

## The Role of Workload, Job Stress, and Compensation in Enhancing Outsourced Employee Performance: Evidence from PT PLN (Persero) Unit Layanan Pelanggan Majalengka

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### ABSTRACT

This study aims to determine the influence of workload, work stress, and compensation on the job performance of field employees in an energy distribution company. This research uses a quantitative approach with a total sampling method, in which the entire population of 102 field employees is used as respondents. Data were collected using a Likert scale questionnaire and analyzed with the help of the SPSS program. The analysis was carried out through validity and reliability tests, classical assumption tests, and multiple linear regression to examine the influence of each variable on job performance. The results of the study show that: 1) Workload has a positive and significant effect on employee job performance; 2) Work stress has a positive and significant effect on job performance; and 3) Compensation has a positive and significant effect on job performance. Simultaneously, workload, work stress, and compensation significantly influence the job performance of field employees.

## INTRODUCTION

In the era of globalization and the Fourth Industrial Revolution (Industry 4.0), businesses face major challenges in enhancing competitiveness, operational efficiency, and human resource (HR) productivity. Companies across various industrial sectors are required to adapt to technological advancements and improve service quality to maintain customer satisfaction (Judge & Robbins, 2017, p. 42). Human resources play a key role in achieving organizational goals, as without competent personnel, company productivity will decline. However, one of the main challenges faced by companies is employee performance, which is influenced by various factors such as workload, work stress, and compensation. Poor job performance can lead to a decrease in service quality, an increase in work errors, and reduced customer satisfaction (Prabu & Mangkunegara, 2017, p. 67).

In Indonesia, challenges in HR management are also significant, especially in industries related to public services such as the energy and electricity sectors. State-owned enterprises responsible for electricity distribution throughout Indonesia play a crucial role in ensuring electricity availability for the public. One of the critical tasks in the operation of such companies is recording electricity usage, carried out by field employees to ensure accurate billing. However, in practice, various issues often arise such as high workload, substantial job pressure, and lack of welfare for field employees, which ultimately may impact their job performance (Hasibuan, 2019, p. 74).

The issue of job performance is increasingly evident from various customer complaints related to recording errors, delays in data input, and declining quality of electricity consumption recording services. Some contributing factors include workforce shortages, an increasing number of customers served by a single employee, and challenging work conditions, especially in remote or hard-to-reach areas. According to Luthans et al. (2021, p. 203), job performance is influenced by the work environment, motivation, and employee welfare. Therefore, it is crucial for companies to identify the main factors affecting the performance of field employees to enhance the effectiveness of electricity usage recording.

One of the main factors influencing job performance is **workload**. Excessive workload can lead to physical and mental fatigue, ultimately reducing employee productivity (Prabu & Mangkunegara, 2017, p. 79). Field employees bear significant responsibility for ensuring accurate and timely customer data recording. However, if the volume of work exceeds individual capacity, errors may occur, which can negatively impact customer trust in the company (Judge & Robbins, 2017, p. 88). Hence, it is important for companies to balance workload to optimize employee performance.

In addition to workload, another factor affecting job performance is work stress. Work-related stress may be caused by time pressure, high work targets, uncomfortable working conditions, and excessive job demands (Judge &

Robbins, 2017, p. 113). Field employees often work in demanding environments, with tight schedules and pressure from customers. If work stress is not properly managed, it can reduce motivation, impair concentration, and increase error rates in data recording (Hasibuan, 2019, p. 94). Therefore, it is essential for companies to develop strategies to reduce work stress so that field employees can work effectively.

Another equally important factor is **compensation**. Compensation is the reward provided by the company to employees for their performance and contributions. According to Sinambela (2019, p. 448), compensation is the total of all rewards given to employees in return for their services to the company. The ultimate goal of compensation is to attract, retain, and motivate employees. In the context of field employees, fair compensation can improve their welfare and foster loyalty to the company. However, if the compensation provided does not match the level of responsibility and work risks, it may result in low work motivation and high employee turnover (Luthans et al., 2021, p. 287). Therefore, fair and competitive compensation is essential to ensure that field personnel work enthusiastically and deliver their best performance.

Based on the above explanation, this study aims to analyze the influence of workload, work stress, and compensation on employee performance. By understanding these factors, companies can formulate more effective strategies to improve job performance, create a more conducive work environment, and enhance the quality of service for customers.

