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Improving Employee Performance Through Training, Compensation, and Workload Distribution (A Literature Study)

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Abstract: The enhancement of employee performance has emerged as a primary focus within human resource management across various organisations. In this context, training, compensation, and workload distribution represent three key strategies that can significantly contribute to improving employee productivity and effectiveness. This research aims to explore how these three strategies can be effectively implemented to achieve optimal employee performance. The methodology employed in this study is qualitative, utilising a literature review approach that draws upon a range of relevant literature and case studies. Through meticulous identification and examination of previously conducted literature, it has been established that appropriate training, equitable compensation, and balanced workload distribution can significantly contribute to the enhancement of employee performance. It is anticipated that these findings will provide valuable insights for managers and organisational leaders in designing more effective strategies for employee performance development.

Keyword: Training, Compensation, Work Distribution, & Performance.

INTRODUCTION

Human resources hold significant importance as individuals play an active and dominant role in every organisational activity. Within an organisation, individuals serve as decision-makers, executors, and planners in the pursuit of corporate objectives, thereby influencing the advancement or decline of the company. According to Yosepha et al. (2024), a critical indicator of a nation's economy is the stock market, which comprises a collection of companies; the progress of these companies can be assessed through their human resources.

Humans are a unique resource, distinct from other factors of production, as they possess emotions, thoughts, desires, and a heterogeneous background. Moreover, humans have unlimited needs, indicating that their requirements continuously increase over time. Human needs are defined as everything that individuals possess, achieve, and enjoy; consequently, they are driven to engage in activities through work (Jufrizen, 2022). The objective of human resource management is to ensure that employees are capable of producing and sustaining their

work with skill, commitment, and motivation, thereby aligning with the needs of the organisation or company (Kristanti et al., 2023).

In the era of globalisation and increasingly intense business competition, companies are compelled to continuously enhance productivity and work efficiency. The success of an organisation cannot solely be achieved through the implementation of business strategies; it must also be supported by the human resources possessed by the company. Thus, human resources are regarded as a complex strength whereby employee performance directly impacts the organisation. One of the means to achieve this is through effective human resource development. Lestari, as cited in Putri Garini & Zaki Rahman (2024), asserts that employee performance is a key factor determining the success of an organisation. Good employee performance is crucial for any organisation or company, as subpar employee performance can hinder the organisation's ability to achieve its objectives. Furthermore, according to Nani in Ghozaly Winukasto (2022), employee performance influences the extent of their contributions to the company, which includes aspects such as quantity, quality, duration, attendance at the workplace, and cooperative attitudes. Additionally, Mangkunegara (2019) identifies several factors that affect employee performance, including ability and motivation. According to Supriyadi & Yulianto in Mochamad Ainan (2021), employee performance reflects the outcomes of work that can be accomplished by employees within an organisation, where the execution of tasks and responsibilities aligns with the authority entrusted to them. Anitha, as noted in Hasbulloh & Taharudin (2023), states that the performance of individuals or organisations is highly dependent on all organisational activities, policies, practices, knowledge management practices, and employee engagement.

Employee performance, as defined by Simamora in Kristanti & Pangastuti (2019), refers to the level of work output achieved by employees in meeting the requirements of their designated roles. It is imperative for organisations to pay serious attention to employee performance, as various aspects inherent to it have a direct impact on the overall performance of the company. Hasibuan (2019) posits that job satisfaction is an emotional attitude characterised by pleasure and a fondness for one's work. This attitude is reflected in work morale, discipline, and work achievements. Job satisfaction can be experienced within the workplace, outside of it, or as a combination of both. When employees perceive their job satisfaction to be low, it can lead to negative repercussions for the organisation, as employee performance may decline, consequently disrupting the overall performance of the company. Furthermore, employee performance and job satisfaction are also influenced by the compensation received. Employee performance serves as a metric for relevant institutions to evaluate capabilities, productivity, and to provide useful information regarding employees. This aligns with the views of other researchers, including Agustinah et al. (2020), Palamba et al. (2024), and Sono & Limpo (2024).

