

**THE EFFECT OF COMPENSATION AND WORKLOAD ON
EMPLOYEE PERFORMANCE AT PT. X PADANG CITY WITH JOB
SATISFACTION AS A MEDIATING VARIABLE**

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Latar Belakang: Berdasarkan data produksi PT. X Kota Padang diketahui bahwa mulai pada tahun 2020 terjadi penurunan rata-rata jumlah produksi hingga tahun 2021 dan diketahui juga dari tahun 2019 hingga tahun 2021 tidak ada produksi yang mencapai target sehingga diketahui bahwa karyawan mengalami penurunan kinerja.

Tujuan: Penelitian ini bertujuan untuk melihat pengaruh kompensasi dan beban kerja terhadap kinerja karyawan di PT.X Kota Padang dengan kepuasan kerja sebagai variabel mediasi.

Metode: Penentuan sampel dalam penelitian ini dilakukan dengan jenis *Probability Sampling*. Sampel dalam penelitian ini adalah karyawan pabrik yang bekerja di PT.X Kota Padang dengan jumlah karyawan sebanyak 100 karyawan. Teknik analisis data yang digunakan adalah path analysis dengan menggunakan software Smart PLS. Pengujian hipotesis penelitian menggunakan uji T-statistik yang didapatkan melalui proses bootstrapping. Hipotesis akan diterima jika nilai T-statistik > 1,96 dan nilai signifikansi < 0,05.

Hasil: Hasil menunjukkan bahwa kinerja karyawan dipengaruhi oleh kompensasi, beban kerja, dan kepuasan kerja. Kepuasan kerja memediasi pengaruh antara kompensasi terhadap kinerja karyawan namun kepuasan kerja tidak memediasi pengaruh antara beban kerja terhadap kinerja karyawan.

Kesimpulan: PT. X belum memberikan kompensasi yang sesuai dengan standar kinerja karyawan dan beban kerja yang diberikan kepada karyawan dapat dikatakan berlebih atau overload dengan target yang harus dicapai. Hal tersebut membuat rasa tidak puas pada karyawan sehingga karyawan menjadi lelah fisik, lelah psikis dan tidak bersemangat dalam

bekerja yang berakibat terjadinya penurunan kinerja produksi di PT X tersebut.

Kata kunci: kompensasi; beban kerja; kepuasan kerja; kinerja karyawan

Abstract (English)

Background: Based on the production data of PT. X Padang City is known that starting in 2020 there was a decrease in the average number of Production until 2021 and it is also known that from 2019 to 2021 there was no production that reached the target so it was known that employees experienced a decrease in performance.

Objective: This study aims to see the effect of compensation and workload on employee performance at PT. X Padang City with job satisfaction as a mediating variable.

Method: The determination of samples in this study was carried out by the type of Probability Sampling. The sample in this study was factory employees who worked at PT. X Padang City with 100 employees. The data analysis technique used is path analysis using Smart PLS software. Research hypothesis testing uses T-statistical tests obtained through the bootstrapping process. The hypothesis will be accepted if the T-statistical value > 1.96 and the significance value < 0.05 .

Results: Results show that employee performance is affected by compensation, workload, and job satisfaction. Work satisfaction mediates the effect of compensation on employee performance job satisfaction does not mediate the effect of workload on employee performance.

Conclusion: PT. X has not provided compensation by employee performance standards and the workload given to employees can be said to be excessive or overloaded with targets to be achieved. This makes employees dissatisfied so that employees become physically tired, psychologically tired, and not excited at work which results in a decrease in performance production at PT X.

Keywords: compensation; workload; job satisfaction; employee performance

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INTRODUCTION

In the increasing era of globalization today, business competition has become very fast and strong, so companies are required to be able to build and prepare various appropriate strategies to be able to compete with other companies (Ramenusa & Kedale, 2021). Dynamic resources can develop indefinitely, and without the support of well-trained professional staff and companies with sophisticated equipment, it is difficult to achieve the goal (Harahap, 2017). In terms of personnel, the quality of labor is also an important factor in determining the success of an enterprise (Wenno, 2018).

