hypothesis. This means that resilience ability, defined as an individual's capability to confront issues and challenges that may appear difficult while still achieving favorable results, can moderate the impact of job stress on performance.

The fifth hypothesis of this research suggests that resilience ability serves as a moderator for task complexity and can potentially affect performance, showing a p-value greater than 0.05, leading to the rejection of this hypothesis. This finding indicates that the interaction between resilience ability and the complexity level of tasks does not significantly impact employee performance. In essence, resilience ability does not significantly moderate the relationship between task complexity and employee performance. This could be due to various reasons, such as both high and low resilience not affecting an individual's motivation when facing complex tasks, the influence of other more dominant variables that moderate the

relationship between task complexity and employee performance, or the possibility that resilience ability is not pertinent to the context or type of tasks employed in this study.

The sixth hypothesis of this research posits that resilience ability serves as a moderator for work motivation and can potentially impact performance, showing a p-value greater than 0.05, leading to the rejection of this hypothesis. This finding suggests that resilience ability does not significantly moderate the relationship between work motivation and employee performance. This could be because resilience might not directly enhance the link between work motivation and performance, or because the impact of work motivation on performance is more straightforward and does not need moderation. Furthermore, other elements such as organizational culture, workplace environment, or job type might be more significant in influencing this relationship.

Regression equation

Referring to Table 5 provided, we can develop a regression equation that enables us to explore and analyze the connections between different independent variables, including job stress, task complexity, work motivation, and resilience ability, in relation to the dependent variable, which is employee performance. This equation acts as a mathematical model of the intricate relationships among these variables, allowing us to dissect each component for a more comprehensive understanding.

The regression equation provided is:

$$Y = 0.171 X1 + 0.179 X2 + 0.242 X3 + 0.153 Z * X1 + Z * X2 + Z * X3$$

In this equation, Y indicates employee performance, X1 represents job stress, X2 refers to task complexity, X3 stands for work motivation, and Z denotes resilience ability.

A one unit rise in job stress corresponds to an increase in performance of 0.171 units. This coefficient is significant, with a p-value of 0.004. This suggests that job stress positively influences performance, provided it is at a level that employees can manage.

Task complexity significantly positively impacts employee performance. A one-unit increase in task complexity can lead to a 0.179 unit improvement in performance, with a p-value of 0.007. This indicates that more demanding tasks can inspire employees to deliver superior outcomes.

Work motivation significantly and positively influences performance. An increase of one unit in work motivation can boost performance by 0.242 units, with a p-value of 0.001. This highlights that strong work motivation is an essential factor in enhancing employee performance.

The interaction between resilience ability and job stress significantly influences performance, indicated by a p-value of 0.037. This suggests that resilience not only affects performance directly but also reduces the negative impact of high job stress. Therefore, individuals with strong resilience are more capable of sustaining their performance, even when facing pressure.

The relationship between resilience ability and task complexity is -0.006 , while the relationship between resilience ability and work motivation is 0.040 . However, neither is significant at a p-value of 0.05. As a result, these two hypotheses are excluded from the regression equation.

This regression equation provides a comprehensive understanding of how variables such as job stress, task complexity, work motivation, and resilience ability influence performance. Managers can leverage these findings to identify the most significant factors in human resource management and individual development. Furthermore, this equation highlights the critical role of resilience ability in mitigating the negative impacts of job stress, offering valuable insights for creating effective management strategies.

CONCLUSION

This research demonstrates that job stress, task complexity, work motivation, and resilience ability impact employee performance, revealing several key findings. Effectively managed job stress has a positive effect on performance, shown by a p-value of 0.004, which signifies a statistically significant relationship where stress at certain levels can motivate employees to enhance their performance. Task complexity that is challenging yet aligned with employees' capabilities also positively influences performance, with a p-value of 0.007, indicating that well-handled task complexity can boost employees' skills, creativity, and focus. Furthermore, high and targeted work motivation significantly affects employee performance, with a p-value of 0.001, demonstrating that strong motivation can directly enhance performance. Resilience ability also plays a significant moderating role in the relationship between job stress and employee performance, with a p-value of 0.037, suggesting that employees with higher resilience can effectively manage stress and convert it into positive energy to improve performance, while those with lower resilience may face worsened negative impacts from stress. However, the study also revealed that resilience does not moderate the relationship between task complexity and performance, with a p-value of 0.947, nor the relationship between work motivation and performance, with a p-value of 0.628, indicating that both task complexity and work motivation directly influence employee performance, independent of resilience levels.

The limitations of this research are found in several areas that could be enhanced in future studies. This study focuses solely on employees within the manufacturing sector in the Tangerang Raya region, meaning the findings cannot be generalized to other industries or areas. Additionally, the respondents possess a range of perspectives, beliefs, and understandings, which can lead to the data collected through questionnaires not accurately reflecting their true opinions. The level of honesty among respondents in completing the questionnaires may also impact data validity. Relying exclusively on questionnaires as the data collection method restricts a deeper exploration of the examined variables. This research concentrates on specific variables, including job stress, task complexity, work motivation, and resilience ability, without taking into account other relevant factors, such as organizational culture or leadership. Being cross-sectional in nature, this study is unable to track changes in variables over time. Moreover, the dependence on self-reported data from respondents may introduce biases, including social desirability bias or misinterpretation of questions.

Based on the findings of this study, several recommendations for the development of future research are proposed. Continuous research should be conducted to observe and evaluate changes in respondent behavior over time, which will enhance understanding of the dynamics of the variables studied. Furthermore, future research is encouraged to include additional relevant variables to enrich the study's scope. Potential additional variables might encompass the work environment, with indicators such as social support, organizational justice, or job recognition, as well as work-life balance, represented by indicators like flexibility in working hours, leave policies, or technology utilization. The integration of these variables could offer a more thorough understanding of the factors affecting employee performance.

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