The Effect of Motivation, Workload, and Compensation on Employee Performance

Alip Rivaldi[1*]; Lisnatiawati Saragih [2]

[1] *alifrifaldi715@gmail.com, Universitas Mercu Buana, Indonesia*
[2] *lisnatiawati@gmail.com, Universitas Mercu Buana, Indonesia*
*) Corresponding Author

ABSTRACT

This study aims to analyze the influence of motivation, workload and compensation on employee performance at PT. Rejeki Tujuh Alam. This study uses a saturated sampling method with a population of 75 respondents with the same sample of 75 respondents. The data collection method uses a survey method, with a questionnaire as the research instrument. The data analysis method uses the Structural Equation Model (SEM) with the SmartPLS 3 analysis tool. The results of this study indicate that the Motivation variable has a positive and significant effect on employee performance, the Workload variable has a positive and significant effect on employee performance, the Compensation variable has a positive and significant effect on employee performance at PT. Rejeki Tujuh Alam.

***Keywords:** Motivation; Workload; Compensation; Employee Performance.*

_____

BACKGROUND

Human resources play a crucial role in a company's success, as humans are living beings who must be cared for and managed optimally by a company or organization. Given the importance of human resources within a company, businesses must consider human resource-related aspects so that employees can deliver their best performance (Yanuari, 2021). According to Sedarmayanti (2022), human resource management is the policies and practices that define the "people" or human resource aspects of a management position, including recruitment, selection, training, rewards, and evaluation. If human resource management is managed effectively and optimally, employee performance can improve, and the company will benefit.

The company will measure employee capabilities based on performance and strive to improve employee capabilities, According to Adha (2022) employee performance is the process of evaluating work progress against previously determined goals and objectives, including information on the efficient use of resources to produce goods and services, comparing the quality of goods and services, and comparing the results of activities with the intended goals, and the effectiveness of actions to achieve goals. Meanwhile, according to Sedarmayanti (2022) performance is a process used by employers to ensure employees work in line with organizational goals.

Various factors can influence employee performance. Motivation, for example, according to Bahri and Nisa (2021), work motivation is a driving force possessed or contained by each individual when carrying out an activity so that the individual is willing to act, work, and engage in that activity to utilize all their abilities and potential to achieve a previously identified desired goal. Sinaga and Hidayat (2022) explain that motivation is a force within a person that influences the direction, intensity, and continuity of voluntary actions intended to achieve a common goal.

Furthermore, workload also plays a significant role. According to Pramitadewi (2021), workload is the extent to which an individual worker's capacity is required to carry out the tasks assigned to them. It can instruct the amount of work an employee must do, and the time/limit required for the employee to complete the task, and the individual's subjective view of the work entrusted to them. Companies must comply with regulations and standards set by the government, but companies must also pay more attention to employee capabilities and performance so that company goals can be implemented easily. According to Koesomowidjojo (2022), workload is any form of work assigned to human resources to be completed within a certain time period. Inappropriate workload distribution can cause employees to lose motivation in their work and make them feel burdened while working.

The next factor is compensation. According to Ariandi (2023), compensation is the wages an employee receives for the work they have performed within an organization. According to Dewi (2021), compensation is also a primary motivator for employees because financial compensation allows them to meet their needs, which means compensation impacts employee performance.

The honey industry in Indonesia is experiencing rapid growth as public awareness of a healthy lifestyle and the consumption of natural products increases. Honey has become a sought-after product due to its wide-ranging benefits, including as a natural sweetener, health supplement, and ingredient in the food, cosmetics, and pharmaceutical industries. Several national honey brands are actively competing for market share, offering authentic products, attractive packaging, and competitive pricing.

_____

PT Rejeki Tujuh Alam is a company engaged in the production of Madu Uray, a pure natural honey brand with a primary vision of bringing the goodness of nature to life for all. PT Rejeki Tujuh Alam has several work units, including HR, marketing, finance, production, and general affairs.