Human beings as the main factor or source in each activity of the company is a unique and different activity because in managing it there are so many factors that affect it and are difficult to predict, the success of the company or organization in achieving predetermined goals depends very much on the ability or expertise of HR in carrying out their duties, human resources or employees are required to be able to complete tasks or work by the targets and objectives of the company, the results or efforts made by employees on the work performed are called employee performance (Anjani, et al 2021).

Performance is a result of the work that a person achieves in carrying out the tasks charged to him that are based on proficiency, experience, and earnestness (Nurhasanah et al., 2022). According to (Rosmaini & Cape, 2019) performance is the degree to which a person has played for him in playing an organizational strategy, either in achieving specific goals related to individual roles or by demonstrating competencies that are declared relevant to the organization. Kinerja is a multi-dimensional concept that includes 3 aspects, namely attitude, ability, and achievement. Employee performance is influenced by several factors including job satisfaction (Aprinawati et al., 2021).

According to (Azhar et al., 2020) job satisfaction is a set of employees' feelings about pleasing or unpleasant their jobs. According to (Hasibuan & Hasibuan, 2016) job satisfaction is closely related to the compensation given to employees. Based on the information of (Cahya et al., 2021) Mangkunegara, the compensation given to employees greatly affects the level of satisfaction and work motivation, as well as the results of employee work.

According to (Andora et al., 2021) compensation, it is a program of rewards to employees as part of the company's profits. According to Husein (Anjani et al., 2021), compensation is something that is received by employees in such forms as salaries or wages, bonuses, premiums, treatment, insurance, and other a kind paid by the organization. Compensation is a program of rewards to employees as part of the company's profits (Kurniawan & Nawawi, 2020).

In addition to compensation, according to (Hidayati & Mulyana, n.d.) an important factor in influencing job satisfaction is workload. A workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period (Neksen et al., 2021). (Sugiarti et al., 2021) Explaining workload is several responsibilities both excessively and within normal limits that must be able to be completed personally or in groups within a certain time limit. Precisely the provision of compensation and workload to employees produces a positive impact on employees such as more job satisfaction which will directly increase the level of employee performance (Kang & Kim, 2022).

Based on production data owned by PT. X in Padang City obtained information in the form of overall organizational performance results from 2019 to 2021 which is contained in the following table:

Table 1
Summary of Production Report of PT. X Padang City
The year 2019-2021

Year	Target	Achievements
2019	7.0	6.6
2020	7.0	5.5
2021	7.0	4.3

Source: PT. X Padang City

From the table above, it is known that starting in 2020 there was a decrease in the average number of Production until 2021 and it is also known that from 2019 to 2021 no production reached the target. In 2019, it is known that the company implemented a work rotation program that aims to explore the ability and suitability of employees in every part of work in PT. X Padang City so that it is known that employees have decreased performance. However, based on the information of the employees from the interviews conducted, this happened because they were not satisfied with the set rotation system, the rotation system only explained how to work in different positions but not how the achievements must be found, the rotation system provides a new workload that must be faced by employees while working so that the time given is not enough to achieve the targets given by the company. Besides, they don't understand how the compensation system is set up in that position.

Therefore, compensation and workload affect employee job satisfaction which has a direct impact on employee performance, this statement is supported by research that has been done before by Kuswandi (NIDYAWATI, 2022) with the results of job satisfaction as effectiveness or emotional response to various aspects of work meaning that job satisfaction is not a single concept, on the contrary, a person can be relatively satisfied with an aspect of his work and dissatisfied with one of the or some other aspect. In the study (Tampubolon, 2021), it is also known that problems from the work aspect result in a decrease in employee job satisfaction which will have an impact on reducing employee performance in the current research these aspects are compensation and workload and in the study (Syardiansah, 2022) it was found that compensation and workload have a significant effect on employee performance. Based on such findings, peleneliti further wants to clarify the truth regarding compensation and workload that can affect employee performance through job satisfaction.

RESEARCH METHOD

This research uses quantitative methods with a survey research design approach. A survey research design is a quantitative research procedure carried out to obtain an explanation of the attitudes, behaviors, and traits of the population obtained through the sample population (Creswell, 2012).