Training, fair compensation, and a balanced distribution of workload are primary strategies for enhancing employee performance. According to data from the Central Bureau of Statistics (BPS) in 2022, approximately 60% of employees expressed dissatisfaction with the training provided by their companies, indicating a need for evaluation and improvement of existing training programmes. Quality training can enhance employees' skills and knowledge, enabling them to complete tasks more efficiently. Employee training and development are essential strategies for improving human resource competencies. The author suggests that investment should be made in relevant training programmes to enhance employees' skills. This not only improves individual performance but also the overall performance of the organisation (Sono & Limpo, 2024). Training is a process aimed at maintaining or enhancing employees' skills in their work to produce effective outcomes. Training can influence employee performance through current performance improvement activities and future performance. This training represents a systematic effort to gather information regarding performance issues within an organisation/company and offers the benefit of rectifying deficiencies related to the

discrepancies between actual behaviour and expected behaviour. With the enhancement of employees' skills, knowledge, insights, and attitudes towards their tasks through the training programmes implemented within the organisation, the performance of the employees can be significantly improved. Employees who receive quality training tend to demonstrate higher performance levels. Structured and continuous training programmes are crucial for enhancing employee competencies (Palamba et al., 2024).

A study by Phillips (2020) indicates that companies investing more than 5% of their budgets in training experience a productivity increase of 10-20%. Continuous training and development of human resources will become a hindrance to the quality of organisational performance (Putri Garini & Zaki Rahman, 2024). Furthermore, competitive compensation also plays a crucial role in attracting and retaining top talent. According to a survey conducted by Glassdoor in 2021, 67% of employees stated that fair compensation significantly influences their decision to remain with a company. Muchlisin, as referenced in Ghazaly Winukasto (2022), defines compensation as all income and rewards, whether monetary or in kind, received by employees through their employment relationship within a company as a substitute for the services rendered to achieve the company's established objectives. Broadly speaking, compensation is divided into three categories: direct compensation, indirect compensation, and incentives.

The primary factor contributing to the low achievement of production targets is the compensation in the form of salaries, incentives, and bonuses, which serves as a significant barrier. This assertion is supported by research conducted by Hasrudy as cited in Fachrurazi (2023). The wage amounts have been predetermined and are known in advance, thereby providing employees with a clear understanding of the compensation they will receive. This compensation is essential for employees and their families to meet their needs. A fair and transparent reward system can motivate employees to exert greater effort in their work. A company will not automatically provide adequate compensation to employees if those employees fail to meet the expectations set by the organisation. This scenario reflects a mutually beneficial relationship; when employees successfully fulfil the desires of the company, the compensation or rewards they receive will be commensurate with their contributions.

The performance exhibited by each employee necessitates an evaluation. Such assessments are essential to ascertain their capabilities in executing their responsibilities. Employees are an integral component of any organisation, as they play a pivotal role in the execution of various activities. Consequently, the success of the organisation is contingent upon the quality of each employee involved (Syach & Purnama, 2023). Fair and transparent compensation can serve as a motivating factor for employees to exert greater effort in their work, whereas inadequate compensation may pose a significant barrier. The relationship between the organisation and its employees is reciprocal, wherein compensation is commensurate with the contributions made by employees in achieving the organisation's targets. Performance evaluations are necessary to measure employee contributions, as the success of the organisation is reliant on the calibre of its workforce.

The equitable distribution of workload is another crucial aspect in enhancing employee performance. An unbalanced workload can lead to stress and a decline in motivation, ultimately resulting in negative impacts on performance. Research conducted by Kahn et al. (2019) revealed that employees who perceive themselves as burdened by disproportionate tasks exhibit productivity levels that are 30% lower compared to those with a balanced workload. Therefore, it is essential for organisations to implement comprehensive strategies in human resource management, which include training, compensation, and workload distribution.

According to Danang Sunyoto as cited in Sudiyanto (2020), excessive workload can create tension within an individual, leading to stress. This situation may arise from excessively high skill demands, overly rapid work pace, or an overwhelming volume of tasks, among other

factors. Furthermore, an alternative perspective presented by Putri in Brotojoyo & Purwantini (2023) defines workload as the average frequency of activities associated with each job within a specified timeframe. Workload encompasses both physical and mental demands. The consequences of an excessively heavy workload or insufficient physical capability can result in employees suffering from work-related disorders or illnesses.\

The equitable distribution of workload is paramount to improving employee performance. An imbalanced workload can trigger stress, diminish motivation, and lead to reduced productivity. Such imbalances are often attributed to high skill demands, excessive work pace, or an overwhelming volume of tasks. Heavy workloads, whether physical or mental, also pose a risk of health disturbances or work-related illnesses. Consequently, effective human resource management, including the fair distribution of workload, must be implemented to foster a productive and healthy work environment.

The theories that underpin this research serve as a primary aspect in enhancing performance effectively. This study aims to analyse strategies for improving performance through training, compensation, and workload distribution. Based on these theories, this article is anticipated to contribute to the formulation of more effective human resource management strategies, thereby supporting the optimal achievement of organisational goals.