LITERATURE REVIEW

Employee Performance
According to Hasibuan (2021), performance is the result of a person's work achieved based on skills, experience, sincerity, and time spent in carrying out the tasks assigned to them. Performance refers to the work done by an employee.

Motivation
According to Pratama (2021), work motivation is the internal and external drive of employees to work productively, accompanied by a strong sense of responsibility for achieving individual and organizational goals. Bahri and Nisa (2021) state that motivation is one of the factors that influence human behavior. Motivation is also known as a driving force, desire, support, or need that can excite and motivate someone to reduce and satisfy their urges.
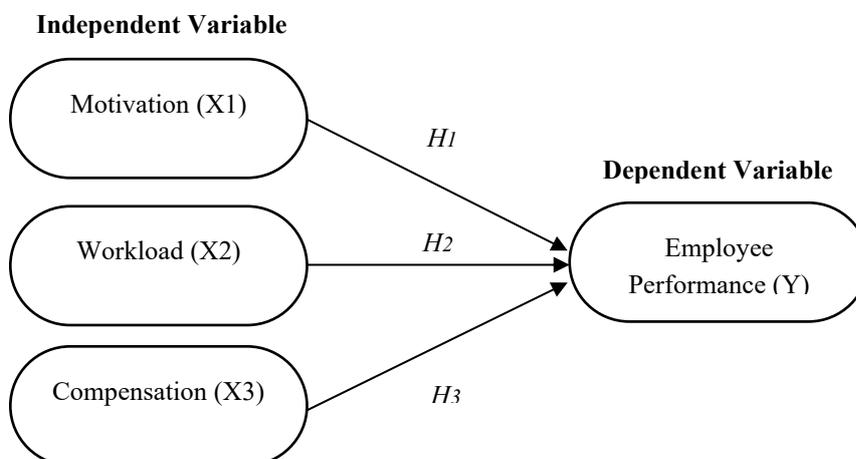
Workload
According to Aprilia (2021), workload is the number of groups or activities that must be completed by an organizational unit or job owner within a specific time period. Yurasti (2021) concludes that workload is a series of activities requiring mental processes or skills that must be completed physically or psychologically within a specific time period.

Compensation
According to Hasibuan (2021), compensation is defined as all income in the form of money, indirect goods, or direct goods received by employees in return for services rendered to the company. Khair (2021) also defines compensation as a reward for the services, attention, hard work, and skills provided by human resources to an organization, both financial and non-financial.

Hypothesis and Conceptual Framework

Figure 1 Conceptual Framework

_____

Based on the problem formulation and conceptual framework outlined above, the following research hypotheses can be formulated:

H_1: Motivation has a positive effect on employee performance.

H_2: Workload has a positive effect on employee performance.

H_3: Compensation has a positive effect on employee performance.

METHOD

Research Period
PT Rejeki Tujuh Alam, located at Rukan Theme Park Golf Island E-119, Pantai Indah Kapuk, North Jakarta, DKI Jakarta, Indonesia 14460, West Jakarta. This research was conducted from June 2022 to December 2024.

Research Design
This study employed a causal research design. This study is considered quantitative because it aims to determine the influence of motivation, workload, and compensation on employee performance at PT Rejeki Tujuh Alam. Data collection was conducted by distributing a questionnaire containing several questions to respondents.

Research Population
According to Sugiyono (2018), a population is a dominant generalization consisting of objects or subjects exhibiting certain qualities and characteristics, applied by the researcher and studied to draw conclusions. This study used saturated sampling because the population was small or limited. In this study, the population was all 75 employees of PT Rejeki Tujuh Alam.

Data Analysis Method
The analysis method used in this study was the Component or Variance-Based Structural Equation Model, with data processing using the Partial Least Squares (Smart-PLS) program version 3.2.8. PLS (Partial Least Squares) is an alternative model to covariance-based SEM. PLS can be used to confirm theories and explain the existence or absence of relationships between latent variables. (Ghozali, 2021)

RESULTS AND DISCUSSION

Data Quality Test Results
1. *Outer Model*
a. *Convergent Validity*
   Convergent validity testing in PLS by measuring reflective indicators is assessed based on the loading factor (correlation between item scores/component scores with construct scores) of the indicators that measure the construct. According to Hair et al (2018) the loading factor is >0.60 to 0.70. The higher the loading factor value, the more important the role of the loading factor in interpreting the factor matrix.