## THEORETICAL FRAMEWORK

### *Job Performance*

Job performance refers to the results achieved by an individual in carrying out the tasks and responsibilities assigned within an organization. According to Prabu & Mangkunegara (2017, p. 67), job performance is defined as the achievement accomplished by an individual in carrying out assigned tasks based on predetermined organizational standards. This definition emphasizes that job performance is measured against established work standards and includes both the quality and quantity of work. Judge & Robbins (2017, p. 68) state that job performance is the outcome or output achieved by individuals in the context of their work, which can be assessed based on their contributions to organizational goals. They add that job performance is also influenced by external factors such as the work environment, interpersonal relationships, and job satisfaction. Bernardin and Russell, as cited in Sutrisno (2009, p. 150), define performance as a record of outcomes achieved from specific job functions or activities over a certain period of time.

Based on the above definitions, it can be concluded that job performance is the work result achieved by an individual in performing specific tasks assigned by the organization. The assessment of job performance involves aspects of work quality and quantity, as well as the extent to which the goals set by the company are achieved. Furthermore, job performance is influenced by various external factors such as the work environment and relationships with coworkers, as well as internal factors such as motivation and individual ability.

### **Workload**

Workload refers to the amount of tasks or work that an individual is required to complete within a certain time period. According to Budiasa (2021, p. 30), workload is an employee's perception of the number of tasks assigned to them and the time and energy they must devote to complete these tasks. Excessive workload can lead to fatigue and decreased employee productivity. Gibson et al. (2011, p. 147) define workload as the job demands placed on employees, including both quantitative aspects (amount of work) and qualitative aspects (complexity of work). They emphasize that poorly managed workload can lead to stress and reduce work effectiveness. Munandar et al. (2014) describe workload as a work condition accompanied by a set of duties to be completed within a specific timeframe. A high workload can cause physical and mental fatigue, while a workload that is too low can lead to boredom and lack of motivation.

Based on these expert definitions, workload can be concluded as the job demands placed on an individual in the form of tasks, responsibilities, and targets that must be accomplished within a certain timeframe. Workload can be quantitative (number of tasks) or qualitative (complexity of tasks). An imbalanced workload—whether too heavy or too light—can negatively affect performance, mental health, and employee well-being. Therefore, effective workload management is crucial to maintain both productivity and employee welfare.

### **Work Stress**

Work stress is a physical, mental, or emotional reaction that arises in response to perceived demands or pressures in the workplace. Arwidiana & Citrawati (2023) explain that work stress is a condition in which a person experiences tension due to factors affecting them. This stress may result from high workload, conflicts with colleagues, or uncertainty about job roles. Vanchapo (2022), as cited in Maulana & Mahanani (2025), describes work stress as an emotional state that can arise when there is a mismatch between workload and an employee's ability to cope. High levels of stress in the workplace can negatively affect employee satisfaction and may lead them to seek less stressful jobs or leave their current employer. Handoko (2016) describes work stress as pressure that affects an individual's thinking, emotions, and physical and mental state. Thus, work stress can be interpreted as a human reaction resulting from a

mismatch between capacity and emotional conditions, which in turn influences individual responses and thinking patterns.

Based on these expert definitions, it can be concluded that work stress is a physical, psychological, or emotional reaction that arises from pressure perceived in the workplace. It can be triggered by various external and internal factors, such as excessive job demands, role ambiguity, interpersonal conflicts, or inability to meet superior expectations. If not properly managed, this stress can affect individual well-being and job performance. Therefore, it is essential for organizations to create a work environment that reduces employee pressure and stress.

### ***Compensation***

According to Kasmir (2016, p. 233), compensation is the remuneration provided by a company to its employees, both in financial and non-financial forms. This means that the company provides rewards to all employees involved in its operations. The compensation given is the company's obligation in return for the efforts made by employees during their work. Edison et al. (2022, p. 152) define compensation as a form of reward (whether monetary or in-kind) received by employees for the efforts they have contributed. Panggabean, as cited in Sutrisno (2009, p. 181), defines compensation as any form of reward given to employees in return for their contributions to the organization. The purpose of compensation is to attract, motivate, and retain quality employees within the organization. They add that compensation includes salaries, benefits, incentives, and bonuses, as well as various other forms of support provided by the company to enhance employee well-being.

