



The Impact of Workload and Career Development with Compensation as an Intervening Variable on Employee Performance (Study at PT. SAIMINDONE)

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ABSTRACT

The purpose of this study is to analyze the impact of Career Development, Workload on Employee Performance with Compensation as a variable intervening. This study uses quantitative methods. The sample are taken from 152 respondents from the head office in Jakarta. Sources of data in this research using primary data obtained straight from the responders' staff. In order to investigate the relationship between employee performance, workload, and career development, the data analysis method used in this study was multivariate analysis, specifically by using the Partial Last Square (PLS) equation model and the Structural Equation Model (SEM). The results of the study demonstrate that workload has a positive and significant impact on compensation, career development has no significant impact, employee performance is positively and significantly impacted by workload, while career development has no discernible effect. Additionally, employee performance is positively and significantly impacted by compensation, which also partially mediates the relationship between workload and performance.

INTRODUCTION

Basically, every company wants maximum results in achieving company goals. Ideally, the Company can run effectively and efficiently with the results that can be obtained from human resource management, this is what most influences the company's performance. Companies that provide services, both services and capital, are certainly required to work optimally to achieve the targets and progress of the company. The function of employee performance cannot be isolated from the role that effective and efficient management of human resources will play in encouraging workers to work as effectively as possible to accomplish corporate goals. This clearly demonstrates that the success of the business depends heavily on the performance of its employees, and as a result, the business must pay close attention to the needs and workload of its workforce. Performance is the end result of work and work behavior that has been reached in completing the duties and obligations set within a certain time limit, claims Kasmir (2016: 182). This means that a person's performance has certain requirements that must be reached; if those requirements are not met, the person is said to be underperforming or doing poorly. Numerous issues exist that have an impact on employee performance, which is a difficulty for the organization managing human resources because successful businesses depend on having qualified employees. As the author is aware, a number of factors influence employee performance. The workload is one of them. PT. SAIMINDONE company engaged in construction services has a high level of achievement. This causes employees to spend time more working outside office hours to complete their work due to targets that need to be achieved.

In addition to workload, other things that affect employee performance are career development, where career development that is unclear in the Company will cause complaints for some employees. This can happen because the company does not open development opportunities for all its employees and there is no training provided by the company in developing and adding to the skills of the workforce. I Komang A, et al. (2012) claim that career development is both an increase made by an individual to fulfill a career goal and an increase prepared by the human resources division to fulfill a work plan in line with the organization's route or level. According to Mondy in Lijan Poltak Sinambela (2016: 260), career development is a sequence of actions taken to get a person ready for a desired professional promotion. Implementing precise planning and strategy is necessary for career advancement. This will guarantee that the implementation will meet the objectives and goals that the business and its workers have set. It is hoped that with planned career development, employee motivation will increase, and this is usually accompanied by a level of job satisfaction. Thus, these factors will help encourage better employee performance and of course have a positive impact on the company.

Another thing that has been faced by the Company to date is the current state of the world economy which is very uncertain. For almost 3 years the world has been troubled by Covid-19 which has resulted in many companies reducing employees simultaneously and in large numbers. In addition, there

are many companies that have closed, this is because they do not get income or turnover to be able to carry out company operations. This situation causes the company to maximize the existing workforce with an increased workload to achieve the company's target. Companies are required to perform as efficiently as possible in evaluating their human resource needs.

Beyond that, the company also made a lot of salary cuts and did not provide salary increases or eliminate some of the compensation benefits. This happens because of the economic conditions that are not good in the company. PT.SAIMINDONE for the past 3 years due to Covid-19 has not provided a salary increase either directly or indirectly but the workload faced by employees is getting higher. With this phenomenon, the author is interested to know about the further impact ether in the absence of a salary increase and career development but an increase in workload will affect the quality of PT. SAIMINDONE. This research is to measure how big the impact is for the Company and find out things that have the potential to cause a decrease in the quality of performance at Company SAIMINDONE.