_____

Table 1 Convergent Validity Test Results

Variables	Indicator	Outer Loading	Information
Employee Performance (Y)	KK1	0.723	Valid
	KK2	0.748	Valid
	KK3	0.714	Valid
	KK4	0.725	Valid
	KK5	0.724	Valid
	KK6	0.781	Valid
	KK7	0.722	Valid
	KK8	0.743	Valid
	KK9	0.831	Valid
	KK10	0.770	Valid
Motivation (X1)	M1	0.742	Valid
	M2	0.728	Valid
	M3	0.728	Valid
	M4	0.807	Valid
	M5	0.807	Valid
	M6	0.788	Valid
	M7	0.732	Valid
	M8	0.745	Valid
	M9	0.771	Valid
	M10	0.719	Valid
Workload (X2)	BK1	0.737	Valid
	BK2	0.733	Valid
	BK3	0.718	Valid
	BK4	0.746	Valid
	BK5	0.725	Valid
	BK6	0.702	Valid
	BK7	0.774	Valid
	BK8	0.789	Valid
	BK9	0.712	Valid
Compensation (X3)	KO1	0.760	Valid
	KO2	0.741	Valid
	KO3	0.733	Valid
	KO4	0.733	Valid
	KO5	0.708	Valid
	KO6	0.759	Valid
	KO7	0.714	Valid
	KO8	0.788	Valid
	KO9	0.812	Valid
	KO10	0.758	Valid

_____

Figure 2 PLS Algorithm Results
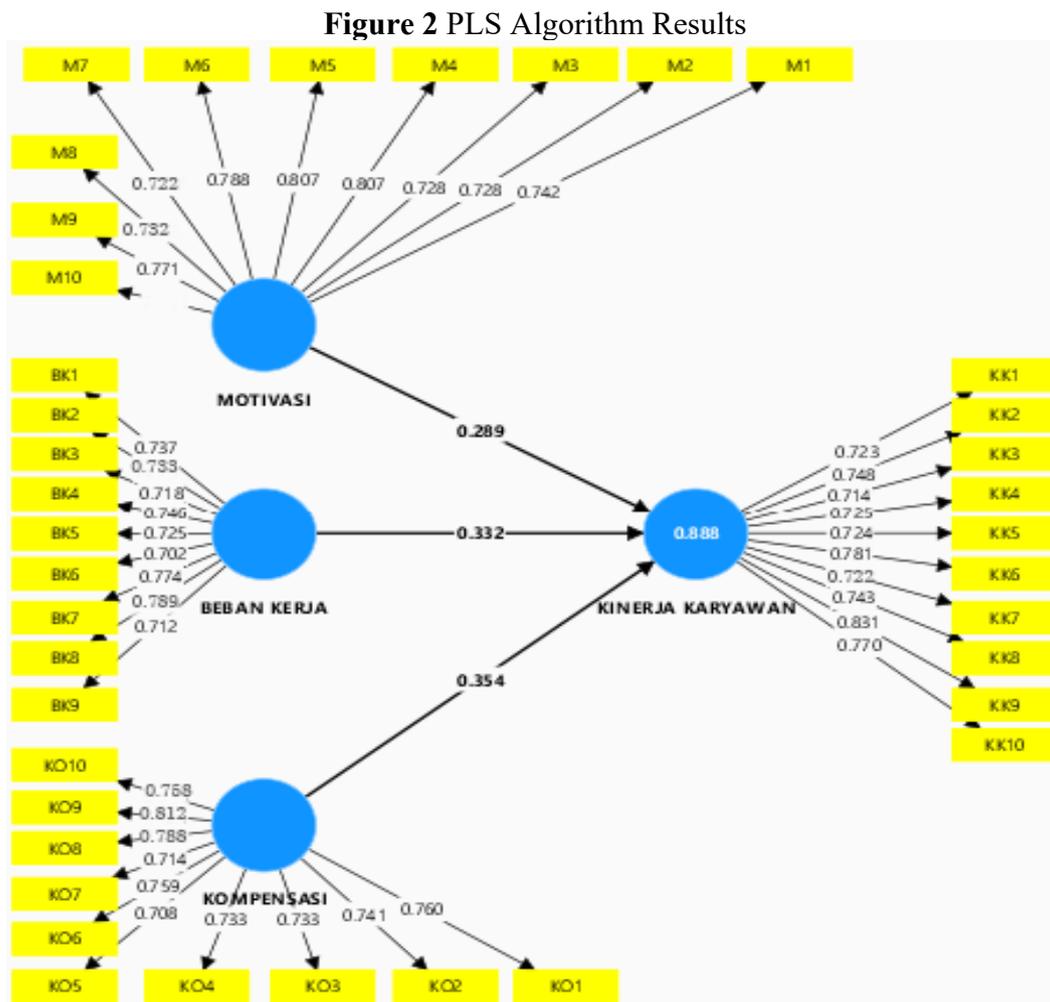
Source: PLS Output, 2025

