



Literature Review Effect of Workload and Compensation on Job Satisfaction and Their Impact on Employee Performance

Sherly Shinta Emalia

Student of Master of Management Program, University Terbuka, email: sherly.emalia@gmail.com

Corresponding Author: Sherly Shinta Emalia

Abstract : Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews Determination Job satisfaction and Employee Performance: Analysis Workload and Compensation , A Study of Human Resource Management Literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research . The result of this research library is that: 1) Workload effect on Job satisfaction ; 2) Compensation effect on Job satisfaction ; 3) Workload effect on Employee Performance; 4) Compensation effect on Employee Performance; and 5) Job Satisfaction effect on Employee Performance .

Keywords: Job satisfaction , Employee Performance, Workload, Compensation

INTRODUCTION

The success of an organization in achieving predetermined goals is highly dependent on the ability of its human resources to carry out their duties. Aspects of human resources that influence, among others, are job satisfaction and employee performance.

Efforts to increase job satisfaction and employee performance include paying attention to the workload, namely physical workload or mental workload, and paying attention to compensation given to employees, namely direct compensation or indirect compensation.

Based on the empirical experience of other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory r i which is examined, to see the relationship between variables and build hypotheses, is also very necessary in the discussion section of the research results. This article discusses the influence of Workload and Compensation to Job satisfaction and its impact on Employee Performance , (A Literature Study Marketing Management).

Based on the background, it can be formulate the problem which will discussed in order to build hypotheses for further research, namely:

- 1) is Workload effect on Job satisfaction ?
- 2) is Compensation effect on Job satisfaction ?

- 3) is Workload effect on employee Performance?
- 4) is Compensation effect on Employee Performance?
- 5) is Satisfaction Work effect on Employee Performance?

LITERATURE REVIEW

Job satisfaction

Job satisfaction is a positive feeling about the job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings towards his job, while someone with a low level of job satisfaction will have negative feelings towards his job the job (Robbins & Judge, 2017) . There are two approaches to measuring employee job satisfaction according to (Robbins & Judge, 2017) , namely:

- a) A single global ranking, by knowing the response to a single question, such as “All aspects considered, how satisfied are you with your job?” Then the respondent circled a number between 1 and 5 on a scale of “very satisfied” to “very dissatisfied”.
- b) The summation of aspects of the job, such as current salary, promotion opportunities, relationships with coworkers, nature of work.

(Luthan, 2006) Job satisfaction is defined as a pleasant state or positive emotion resulting from an appraisal of one's job or work experience. (Handoko, 1998) defines that job satisfaction is an individual's emotional state that is pleasant or unpleasant as a result of viewing their work. Job satisfaction is a reflection of a person's feelings towards his job.

There are several factors that affect job satisfaction according to (Luthan, 2006) , namely: a) the work itself; b) Salary; c) Promotion; d) Supervision/supervise; e) Working group. This job satisfaction has been studied by many previous researchers, including: (Purbaningrat Yo & Surya, 2015) , (Zulkifli, 2022) , and (Arista et al., 2019) .

Employee Performance

Performance can be viewed as a process as well as a result of work. Performance is a process of how work takes place to achieve work results. However, the work results also show performance (Wibowo, 2016) . Performance is the results of work both in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities that have been given to him (Mangkunegara, 2006) .

Kusnadi (2022) states that "Performance is every movement, deed, implementation, activity or conscious action that is directed to achieve a certain goal or target".

According to Rivai (2018) , the aspects that are assessed in performance are grouped into three, namely:

- a) Technical ability, namely the ability to use knowledge, methods, techniques and equipment to carry out tasks.
- b) Conceptual Ability, namely the ability to understand organizational problems as a whole, in which the individual understands the duties, functions, and responsibilities as employees.
- c) Interpersonal relationship skills, namely the ability to work together with co-workers.

Employee Performance This has been studied by many previous researchers, including: (Paramitadewi, 2017), (Wahyuni & Irfani, 2019), (Wisatmini & Hakim, 2008) and (Tjibrata et al., 2017) .

Workload

Workload is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm (Permendagri No 12/2008) . According to Permendagri No 12/2008, Workload analysis is carried out on aspects, that is : Time norms, namely the time used to complete tasks/activities; Work volume, obtained from

the target of carrying out tasks to obtain work results; Effective working hours which is a measuring tool in conducting workload analysis.