Based on the expert definitions above, it can be concluded that compensation is a reward given by the company to employees as recognition for the work they have performed. Compensation consists of two main forms: financial compensation (such as salary, benefits, and bonuses) and non-financial compensation (such as recognition, appreciation, and development opportunities). The aim of compensation is to attract, motivate, and retain high-quality employees, as well as to provide appropriate recognition for their contributions to the organization.

## **CONCEPTUAL FRAMEWORK**

### ***The Influence of Workload on Job Performance***

Workload refers to the amount of work that employees are required to complete within a certain period of time. A high workload can affect job performance as it may lead to stress, fatigue, and decreased employee motivation (Judge & Robbins, 2017, p. 87). When the workload becomes excessive, employees often feel overwhelmed, which can reduce their concentration, increase stress, and lower the quality of their work. On the other hand, a workload that matches the employee's abilities can improve performance, as

employees feel more capable of achieving the targets set by the organization (Prabu & Mangkunegara, 2017, p. 101).

### ***The Influence of Job Stress on Job Performance***

Job stress refers to the physical and emotional tension experienced by employees due to pressures or demands in the workplace that are difficult to manage. High levels of job stress can negatively impact employees' mental and physical health, resulting in reduced job performance. Luthans et al. (2021, p. 121) explain that excessive stress can lower motivation and productivity, as well as increase employee absenteeism. Stress can also reduce the quality of work, as employees may struggle to concentrate and often feel anxious or overwhelmed. However, if stress is well-managed and remains within reasonable limits, it can serve as a positive motivator that encourages employees to work harder (Judge & Robbins, 2017, p. 105).

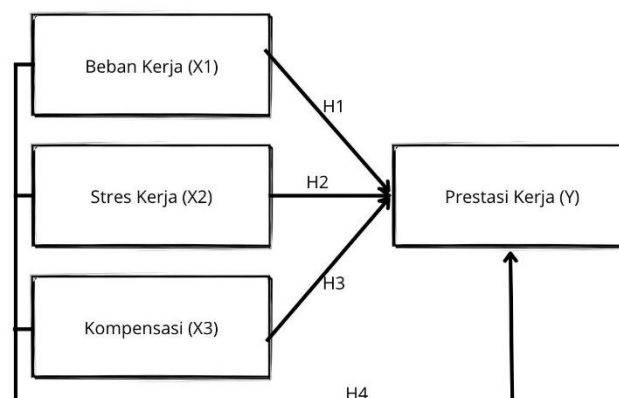
### ***The Influence of Compensation on Job Performance***

Compensation is the reward given by the company to employees for their contributions at work. Fair and adequate compensation can enhance motivation and job satisfaction, which in turn contributes to improved job performance (Hasibuan, 2019, p. 99). Financial compensation, such as salaries and bonuses, provides a direct incentive for employees to work harder and meet targets. In addition, non-financial compensation, such as recognition of achievements or opportunities for career development, also plays an important role in increasing employee motivation and performance (Luthans et al., 2021, p. 135).

### ***The Influence of Workload, Job Stress, and Compensation on Job Performance***

This conceptual framework suggests that workload, job stress, and compensation collectively have a significant impact on employee job performance. An unbalanced workload and high job stress tend to decrease performance, while fair compensation can increase employee motivation and productivity. Therefore, companies must manage workload effectively, address job stress, and provide appropriate compensation in order to achieve optimal performance levels.

**Figure 1. Framework of Thought**



## The Influence of Workload, Job Stress, and Compensation on Job Performance

### Partial Hypothesis (t-Test):

- H1: Workload has a significant effect on work performance.
- H2: Work stress has a significant effect on work performance.
- H3: Compensation has a significant effect on work performance.
- H4 Workload, work stress and compensation have a significant effect on work performance.

### RESEARCH METHOD

This study is a type of quantitative research. "Quantitative data are data in the form of numbers, or data that are quantified (scored)" (Sugiyono, 2018). This research aims to determine the influence between the dependent variable and the independent variables. The research is conducted and focused specifically on field employees.

The population in this study consists of 102 field employees. The sampling technique used is non-probability sampling, specifically the saturated sampling or total sampling technique. Therefore, the sample size used is 102 people, which matches the total population. The primary data collection technique used by the researcher is through the distribution of questionnaires.

