



The Influence of Compensation, Work Motivation, and Workload on Employee Performance Hr And General Department of PT. Madu Baru

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Abstract: This study aims to determine and test the influence of Compensation (X1), Work Motivation (X2), and Workload (X3) on Employee Performance (Y), with the object of research being employees in the Department of Human Resources and General Affairs of PT Madu Baru. The research design used is quantitative with sampling techniques using non-probability sampling methods with saturated sampling techniques. Data collection was carried out through a questionnaire distributed offline to 77 respondents. Validity was tested using factor analysis, reliability was tested using Alpha Cronbach calculations, and data normality was tested using the Kolmogorov-Smirnov test. The data analysis technique uses multiple linear regression using SPSS software. The results showed that compensation had a negative effect on employee performance, work motivation had a positive effect on employee performance, workload had a positive effect on employee performance, and overall compensation, work motivation, and workload had a simultaneous effect on employee performance.

Keywords: Compensation, Work Motivation, Workload, Employee Performance.

Introduction

Human resources (HR) is one of the important things needed by a company to be able to run the company according to the goals that have been determined. According to Widarni & Bawono (2020), human resources refer to individuals throughout the workforce of a company by giving talents, skills, time, thoughts and energy in return according to the contributions given (Sinambela, 2020).

Performance is an important part of a company. Employee performance does not always show consistent improvement, but it is possible that it may decline over a period of time (Sinambela, 2020). This drop in performance can be caused by excessive workloads, where assigned tasks exceed the available time. To achieve the maximum level of employee performance, a company needs to provide adequate facilities and create conducive conditions so that it is able to increase the potential, abilities, and skills of employees (Laili, 2022).

Compensation is a factor that significantly influences employee performance within a company. It is an essential aspect that companies must carefully consider. The compensation that employees receive is an important aspect that companies must pay attention to (Kandangasar, 2022).

The next factor that affects employee performance is motivation. Work motivation according to Hasibuan quoted from Rahayu (2017) It is the provision of driving force that functions as an incentive that provides motivation and work spirit to be more motivated to actively contribute to achieving the company's goals. Motivation is the motivation that a person has as the main basis for performing certain actions to achieve the desired results (Fitria et al., 2022).

Another factor that affects employee performance is workload, which can be described as the process of determining the time required by employees to complete a particular task within a predetermined time frame (Suci R. Mar'ih Koesomowidjojo, 2017). Workload is a condition where employees are unable to complete work according to the deadlines that have been given. Workload refers to work assigned to employees with a load level that exceeds normal limits (Putri et al., 2024).

After the researcher conducted a pre-survey, there were several compensations provided by PT Madu Baru, namely; salary, THR, incentives, social security, health benefits, and jaspro (production services). Compensation to employees of PT Madu Baru's Human Resources and General Affairs Department tends to decrease compared to last year. In addition, there is a difference in compensation between permanent employees and contract employees. Differences in compensation can lead to social jealousy among employees who are not fully aware of their rights and obligations within the company. Moreover, the provision of compensation is anticipated to influence employee performance (Bukit, 2022).

Another factor besides compensation is work motivation where work motivation is not always given by the boss to employees which causes employees to lack enthusiasm at work. The work motivation received by PT Madu Baru employees, especially for the Human Resources and General Department, is not given properly, so that employees feel less enthusiastic in working and achieving high achievements, because outstanding employees are treated the same without anything else that can be obtained by the employee. This is one of the factors for employees that can affect performance (Riduan et al., 2024).

The imbalance between the number of employees and the quantity of work that must be completed results in employees working extra in carrying out their job responsibilities. In addition, PT Madu Baru often demands its employees to complete their duties and responsibilities well and demands its employees to be able to achieve the targets that have been set by the company which results in employees being required to complete work

quickly. This is one of the burdens for employees that can affect performance (Affini & Perkasa, 2021).

Based on the researcher's background information, the problem statement for this study is as follows: (1) Does Compensation have a significant impact on the performance of employees in PT. Madubaru HR and General Department? (2) Does Work Motivation have a significant impact on the performance of employees in PT. Madubaru HR and General Department? (3) Does Workload have a significant impact on the performance of employees in PT. Madubaru HR and General Department? (4) Do Compensation, Work Motivation, and Workload collectively have a significant impact on the performance of employees in PT. Madubaru HR and General Department?