Based on Table 1 and Figure 2, it can be seen that the results of the convergent validity test with confirmatory factor analysis show indicators with a Standardized loading factor value of >0.70, that all indicators have met convergent validity because they have a loading factor value above 0.70.

Table 2 Average Variance Extracted (AVE) Results

Variables	Average Variance Extracted (AVE)	Information
Employee performance	0.557	Valid
Motivation	0.550	Valid
Workload	0.515	Valid
Compensation	0.513	Valid

From Table 2, the Average Variance Extracted (AVE) value is said to be valid if it has a value above 0.500. (Ghozali 2018) The measurement model can be said to have good

_____

discriminant validity if the AVE for each variable is greater than the correlation between variables.

b. Discriminant Validity

According to Hair et al. (2018), discriminant validity testing on reflective indicators is conducted using cross-loading and HTMT. Cross-loading is valid if the indicator has the highest loading on its construct, while HTMT is valid if its value is below 0.90.

Table 3 Discriminant Validity Test Results (Cross Loadings)

Indicator	Workload	Employee performance	Compensation	Motivation
KK1	0.706	0.723	0.721	0.683
KK2	0.657	0.748	0.613	0.658
KK3	0.685	0.714	0.603	0.602
KK4	0.619	0.725	0.682	0.650
KK5	0.691	0.724	0.700	0.712
KK6	0.717	0.781	0.742	0.730
KK7	0.623	0.697	0.620	0.668
KK8	0.614	0.743	0.632	0.693
KK9	0.717	0.831	0.737	0.731
KK10	0.707	0.770	0.677	0.686
M1	0.674	0.693	0.714	0.742
M2	0.701	0.666	0.686	0.728
M3	0.665	0.662	0.640	0.728
M4	0.709	0.700	0.721	0.807
M5	0.782	0.712	0.715	0.807
M6	0.646	0.643	0.654	0.788
M7	0.600	0.624	0.635	0.642
M8	0.560	0.672	0.620	0.688
M9	0.647	0.716	0.734	0.771
M10	0.647	0.674	0.615	0.696
BK1	0.737	0.682	0.725	0.702
BK2	0.681	0.626	0.514	0.591
BK3	0.718	0.650	0.609	0.700
BK4	0.746	0.648	0.701	0.709
BK5	0.725	0.609	0.624	0.622
BK6	0.702	0.638	0.629	0.658
BK7	0.774	0.705	0.654	0.618
BK8	0.658	0.560	0.625	0.599
BK9	0.712	0.602	0.611	0.588
KO1	0.693	0.696	0.760	0.705
KO2	0.658	0.621	0.741	0.680
KO3	0.655	0.680	0.733	0.709
KO4	0.670	0.711	0.733	0.672
KO5	0.643	0.698	0.708	0.669
KO6	0.633	0.698	0.759	0.698
KO7	0.585	0.644	0.714	0.611