The data analysis method used in this study involves statistical analysis, multiple linear regression analysis, and hypothesis testing. The collected data is further analyzed using SPSS software. The data analysis techniques include validity and reliability testing, classical assumption tests, and hypothesis testing, which consists of multiple linear regression analysis, partial hypothesis testing (t-test), and simultaneous hypothesis testing (F-test).

### RESULTS AND DISCUSSION

Based on the processed data, the respondent characteristics are presented in the following table:

**Table 1. Respondent Characteristics Data**

| Category  | Description | Frequency | Percentage |
|-----------|-------------|-----------|------------|
| Gender    | Male        | 102       | 100%       |
|           | Female      | 0         | 0%         |
| Age       | < 25 years  | 0         | 0%         |
|           | 25–35 years | 61        | 60%        |
|           | 36–45 years | 38        | 37%        |
|           | > 45 years  | 3         | 3%         |
| Education | High School | 102       | 100%       |
|           | Bachelor's  | 0         | 0%         |

Based on the data analysis, the characteristics of the respondents are shown in Table 1. The respondents in this study consist of 102 males, accounting for 100% of the total respondents. In terms of age, the majority of respondents are in the 25–35 years age group, totaling 61 people or 60% of the total. Regarding educational background, all respondents have completed high school education (SLTA), making up 100% of the total respondents.

**Table 2. Validity Test Results**

| Statement point | Workload | Work stress | Compensation | Work performance |
|-----------------|----------|-------------|--------------|------------------|
| 1               | 0,295    | 0,466       | 0,284        | 0,590            |
| 2               | 0,542    | 0,402       | 0,512        | 0,467            |
| 3               | 0,319    | 0,681       | 0,607        | 0,587            |
| 4               | 0,473    | 0,561       | 0,599        | 0,456            |
| 5               | -0,069   | 0,460       | 0,462        | 0,516            |
| 6               | 0,545    | 0,766       | 0,589        | 0,728            |
| 7               | 0,687    | 0,686       | 0,525        | 0,626            |
| 8               | 0,444    | 0,722       | 0,490        | 0,533            |
| 9               | 0,624    | 0,526       | 0,387        | 0,706            |
| 10              | 0,622    | 0,217       | 0,532        | 0,635            |
| 11              |          | 0,461       | 0,268        | 0,573            |
| 12              |          | 0,118       | 0,442        | 0,598            |
| 13              |          | 0,157       |              |                  |
| 14              |          | 0,027       |              |                  |

This study conducted a survey of 102 employees to obtain the critical value of  $r$  using the calculation of degrees of freedom ( $df = n - 2 = 100$ ), with a significance level of 0.05. Based on the correlation coefficient table, the critical value ( $r$  table) was obtained as 0.1638.

Based on the results of the validity test above, it shows that most of the statement items have a calculated  $r$  value above the  $r$  table (0.1638), so they are declared valid and the research instrument generally meets the validity requirements. However, there are several invalid items, namely the Workload variable (point 5) and Job Stress (points 12, 13, and 14), so we did not include them in the next data analysis test.

**Table 3. Reliability Test of Research Instruments**

| No | Variabel         | Cronbach's alpa | Description |
|----|------------------|-----------------|-------------|
| 1  | Workload         | 0,811           | Reliabel    |
| 2  | Work stress      | 0,858           | Reliabel    |
| 3  | Compensation     | 0,819           | Reliabel    |
| 4  | Work performance | 0,884           | Reliabel    |



Based on the results of the reliability test above, the Cronbach's alpha value for the workload variable is 0.811, for the job stress variable is 0.858, for the compensation variable is 0.819, and for the job performance variable is 0.884. This indicates that all variables are considered reliable because their Cronbach's alpha values exceed 0.7.

**Table 4. Model Summary**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .492a | .242     | .219              | 4.204                      |

a. Predictors: (Constant), Compensation, Job Stress, Workload  
b. Dependent Variable: Job Performance

Based on the table above, the correlation coefficient value for the workload, job stress, and compensation variables in relation to job performance is 0.492. This indicates that the degree of correlation between workload, job stress, and compensation with job performance falls within the moderate category. The coefficient of determination ( $R^2$ ) is 0.219, which means that the contribution of workload, job stress, and compensation to job performance is 21.9%.