Table 1. Relevant Previous Research

No	Title	Author and Year	Method	Research Results
1.	The Relationship Between Motivation, Work Environment, Reward and Punishment, and Compensation with the Performance of Clinical Document Improvement Practitioners (DPJP)	Niken Agustinah , Farid Agushybana, Chriswardani Suryawati – 2020	Explanatoris sequential dan desain cross sectional	There is no relationship between motivation, training, work environment, reward and punishment, workload, and compensation with performance. Generally, motivation, work environment, and workload are still considered satisfactory; however, compensation is perceived as inadequate due to a lack of transparency and fairness in the distribution of service remuneration. Furthermore, there has been no training conducted at RSUD X in Central Java, nor has there been a specific policy governing the reward and punishment system.
2.	The Mediating Effect of Job Satisfaction on the Influence of Compensation on Employee Performance	Jufrizen -2022	Quantitative	Research indicates a positive and significant relationship between the compensation variable and employee job satisfaction. Additionally, there exists a positive and significant relationship between the compensation variable and employee performance. Furthermore, a positive and significant relationship is observed between the job satisfaction variable and employee performance. However, there is no positive and significant relationship between the compensation variable and employee performance.

No	Title	Author and Year	Method	Research Results
3.	The Influence of Training, Communication, and Work Discipline on Employee Performance (Literature Review on Performance Management)	Dyah Pratiwi, Achmad Fauzi, Berliana Febrianti, Diana Noviyanti, Evi Permatasari, Nurul Rahmah – 2023	Library Research	1. Training has an impact on Employee Performance. 2. Communication influences Employee Performance. 3. Work Discipline affects Employee Performance. Training, communication, and work discipline significantly influence employee performance within an organisation. Consequently, if employees are not provided with training, if there is a lack of communication among colleagues or between employees and supervisors, and if work discipline is not enforced, the performance of employees within a company is likely to decline, thereby hindering the achievement of the organisation's objectives.
4.	Strategies for Enhancing Motivation, Compensation, and Job Design on Employee Performance in Companies During the Covid-19 Pandemic (A Case Study at PT Infoarta Pratama)	Shando Ghozaly Winukasto1, Edison C. Sembiring, Maya Dewi Dyah Maharani – 2022	The analysis of multiple linear regression and SWOT analysis	indicates a positive and significant influence of motivation on the enhancement of employee performance, accounting for 56.3%. Furthermore, there exists a positive and significant relationship between job design and the improvement of employee performance, representing 46.1%. This illustrates that both components, namely motivation and job design, actively contribute to enhancing employee performance. In terms of productivity and creativity, as well as work patterns, it is essential to align the workload and capacity with the employees' abilities. In other words, it is crucial to assign the right employees to the appropriate tasks, as anticipated by PT Infoarta Pratama.
5.	Human Resource Management Strategies in Enhancing Employee Performance at the Communication and Informatics Office of Banjar City	Dwi Putri Garini , Muhammad Zaki Rahman - 2024	A qualitative approach employing literature review methodology has been adopted to explore (literature review)	human resource management strategies aimed at improving employee performance. These strategies encompass the distribution of core tasks and functions tailored to the educational backgrounds and skills of individual employees, thereby facilitating the attainment of high-quality performance outcomes. Supporting factors include the adequacy of human resource skills aligned with their respective roles, the annual enhancement of performance

No	Title	Author and Year	Method	Research Results
				targets, and the timely completion of tasks. Conversely, inhibiting factors comprise a lack of training and development opportunities for human resources, budgetary constraints affecting training facilities, and a shortage of personnel with educational backgrounds that correspond to their designated roles.
6.	The Influence of Compensation, Work Performance, and Work Discipline on Employee Performance at CV. Ony Sarmani	Fachrurazi – 2023	Quantitative	Based on the results of this research, it can be concluded that compensation, work performance, and work discipline significantly influence employee performance at CV. Ony Sarmani. This indicates the importance of the company in providing compensation for employees who demonstrate high performance and discipline in order to enhance employee performance at CV Ony Sarmani.
7.	Improving Employee Performance in Terms of Work Discipline, Work Load, and Work Environment	Endang Brotojoyo, V.Titi Purwantini	Quantitative	The results of the multiple linear regression test indicate that the variables of work discipline, work load, and work environment have a positive effect on employee performance when assessed individually. The t-test results demonstrate that the variables of work discipline, work load, and work environment significantly influence employee performance. Furthermore, the F-test results reveal that the combined effect of work discipline, work load, and work environment has a significant impact on employee performance. The calculation of the coefficient of determination shows that the variables of work discipline, work load, and work environment can explain 83.5% of the variance in employee performance, while the remaining 16.5% is influenced by other variables affecting employee performance.
8.	Strategies for Enhancing Employee Performance at Bank Negara Indonesia, Makale Branch Office	Wenef Natalia Palamba, Petrus Ma'na, Yoel Pasae, Asrin Tandi	Qualitative	This study demonstrates that the enhancement of employee performance is influenced not only by internal factors but also by support from management and the work environment. By implementing the recommendations provided, it is anticipated that employee performance will improve and