As a first step taken by the writer, based on the above phenomenon, the writer then conducted a pre-survey to find out what things could affect the performance of employees in PT. SAIMINDONE. Based on the results of the pre- survey conducted by the author on 30 employee participants (respondents) in employee performance can be understood in the following table:

Table Tabulation Results Pre-Survey

| No | Question | Frequency | Percent |
|----|-----------------------|-----------|---------|
| 1 | Motivation Work | 16 | 53% |
| 2 | Work Stress | 13 | 43% |
| 3 | Environment Work | 14 | 47% |
| 4 | Workload | 18 | 60% |
| 5 | Employee Outplacement | 9 | 30% |
| 6 | Development career | 20 | 67% |
| 7 | Compensation | 21 | 70% |

Source: Survey introduction (2022)

Based on the results above, got understood that the most influencing variables employee performance above 50% is Workload, motivation work, career development and compensation. Based on the data above, then writer only take 3 variables is burden work, career development and compensation.

THEORETICAL REVIEW

Workload

Workload is between the ability or capacity of employees with the demands of work that must be faced. This can be mental and physical, each of which has a different level of loading. Workload analysis is the process of

calculating the amount of working hours of human resources that are worked, used, and required in completing a job for a specific period, according to Koesomowidjojo (2017: 21). Astianto and Suprihhadi (2014) argue that there are three scenarios in which employee workload might develop in Syamsu (2019). First off, the workload is appropriate. The workload is also excessive (at capacity). The burden is also too low (below capacity). Employee performance typically suffers when given an excessive amount of tasks to do.

In analyzing an employee's workload, the company hopes that the burden received by an employee is not burdensome and must be in accordance with the abilities or competencies of an employee in general (Suci R Mar'ih Koesomowidjojo, 2017). For this reason, companies should pay attention to what factors can affect workload and the following are factors that affect workload, including:

1. Internal factors

Internal factors that affect workload are factors that come from within the body and this results from external workload reactions. This can be in the form of gender, age, body posture, health status (somatic factors) and motivation, desire satisfaction or perception (psychological factors). In addition to physical factors, other things that can affect workload are psychological factors such as motivation, satisfaction, desires, or perceptions that will also influence an employee's workload.

2. External factors

External factors that exist in the world of work can also affect the workload of employees. The external factors in question are factors that come from outside the employee's body as follows:

a. Things that affect the comfort of employees in completing their work is a good, conducive, and safe work environment.

b. Another factor is the physical tasks.

The physical tasks referred to here are matters related to tools and facilities that can assist in completing work and job responsibilities, even this can occur to the level of difficulty encountered when completing work.

c. Another important thing is clarity in providing a regular work schedule in completing work according to working hours such as normal working hours, work shifts and breaks. So that wages or payroll will be adjusted to the workload felt by each employee.

Career Development

Based on Edy Sutrisno's book (2016) states that career development is personal improvement that is done by someone to achieve the desired career. Literally, career development is a process of moving a position in a better direction by increasing work performance, training and education. Career development in general is an increase in position based on achievement, tenure and opportunity.

Career development indicators as follow:

a. Work Performance

Mangkunegara (2013: 67) states that work performance is the end result of quality and quantity of work that is accomplished by an employee while carrying out the assigned responsibilities.

b. Opportunity to Grow

Opportunities for development will be followed if employees get the opportunity to improve their abilities, for example, as in the case of taking training programs, taking courses/addition of degrees. This is useful for personnel in carrying out human development planning or for the achievement of employee careers.

Employee Performance

Work performance, goal attainment, work productivity is often used to be equated with the word of performance. In fact, even though there are similarities in the meaning of performance with these various terms, there are differences in the basic understanding and the process. The word performance is a translation of the word performance which is defined because of the level of success of an employee within a certain period in carrying out tasks compared to various possibilities, for example work standards or targets or criteria or goals that have been made in advance and have been mutually agreed upon.

According to Nawa and Kempa (2017) Performance is the outcome of the work done by employees in accordance with job criteria. Here are several measures of employee performance:

- a) To be able to create work of the caliber required by a certain project, each individual in the organization must fulfill a set of standards for their work quality. Employees must modify their quality standards for each work in order to perform it in accordance with the requirements. If an employee can generate work that meets the requisite standards for the position, they are performing well.
- b) The quantity of work is the total amount of work that employees perform over a set period of time in accordance with defined work standards.
- c) Punctuality and attendance. The capacity of an employee to perform and finish duties that are under his control within the allotted time is known as punctuality. While attendance can also affect an employee's performance, many occupations call for attendance during the working day.
- d) The ability to cooperate, not all work can be completed by just one employee. Certain types of work require two or more employees so collaboration between employees is needed. Employee performance can be judged by their ability to cooperate with co-workers.
- e) Attendance, meaning that the timely completion of the work is always completed by keeping the costs incurred for each activity of the company as a reference so as not to exceed the budget. If expenses exceed the budget, there will be waste. So it is considered less good performance, and vice versa.