Based on the problem statement, the objectives of this study are as follows: (1) To examine and analyze the significant influence of compensation on the performance of PT. Madubaru HR and General Department (2) To examine and analyze the significant influence of work motivation on the performance of employees in PT. Madubaru HR and General Department (3) To examine and analyze the significant influence of workload on the performance of employees in PT. Madubaru HR and General Department (4) To examine and analyze the significant influence of compensation, work motivation, and workload on employee performance in PT. Madubaru HR and General Department (Pitoy et al., 2023).

Research Method

Research Design

This study adopts a quantitative approach in its research methodology. As stated by Sugiyono (2016) That this research method was chosen to examine the population or data samples collected through the use of research instruments, the analysis was carried out quantitatively with the aim of testing the hypothesis that had been formulated (Chamilla, 2023).

Data Source

This study utilizes primary data, which can be directly obtained from respondents through the completion of distributed questionnaires. According to Sugiyono (2016) Primary data sources are data sources obtained directly by data providers. In this study, the data source was directly obtained from respondents through the completion of the provided questionnaire (Hakim & Fadlillah, 2021).

Population

The study focuses on a specific group of individuals with defined characteristics, selected by the researcher for analysis and drawing conclusions. In this case, the population under investigation consists of 77 employees from PT. Madubaru HR and General

Department.

Example

According to Sugiyono (2016), the sample is a subset of the population that represents the characteristics of the entire population. In this study, the sample size to be examined consists of 77 samples according to the employee population of PT Madu Baru HR and General Department (Ginting et al., 2021).

Sampling

This study employs a nonprobability sampling method, specifically utilizing the saturated sampling technique. According to Sugiyono (2016), the saturated sampling technique involves using the entire population as the research sample. Therefore, in this study, the sample size is 77 samples according to the employee population of PT Madu Baru HR and General Department (Turangan, n.d.).

Data Collection Methods

In this research, data collection used the observation method, namely by conducting direct field observations as a comparison of what has been conveyed by the respondents. The interview was conducted by asking several questions directly to the respondents to find various information related to the research conducted. And a questionnaire with a likert scale to obtain quantitative data related to the variables studied with 5 likert scales.

Research Variables

Sugiyono (2016) defines independent variables as factors that impact the change or development of dependent variables. In this research, the independent variables include compensation (X1), work motivation (X2), and workload (X3). On the other hand, dependent variables, as explained by Sugiyono (2016), are referred to as output variables, criteria, or outcomes of a process. The dependent variable is the influenced variable, such as employee performance (Y) (Tannady, 2023).

Variable Operational Definition

Compensation

Compensation is an award to employees who have worked in the company for their performance. The indicators in this study are wages and salaries, incentives, allowances, and facilities.

Work Motivation

Motivation is a stimulus that arises from within and outside an individual to perform an action that leads to his or her activities to achieve a goal. The indicators in this study are responsibility, work performance, opportunities for advancement, performance recognition, and challenging work.

Workload

Workload refers to the tasks that employees must undertake to complete their work

within a specified time frame. The indicators in this study are targets to be achieved, working conditions, time use, and work standards.

Employee Performance

Performance reflects the results of employees' work in completing their work tasks and responsibilities. The indicators in this study are the quality of work results, the quantity of work products, the timeliness of work completion, the effectiveness of work implementation, and independence in work.

Data Analysis Techniques

Validity Test

Based on Sugiyono (2016), the study's findings are deemed reliable when there is a match between the data collected in the field and the actual data from the object under investigation. The data analysis in this study utilized SPSS 25 software. As per Priyatno (2014), a statement item is considered valid if the correlation significance value is below 0.05.

Reliability Test

The reliability test was conducted to assess the consistency of the questionnaire used for measuring the research variables. To determine if a variable is reliable, the Cronbach Alpha formula was utilized. If the Cronbach Alpha value greater than 0.6 signifies a high level of reliability for a variable (Unaradjan, 2019)(Sari, 2019).

Classic Assumption Test

Normality Test

The objective of conducting a normality test was to ascertain whether the data variables used in the study were normally distributed. A significance value greater than 0.05 indicates that the variable is normally distributed (Enterprise, 2018).