No	Title	Author and Year	Method	Research Results
				positively impact the overall performance of the bank.
9.	Enhancing Employee Performance Through Training, Compensation, and Job Satisfaction as Intervening Variables (A Study on Government Accounting Officers in Batang Regency)	Erlinda Sinaga dan Gita Sugiyarti – 2018	Quantitative	The findings of the research indicate that training, compensation, and job satisfaction have a significant impact on employee performance. The training provided to employees not only enhances their skills but also fosters a sense of confidence that positively affects performance. Furthermore, adequate compensation contributes to employee motivation to perform better. Job satisfaction acts as a mediator that strengthens the relationship between training and compensation with employee performance.
10.	Human Resource Management Strategies for Enhancing the Performance of SMEs in Denpasar	Mohammad Gifari Sono, Lita Limpo - 2024	Qualitative	By implementing the strategies discussed, it is anticipated that SMEs will be able to enhance their performance and competitiveness in the market. The authors have successfully presented a robust argument, supported by relevant references, thereby rendering this journal a valuable resource for researchers and practitioners in the field of Human Resource Management.
11	The Influence of Compensation, Workload, and Work Discipline on Employee Performance	Syardiansah - 2022	Quantitative	The compensation variable has a significant impact on employee performance, while the workload variable does not have a significant effect on employee performance. Conversely, the work discipline variable has a significant influence on employee performance. Collectively, the variables of compensation, workload, and work discipline have a significant effect on employee performance.
12	The Influence of Job Satisfaction and Workload on Employee Performance at the Banyuasin Department of Manpower and Transmigration	Totok Sudiyanto – 2020	Quantitative	The positive influence of each independent variable, namely the influence of job satisfaction and workload on employee performance.
13	Improving Employee Performance In Terms Of Work Discipline, Work Load And Work Environment	Endang Brotojoyo, V.Titi Purwantini – 2023	Quantitative	Quantitative research indicates that work discipline and work load have a positive and significant impact on the performance of employees at PT.PLN (Persero) Customer Service Unit in Surakarta. This implies that an

No	Title	Author and Year	Method	Research Results
				enhancement in these areas will lead to a notable improvement in the performance of employees at PT.PLN (Persero) Customer Service Unit in Surakarta.
14	Enhancing Employee Performance Through Training, Compensation, and Job Satisfaction as Intervening Variables	Erlinda Sinaga, Gita Sugiyarti – 2018	Quantitative	Training has a positive and significant effect on job satisfaction, while compensation also has a positive and significant effect on job satisfaction. Training positively and significantly influences performance.
15	Improving the Quality of Human Resources of Employees at Posyantek Serpong Utara Through Education to Become Superior and Advanced Human Resources in Anticipating the Era of Industry 4.0	M. Anton Nurhidayat, Riski Dwi Nugroho, H. Asep Sulaeman, Selvy Dwi Widiyanti, Anisa Nurdiana – 2020	Quantitative	In our implementation, we aim to develop Human Resources through educational enhancement so that the utilisation of Appropriate Technology (TTG) can be accepted by the community by providing guidance, training, and assistance, ultimately ensuring that the results created are effective and competitive in Industry 4.0. Therefore, the management of existing human resources at Posyantek requires competency enhancement so that the utilisation of Appropriate Technology (TTG) can be well understood and the knowledge of competition in Industry 4.0 can be addressed effectively and efficiently.
16	The Impact of Competence and Training on Employee Performance at PT. Adaro Energy Tbk	Ilman Ataunur, Eny Ariyanto - 2016	Quantitative	Training has a positive and significant effect on performance. The level of correlation between training and performance is very low. The results of this study indicate that a well-conducted training process, grounded in a meticulous Training Needs Analysis (TNA), will be able to enhance employee performance. However, the very low correlation indicates that the training conducted by the company thus far has not been based on a planned and programmed process.
17	Systematic Literature Review: The Impact of Training and Work Supervision on Employee Performance Enhancement	Adela Nur Cahyani, Kamila, Achmad Sukron Bilchal, Rafli Fatami, Moh Syamsudin, Riyan Sisiawan Putra-2023	Library Research	Training and supervision significantly influence employee performance. It can therefore be concluded that leaders should provide effective training methods for their employees. In addition to training, supervision should also be conducted periodically to enhance employee performance.
18	The Impact of Training on Enhancing Employee Competence in the Digital	Alifah Jiddal Masyrurroh, Mela Julia,	Quantitative	The research shows that the development of training programmes significantly