Compensation

Definition of Compensation

According to Kadarisman (2012) One of the traditional functions of human resource management is determining the compensation of its employees. Compensation is all the rewards received by employees for the work of these employees in the organization. Compensation can be physical or non-physical and must be calculated and given to employees according to the abilities they have given to the organization or company where they work.

According to Kadarisman (2012), there are 3 forms of compensation, namely:

1. Money / salaries and wages.
2. Natural such as distribution of groceries, clothing, or medicines.
3. Pleasures such as housing, vehicle facilities, health checks and others.

As a result, compensation may also refer to a system of rewards made up of integrated organizational policies, processes, procedures, and practices that pay individuals for their contributions, skills, competences, and market worth. In addition, compensation for employees can be interpreted as things received by employees, whether in the form of money or not, in exchange for the labor they give for the company (employee contributions) (Kadarisman, 2012).

Kadarisman (2012) indicators of compensation for employees include:

1. Direct compensation
 - a) Fair pay according to work.
 - b) Job-appropriate incentives.
2. Indirect Compensation
 - a) Expected benefits.
 - b) Adequate facilities.

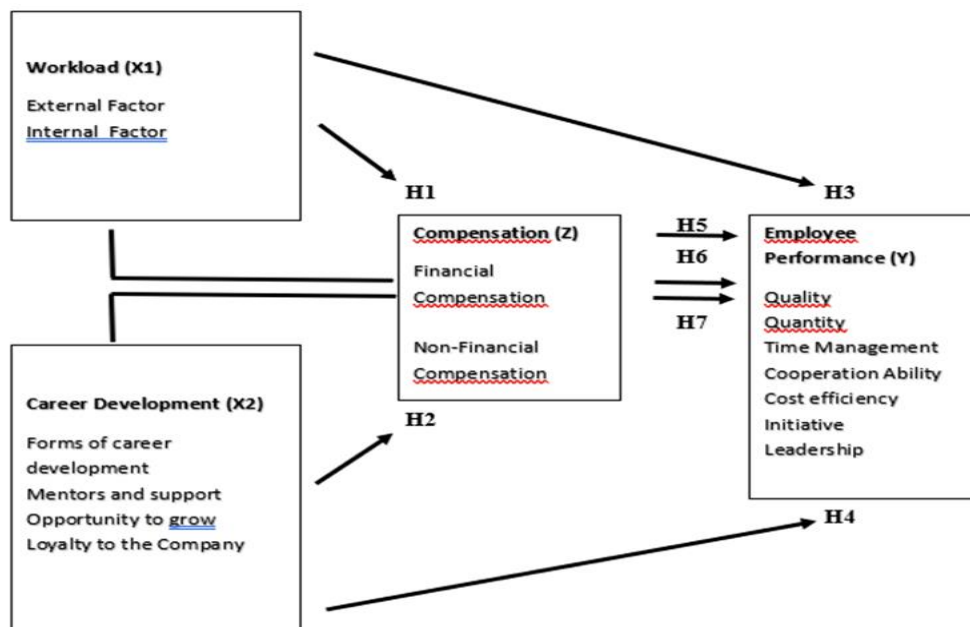


Figure 1. Conceptual Framework

Above, the following hypotheses can be developed for Direct Effects and Indirect Effects :

H1: Workload has an effect on Compensation.

- H2: Career development has an effect on Compensation.
- H3: Workload has an effect on Employee Performance
- H4: Career Development an effect on Employee Performance
- H5: Compensation Influences on Employee Performance
- H6: Workload has an effects on Employee Performance if it is mediated by a Compensation.
- H7: Career Development has an effects on Employee Performance if it is mediated by a Compensation.

METHODOLOGY

Research Design

The paradigm used in this study is the positivistic paradigm, in quantitative/positivistic research, which is based on a positive paradigm that can be drawn from phenomena as things that are classified, concrete, observable and measurable and there is a causal relationship (Sugiyono 2014). This study uses a quantitative approach which aims to explain how one variable influence or is responsible for changes in other variables (Cooper and Schindler, 2017: 141).

