



The Influences of compensation, Workload and Work Satisfaction on Employee Performance

Farida Laksitarini*

Student of Master Management Program, Universitas Terbuka, Jakarta, Indonesia.

email: faridalaksitarini@gmail.com

*Corresponding author: Farida Laksitarini

Abstract: Prior and related research is very important in academic papers and research. Previous or related studies help strengthen theories and phenomena regarding relationships or influences between variables. This article examines the impact of compensation, workload, and work satisfaction on employee performance. Literature survey on human resource management. The purpose of writing this article is to develop hypotheses about effects between variables for use in further research. Here are the results from this research library: 1) Compensation factors influence employee performance; 2) Workload factors affect employee performance; 3) work Satisfaction Factors Affect Employee Performance.

Keyword: Compensation, Workload, Work Satisfaction and Employee Performance

INTRODUCTION

Humans are a unique asset because, as the primary driver of organizational activity, there are so many factors that influence their management that they are very difficult to predict. Every organization wants professional, loyal and dedicated employees with guaranteed well-being. At the same time, we recognize that our employees are a very important asset that drives the entire organization, which is why talent development is our top priority. Organizations, therefore, need to think about how to develop their employees so that they can advance organizational progress in order to collectively achieve organizational goals.

To achieve optimal performance results, human resources within an organization must be managed as best as possible so that they are comfortable performing their tasks and achieving maximum results. For good employee performance, an organization or agency should reward employees who demonstrate high levels of productivity at work. However, sometimes these awards are seen as unjustified and not on the same level as what has been achieved. These employees provide something to the organization. The benefit in question is the provision of compensation commensurate with the work.

Compensation is a concept that usually gets little attention in many organizations. Other aspects are ignored, as compensation is considered primarily cash. View compensation as a

holistic system for managing productivity related to organizational development. Of course, salary is not the only reason for working people, but at least salary is the main reason people want to work. High salaries are one of the key aspects of employee satisfaction, but high salaries do not mean high productivity, as there are many other factors that influence this productivity.

Employees who are feel enough with their jobs will work better and are more productive, while job-displeased employees are more likely to neglect their jobs and are more likely to quit. Employees who are happy with their jobs keep trying to improve their performance. On the other hand, employees with low work satisfaction tend to find their jobs boring and dull, so they work haphazardly.

Based on the background, we can formulate the problem to discuss and form hypotheses for further research:

1. Does compensation affect employee performance?
2. Does workload affect employee performance?
3. Does Job Satisfaction Affect Employee Performance?

LITERATURE REVIEW

Employee Performance

Since organizational performance depends on employee performance, all employees in an organization must make a positive contribution through good performance (Gibson et al., 1995). Performance is the degree to which employees efficiently and effectively meet job requirements (Simamora, 2006). Employee performance is job performance, i.e., the comparison of actual work output to the standards set by the organization. Robbins (2008) then defines performance, that is, the results that an employee achieves at work according to certain criteria that apply to the job. Sedarmayanti's book (2001), *Human Resource Management and Work Productivity*, suggests the following performance indicators: Quality of work, punctuality (pumpney), spontaneity, competence, communication (communication). Employee performance has been studied by many previous researchers, including: (Yulius, Y., 2022), (Sukrasno et al., 2021), (Adityawarman et al., 2015) and (Santoso et al., 2022).

Compensation

Compensation is defined as income in the form of money, direct or indirect goods, received by an employee in exchange for services rendered to the company (Hasibuan, 2012). Compensation is an award/reward given to a worker who contributes to the achievement of a goal through an activity called work (Nawawi, 2016). Rewards has a human resource management function that refers to rewarding individuals of any kind in exchange for performing organizational tasks (Rivai and Sagala, 2014). The components of compensation provided by the company is salary, wages, insentif, and fringe benefit (rivai, 2014). the factors that influence compensation according to is productivity, ability to pay of, ability to pay, willingness to pay, supply and demand for labour, employee organization and various laws and regulations (Notoatmodjo, 2003). This study of compensation has been studied by many researchers so far. including: (Yulius, Y., 2022), (supriyanto et al., 2023) and (sukrasno et al., 2021) both research found that compensation had a significant impact on employee performance.

Workload

workload means a situation when employees are charged with tasks that must be completed within a certain period of time (Munandar, 2001). workload also can be defined as a combination of the availability of resources in business processes, job demands, and ability to work (wickens, 2002). According to Hartd & Staveland in Tarwaka (2015), workload arises from the interplay of task requirements, the working environment used as the workplace, and

workers' skills, behavior, and perceptions. There are 2 important factors that influence workload from internal and external factor (Soleman, 2011). From external factor such as work assignment, work organization and work environment. From internal factors such as Somatic factors, namely gender, age, body size, health condition, nutritional status and psychological factors, namely motivation, perception, belief, desire, satisfaction, and others. That workload has been examined by many previous researchers, including: (Santoso et all., 2022), (Adityawarman et all., 2015) and (Tualai et all., 2022). All of that previous research had found that there is an effect of workload on employee performance.

