



The Influence of Workload and Compensation on Employee Performance with Job Satisfaction as a Mediation Variable (Case Research on PT. IT Infrastructure)

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ABSTRACT

This research is intended to investigate what factors cause employee performance, including: workload, compensation and job satisfaction. The research also intends to analyze the influence of workload and compensation on job satisfaction as well as analyze how job satisfaction can mediate the impact of workload and compensation on employee achievement. The research technique used is quantitative with SEM-PLS. The outcomes of the research are as follows: workload has a significant positive impact on employee performance ; compensation has a significant impact on employee performance; job satisfaction does not have a significant impact on employee performance; workload has a significant positive impact on job satisfaction; compensation has a positive and significant impact on job satisfaction; job satisfaction does not mediate the workload on employee performance; Job satisfaction does not mediate the impact of compensation on employee achievement.

INTRODUCTION

People are an important asset for companies in supporting business development and growth. As planners, implementers, and directors, humans play an active role in every organizational activity. Even though the company has advanced tools, the goals will not be achieved without the presence and active role of employees. Therefore, the company always tries to get employees with optimal potential and performance to achieve organizational targets.

Referring to Sembiring and Tanjung (2021), employee performance is a manifestation of them in doing tasks according to their skills. This performance is a benchmark to assess how well employees carry out their responsibilities. Factors that determine performance include workload, training, compensation, work discipline, satisfaction, selection, leadership style, and work facilities provided.

PT IT Infrastruktur has a percentage decline in employee performance. Based on this data, a pre-survey was conducted to understand which factors caused the decline in employee performance. After the pre-survey was conducted, the factors that most caused employee performance in the company were workload, compensation, and job satisfaction.

THEORETICAL REVIEW

Workload

According to I Komang Budiassa (2021), workload is the worker's view of activities that must be completed in a special period, as well as efforts to solve work problems. Koesomowidjojo (2017) mentioned that the signs of workload include work situations, time utilization, and targets that need to be achieved.

Compensation

According to M. Hasibuan (2017), compensation could be understood like all income received by employees in the form of good or money, as a form of appreciation for the services they provide to the company. The determination of remuneration takes into account education, position, performance, and tenure. Based on Dahlia & Fadli (2022), four compensation indicators include salary/wages, incentives, allowances, and infrastructure.

Employee Performance

The work outcomes, in the form of quantity and quality, that an employee achieves according to the shared responsibilities are called performance. Onsardi et al. (2019) define employee performance as the quality and quantity of activities produced through learning and motivation to excel. Robbins (2016) explained that performance indicators include work standards, work quantity, punctuality, influenceiveness, independence, and commitment to work.

Job Satisfaction

Azhar (2020) explained, job satisfaction is a feeling that describes the level of excitement or emotion that employees feel, as well as the way they

assess and carry out work in the context of working conditions, cooperation between employees, rewards received, and physical and psychological factors. Afandi (2018) suggests five signs of job satisfaction: job, wages, promotions, supervision, and co-workers.

In this research, there are three variables that are said to be most determines employee performance, namely: Workload, Compensation and Job Satisfaction. In line with the development of the hypothesis in its relevance, the hypothesis of this research is:

- H1: Workload significantly and positively give effect to employee performance.
- H2: Compensation give effect to employee performance significantly and positively.
- H3 : Job satisfaction give effect to employee performance significantly and positively
- H4: There is a positive and significant impact between workload and job satisfaction
- H5: There is a positive and significant impact between compensation and job satisfaction
- H6 : Workload has a significant positive impact on employee performance, which is mediated by job satisfaction
- H7: Job satisfaction plays a significant role as a link between employee rewards and performance

Based on the development of the hypothesis above, it is to empirically prove the impact of workload, compensation, on employee performance.