The Structural Equation Model (SEM) technique is used in this study to evaluate the data and test the research hypotheses. The Smart PLS software is used to quantify the intensity of each research variable. This is done to enable direct analysis of latent variables, indicator variables, and measurement errors by researchers (to ascertain how research variables interact).

1. Exogenous Construct:

Exogenous construct is an independent variable (free) that is not influenced by other variables in the model. In this study, the variables included in the exogenous construct category are workload and career development.

2. Endogenous constructs:

Endogenous constructs are dependent variables (not independent) that are influenced by one or several other variables in the model. Endogenous constructs can affect one or several other endogenous constructs, but these endogenous constructs can only be causally related to endogenous constructs (Hair et.al., 2014). In this study there are 2 endogenous constructs, namely employee performance and compensation.

Population and Sample

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions (Sugiyono, 2017: 80). The population can also be referred to as a set of elements or elements that are the object of research, or a set of all that you want to know. The population in this study are employees of PT. SAIMINDONE.

The sample method used is probability sampling. The sampling method or technique above was carried out using a simple random sample (simple random sampling) where the researcher distributed questionnaires directly to

the respondents who were selected as samples. or population elements. According to Indrianto and Supomo (2018: 113) population is a group of people, events or anything that has certain characteristics. Researchers examine some of the elements of the population called the sample. The population of all employees at PT SAIMINDONE.

$$n = \frac{N}{1+N(e)^2} \dots\dots\dots \text{Formula 3.1}$$

With following below :

n :152

N: 245

e: desired margin of error (5 %)

$$n = \frac{245}{1 + 245 (5\%)^2}$$

$$n = \frac{245}{1,6125} = 151,937$$

Based on the results of calculating the number of samples using the Slovin formula, the total employee population of PT. SAIMINDONE is 245 employees (Jakarta based). Determination of the minimum number is 152 respondents (rounded). The Slovin formula above is the minimum number of samples needed if it is assumed by the researcher to use a 95% confidence level, and the estimated error tolerance level used is at the 5% level.

RESULTS AND DISCUSSION

Research Method / Data Analysis

Techniques or procedures used for data collecting are crucial to the effectiveness of research. Data collecting methods may be carried out in a variety of situations, using a variety of sources, and in a variety of ways, according to Sugiyono (2019: 137). Then it may be seen in terms of data collecting methods or techniques, and data collection methods include observation, interviews, questionnaires, and combinations of the three. The use of a Likert scale instrument is the recommended method for this study. The characteristics of the respondents to be used in this research are:

1. Characteristics by gender
2. Characteristics by age
3. Characteristics based on the seniority
4. Characteristics based on long experience working in the current company

| Gender | Number of Respondents | % |
|--------|-----------------------|-----|
| Man | 105 | 69% |
| Woman | 47 | 31% |

| Age of Employee | Number of Respondents | % |
|-----------------|-----------------------|-------|
| 25 - 30 years | 4 | 2.63% |

| | | |
|------------------|-----------------------|--------|
| 31 – 40 years | 43 | 28.29% |
| 41 – 45 years | 36 | 23.68% |
| 45 years | 69 | 45.39% |
| <hr/> | | |
| Seniority | Number of Respondents | % |
| Staff | 132 | 86.84% |
| Manager | 20 | 13.16% |
| <hr/> | | |
| Years of service | Number of Respondents | % |
| ≤ 1 | 1 | 0.66% |
| > 1 - 10 years | 85 | 55.92% |
| > 10 - 20 years | 64 | 42.11% |
| > 20 years | 2 | 1.32% |

Model Assumption Evaluation Test

Parametric procedures to evaluate the importance of parameters are not required because PLS does not rely on a specific distribution for parameter estimate (Chin, 1998 in Ghazali, 2011). Predictive measurements with non-parametric features serve as the foundation for the PLS assessment model. The convergent and discriminant validity of the indicators, as well as the composite reliability for block indicators, were used to assess the measurement model and the outer model with reflexive indicators.

By evaluating the relative amount of the weight and considering its importance, the outer model with formative indicators is assessed based on its substantive substance (Chin, 1998 in Ghazali, 2011). By examining the percentage of variance described, specifically the R2 value for the dependent latent construct using the Stone-Geisser Quares test (Stone, 1974; Geisser, 1975 in Ghazali, 2011), as well as the size of the structural path coefficient, the structural model or inner model is assessed. The bootstrapping procedure's t-statistic test was used to assess the stability of this estimate.