Work Satisfaction

Work satisfaction is the effectiveness or emotional response to various aspects of work (Kreitner and Kinicki, 2001). Work satisfaction is a general attitude toward work that reflects the difference between the amount of compensation workers receive and what they believe they should receive (Robbins, 2003). Work satisfaction is employee attitudes toward work related to matters related to work conditions, cooperation among employees, rewards received at work, and physical and psychological factors (Sutrisno, 2019). Five Factors That Affect work Satisfaction, namely: Need fulfillment, Discrepancies, Value attainment, Equity, Genetic components (Kreitner and Kinicki, 2001). Work satisfaction has been examined by many previous researchers, including: (Putra, A. P., Purwanto, A., Suci, R.P., 2021), (Andayani, 2020) and (Goldwin, et all., 2019).

Previous Research

Table 1. Previous Research

No	Author (Year)	Previous research results	similarities with this article	difference with this article	H
1	Yulius, Y., (2022)	compensation (X1) and competence impacted employee performance (Y1)	Compensation (X1) impacted employee performance (Y1)	competence impacted employee performance (Y1)	H1
2	Sukrasno & Elmi, F., (2021)	Compensation (X1), Organizational communication and Job satisfaction impacted employee performance (Y1).	Compensation (X1) impacted employee performance (Y1)	Organizational communication and Job satisfaction impacted employee performance (Y1).	H1
3	supriyanto, zainal, V, R., nawangsari. L. C., (2023)	compensation (X1) and organizational culture impacted employee performance (Y1).	Compensation (X1) impacted employee performance (Y1)	organizational culture impacted employee performance (Y1).	H1
4	Tualai, M. M., Aima, M. H., (2022)	workload (X2) had an effect on work stress, workload (X2) impacted employee performance (Y1).	Workload (X2) impacted employee performance (Y1).	workload (X2) impacted work stress	H2
5	Adityawarman, Y., Sanim, B., Sinaga, B. M., (2015)	Workload (X2) impacted employee performance (Y1)	Workload (X2) impacted employee performance (Y1)	No other variables impacted employee performance (Y1).	H2
6	Santoso, M. R., Widodo, S., (2022)	Workload (X2) and work environment impacted employee performance (Y1)	Workload (X2) impacted employee performance (Y1)	work environment impacted employee performance (Y1)	H2

7	Putra, A. P., Purwanto, A., Suci, R.P., (2021)	Work satisfaction (X3) and workload (X2) impacted employee performance (Y1)	Work satisfaction (X3) and workload (X2) impacted employee performance (Y1)	No other variables impacted employee performance (Y1).	H3
8	Andayani, M., (2020)	Work satisfaction (X3), work motivation and work discipline impacted employee performance (Y1)	Work satisfaction (X3) impacted employee performance (Y1)	work motivation and work discipline impacted employee performance (Y1)	H3
9	Goldwin, et all., (2019)	Work satisfaction (X3) and motivation impacted employee performance (Y1)	Work satisfaction (X3) impacted employee performance (Y1)	motivation impacted employee performance (Y1)	H3

RESEARCH METHODS

This literature review article is written using qualitative techniques and literature research (library research). A review of the relationships or influences between variables in theory and books and scholarly articles on this subject, prepared by Mendeley and Scholar Google and cited according to the American Psychological Association (APA) citation style citation rules.

Qualitative research should use literature searches consistently, given methodological assumptions. In other words, it should be used inductively so as not to affect the questions researchers pose. One of the main reasons for conducting qualitative research is that it is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on the theoretical studies and relevant articles, the discussion of this article is to analyze the role between variables and make conceptual thinking about future research plans:

The effect of compensation on employee performance

Compensation impacted employee performance. Factors that affect rewards include: Productivity, ability to pay, willingness to pay, demand and supply of labor, employee organization, and various laws and regulations have impacted dimensions or indicators of employee performance. Quality of work, punctuality (Pomptnees), initiative, efficiency, communication (Yulius, Y., 2022). In order to improve employee performance with attention to compensation, managers should ensure the provision of health insurance according to rank and class, as well as the ease of use and access to health insurance, in order to improve employee performance. needs to be improved (Sukrasno & Elmi, F, 2021). Compensation has a direct and significant impact on employee performance. This empirical evidence indicates that remuneration factors are closely related to improved employee performance, and that remuneration factors need to be improved in order to improve employee performance (Supriyanto et al., 2023). Compensation influences employee performance, consistent with the following research: (Yulius, Y., 2022), (Sukrasno & Elmi, F., 2021) and (supriyanto et al., 2023)