Multicollinearity Test

According to (Duli, 2019) There is a basis for making decisions on multicollinearity tests in this study based on tolerance values and VIF if the value of Tolerance < 0.10 and a VIF value of 10, then multicollinearity occurs in the data. On the other hand, Tolerance > 0.10 and a VIF < 10 does not cause multicollinearity in the data.

Heteroscedasticity Test

Ghozali (2018) introduced the heteroscedasticity test to examine if there is any variation in the residual variance within the regression model. The decision-making criterion for heteroscedasticity is based on the significance value, where $\alpha < (0.05)$ suggests the presence of heteroscedasticity in the regression model. Conversely, if $\alpha > (0.05)$, it implies that the regression model lacks heteroscedasticity (Sugiarti, 2024).

Data Analysis Techniques

Descriptive Analysis

Descriptive analysis is an empirical analysis approach that aims to present detailed

information about a phenomenon or event being studied. In this study, the descriptive data analysis carried out includes the presentation of respondent characteristics which include age, gender, and employee status (SOLANIA et al., 2023).

Multiple Linear Regression Analysis

This analysis aimed to ascertain the quantitative impact of changes in the independent variables on the dependent variables. Multiple linear regression analysis typically employs interval-scale data for its computations. According to Ghazali (2018) this method is utilized to assess the relationships between independent variables such as compensation, work motivation, and workload, and the dependent variable, employee performance.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y : Employee Performance

α : Constants

β_1 : Workload Variable Regression Coefficient

β_2 : Regression Coefficient of Work Discipline Variables

β_3 : Regression Coefficient of Work Facility Variables

X1 : Workload

X2 : Work Discipline

X3 : Work Facilities

e : Error

Test T

Each independent variable's effect on the dependent variable is assessed using the t-test Ghazali (2018). If the significance value is less than 0.05 and the t-value is greater than the critical t-value, the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected.

Test F

To ascertain whether all independent factors taken together have a statistically significant effect on the dependent variable, the F-test is utilized Ghazali (2018). If the F-value exceeds the F-critical value and the significance value is less than 0.05, the null hypothesis (H0) in the F-test is rejected, and the alternative hypothesis (Ha) is accepted.

Determination Test Coefficient

The coefficient of determination (R²) test is employed to assess the model's capacity to elucidate the variance in dependent variables. This study adopts the adjusted R² to ensure stability when additional independent variables are introduced. A determination coefficient (R²) value approaching one suggests that the regression model is more proficient in elucidating the dependent variable (Ghozali, 2013).

Result and Discussion

Validity Test

The questionnaire's validity analysis involved conducting a sample test on 77 respondents. The calculated significance level r was found to be valid at a significance level of 0.05 (Parulian & Sutawijaya, 2020).

Table 1. Validity Test of Research Variable Results

Variable	Question Item	r calculate	r table	Information
Compensation	CMP.1	,709	,227	Valid
	CMP.2	,619	,227	Valid
	CMP.3	,617	,227	Valid
	CMP.4	,744	,227	Valid
	CMP.5	,742	,227	Valid
	CMP.6	,590	,227	Valid
	CMP.7	,685	,227	Valid
	CMP.8	,751	,227	Valid
	CMP.9	,812	,227	Valid
	CMP.10	,603	,227	Valid
	CMP.11	,735	,227	Valid
	CMP.12	,730	,227	Valid
Work Motivation	WMT.1	,446	,227	Valid
	WMT.2	,526	,227	Valid
	WMT.3	,555	,227	Valid
	WMT.4	,600	,227	Valid
	WMT.5	,641	,227	Valid
	WMT.6	,664	,227	Valid
	WMT.7	,624	,227	Valid
	WMT.8	,580	,227	Valid
	WMT.9	,325	,227	Valid
	WMT.10	,345	,227	Valid
Workload	WLD.1	,513	,227	Valid
	WLD.2	,326	,227	Valid
	WLD.3	,300	,227	Valid
	WLD.4	,702	,227	Valid
	WLD.5	,448	,227	Valid
	WLD.6	,582	,227	Valid
	WLD.7	,764	,227	Valid
	WLD.8	,771	,227	Valid
	WLD.9	,332	,227	Valid
	WLD.10	,254	,227	Valid
	WLD.11	,230	,227	Valid
	WLD.12	,264	,227	Valid

Employee Performance	EMPP1	,478	,227	Valid
	EMPP2	,598	,227	Valid
	EMPP3	,454	,227	Valid
	EMPP4	,676	,227	Valid
	EMPP5	,544	,227	Valid
	EMPP6	,653	,227	Valid
	EMPP7	,229	,227	Valid
	EMPP8	,544	,227	Valid
	EMPP9	,664	,227	Valid
	EPMP10	,641	,227	Valid

Based on the results of the validity test of table 1, it can be seen that all statements regarding Compensation, Work Motivation, Workload and Performance were submitted to the respondents of PT Madu Baru HR and General Department are valid which means that the statement can be used as a valid instrument to measure the variables in this study (SARI & ..., 2024) .