Measurement Model or Outer Model

| Variable | Indicator | Convergent Validity | | Discriminant Validity Fornell-Larcker | Reliability | | |
|------------------------------|-----------------------------------|---------------------|--------------|--|------------------|-----------------------|--------------|
| | | Outer Loading | AVE | | Cronbach's Alpha | Composite Reliability | |
| Workload X1 | External Factor | | 0.868 | 0.756 | 0.923 | 0.952 | |
| | X1.1.1 | 0.917 | | | | | |
| | X1.1.2 | 0.967 | | | | | |
| | X1.1.3 | 0.910 | | | | | |
| | Internal Factor | | 0.649 | | | | |
| | X1.2.1 | 0.849 | | | | | |
| | X1.2.2 | 0.830 | | | | | |
| X1.2.3 | 0.734 | | | | | | |
| Career Development X2 | Forms of Career | | 0.794 | 0.742 | 0.866 | 0.920 | |
| | X2.1.1 | 0.937 | | | | | |
| | X2.1.2 | 0.943 | | | | | |
| | X2.1.3 | 0.783 | | | | | |
| | Loyalty to The company | | 0.713 | | | | |
| | X2.2.1 | 0.890 | | | | | |
| | X2.2.2 | 0.850 | | | | | |
| | X2.2.3 | 0.790 | | | | | |
| | Mentor and Support | | 0.655 | | | | |
| | X2.3.1 | 0.808 | | | | | |
| | X2.3.2 | 0.823 | | | | | |
| | X2.3.3 | 0.796 | | | | | |
| | Opportunity To Grow | | 0.673 | | | | |
| | X2.4.1 | 0.807 | | | | | |
| | X2.4.2 | 0.875 | | | | | |
| X2.4.3 | 0.775 | | | | | | |
| Compensation X3 | Financial Compensation | | 0.790 | 0.850 | 0.867 | 0.919 | |
| | Z1.1.1 | 0.870 | | | | | |
| | Z1.1.2 | 0.889 | | | | | |
| | Z1.1.3 | 0.907 | | | | | |
| | Non-Financial Compensation | | 0.815 | | | | |
| | Z1.2.1 | 0.889 | | | | | |
| | Z1.2.2 | 0.923 | | | | | |
| | Z1.2.2 | 0.896 | | | | | |
| Employee Performance | Work Quantity | | 0.816 | 0.742 | 0.887 | 0.930 | |
| | Y1.1.1 | 0.843 | | | | | |
| | Y1.1.2 | 0.855 | | | | | |
| | Y1.1.3 | 0.756 | | | | | |
| | Working Quality | 0.877 | 0.671 | | | | |
| | | | | | | | 0.757 |
| | | | | | | | 0.859 |

| Variable | Indicator | Convergent Validity | | Discriminant Validity | Reliability | |
|----------|----------------------------|---------------------|--------------|-----------------------|------------------|-----------------------|
| | | Outer Loading | AVE | Fornell-Larcker | Cronbach's Alpha | Composite Reliability |
| | Y1.2.1 | 0.907 | | | | |
| | Y1.2.2 | 0.926 | | | | |
| | Y1.2.3 | | | | | |
| | Cooperation ability | | 0.777 | | 0.856 | 0.912 |
| | Y1.3.1 | 0.899 | | | | |
| | Y1.3.2 | 0.917 | | | | |
| | Y1.3.3 | 0.825 | | | | |
| | Time Management | | 0.827 | | 0.896 | 0.935 |
| | Y1.4.1 | 0.927 | | | | |
| | Y1.4.2 | 0.900 | | | | |
| | Y1.4.3 | 0.901 | | | | |
| | Cost efficiency | | 0.811 | | 0.884 | 0.928 |
| | Y1.5.1 | 0.892 | | | | |
| | Y1.5.2 | 0.929 | | | | |
| | Y1.5.3 | 0.880 | | | | |
| | Creativity | | 0.836 | | 0.902 | 0.939 |
| | Y1.6.1 | 0.915 | | | | |
| | Y1.6.2 | 0.909 | | | | |
| | Y1.6.3 | 0.919 | | | | |
| | Leadership | | 0.680 | | 0.775 | 0.863 |
| | Y1.7.1 | 0.915 | | | | |
| | Y1.7.2 | 0.780 | | | | |
| | Y1.7.3 | 0.771 | | | | |

Source: results of data processing with SmartPLS 3.2. (2023)

Measurement Structural Model or Inner Model

The Cronbach's alpha value is used for the following reliability test. If a construct has a Cronbach's alpha value better than 0.7, it is considered dependable. Each variable with a Cronbach's alpha value greater than 0.7 is shown in the table above along with its Cronbach's alpha value. Given the outcomes of Predicting the link between latent variables is the goal of this assessment. The R-Square (R²), the effect size (f²), the predictive relevance test (Q²), and the Goodness of Fit Index (GoF) are used to evaluate the structural model (inner model) in a number of different ways.