The workload analysis uses the method of comparing the workload with the effective working hours per year. The workload is obtained from the product of the work volume with the time norm.

According to Munandar (2001) that workload is a condition of work with job descriptions that must be completed within a certain time limit. (Achyana, 2016) states if there are two factors that affect the workload, namely external factors and internal factors. External factors are factors that come from outside the employees themselves, which consist of the tasks performed that are both physical and mental. While internal factors are factors that come from within the employees themselves, as a result of reactions to external workloads.

The workload has been studied by many previous researchers, including: (Zaki & Marzolina, 2016) , (Purbaningrat Yo & Surya, 2015) , (Paramitadewi, 2017) , (Arifin et al., 2019) , (Sitepu, 2013) , and (Antoni et al., 2021) .

Compensation

Compensation is the number of packages an organization offers to its members in exchange for the use of its workforce (Wibowo, 2016) . According to Werther and Davis (1996) in Wibowo (2016) In compensation there is an intensive system that links compensation with employee performance. When employees are compensated rewards based on performance and not based on seniority or the number of hours worked. In terms of the way it is given, compensation can be either direct compensation or indirect compensation. Direct compensation in the form of salary or pay for performance , such as incentives. Meanwhile, indirect compensation is in the form of benefits or security and health insurance. There are several forms of providing incentives, namely as follows:

- a) Piecework ie payment is measured based on the number of units or units of goods or services produced.
- b) Production bonuses The award is given for achievements that exceed the set targets.
- c) Commissions namely the percentage of the selling price or fixed amount of goods sold.
- d) Maturity curves i.e. performance-based payments ranked Becomes : marginal, below average, average, good, outstanding.
- e) Merit raises i.e. the payment of an increase in wages is given after a job evaluation.
- f) Pay for knowledge/ pay for skills namely compensation for fostering innovation.
- g) Non-monetary incentives, namely awards given in the form of plaques, certificates, holidays and others.
- h) Executive incentives , namely incentives given to executives who need to consider the balance of short-term results with long-term performance.
- i) International incentives , namely the incentives given due to the placement of a person for placement abroad.

Compensation is the total of all benefits received by employees in exchange for services that have been provided. The general purpose of providing compensation to employees is to attract, retain and motivate employees (Mondy, 2008) . Dimensions or indicators of compensation according to (Simamora, 2004) is: Wages/salaries; Incentive; allowance; Facility.

(Larasati, 2018) said that compensation is the provision of direct and indirect remuneration in the form of money or goods to employees as compensation for services provided to the company. This is in accordance with the opinion Dessler (2013) which states that compensation is all forms of payment to employees.

The impact of compensation on the organization according to Sudaryo et al., (2018) is : Positive impact on efficiency and work results; Provide encouragement to employees to work harder; Assist in the job evaluation process; Can be applied Provide work balance Improve employee morale; Assist the organization in meeting and dealing with employees Help solve problems Encourage employees to work harder.

Compensation has been studied by many previous researchers, including: (Arifin et al., 2019) , (AA Saputra, 2021) , (Ardian & Work, 2021) and (Saridawati, 2019).

Table 1: Previous Research

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
1	Mahendrawan (2015)	Workload has a negative effect on job satisfaction, compensation has a positive effect on job satisfaction	Workload and compensation affect job satisfaction	Workload and compensation affect employee performance, job satisfaction affects employee performance
2	Arista et al. (2019)	Workload and compensation have a positive effect on job satisfaction	Workload and compensation affect job satisfaction	Workload and compensation affect employee performance, job satisfaction affects employee performance
3	Siswoyo et al. (2019)	Compensation has a positive effect on employee performance	Compensation affects employee performance	Workload affects compensation, workload affects employee performance, job satisfaction affects employee performance
4	Nugraha & Tjahjawati (2018)	Compensation has a positive effect on employee performance	Compensation affects employee performance	Workload affects compensation, workload affects employee performance, job satisfaction affects employee performance
5	(Purbaningrat Yo & Surya, 2015)	Workload has a negative effect on job satisfaction	Workload affects job satisfaction	Workload affects compensation, workload affects employee performance, job satisfaction affects employee performance
6	Zaki & Marzolina (2016)	Workload has a negative effect on job satisfaction, compensation has a positive effect on job satisfaction	Workload and compensation affect job satisfaction	Workload and compensation affect employee performance, job satisfaction affects employee performance
7	Frances & Tupti (2020)	Influential workload negative on employee performance,	Influential workload on Employee Performance	Workload and compensation affect satisfaction work, job satisfaction affects employee performance
8	Arifin et al. (2019)	Influential workload negative on employee performance, compensation has a positive effect on employee performance	Workload and compensation affect employee performance	Workload and compensation affect job satisfaction, job satisfaction affects employee performance
9	Paramitadewi (2017)	Workload has a negative effect on employee performance, compensation has a positive effect on employee performance	Workload and compensation affect employee performance	Workload and compensation affect job satisfaction, job satisfaction affects employee performance
10	Fauzi (2014)	Compensation has a positive effect on employee performance	Compensation affects employee performance (y2	Compensation affects workload, compensation affects job satisfaction, employee performance affects job satisfaction