No	Title	Author and Year	Method	Research Results
	Era at PT Erima Baja Jaya	Tania Septfani Ricki, Achmad Romadhon, Achmad Fauzi – 2023		influences the enhancement of employee competence at PT Erima Baja Jaya. With a well-structured training programme, employees can improve their knowledge and skills, which in turn can positively impact their performance in adapting to changes in the digital era.
19	The Impact of Job Training and Compensation on Employee Performance at the Fire Department and Rescue Service of Bengkulu City	Marliza Ade Fitri, Herwan MDK, Indah Dwita Putri	Quantitative	Job training has a positive and significant impact on the performance of the Fire Department and Rescue Service of Bengkulu City. Compensation also has a positive and significant effect on the performance of the Fire Department and Rescue Service of Bengkulu City. Collectively, job training and compensation have a positive and significant impact on the performance of employees at the Fire Department and Rescue Service of Bengkulu City.
20	The Impact of Compensation on Performance	Ilham Purnama Aji, Mirzam Arqy Ahmadi	Quantitative	To enhance employee performance, fair and competitive compensation can encourage employees to work better and produce more. The effectiveness of compensation is influenced by factors such as internal and external equity, as well as the financial and non-financial needs of employees. If employees feel valued for what they do, they will be more loyal and motivated to continue working for the company.
21	The Impact of Compensation on Employee Performance at PT Maxiar Indosurya Mediated by Work Motivation	Willy Pangestu, Ronnie Resdianto Masman - 2023	Quantitative	a. Employee performance is positively and significantly influenced by compensation. b. Work motivation is positively and significantly influenced by compensation. c. Employee performance is positively and significantly influenced by work motivation. d. Employee performance is positively and significantly influenced by compensation mediated by motivation.
22	The Impact of Workload and Work Environment on Employee Performance with Work Stress as an Intervening Variable at PT Batanghari Barisan Padang	Vivi Nila Sari, Rena Safitri, Eny Sulistyowati - 2022	Quantitative	Based on the analysis and discussion results, workload has a statistically insignificant effect on work stress, while the work environment has a significant and positive effect on work stress. Simultaneously, workload and

No	Title	Author and Year	Method	Research Results
				work environment significantly influence work stress.
23	The Impact of Providing Incentives and Workload on Employee Performance at PT Multi Trasindo Jaya, Sorong City	Evi Mufrihah Zain, Rais Dera Pua Rawi, Febry Jein Andjar, Yohana Balok-2022	Quantitative	The workload variable has a significant positive effect on performance. The incentive provision variable does not have a significant effect on performance. However, the combined effect of incentive provision and workload on employee performance is significant.
24	The Impact of Leadership, Workload, and Work Motivation on Employee Performance at PT Atamora Teknik Makmur, Central Jakarta	Niken Annisa Zulkarnaen Gurawan Dayona Ismail Wijaya, Fanji Dadan Abdul Aziz Mubarak Erna Herlinawati – 2024	Quantitative	Leadership, workload, and motivation positively influence performance.
25	The Impact of Workload and Work Stress on Employee Performance at Puspa	Widianti , Herlina Herlina – 2023	Quantitative	The workload for each employee must be a consideration for the company. The distribution of work in accordance with work skills, time, and the compensation provided is very important. Work stress due to demands for speed in completing tasks leads employees to feel an excessive workload, not from the quantity but from the speed of completion. This results in a less harmonious relationship between employees and supervisors.
26	The Impact of Organisational Culture, Work Environment, and Workload on Employee Performance at PT. Uphus Khamang Indonesia	Budi Putral Lucky O.H. Dotulong Merinda H.Ch. Pandowo – 2023	Quantitative	1. Organisational culture, work environment, and workload simultaneously have a positive and significant impact on employee performance at PT. Uphus Khamang Indonesia. 2. Organisational culture influences employee performance at PT. Uphus Khamang Indonesia. 3. The work environment influences employee performance at PT. Uphus Khamang Indonesia. 4. Workload influences employee performance at PT. Uphus Khamang Indonesia.