Table Determination Coefficient Test Results /R-Square (R²)

| Variable | R-Square (R ²) |
|--------------------------|----------------------------|
| Compensation (Z) | |
| Employee Performance (Y) | 0.146 |
| | 0.394 |

Source: Results of Data Processing with SmartPLS 3.2.9 (2023)

The construct relationship based on the value of R Square may be stated as shown in the table above:

A. The R-Square value of the compensation variable is 0.146. This demonstrates that while 14.6% of the pay variable may be affected by variables like workload, career progression, and employee performance, 85.4% of the pay variable is affected by factors not examined in the study. B. The employee performance variable's R-Square value is 0.394. This demonstrates that workload and career development factors can affect 39.4% of employee performance characteristics, whereas other factors other than those included in the study account for 60.6% of the variance.

Another term for the impact of modifying R square is F square or effect size. The value of f square may be calculated using the formula $(\text{original } R^2 - R^2 \text{ which has been removed}) / (1 - \text{original } R^2)$. The equation of the f square value explains how much the proportion of unexplained variance is accounted for by changes in R2. The value of 0.02 represents "weak", 0.15 represents "medium/medium", and 0.35 represents "strong" (Garson, 2016).

Table f-Square Result

| Variable | Nilai f-square | influence |
|--|----------------|-----------|
| Workload (X1) → Compensation (Z) | 0.131 | Medium |
| Career Development (X2) → Compensation (Z) | 0 | Weak |
| Workload (X1) → Employee Performance (Y) | 0.044 | Weak |
| Career Development (X2) → Employee Performance (Y) | 0.023 | Weak |
| Compensation (Z) → Employee Performance (Y) | 0.314 | Strong |

According to the f-square test findings in the table above, the workload variable has a medium impact size of 0.131 in affecting compensation. The career growth variable, however, has a negligible impact size of 0 on remuneration. Then workload has a low effect size on employee performance of 0.044 and also the career development variable has a weak effect size in influencing employee performance of 0.023. While the compensation variable has a strong effect size in influencing employee performance variables of 0.314.

The Goodness of Fit Index (GoF) test is designed to verify the combined performance of the calculation-derived measurement model (outer model) and structural model (inner model). The GoF value ranges from 0 to 1, and its meaning is as follows:

Goodness of Fit (GoF) Small = 0.1, Goodness of Fit (GoF) Medium = 0.25 and Goodness of Fit (GoF) Great = 0.38. Then the GoF calculation for this study is as follows:

$$\text{AVE average} = (0,394+0,146+0,571+0,528)/4 = 0,410$$

$$\text{R2 average} = (0,551+0,722)/2 = 0,637$$

$$\sqrt{0,410 \times 0,637}$$

$$\sqrt{0,261} \text{Gof} = 0,511(\text{Strong})$$

The outcome is 0.511 according to the goodness of fit (GoF) calculation. These computations' findings indicate that the combined performance of the outer and inner models has a significant GoF since the GoF value is > 0.38.

Hypothesis Testing

Hypothesis Testing has to do with looking at how variables relate to one another. By examining the outcomes of each variable's partial tests, hypotheses are tested. The value of the t-table and the t-statistic may be compared using the magnitude of the significance of the hypothesis support. The t-statistic value compared to the t-table value may be used to determine if exogenous factors have an impact on endogenous variables; if the t-statistic value is higher than the t-table value, then it is significant. In contrast, it is not significant if the t-statistic value is lower than the t table value. The t-table value for the two-tailed hypothesis in this investigation is 1.64 with a 95% confidence level (α 0.05) (Ghozali & Latan, 2015).