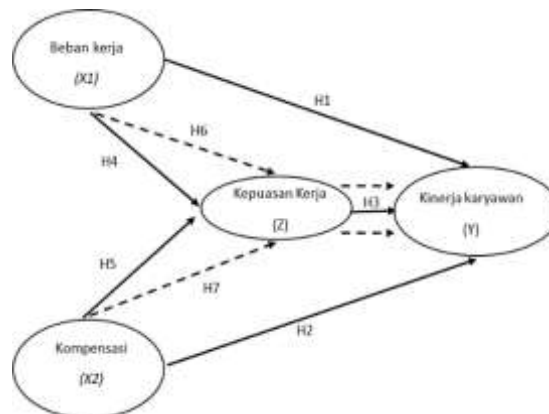


Figure 1. Research Concept Framework

METHODOLOGY

The research is of a quantitative type, which relies on numerical data for analysis. The primary data used was obtained through the distribution of questionnaires, and the analysis was carried out using [mention analysis tool], with populations and samples that were aligned with the target of the research.

The variables in this research were measured using questionnaires that had an ordinal scale, with statements that followed the type of Likert scale.

Pernyataan	Nilai
Sangat Setuju	5
Setuju	4
Netral	3
Tidak Setuju	2
Sangat Tidak Setuju	1

The researcher took individuals of the population as a sample. So that the research population as well as the research sample was 100 employees of PT. IT Infrastructure. Data testing was carried out by Model Measurement Structural Model Test (Inner Model), Test (Outer Model), and Hypothesis Test with the help of SmartPLS software version 3.2.9.

RESULTS

Model Measurement Test (Outer Model)

Validity

Table 1. Average Variance Extracted Test (AVE)

Variabel	AVE	Syarat	Keterangan
Beban kerja	0,635	$\geq 0,5$	Valid
Kompensasi	0,521	$\geq 0,5$	Valid
Kinerja karyawan	0,507	$\geq 0,5$	Valid
Kepuasan kerja	0,550	$\geq 0,5$	Valid

The outcomes obtained show that the outer loading value is ≥ 0.5 so that the AVE value has met the test standards.

Reliability

Table 2. Cronbach's Alpha Test and Composite Reliability

Variabel	<i>Cronbach's Alpha</i>	Syarat	<i>Composite Reliability</i>	Syarat	Keterangan
Beban Kerja (X1)	0,918	$> 0,7$	0,933	$> 0,6$	Reliabel
Kompensasi (X2)	0,817	$> 0,7$	0,867	$> 0,6$	Reliabel
Kinerja Karyawan (Y)	0,758	$> 0,7$	0,833	$> 0,6$	Reliabel
Kepuasan Kerja (Z)	0,858	$> 0,7$	0,893	$> 0,6$	Reliabel

From the outcomes of the data above, it states that the outcomes meet the requirements, so that it can be declared Reliable.

Structural Model Test (Inner Model)

R-square

Variabel	R Square	R Square Adjusted
Kinerja Karyawan (Y)	0,655	0,645
Kepuasan Kerja (Z)	0,342	0,329

Q-square

$$\begin{aligned}
 Q^2 &= 1 - (1-R12) (1-R22) \\
 &= 1 - (1 - 0,655)(1 - 0,342) \\
 &= 1 - (0,345)(0,658) \\
 &= 1 - (0,227) \\
 &= \mathbf{0,773}
 \end{aligned}$$

Goodness of Fit Index (GoF)

$$GoF = \sqrt{AVE \times R^2}$$

$$\text{Nilai AVE rata-rata} = (0,635 + 0,521 + 0,507 + 0,550) / 4 = 0,553$$

$$\text{Nilai } R^2 \text{ rata-rata} = (0,655 + 0,342) / 2$$

$$= 0,498 \text{ GoF} = \sqrt{0,533 \times 0,498} = \sqrt{0,525}$$

$$= \mathbf{0,724}$$

Hypothesis Test

The hypothesis is determined to be accepted if the T-statistic value > t table is 1.96 while the P value < 0.05, Muniarti et al. (2013).