Reliability Test

A variable can be declared reliable if its cronbach alpha value is above 0.6.

Table 2. Results of Reliability Test of Research Variable Items

Variable	Cronbach Alpha	Information
Compensation	,902	Reliable
Work Motivation	,717	Reliable
Workload	,707	Reliable
Performance	,730	Reliable

Analysis of the reliability test results in Table 2, which encompassed a sample size of 77 respondents, reveals that the Cronbach's Alpha coefficients for the variables under investigation are as follows: Compensation ($\alpha = 0.902$), Work Motivation ($\alpha = 0.717$), Workload ($\alpha = 0.707$), and Performance ($\alpha = 0.730$). These coefficients exceed the threshold value of 0.6, indicating satisfactory internal consistency. Consequently, it can be concluded that all items comprising the questionnaire exhibit robust reliability and constitute a dependable instrument for data collection within the context of this research study.

Normality Test

Table 3. Normality Test

Kolmogorov-Smirnov Test One Sample	
	Unstandar dized Residual
N	77
Mean	.000000

Normal Parameters ^{a,b}	Std. Deviation	2.56355412
The Most Extreme Differences	Absolute Positive	.076
	Negative	-.074
Statistical Test		.076
Asim. Sig. (2-tail)		.200 ^{c,d}

Analysis of the normality test results presented in Table 3, it is clear that the significance value is 0.200, more than 0.05. Hence, we can deduce that the residual values demonstrate a normal distribution.

Multicollinearity Test

Table 4. Multicollinearity Test

Variable	Tolerance	VIF	Information
Compensation	0,590	1,695	No Multicolonality
Work	0,553	1,808	No Multicolonality
Motivation	0,918	1,089	No Multicolonality

According to the findings presented in table 4 of the multicollinearity test, it is evident that the tolerance value for the variables analyzed in this study surpasses 0.10, while the VIF value remains below 10. As a result, we can conclude that there is an absence of multicollinearity among the independent variables within the regression model.

Heteroscedasticity Test

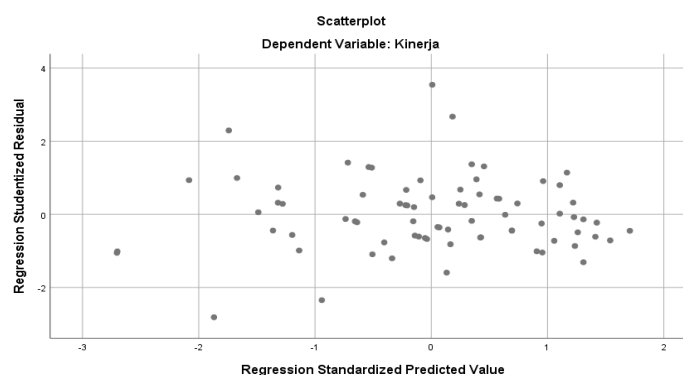


Figure 1. Heteroscedasticity Test

The random distribution of dots can be observed in figure 1. These dots are spread out both above and below the zero (0) mark on the Y axis.

Data Analysis Results

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Results

Table 3. Multiple Linear Regression Results						
		Coefficient				
		Non-Standardized Coefficients		Standard Coefficient		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	13.296	3.755		3.541	.001
	Compensation	.094	.065	.174	1.440	.154
	Work Motivation	.292	.114	.320	2.564	.012
	Workload	.226	.068	.324	3.343	.001