Table Path Coeffisients, T- Statistics dan P-Values

| Relations between Constructs | <i>Original Sample (O)</i> | <i>T Statistics (O/STDEV)</i> | <i>P Values</i> | Influence |
|---|----------------------------|---------------------------------|-----------------|---------------------------|
| Direct Relationship | | | | |
| Workload (X1) → Compensation (Z) | 0.373 | 3,534 | 0.000 | positive, significant |
| Career Development (X2) → Compensation (Z) | 0.021 | 0.209 | 0.417 | positive, Not Significant |
| Workload (X1) → Employee Performance (Y) | 0.194 | 2,482 | 0.013 | positive, Significant |
| Career Development (X2) → Employee Performance (Y) | 0.132 | 1,616 | 0.053 | positive, Not Significant |
| Compensation (Z) → Employee Performance (Y) | 0.472 | 7,145 | 0.000 | positive, Significant |
| Undirect Relationship | | | | |
| Workload (X1) → Compensation (Z) → Employee Performance (Y) | 0.176 | 3,310 | 0.000 | positive, Significant |
| Career Development (X2) → Compensation (Z) → Employee Performance (Y) | 0.010 | 0.208 | 04.17 | positive, Not Significant |

Source: Results of Data Processing with SmartPLS 3.2.9 (2023)

It is known that the workload variable on compensation has a path coefficient value of 0.373, indicating that the variable has a positive influence on compensation, based on the results of testing the first hypothesis in the table above. The p-value is $0.000 < 0.05$, and the t-statistic is $3.534 > 1.64$. So, at the PT.SAIMINDONE Company, workload has a favorable and considerable impact on compensation. So, it is acceptable to accept the study's H1 hypothesis, which argues that "workload has a significant positive effect on compensation."

The career development variable's influence on compensation has a positive path coefficient value of 0.021, which indicates that the effect is positive but not statistically significant, according to the findings of testing the second hypothesis in the table above. with a p-value of $0.417 > 0.05$ and a t-statistic of $0.209 < 1.64$. Therefore, professional advancement has little to no impact on pay. Therefore, it is not possible to accept the H2 hypothesis of this study, which indicates that 'Career development has a significant positive effect on compensation'.

The workload variable on employee performance has a path The results of the testing of the third hypothesis in the above table show that the variable has a positive and significant influence on employee performance with a coefficient value of 0.194. The p-value is $0.013 < 0.05$, and the t-statistic is $2.482 > 1.64$. Therefore, at PT.SAIMINDONE, staff performance is positively impacted by workload. This means that the study's H3 hypothesis, according to which "workload has a significant positive effect on employee performance," may be accepted.

The career development variable on employee performance is known to have a positive path coefficient value of 0.132, which indicates that the career development variable has a positive influence on employee performance, based on the findings of testing the fourth hypothesis in the table above. While the p-value is $0.053 > 0.05$ and the t-statistic value is $1.616 < 1.64$, respectively. Therefore, at SAIMINDONE Company, employee performance is not significantly impacted by career growth. Therefore, it is not possible to adopt the H4 hypothesis, which asserts that "Career development has an insignificant positive effect on employee performance," in this study.

Based on the findings of the analysis of the fifth hypothesis in the table above, it is known that the pay variable and employee performance have a positive relationship since the path coefficient value of the compensation variable on employee performance is 0.472. The p-value is $0.000 < 0.05$, and the t-statistic is $7.145 > 1.64$. Therefore, at the PT.SAIMINDONE Company, pay has a favorable impact on employee performance. It is acceptable to accept the study's hypothesis H5, which claims that "compensation has a significant positive effect on employee performance."

Based on the results of testing the sixth hypothesis in Table above, it is known that the workload variable on employee performance mediated by compensation has a path coefficient value of 0.176 with a t-statistic value of $3.310 > 1.64$ and a p-value of $0.000 < 0.05$. Thus, workload has a positive and significant effect on employee performance mediated by compensation at PT.

SAIMINDONE. Thus, the H6 hypothesis in this study which states that "workload has a significant positive effect on employee performance mediated by compensation" can be accepted.