The effect of workload on employee performance

Workload impacted employee performance. Factors that affect workload can be internal or external. From external factors such as work orders, work organization and work environment. From physical factors especially gender, age, body size, health status, nutritional status and psychological factors especially internal factors such as motivation, cognition, beliefs, desires and satisfaction (Soleman, 2011). To reduce the impact of workload on employees, government agencies map the workload of each employee and assign a special team to oversee the division of labor, ensuring that the workload is evenly distributed among

employees. By doing so, attention should be paid to workload and working conditions (Tualai et al., 2022). Correlations between workload and performance show the highest correlation between role requirements and organizational variables, and the lowest correlation between job requirements and organizational variables (Adityawarman et al., 2015). Workload impacted employee performance. This is consistent with the following studies: (Tualai et al., 2022), (Adityawarman et al., 2015) and (Widodo et al., 2022).

The effect of work satisfaction on employee performance

Work satisfaction impacted employee performance. Factors that influence work satisfaction include career opportunities, job security, salary, company and management, intrinsic and professional factors, working conditions, social aspects of work, communication and facilities (Gilmer, 1996). To improve work satisfaction, Management should constantly monitor work satisfaction because it impacts on attendance rates, morale, employee complaints and other personal issues. It is advisable to provide a place to accommodate complaints and opinions that employees want to convey, because employees are part of the company, therefore the company should uphold and be willing to hear all the complaints that workers feel (Goldwin et al., 2019). Work satisfaction impacted employee performance. If employee job satisfaction is properly achieved, employees will be more enthusiastic about finishing their work on time. This is also considered very important for performance achievement (Putra et al., 2021). Work satisfaction had an effect on employee performance This is consistent with the following studies: (Goldwin et al., 2019), (Putra et al., 2021) and (Andayani, M., 2020).

Conceptual Framework

The conceptual framework for this article was created based on the problem formulation, discussion, and related research can be worked out as shown in Figure 1 below.

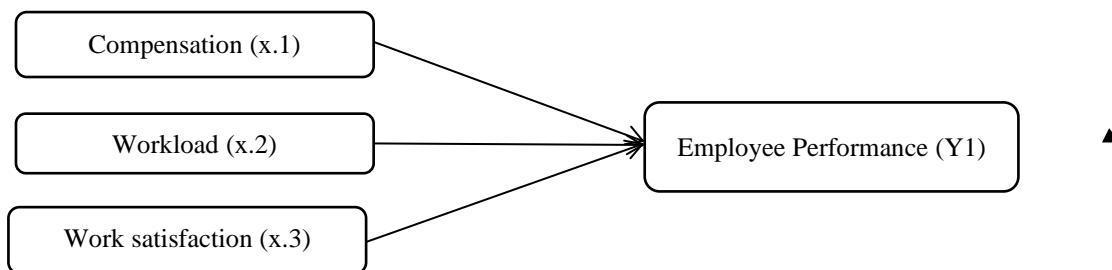


Figure 1: Conceptual Framework

Based on the framework diagram above, compensation, workload, and job satisfaction affect employee performance. Besides that three variables can impacted on employee performance, there are many more, including:

- 1) Motivation: (Andayani, M., 2020), (Goldwin et al., 2019).
- 2) Work culture: (Limakrisna et al., 2016), (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016).
- 3) work environment: (Purba et al., 2017), (Sardjijo & Ali, 2017).

CONCLUSIONS AND SUGGESTIONS

Conclusions

Hypotheses for further research can be formulated based on theories, related articles, and discussions. compensation affects motivation. workload affects motivation. Work satisfaction affects motivation.

Suggestions

Based on the above conclusions, the following suggestions to the authors are that there are many factors other than compensation, workload, and work satisfaction that affect employee performance, so look for these other factors. It is that further research is needed. In addition to his three variables examined in this article (motivation, work culture, work environment, etc.), other factors also influence employee performance.