According to the findings presented in table 5 of the multiple linear regression test, the equation of the multiple linear regression line can be seen as follows:

$$Y = 13,296 + 0,094X_1 + 0,292X_2 + 0,226X_3 + e$$

Multiple linear regression analysis gives the result that (1) The constant value of 13.296 indicates that if the compensation, work motivation, and workload are all at 0.001, the performance of the employees at PT Madu Baru HR and General Department will be 13.296. (2) The compensation coefficient of 0.094 signifies that for every unit increase in the compensation variable, the performance will increase by 0.094. This implies that higher compensation leads to improved employee performance. (3) The work motivation coefficient of 0.292 indicates that a one-unit increase in the work motivation variable results in a performance increase of 0.292. Thus, higher levels of work motivation contribute to a greater enhancement in employee performance. (4) The workload coefficient of 0.226 suggests that a one-unit increase in the workload variable leads to a performance increase of 0.226. Therefore, providing a better workload allocation positively impacts employee performance.

Partial Test (t-Test)

Table 6. Partial Test Results (t-Test)

Table 3. Partial Test Results (N=100)						
		Coefficient				
		Non-Standardized		Standard		
		Coefficients		Coefficient		
Kind		B	Error Std.	Beta	t	Sig.
1	(Constant)	13.296	3.755		3.541	.001
	Compensation	.094	.065	.174	1.440	.154
	Work Motivation	.292	.114	.320	2.564	.012
	Workload	.226	.068	.324	3.343	.001

The t-test analysis gave the results that 1) The compensatory variable test showed a significance value of $0.154 > 0.05$ for the compensating variable (X1), and the calculated t-value was $1.440 < t$ table 1.666. Consequently, the first hypothesis (H1) was rejected, indicating that compensation had no impact on the performance of PT Madu Baru HR and General Department. (2) The work motivation variable test revealed a significance value of $0.012 < 0.05$ for the work motivation variable (X2), and the calculated t-value was $2.564 > t$ table 1.666. As a result, the second hypothesis (H2) was accepted, indicating that work motivation does affect the performance of employees in PT Madu Baru HR and General Department. (3) The workload variable test demonstrated a significance value of $0.001 < 0.05$ for the workload variable (X3), and the t-value was $3.343 > t$ table 1.666. Therefore, the third hypothesis (H3) was rejected, suggesting that workload does impact the performance of PT Madu Baru HR and General Department.

Test F

Table 7. Test Results F
ANOVA

Kind	Sum Squared	Df	Means square	F	Sig.
1 Regression	293.789	3	97.930	14.313	.000
Remnant	499.458	73	6.842		
Entire	793.247	76			

It is possible to deduce from table 7 of the F test findings that the computed F value of 14.313 is more than the crucial F value of 2.497, according to the results of the hypothesis test. Furthermore, the predefined significance threshold of 0.05 is exceeded by the significant value of 0.000. The fourth hypothesis (H4), which contends that workload, work motivation, and compensation all have an impact on PT Madu Baru HR and General Department employee performance, is accepted in light of these data.

Determination Test Coefficient

Table 8. Determination Coefficient Test Results
Model Summary

Kind	R	R square	Customized Square	R Std. Error	Estimation
1	.609	.370	.344	2.61570	
	a				

From the calculation of table 4.15 of the determination coefficient test, an *R Square*

value of 0.370 or 37.0% was obtained. It can be interpreted that as much as 0.370 or 37.0% of the performance of PT Madu Baru HR and General Department are influenced by Compensation (X1), Work Motivation (X2), and Workload (X3). While the remaining 63% was influenced by other variables that were not studied (Hutabarat et al., 2023).

Conclusion

Based on the results of research and analysis, the influence of compensation, work motivation, and workload on the performance of employees of PT Madu Baru HR and General Department. By using SPSS 25 in processing data, the conclusions that can be drawn are (1) The results of the study show that there is no significant influence of compensation on employee performance. This is due to a strong sense of responsibility and loyalty from employees to the company. The compensation factor is not the main determinant of employee performance, but rather the opportunity to be able to contribute to PT Madu Baru, considering that most of the employees in the HR and General Department are 31-40 years old. (2) The results of the study prove that there is a significant influence of work motivation on employee performance. This shows that if the work motivation at PT Madu Baru HR and General Department is higher, employee performance will also increase, and vice versa. (3) The results of the study show that there is a significant influence of workload on employee performance. This shows that any increase in workload will affect the improvement of employee performance, and vice versa. (4) The results of the study show that there is a simultaneous influence between compensation, work motivation, and workload on the performance of employees of PT Madu Baru HR and General Department

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