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
11	Mahfud (2017)	Compensation has a positive effect on employee performance	Compensation affects employee performance	Compensation affects workload, compensation affects job satisfaction, employee performance affects job satisfaction
12	Setianingsih & Kader (2018)	Compensation has a positive effect on employee performance	Compensation affects employee performance	Compensation affects workload, compensation affects job satisfaction, employee performance affects job satisfaction
13	Rosita & Yuniati (2016)	Job satisfaction has a positive effect on employee performance	Job satisfaction affects employee performance	Workload and compensation affect job satisfaction and employee performance
14	AT Saputra et al. (2016)	Job satisfaction and y3 together have a positive effect on employee performance	Job satisfaction affects employee performance	Workload and compensation affect job satisfaction and employee performance
15	Arda (2017)	Job satisfaction and y3 together have a positive effect on employee performance	Job satisfaction affects employee performance	Workload and compensation affect job satisfaction and employee performance

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Studying theory and the relationship or influence between variables from books and journals both individually off line in the library and online on line sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of the article this literature review in Management concentration Human Resources is:

Effect of Workload on Job Satisfaction .

Workload affects job satisfaction, where the dimensions or indicators of workload (Physical tasks, mental tasks, work time and rest time, shift work, somatic factors, and psychological factors) affect the dimensions or indicators of Job Satisfaction (Satisfaction with supervision , satisfaction with co-workers, proper placement, opportunities for advancement, satisfaction with the work itself) (Mahendrawan, 2015) To increase job satisfaction by paying attention to workload, what management must do is: reduce the workload of each employee , where workload has a negative effect on job satisfaction, which means the greater the burden work the lower the job satisfaction felt by employees (Mahendrawan, 2015) . Workload affects job satisfaction, if the workload is perceived as good by the customer/consumer then this will be able to improve quality from Job satisfaction , (Mahendrawan, 2015) . Workload affects job satisfaction, this is in line with research conducted by: (Arista et al., 2019) , (Mahendrawan, 2015) , and (Purbaningrat Yo & Surya, 2015) .

Effect of Compensation on Job Satisfaction.

Compensation affects job satisfaction, where the dimensions or indicators of compensation (salary, benefits, bonuses, awards) affect the dimensions or indicators of Job Satisfaction (Satisfaction with supervision , satisfaction with co-workers, proper placement, opportunities for advancement, satisfaction with the work itself) (Mahendrawan, 2015) To increase job satisfaction by paying attention to compensation, what management must do is: increase compensation to employees , where compensation has a positive effect on job satisfaction (Mahendrawan, 2015) . Compensation affects job satisfaction, if compensation is perceived well by customers / consumers then this will be able to improve quality from Job satisfaction , (Mahendrawan, 2015) . Compensation affects job satisfaction, this is in line with research conducted by: (Mahendrawan, 2015) , (Arista et al., 2019) , and .

Effect of Workload on Employee Performance .

Workload affects Performance Work, where the dimensions or indicators of Workload (Physical tasks, mental tasks, working time, shift work, delegation of authority, somatic factors, psychological factors) affect the dimensions or indicators of Employee Performance (quality, quantity and timeliness (Arifin et al., 2019) . To improve employee performance by taking into account the workload, what management must do is h reduce the workload of employees where workload has a negative effect on employee performance (Arifin et al., 2019) . Workload affects employee performance, this is in line with research conducted by: (Arifin et al., 2019) , (Fransiska & Tupti, 2020) , and (Paramitadewi, 2017).

Effect of Compensation on Employee Performance .