REFERENCE

- Adityawarman, Y., Sanim, B., & Sinaga, B. M., (2015). Pengaruh Beban Kerja terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia (persero) Tbk Cabang Krekot. *Jurnal manajemen dan organisasi* Vol VI, No 1. Retrieved from <https://journal.ipb.ac.id/index.php/jmo/article/view/12182>
- Ali, H., & Limakrisna. (2013). Metode Penelitian Petunjuk Praktis untuk Memecahkan Masalah Bisnis, Penyusunan Skripsi, Tesis, Disertasi. Jakarta: Universitas Terbuka
- Andayani, M., (2020). Analisis Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Prima Indojoya Mandiri Kabupaten Lahat. *Jurnal Manajemen dan Bisnis* Volume 5 nomor 1 2020. Retrieved from <https://jurnal.um-palembang.ac.id/motivasi/article/view/2476/1869>
- Gibson, et al. (1995). Organisasi dan Manajemen, Edisi ke empat. Jakarta : Erlangga.
- Goldwin, Rostina, C. F., Nazmi, H., Meilissa, & Zebua, E. V. U., (2019). Pengaruh Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt.Tanimas Soap Industries (Perusahaan Manufaktur Dan Eksportir Sabun). *Jurnal Riset Manajemen & Bisnis (JRMB)* Volume 4 nomor 1 Juni 2019. Retrieved from <https://jurnal.uisu.ac.id/index.php/JRMB/article/view/1392>
- Hasibuan, Malayu. (2012). Manajemen Sumber Daya manusia. Jakarta: PT Bumi Aksara.
- Kreitner, R., & Kinicki, A. (2001). Organizational Behaviour. New York: Irwin/McGraw Hill.
- Munandar, A.S., (2001). Psikologi Industri dan Organisasi. Jakarta : UI.
- Nawawi, H., (2016). Manajemen Sumber Daya Manusia. Yogyakarta: Gadjah Mada.
- Notoatmodjo, S., (2003), Pendidikan dan Perilaku Kesehatan, Jakarta: Rineka Cipta.
- Putra, A. P., Purwanto, A., Suci, R.P., (2021). Pengaruh Kepuasan Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Intervening Pada Pt Pln (Persero) Unit Induk Distribusi Jawa Timur. *Jurnal Ilmu Manajemen* Vol. 7 No. 1 edisi Maret tahun 2021. Retrieved from <https://publishing-widyagama.ac.id/ejournal-v2/index.php/jim/article/view/2541>
- Rivai, V., & Sagala, E. J., (2014). Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik. Jakarta: PT Raja Grafindo.
- Robbins, S. P., (2003). Perilaku Organisasi: Jilid 1 edisi 9. Jakarta: Indeks Gramedia.
- Robbins, Stephen P., (2008), Perilaku Organisasi (alih bahasa Drs. Benjamin Molan), Edisi Bahasa Indonesia, Klaten: PT Intan Sejati,
- Santoso, M. R., & Widodo, S., (2022). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dinas Perhubungan Provinsi Dki Jakarta. *Jurnal Ilmiah M-Progress* Vo. 12 No 1 januari 2022. Retrieved from <https://journal.universitassuryadarma.ac.id/index.php/ilmiahmprogress/article/view/868>
- Sedarmayanti. (2001). Sumber Daya Manusia dan Produktivitas Kerja. Bandung: CV Mandar Maju.
- Simamora, (2006), Manajemen Sumber Daya Manusia, Yogyakarta: STIE YKPN Yogyakarta
- Soleman, (2011), Analisis Beban Kerja Ditinjau Dari Faktor Usia Dengan Pendekatan Recommended Weight Limit (Studi Kasus Mahasiswa Unpatti Poka). *Jurnal Arika*, Vol. 05 No. 02 (Agustus 2011). ISSN:1978 -1105.

- Sukrasno & Elmi, F., (2021). The Effect Of Compensation, Organizational Communication, And Job Satisfaction On Employee Performance (Case Study On Civil Servants Of The Downstream Oiland Gas Regulatoryagency). *Dinasti International Journal Of Management Science*. <https://doi.org/10.31933/dijms.v2i6>
- Supriyanto, Zainal, V. R., & Nawangsari, L. C., (2023). The Influence of Organizational Culture and Compensation on Employee Performance (Study on Employees of Grogol Branch Pawnshop). *Dinasti International Journal Of Management Science*. <https://doi.org/10.31933/dijms.v4i2>
- Sutrisno, E., (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Tarwaka. (2015). *Ergonomi Industri Dasar-Dasar Pengetahuan Ergonomi Dan Aplikasi di Tempat Kerja*. Surakarta: Harapan Press.
- Tualai, M. M., & Aima, M. H., (2022). The Effect Of Work-Family Conflict And Workload On Employee Performance Mediated By Work Stress On Female Employees With Families In The Fiscal Policy Agency. *Dinasti International Journal Of Management Science*. <https://doi.org/10.31933/dijms.v3i4.1135>
- Wickens, T. D., (2002). *Elementary signal detection theory*. Oxford: Oxford University Press.
- Yulius, Y., (2022). Employee performance affected by compensation and competence in PT Coca-Cola Amatil Indonesia. *Dinasti International Journal Of Management Science*. <https://doi.org/10.31933/dijms.v3i5>