_____

KO8	0.578	0.648	0.685	0.622
KO9	0.623	0.514	0.628	0.599
KO10	0.587	0.603	0.689	0.646

Based on Table 3, each indicator has the largest loading factor when correlated with other endogenous constructs. This indicates that, based on the tested Discriminant Validity Cross Loading, all indicators are valid.

c. Reliability Test

To measure the reliability limit of a construct, the Cronbach's alpha value must be greater than 0.7 to be declared reliable, and Composite reliability is considered good in estimating the internal consistency of a construct. The Composite reliability value must be greater than 0.7 to be declared reliable (Ghozali 2018).

Table 4 Reliability Test Results (Composite Reliability and Cronbach's Alpha)

	Cronbach's alpha	Composite reliability
Employee performance	0.911	0.926
Motivation	0.908	0.924
Workload	0.882	0.905
Compensation	0.894	0.913

Based on Table 4, the results of the composite reliability and Cronbach's alpha tests showed satisfactory values, as all latent variables had composite reliability and Cronbach's alpha values ≥ 0.70. This means that all latent variables are said to be reliable.

2. Inner Model
a. R-Square

Table 5 R-Square Test Results

Variabel Endogen	R-square
Kinerja Karyawan (Y)	0.888

Based on the test results in Table 5, it can be seen that the R-Square value for employee performance is 0.888, which means that the ability of the motivation, workload, and compensation variables to explain employee performance is 88.8%, so it can be said to be moderate. While 11.2% is explained by other variables outside those studied.

b. GOF (Goodness of Fit)

Goodness of Fit Testing of the structural model in the inner model uses the predictive-relevance value (Q2). A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value.

_____

Table 6 Results of the Goodness of Fit Model Test

	Q²predict
Employee performance	0.864

The Q2 value is 0.864, which is greater than 0 (zero). This indicates that 86.4% of the variation in employee performance is explained by the independent variables used. Therefore, it can be said that this model demonstrates strong predictive ability.

a. Hypothesis Testing Results (Path Coefficient Estimation)
The estimated value for the path relationship in the structural model must be significant. This significance value can be obtained using the bootstrapping procedure. To determine whether it is significant or not, the T-table is used at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-statistic (Ghozali 2018).

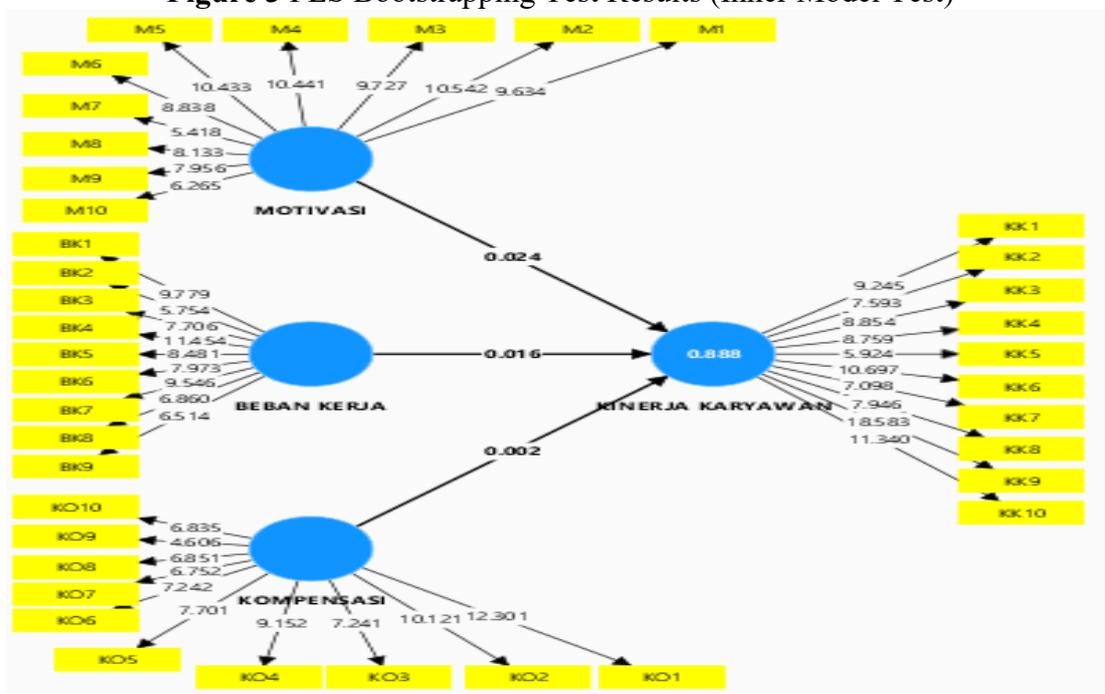**Figure 3** PLS Bootstrapping Test Results (Inner Model Test)