**Table 5. Multiple Regression Results – The Effect of X1, X2, and X3 on Y**

| Model        | Unstandardized Coefficients | Standardized Coefficients | t     | Sig.  |
|--------------|-----------------------------|---------------------------|-------|-------|
|              | B                           | Std. Error                | Beta  |       |
| (Constant)   | 15.281                      | 4.166                     |       | 3.668 |
| Workload     | 0.265                       | 0.135                     | 0.245 | 1.953 |
| Job Stress   | 0.260                       | 0.115                     | 0.281 | 2.255 |
| Compensation | 0.076                       | 0.072                     | 0.095 | 1.056 |

Based on Table 5, the regression equation for analysis is as follows:  
 $Y = 15.281 + 0.265(X1) + 0.260(X2) + 0.076(X3)$

The constant value is 15.281. This indicates that the regression coefficient for workload is 0.265, which means workload has a positive effect on job performance. The regression coefficient for job stress is 0.260, indicating that job stress also has a positive effect on job performance. The regression coefficient for compensation is 0.076, meaning compensation has a positive effect on job performance.

The significance (sig.) value for the workload variable is  $0.054 \geq 0.05$ , which means there is no significant effect of workload on job performance. However, the job stress variable has a sig. value of  $0.026 < 0.05$ , indicating a significant effect on job performance. The sig. value for the compensation variable is  $0.294 > 0.05$ , meaning there is no significant effect of compensation on job performance.

Table 6. F Test

| Model      | Sum of Squares | df  | Mean Square | F      | Sig.   |
|------------|----------------|-----|-------------|--------|--------|
| Regression | 552.392        | 3   | 184.131     | 10.416 | <0.001 |
| Residual   | 1732.363       | 98  | 17.677      |        |        |
| Total      | 2284.755       | 101 |             |        |        |

Based on Table 6, the significance value is  $0.001 < 0.05$ , thus it can be concluded that there is a significant simultaneous effect of workload (X1), job stress (X2), and compensation (X3) on job performance (Y). Therefore, it can be concluded that workload, job stress, and compensation together have a significant effect on job performance.

## DISCUSSION

### *The Influence of Workload on Employee Performance*

Based on the research results, it is found that the workload variable has an insignificant effect on job performance. This indicates that although the tasks assigned may be difficult or demanding, they do not necessarily have a significant impact on employee performance. This may be due to the workload not being optimally managed or adjusted to match employees' capacities, thus failing to provide sufficient motivation to enhance their performance. These findings are supported by Ritonga & Rizki (2024), who stated that workload has an effect, but not a significant one, on employee job performance.

### *The Influence of Job Stress on Employee Performance*

The results show that job stress has a positive and significant effect on employee performance. This finding differs from previous studies, which generally found that job stress negatively impacts employee performance. However, in the context of this research, the stress experienced may be a form of positive stress—pressure that encourages employees to perform at their best. This means employees may feel challenged by demanding targets or responsibilities, prompting them to excel in the workplace. This is supported by the study of Djauhar et al. (2022), which found that job stress has a positive and significant influence on employee performance.

### ***The Influence of Compensation on Employee Performance***

The above results indicate that the compensation variable does not have a significant effect on job performance. This suggests that employees may feel that their compensation does not correspond to the responsibilities or risks associated with their work. Alternatively, compensation may not be the primary factor motivating outsourced employees; they may place more value on job stability or good working relationships. This finding supports the study by Ritonga & Rizki (2024), which also concluded that compensation, when examined partially, does not have a significant effect on employee job performance.

### ***Simultaneous Influence: Workload, Job Stress, and Compensation on Job Performance***

The testing results show that, simultaneously, the three variables significantly influence job performance. Although some variables do not have a partial effect, all three jointly have a substantial impact on overall work performance. This highlights their importance in performance management. Companies should develop comprehensive strategies that include proportionate workload distribution, proactive and supportive stress management, and a fairer compensation system.

## **CONCLUSION**

Based on the research findings, the following conclusions can be drawn:

1. Workload does not have a significant effect on the job performance of field employees. This may be because the workload is not aligned with the employees' capabilities.
2. Job stress has a positive and significant effect on employee performance. This indicates that, in certain contexts, well-managed job pressure can actually stimulate motivation and enhance employee performance.
3. Compensation does not have a significant effect on employee performance. This finding suggests that compensation is not the primary motivating factor for outsourced employees.

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