Source: Data Processed by the Researcher

METHOD

According to Sugiyono (2013), research methods fundamentally represent scientific approaches employed to obtain data with specific objectives and utility. This study utilises a library research approach, which is a method of investigation conducted by gathering data or scholarly writings pertinent to the research object. Data collection is undertaken through a

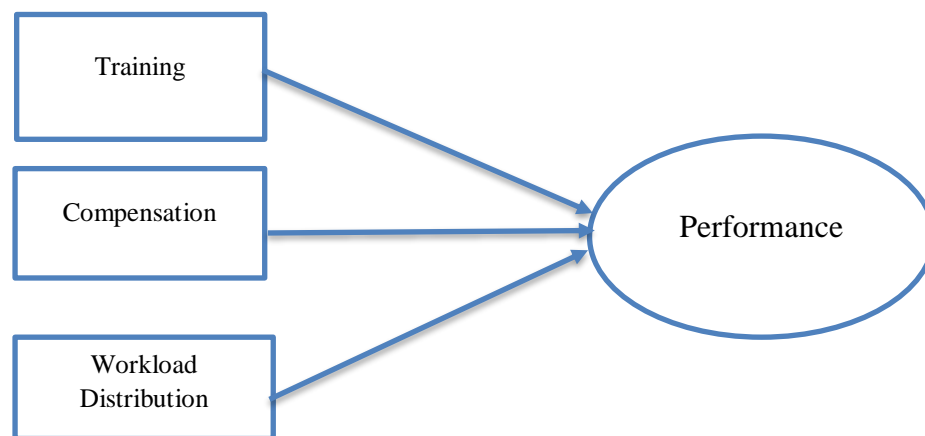
literature review aimed at addressing the research problem, referencing a critical and in-depth examination of relevant bibliographic materials. Data and analyses concerning the interrelations among variables are acquired from various sources, including Mendeley, Google Scholar, Semantic Scholar, OALIB, as well as other online resources, including physical scholarly books.

This library research focuses on the exploration of theories, laws, doctrines, principles, or concepts that serve as the foundation for analysing and responding to the formulated research questions. The study is descriptive in nature, intending to provide a systematic explanation of the facts discovered throughout the research process. Descriptive research emphasises the analysis and presentation of facts that can be scientifically substantiated.

RESULTS AND DISCUSSION

Human resources (HR) play a crucial role in realising the interests of a company or organisation. Given the significance of human resources in determining the level of success, it cannot be overlooked, as human resources represent the assets of the company or organisation in executing its activities. They will invariably encounter dynamic human resources that possess the capability to develop in order to confront competition.

Through careful observation of the issues related to the tendency of declining employee productivity, this research necessitates a structured and systematic mindset, identifying factors that have a direct and significant influence, as well as the potential to enhance performance. The correlational relationship between these variables can be elucidated as follows.



Source: Research Results

Figure 1. Conceptual Framework

In an ever-evolving work environment, employee training has emerged as a strategic element in supporting the enhancement of organisational performance. Training is not merely an individual development endeavour but also represents a long-term investment that significantly impacts efficiency, productivity, and innovation within the workplace. Successful organisations recognise that a competent, adaptive, and skilled workforce is a key asset in maintaining competitiveness amid the dynamics of technological change and market demands. Research conducted by Sinaga & Sugiyarti (2018) indicates that competency training has a positive effect on job satisfaction, which in turn influences employee performance. This study illustrates that the training provided to employees in the organisation has a beneficial impact, facilitating the attainment of desired job satisfaction and consequently leading to improved performance. Job satisfaction serves as an intervening variable in enhancing employee performance. The findings of this research also corroborate previous studies, which concluded

that the training provided to employees is of a high standard, with an average score of 3.87 (good). When examining respondents' perceptions regarding the indicators of the training variable, the lowest average score recorded was 3.28. Although this falls within the 'good' category, it is essential that the training materials presented be easily comprehensible to employees. Conversely, the highest average score of 4.25 falls within the 'very good' category, indicating that the trainers/instructors delivering the training possess expertise relevant to the training content and are capable of motivating employees (Fitri et al., 2023). This reinforces the notion that training positively influences the enhancement of employee performance, as evidenced by the increase in employee motivation.