Table 7 Hypothesis Test Results

Variables	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Significance
Motivation -> Employee Performance	0.299	0.293	0.133	2.246	0.025	Significant Positive
Workload -> Employee Performance	0.337	0.335	0.129	2.615	0.009	Significant Positive

_____

Compensation -> Employee Performance	0.357	0.362	0.120	2.971	0.003	Significant Positive

Discussion

1. Based on the hypothesis test in this study, the T-Statistic result was 2.246 above the T-table value of 1.96, the original sample value was 0.299 which indicates a positive value, and the p-value was 0.025 which indicates less than 0.050. These results indicate that motivation has a positive and significant effect on employee performance. This is proven by research conducted by Taufik & Sri (2022) and Margareth (2023) which shows that motivation has a positive and significant effect on employee performance.

2. Based on the hypothesis test in this study, the T-Statistic result was 2.615, above the T-table value of 1.96. The original sample value was 0.337, indicating a positive value, and the p-value was 0.009, indicating less than 0.050. These results indicate that workload has a positive and significant effect on employee performance. This is proven by research conducted by Millatul & Dina (2021) and Rona & Rahman (2021) which showed that workload has a positive and significant effect on employee performance.

3. Based on the hypothesis test in this study, the T-Statistic result was 2.971 above the T-table value of 1.96, the original sample value was 0.357 which indicates a positive value, and the p-value was 0.003 which indicates less than 0.050. These results indicate that compensation has a positive and significant effect on employee performance. This is proven by research conducted by Dewi & Riski (2021) and Baiq & Surati (2022) which shows that the work environment has a positive and significant effect on employee performance.

CONCLUSION AND SUGGESTIONS

Conclusion

1. Motivation has a positive and significant influence on employee performance.
2. Workload has a positive and significant effect on employee performance.
3. Compensation has a positive and significant effect on employee performance.

Suggestion

Based on the conclusions above, several suggestions can be put forward for consideration by PT Rejeki Tujuh Alam and for further researchers:

1. It would be better if the company or superior appreciates every opinion from employees, because by appreciating the opinions of employees or coworkers it will create a comfortable environment and will improve employee performance.

2. Companies and superiors should prioritize tasks that need to be completed first and organize work plans the day before to ensure no tasks are missed. With a good work structure, employees can complete their work on time, eliminating any sudden tasks.

3. My suggestion is that the company should pay more attention, especially to the health and safety of employees at work. By providing health and safety guarantees at work, employees will feel that they are being looked after and cared for by the company by providing health insurance cards or insurance, both health insurance and accident insurance.

_____

4. Suggestions for further research focus on other variables that influence employee performance, such as work discipline, work environment and other variables that have been carried out by experts and previous researchers.

BIBLIOGRAPHY

Achyana, M., & Sidiq, S. S. (2023). Faktor-Faktor yang Mempengaruhi Beban Kerja Room Attendant di Grand Jatra Hotel Pekanbaru (Doctoral dissertation, Riau University).

Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2022). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. Jurnal Penelitian IPTEKS, 4(1), 47-62.

Aprilia, F., Samsir, S., & Pramadewi, A. (2021). Pengaruh beban kerja, stres kerja dan motivasi kerja terhadap kinerja perawat Rumah Sakit Islam Ibnu Sina Pekanbaru (Doctoral dissertation, Riau University).

Ariandi, F. (2023). Pengaruh Metode Pembayaran Kompensasi Terhadap Kinerja Tutor. Jurnal Perspektif, *16*(1), 84-90.

Bahri, S., & Nisa, Y. C. (2021). Pengaruh Pengembangan Karir Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan. Jurnal Ilmiah Manajemen Dan Bisnis, 18(1), 9-15.

Darma. (2022). Pengaruh Beban Kerja Dan Burnout (Kejenuhan Kerja) Terhadap Intensi Turnover Guru Sekolah Menengah Pertama Di Sekolah Bercirikan Agama Buddha Di Dki Jakarta. Jurnal Manajemen Pendidikan. 9(2), 131-140.

Dessler, Gary. (2022). Manajemen Sumber Daya Manusia. Jilid 1. PT Indeks: Jakarta Barat

Dewi, S. Y. (2021). Pengaruh Kepemimpinan Transformasional dan Motivasi terhadap Kinerja Karyawan melalui Kepuasan Kerja pada PT. Kereta Api Indonesia (Persero) Unit Pelaksana Teknis Balai Yasa Manggarai. Jurnal Eksekutif, 13(2), 286–304.

Enny, M, W. (2022). Manajemen Sumber Daya Manusia. Surabaya: UBHARA Manajemen Press.

Erri, D., & Fajrin, A. N. (2021). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT Media Intan Semesta Jakarta. Jurnal Perspektif, 16(1), 77-83.

Firmandari, N. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Moderasi (Studi Pada Bank Syariah Mandiri Kantor Cabang Yogyakarta). Ekbisi, 9(1).

Ghozali, I. (2018). Aplikasi Analisis Multivariete SPSS 25 (9th ed.). Semarang: Universitas Diponegoro.

Hartanto, H., Hendriani, S., & Maulida, Y. (2021). Analisis pengaruh kondisi kerja, motivasi kerja, dan disiplin kerja terhadap kinerja pegawai kantor wilayah direktorat jenderal Kekayaan Negara Riau, Sumatera Barat, dan Kepulauan Riau. Jurnal Tepak Manajemen Bisnis, *10*(2), 226-241.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2018). A Primer on Partial Least

_____

Squares Structural Equation Modeling (PLS-SEM (3rd ed.). SAGE Publications.

Hasibuan, M. S. (2021). Manajemen Sumber Daya Manusia (Edisi Revisi) . Jakarta: Bumi Aksara Jakarta

Irawati, R., & Carollina, D. A. (2022). Analisis pengaruh beban kerja terhadap kinerja karyawan operator pada PT Giken Precision Indonesia. Inovbiz: Jurnal Inovasi Bisnis, 5(1), 51-58.

Jasman Saripuddin, S. E. (2019). Pengaruh disiplin dan motivasi terhadap kinerja karyawan pada PT. Kemasindo Cepat Nusantara Medan. Kumpulan Jurnal Dosen Universitas Muhammadiyah Sumatera Utara.

Khair, Hazmanan. (2021). Manajemen Kompensasi. Medan: Madenatera

Koesomowidjojo, S.M. (2017). Analisis Beban Kerja. Raih Asa Sukses, Jakarta.

Lestari, E., & Febrian, W. D. (2024). Pengaruh Disiplin Kerja, Motivasi, dan Kompensasi Terhadap Kinerja Karyawan (Studi pada PT Billy Indonesia). *Jurnal Manajemen Dan Bisnis Madani*, 6(1).