Based on the results of testing the seventh hypothesis in Table above, it is known that the career development variable on employee performance mediated by compensation has a path coefficient value of 0.010 with a t-statistic value of 0.208 > 1.64 and a p-value of 0.417 > 0.05. Thus, career development has a positive and insignificant effect on employee performance mediated by compensation at PT. SAIMINDONE. Thus, the H7 hypothesis in this study which states that 'Career development has an insignificant positive effect on employee performance mediated by compensation' is unacceptable.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion that have been described previously, several conclusions will be presented as follows:

1. Workload has a positive and significant effect on compensation in PT. SAIMINDONE. This means that the greater the workload that will be received by employees, the better compensation they will receive.
2. Career development has no significant effect on compensation at PT. SAIMINDONE. This means that the better the career development given to employees or vice versa, it does not significantly affect the level of compensation for employees.
3. Workload has a positive and significant effect on employee performance at PT. SAIMINDONE. This means that the higher the workload felt by employees, the level of employee performance also increases, and vice versa.
4. Career development has no significant effect on employee performance at PT. SAIMINDONE. This shows that even though career development is given to employees or vice versa, it does not significantly affect the level of employee performance.
5. Compensation has a positive and significant effect on employee performance. Which means that good compensation will have a positive and significant effect on the performance of employees of PT. SAIMINDONE. This means that the higher the compensation received by employees, the employee's performance will increase, and vice versa.
6. Compensation mediates partially (partially) the effect of workload on employee performance. This means that the higher the workload received by employees, it will affect employee performance when added by a compensation mediator.
7. Compensation is unable to mediate career development and employee performance. This means that the perceived career development of employees cannot improve employee performance when added by a compensation mediator.

As for the recommendations for the company as follow :

1. Regarding workload, it is suggested to the company to be able to pay attention to the psychology of employees that results from their work. This can

be caused by pressure from the company which can have an impact on the health or psychology of employees and will cause stress on the job which has an impact on the performance of employees or the company. Thus the Company is expected to have an intensive role in assisting and providing direction or coaching so that employees do not experience stress. Then another thing that can be done is intense communication and paying attention to the workload of employees by providing clear boundaries. The thing that can be done in knowing or supervising that employees have got the right job is by directly supervising the work done by their subordinates that can be physically observed. Thus the supervisor will know by looking at and comparing between the volume of work and the time spent / needed to complete the work.

2. As for career development, what the Company feels is lacking is providing equal career opportunities for all its employees. It is better for employees to have a planned career development plan for all employees so that there is a regeneration of leaders. This will indirectly increase the competence of its employees. In addition, the Company has also made good investments so that employees can survive in the company for quite a long time. The things that can be done by the Company in career development are not only in the form of promotion or promotion to a higher position. things that can be done by providing motivation to advance in work or provide training that can be used to support their work. This will indirectly reduce turnover in the Company and employees can work properly and efficiently. This method is also combined with the interview method according to the position held.

3. Regarding employee performance, it is recommended that leaders can provide clear information regarding work targets, directions, coaching or guidance to their employees. This is because the existence of direction or coaching to employees will help them complete work with good quality and also on time. Thus it will minimize errors in work and also delays in delivery of work. What companies can do is routinely hold meetings regarding performance review meetings. This can be done by conducting performance appraisal interviews with feedback so that the level of employee satisfaction with the entire appraisal process is objective and of good quality. And can be a benchmark or target that needs to be developed from these employees or eliminated / reduced with goals that can be achieved, specific and challenging.

4. Regarding compensation, it is suggested to the organization to be able to provide salaries/wages in accordance with the performance that has been carried out by employees. The compensation received will meet the employee's expectations of the compensation received for his work. So by providing compensation in accordance with fairness and employee expectations, employee enthusiasm will increase in carrying out work, employees will also feel content and inspired to keep enhancing their performance. In terms of pay, it is hoped that the business will be able to give its employees prizes or incentives in return for their efforts or services in accomplishing organizational goals, whether directly or indirectly, monetarily or in other ways. The objective is for the firm to recruit qualified individuals, keep its current workforce, and ensure the establishment of individual, internal, and external fairness.

FURTHER STUDY

This study has limitations where the employee performance variable obtains an R-square value of 0.394 or 39.4% which is influenced by the variables of workload, career development, and remuneration, with the remaining 60.6% being impacted by factors not covered by the study. The same is true for the pay variable, which has an R-square value of 0.146, or 14.6%, and is affected by variables related to workload and career advancement, with the remaining 85.4% being influenced by other factors not related to the study. Therefore, it is hoped that future research will be able to expand on this study by incorporating additional variables, such as work satisfaction, that might have an impact on employee performance. Organization development, organizational commitment, and employee engagement so that it will be known more about the dominant factors that have a wider influence on the performance of PT. SAIMINDONE.

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