Training is a short-term educational process that employs systematic and organised procedures. It serves as a means to assist employees in acquiring skills necessary for achieving effectiveness in performing specific tasks through the development of thinking processes, attitudes, knowledge, competencies, and abilities required by the organisation in its efforts to attain its objectives. Research indicating that training has a positive impact on performance enhancement is also supported by Nurhidayat et al. (2020), who assert that the development of Human Resources through educational improvement is essential for the effective utilisation of Appropriate Technology, which should be accepted by the community through guidance, training, and support, ultimately resulting in outcomes that are both practical and competitive within the context of Industry 4.0.

Consequently, the management of human resources at Posyantek necessitates the enhancement of competencies to ensure that the utilisation of Appropriate Technology (TTG) is well understood, and that knowledge regarding competition in Industry 4.0 can be addressed effectively and efficiently. This underscores the importance of appropriate training in competency development, ensuring that the outputs produced are adaptive in responding to job challenges, thereby leading to improved performance. Research conducted by Ataunur & Ariyanto (2016) demonstrates that the results of hypothesis testing confirm a positive and significant relationship between competencies and training on employee performance. The simultaneous influence of 73.6% indicates that the variables of competency and training are highly dominant factors in determining the fluctuations in employee performance within the company. Furthermore, research by Restu Ikhsa Mahesa and Milka Pasulu (2024) substantiates that the independent variable, namely Job Training, has a positive and significant effect on Employee Performance. This finding aligns with studies conducted by Nur Cahyani (2023) and Masyruroh et al. (2023), which state that training can enhance employee competencies, thereby improving performance levels. Based on the insights from the aforementioned studies, it can be concluded that training effectively enhances employee competencies, enabling them to master their tasks proficiently, which consequently leads to improved performance.

In general, individuals engage in work to receive compensation for the tasks they perform. Within a corporate context, this is commonly referred to as compensation or remuneration. According to research conducted by Fitri et al. (2023), it has been established that the compensation provided to employees is of a commendable standard, with an average score of 3.91 (good). When examining the respondents' perceptions regarding the indicators of the compensation variable, the lowest average score is also 3.91. This falls within the 'good' category; however, it is noted that the salaries received by honorary employees are not always disbursed in a timely manner. Conversely, the highest average score is recorded at 4.44, which is categorised as 'very good', indicating that the compensation provided to employees meets their expectations, thereby motivating their performance. This suggests that the compensation variable significantly influences employee performance. This finding aligns with the research conducted by Sinaga (2018), which indicates that compensation has a positive and significant impact on employee job satisfaction. Employees who are satisfied with their compensation are likely to enhance their performance; conversely, those who are dissatisfied with their compensation may experience a decline in their performance. This is consistent with the study

by Syach & Purnama (2023), which asserts that the compensation variable significantly affects employee performance, as the compensation received by employees is generally in line with their expectations, resulting in very good performance outcomes. Furthermore, according to Fachrurazi (2023), it is stated that compensation, work performance, and work discipline significantly influence employee performance. Other researchers emphasise that to improve employee performance, fair and competitive compensation can encourage employees to work more effectively and produce greater output. The effectiveness of compensation is influenced by factors such as internal and external equity, as well as the financial and non-financial needs of employees. When employees feel valued for their contributions, they are likely to exhibit greater loyalty and motivation to continue their employment with the company (Lucky et al., 2022). Additionally, research by Pangestu & Masman (2023) reinforces the notion that employee performance is positively and significantly influenced by compensation.

Effective compensation plays a crucial role in enhancing employee performance as it provides direct recognition of their contributions to the organisation. When employees feel that they are valued both financially and non-financially, such as through competitive salaries, incentives, bonuses, or benefits, they are more likely to be motivated to achieve the established targets. Fair compensation also fosters a sense of equity and job satisfaction, which can encourage loyalty and commitment to the organisation. Therefore, a strategic approach to compensation management not only boosts individual productivity but also aids the company in achieving its long-term objectives more effectively.