Paramitadewi, K. F. (2022). Pengaruh beban kerja dan kompensasi terhadap kinerja pegawai Sekretariat Pemerintah Daerah Kabupaten Tabanan (Doctoral dissertation, Udayana University).

Pratama, A. Y. (2021). Pengaruh Kompetensi, Motivasi Dan Kompensasi Terhadap Kinerja Karyawan BCA KCP PRAPEN (Doctoral dissertation, STIESIA SURABAYA).

Rahmawati, R., & Soetyanto, A. I. (2023). Penerapan Strategi Kompensasi pada Stasiun Meteorologi Kelas I Hang Nadim Batam. JURNAL AKUNTANSI, EKONOMI dan MANAJEMEN BISNIS, 3(2), 190-196.

Santoso, M. R., & Widodo, S. (2022). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja karyawan Dinas Perhubungan Provinsi DKI Jakarta. *Jurnal Ilmiah M-Progress*, 12(1).

Sedarmayanti. (2022). Manajemen Sumber Daya Manusia, Cetakan ketujuh. Bandung : PT Refika Aditama.

Sedarmayanti. (2023). Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja. PT Refika Aditama. Bandung.

Sinaga, T. S., & Hidayat, R. (2022). Pengaruh Motivasi dan Kompensasi terhadap kinerja Karyawan pada PT. Kereta Api Indonesia. Jurnal Ilman: Jurnal Ilmu Manajemen, 8(1), 15-22.

Su'adah, M., Pituringsih, E., & Ginting, G. (2022). Pengaruh Motivasi Kerja, Kompetensi, Dan Kompensasi Terhadap Kinerja Karyawan (Studi Pada Yayasan Tridarma Kosgoro Kabupaten Dompu). *Scientific Journal Of Reflection: Economic, Accounting, Management and Business*, 5(3), 497-506.

Suparman, D. R., Jajang, D., & Wahyudin, S. H. G. (2023). Pengaruh motivasi terhadap kinerja karyawan perusahaan pt bekaert indonesia karawang. *Bisma: Jurnal Manajemen*, 9(1), 47-53.

_____

Sugianti, S., & Yusrizal, F. (2023). Faktor-faktor Yang Mempengaruhi Kinerja Room Attendant Di Hotel Grand Central Pekanbaru (Doctoral dissertation, Riau University).

Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: PT Alfabet.

Susanto, Y. (2022). Peran Kepemimpinan dalam Pengelolaan Koperasi. Yogyakarta: Deepublish (Grup Penerbitan CV Budi Utama).

Sutrisno, Edy. (2022). Manajemen Sumber Daya Manusia (Cetakan ke tujuh). Jakarta: Kencana Prenada Media Group.

Wibawa, J. B. N., Saragih, L., Okto, R. R., & Yuliantini, T. (2024). PENGARUH PELATIHAN, KEPIMPINAN DAN KEDISIPLINAN TERHADAP KINERJA KARYAWAN. *Ilmu dan Budaya*, *45*(1), 50-62.

Yanuari, Y. (2021). Analisis pengaruh motivasi kerja dan lingkungan kerja terhadap kinerja karyawan. *BASKARA:* Journal of Business and Entrepreneurship, 2(1), 45-54.

Yurasti, Y. (2021). Pengaruh Budaya Organisasi dan Beban Kerja terhadap Kinerja Pegawai pada Dinas Koperasi Perindustrian Perdagangan dan UKM (Koperindag &UKM) Kabupaten Pasaman Barat. Jurnal Apresiasi Ekonomi, *3*(1), 19-24.

Yuliantini, T., & Suryatiningsih, S. (2021). Pengaruh Disiplin Kerja Dan Beban Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Pt Iss Indonesia). *Populis: Jurnal Sosial Dan Humaniora*, *6*(2), 104-120.

Zaqiyah, Fanti Nurul, et al. "a Systematic Literature Review; Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Perusahaan." *WORLDVIEW (Jurnal Ekonomi Bisnis dan Sosial Sains)* 2.1 (2023): 01-15.