Compensation affects employee performance, where the dimensions or indicators of compensation (salary, medical allowance, overtime pay, transportation allowance, holiday allowance, company policy, work given by superiors, cooperation, facilities provided and career advancement opportunities) affect the dimensions or indicators of Employee Performance (punctuality, error rate at work, quality of work, utilization of working time, level of knowledge of work, responsibility for work, level of employee discipline, new ideas, creative, innovative, quantity of employee work, level of employee compliance with regulations), (Fauzi, 2014). To improve employee performance by paying attention to compensation, what management must do is: increase compensation, compensation has a positive effect on employee performance (Fauzi, 2014). Furthermore, it is explained that financial compensation has a significant effect on performance, while financial compensation has a significant effect on performance non-financial no significant effect on performance. Compensation affects employee performance, this is in line with research conducted by: (Fauzi, 2014) , (Mahfud, 2017) , and (Setianingsih & Kader, 2018).

Influence Job satisfaction to Employee Performance .

Job satisfaction effect on Employee Performance , where the dimensions or indicators Job satisfaction (work attitude, peer relations, compensation system, career system, and work environment) affect the dimensions or indicators Employee Performance (technical skills and interpersonal skills) (Indrawati, 2013. To increase Employee Performance with regard to Job satisfaction, then what management should do is increase employee job satisfaction, where Job satisfaction has a significant positive effect on employee performance (Rosita & Yuniati, 2016). Job satisfaction effect on Employee Performance, if Job satisfaction well perceived by leader then this will be able to improve the quality Employee Performance, (Indrawati, 2013). Job satisfaction effect on Employee Performance, this is in line with research conducted by: (Indrawati, 2013), (Rosita & Yuniati, 2016), and (Arda, 2017).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

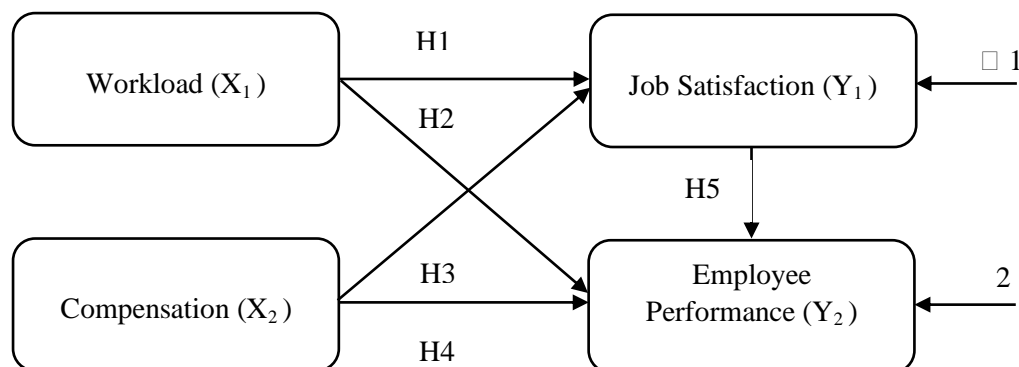


Figure 1. Frame of Thinking

Based on the conceptual framework picture above, then: Workload and Compensation effect on Job satisfaction and Employee Performance either directly or indirectly.

Apart from variable Workload and Compensation which influence Job satisfaction and Employee Performance there are many other variables that influence it, including the following variables:

- 1) Work Discipline : (Setianingsih & Kader, 2018) , (Arda, 2017) , (Elmi et al., 2016) , (Agussalim et al., 2016) .
- 2) Competence : (Setianingsih & Kader, 2018) , (Wisyatmini & Hakim, 2008) , (Ansori & Ali, 2017) , and (Ridwan et al., 2020)
- 3) Work motivation : (Sitepu, 2013) , (Margaret Silalahi, 2022) , and (Wijaya, 2015) , (Prayetno & Ali, 2017) .
- 4) Leadership style: (Soebagiyo et al., 2021) , (Wisyatmini & Hakim, 2008) .

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on theory, relevant articles and discussions, hypotheses can be formulated for further research: Burden Work influential to Job satisfaction; Compensation influential to Job satisfaction; Burden Work influential to Employee Performance; Compensation influential to Employee Performance; Satisfaction Work influential to Employee Performance .

Suggestion

Based on the conclusion above, the suggestion in this article is that there are many other factors that influence Job satisfaction and Employee Performance , apart from Job satisfaction and Employee Performance at all types and levels of organizations or companies, therefore further studies are needed to find out what other factors can influence Job satisfaction and Employee Performance other than those examined in this article such as : Workload, competence and work motivation.

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