Direct Influence

Variabel	Original Sampel (O)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P-Values	Ket.
Beban Kerja (X1) => Kinerja Karyawan (Y)	0,563	0,085	6,628	0,000	Berpengaruh dan Signifikan
Kompensasi (X2) => Kinerja Karyawan (Y)	0,241	0,088	2,723	0,008	Berpengaruh dan Signifikan
Kepuasan Kerja (Z) => Kinerja Karyawan (Y)	0,082	0,075	1,091	0,278	Tidak Berpengaruh dan Tidak Signifikan
Beban Kerja (X1) => Kepuasan Kerja (Z)	0,328	0,135	2,430	0,017	Berpengaruh dan Signifikan
Kompensasi (X2) => Kepuasan Kerja (Z)	0,298	0,137	2,182	0,031	Berpengaruh dan Signifikan

DISCUSSION

From the outcomes of the statistical data analysis carried out, could be understood, the workload has a positive and significant impact on employee performance, until Hypothesis 1 is accepted. That could be concluded, the workload give effect tothe performance of employees at PT IT Infrastruktur. These findings are in line with previous studies by Munandar et al. (2019) and Abdillah et al. (2022), which determine if higher workloads can improve employee performance.

The outcomes of statistical data analysis indicate that the reward has a positive and significant impact on employee performance, until Hypothesis 2 is accepted. Thus, compensation is proven to give effect toemployee performance at PT IT Infrastruktur. This observation is in line with previous studies by Nirmalasari & Amelia (2020), which said that compensation has a positive impact on job satisfaction, and by Awidiya & Netra (2021), which indicates that compensation has a positive impact on employee performance. The higher the reward, the better the employee's performance.

Based on the outcomes of statistical analysis, it was found that job satisfaction did not have a positive and insignificant impact on employee performance, which caused Hypothesis 3 to be rejected. This shows that at PT IT Infrastruktur, job satisfaction is not significantly related to employee performance. These findings contradict studies by Wirya et al. (2020) and Rosmaini & Tanjung (2019), which revealed there was a positive and significant impact between job satisfaction and employee performance.

From the outcomes of the statistical data analysis carried out, it was recorded that the workload had a positive and significant impact on job satisfaction, so Hypothesis 4 was accepted. This means that workload can give effect tothe level of job satisfaction at PT IT Infrastruktur. These findings

support a research by Muhammad Nahrudin et al. (2023) and Lia Amalia (2017), which also indicates that workload has a positive and significant impact on job satisfaction.

The outcomes of the statistical data analysis indicate that the reward has a positive and significant impact on job satisfaction, which indicates that Hypothesis 5 is accepted. This means that rewards can cause employee job satisfaction levels at PT IT Infrastruktur. The research is consistent with previous findings from Iroth et al. al. (2018) and Angga Pratama (2018), which indicates that there is a significant positive impact between compensation and job satisfaction.

The outcomes of statistical data processing indicate that the workload does not have a positive and insignificant impact on employee achievement mediated by job satisfaction, until Hypothesis 6 is rejected. This means that the workload does not give effect to employee performance through job satisfaction at PT IT Infrastruktur. The outcomes of this research are not in line with previous studies by Dony Muslim et al. (2023) and Sri Kartika Dewi (2020), which stated that employee performance can be caused by workload through job satisfaction.

The outcomes of the statistical data processing carried out showed that compensation did not have a positive and insignificant impact on employee achievement mediated by job satisfaction, until Hypothesis 7 was rejected. This means that compensation does not give effect to employee performance through job satisfaction at PT IT Infrastruktur. This research is not in sync with previous studies by Shafa Ardita Dewi et al. (2022) and Kurniawan et al. (2020), which indicates that rewards have a positive impact on employee achievement through job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

This research indicates the outcomes of the analysis as follows: 1) Workload has a positive and significant impact on employee performance; 2) Rewards have a significant impact on employee performance; 3) Job satisfaction does not have a significant influence on employee performance; 4) Workload has a positive and significant impact on job satisfaction; 5) Compensation has a positive and significant impact on job satisfaction; 6) Job satisfaction does not mediate the relationship between workload and employee performance; 7) Job satisfaction does not mediate the influence of compensation on employee performance.

FURTHER STUDY

Workload and compensation need to be considered, especially the dominant indicator, namely work conditions. Work conditions are expected to be in accordance with the standards in its implementation so that it does not have a negative impact on employee performance and job satisfaction.

There were inconsistencies in respondents' answers, which could potentially lead to bias in the analysis of research outcomes. Some respondents did not answer seriously or carefully, and did not pay attention

to the sensitive nature of the question, which could lead to answers that did not reflect the actual actions taken by the respondents.

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