The effective distribution of workload is a key element in creating a productive work environment that supports optimal performance. A fair and balanced workload not only helps to alleviate excessive pressure on individuals but also ensures that each task can be completed with high efficiency and quality. When task allocation is aligned with the capacities, competencies, and available time of employees, it can enhance focus, motivation, and a sense of responsibility towards work. Conversely, an uneven distribution of workload has the potential to lead to burnout, a decline in the quality of work output, and even conflicts among team members. Therefore, it is crucial to understand how appropriate workload distribution can significantly impact both individual and organisational performance as a whole. This is consistent with the research conducted by Sari et al. (2022), which indicates that if the workload continuously increases without appropriate distribution, employee performance will deteriorate. Conversely, a fair and equitable workload can enhance employee performance. Thus, workload has a simultaneous effect on performance. Previous studies, such as those by Zain et al. (2022), have also shown that the workload variable has a significant positive effect on employee performance when assessed in isolation. According to Zain's research, a balanced workload positively impacts performance. In contrast, research by Niken Annisa Zulkarnaen et al. (2024) suggests that workload, when considered in isolation, does not directly influence performance; however, when combined with leadership and motivation, workload does have an effect on performance. This indicates that, in their study, the workload variable is not significant in directly influencing employee performance, but it does interact with other variables to exert a direct influence. The effective distribution of workload is a key element in creating a productive work environment that supports optimal performance. A fair and balanced workload not only helps to alleviate excessive pressure on individuals but also ensures that each task can be completed with high efficiency and quality. When task allocation is aligned with the capacities, competencies, and available time of employees, it can enhance focus, motivation, and a sense of responsibility towards work. Conversely, an uneven distribution of workload has the potential to lead to burnout, a decline in the quality of work output, and even conflicts among team members. Therefore, it is crucial to understand how appropriate workload distribution can significantly impact both individual and organisational performance as a whole. This is consistent with the research conducted by Sari et al. (2022), which indicates that if the workload continuously increases without appropriate distribution,

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In the study conducted by Widiarti & Herlina (2023), it was found that, on a partial basis, workload has a direct effect on performance, and simultaneously, in conjunction with the variable of work stress, it also influences performance. Previous research that aligns with these findings is the study by Putra et al. (2023), which indicates that workload has a significant positive impact on employee performance. This suggests that the workload at PT. Uphus Khamang Indonesia is managed effectively, as evidenced by the timely completion of tasks assigned to employees. Furthermore, the daily workload of employees is consistent with job standards, and during break times, employees are still able to finish their work, allowing them to leave the office at the end of the working hours. This demonstrates that the workload significantly and positively affects employee performance due to a well-aligned distribution of tasks, even though there are certain times that may require a slight extension of time.

CONCLUSION

Based on the research that has been reviewed, training, compensation, and workload distribution play a crucial role in positively influencing employee performance. As strategic elements in human resource management, training significantly contributes to enhancing employees' competencies, adaptability, and skills. Training not only improves understanding of tasks but also fosters work motivation through structured learning experiences that are relevant to the organisation's needs. With effectively designed training, employees are equipped to face job challenges in the digital era and the competitive demands of Industry 4.0. Good training management also enables employees to feel more confident in executing their tasks, thereby achieving optimal work outcomes.

In addition to training, compensation is another important factor that influences performance. Fair and competitive compensation creates a sense of equity, enhances motivation, and encourages employee loyalty to the organisation. Whether in financial forms such as salaries, incentives, and bonuses, or non-financial forms such as benefits and recognition, appropriate compensation has a direct impact on job satisfaction levels. When employees feel valued for their contributions, they are more likely to demonstrate a higher commitment to achieving organisational goals. Conversely, discrepancies in compensation can lead to decreased morale and productivity, negatively affecting overall performance. Workload distribution is also an essential element that should not be overlooked in performance management. Equitably distributed workloads ensure that each employee has a balanced set of responsibilities, commensurate with their capacity and competencies. This not only helps to reduce the risk of burnout and stress but also enhances work efficiency. When tasks are allocated proportionately,

Employees can concentrate on their work without feeling excessively burdened, ultimately improving the quality and productivity of their output. In contrast, uneven workload distribution can lead to internal conflicts, diminish the quality of work, and hinder the achievement of organisational objectives. Research indicates that training, compensation, and workload distribution are interconnected in fostering a productive work environment. Effective training assists employees in developing relevant skills necessary for executing their tasks,

while compensation rewards those efforts. Good workload distribution ensures that employees have the space to apply the competencies they have acquired without feeling pressured. The combination of these three elements creates a synergy that significantly enhances performance at both the individual and organisational levels. In the context of modern management, continuous training, competitive compensation, and fair workload distribution should be top priorities for organisations. Training provides the foundation for skill development, compensation motivates employees to perform at their best, and workload distribution maintains balance in task execution. These three factors not only assist organisations in achieving operational efficiency but also foster a healthy work culture that supports long-term growth.

Overall, training, compensation, and workload distribution are fundamental pillars that complement each other in enhancing employee performance. Organisations that can effectively manage these three aspects will find it easier to achieve success, improve competitiveness, and gain an edge in a dynamic marketplace. With a holistic and sustainable approach, organisations can create a productive, innovative work environment that supports the achievement of shared goals.

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