This research focuses on one of the universities located in the city of Padang. Sampling in this study was carried out using the *Probability Sampling* type. According to (Sugiyono, 2017), *Probability Sampling* is a sampling technique that provides an equal opportunity for each member of the population to be selected as a member of the sample. The *probability sampling* method chosen is *simple random sampling*, because the retrieval of sample members from the population is carried out randomly without regard to the strata present in that population. The sampling technique was carried out by taking a 5% error rate using *Issac and Michael's* table from a total population of 136 subjects. So the total sample used as respondents for this study was 100 respondents from PT. The X.

The data analysis technique uses the *Partial Least Square (PLS)* approach, which is a component-based *Structural Equation Modeling (SEM)* equation, model. The use of PLS has several evaluations of structural models (*inner models*) and measurement models (*outer models*). Evaluation of the measurement model, testing convergent validity, *discriminant validity*, composite *reliability*, and *Average Variance Extracted (AVE)* is carried out. In the evaluation of structural models, *the R-squared test (R²)* and the path coefficient estimation test are carried out. The *bootstrapping* procedure generates a t-statistical value for each relationship path used to test the hypothesis. Those t-statistical values will be compared with the t-table values. Research using a 95% confidence level so that the level of precision or inaccuracy limit (α) = 5% = 0.05, the value of the t-table value is 1.96. If the t-statistical value is found to be smaller than the table t value (statistical $t < 1.960$), then H_0 is accepted and H_a is rejected. If the value of statistical t is greater than or equal to t of the table (of $t_{statistics} > 1,960$), then H_0 is rejected and H_a is accepted (Ghozali & Latan, 2015). The research hypothesis can be stated to be accepted if the value of $P_{Values} < 0.05$. The hypothesis of this study is as follows:

- H₁: Compensation has a positive and significant effect on Employee Performance
- H₂: Workload negatively and significantly affects Employee Performance
- H₃: Compensation has a positive and significant effect on job satisfaction.
- H₄: Workload negatively and significantly affects the job satisfaction
- H₅: Job satisfaction has a positive and significant effect on employee performance
- H₆: Job satisfaction mediates the relationship between Compensation and Employee Performance.
- H₇: Job satisfaction mediates the relationship between Workload and Employee Performance

RESULT AND DISSCUSION

A. Research Results

Characteristics of Respondents

In this study, the authors distributed the questionnaire to 100 employees of PT X. The questionnaire that was distributed could return 100% which all respondents filled out completely and returned the questionnaire. So that the questionnaire can be processed 100 questionnaires.

Descriptive analysis shows that the majority of respondents are male, namely 97 respondents or 97% and the rest are female. So it can be concluded that the majority of respondents are male. For age, the majority of respondents were aged 31 – 40 years which amounted to 35 respondents or 35% of the total respondents. The majority of respondents are married, namely 55 respondents or 55%. Judging from the level of education, the majority of respondents with high school / equivalent education amounted to 68 respondents or 68% of the total respondents. Judging from the length of service, the majority of respondents have a service period of 5-10 years, namely 57 respondents or 57% of the total respondents. Judging from the division, the respondents were in the dryer division as many as 44 respondents, or 44% of the total respondents. Judging from the amount of monthly income, all respondents who have an income of Rp. 2,000,000 - Rp. 3,000,000 per month.

Convergent Validity and Discriminant Validity

Based on the validity of convergence, it can be seen from the correlation between each indicator score and its construct score. The individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured (Ghozali, 2014).

Table 2. Calculation Results of *Outer Loading* Indicators for Variable Compensation, Workload, Job Satisfaction and Performance

	BK	KK	KMP	KPK
BK-1	0,719			
BK-2	0,869			
BK-3	0,797			
BK-4	0,817			
BK-5	0,725			
BK-6	0,764			
BK-7	0,803			
BK-8	0,738			
BK-9	0,682			
KK-1		0,872		
KK-10		0,864		
KK-2		0,820		
KK-3		0,825		
KK-4		0,817		
KK-5		0,783		
KK-6		0,792		
KK-7		0,883		
KK-8		0,781		
KK-9		0,823		
KMP-1			0,864	
KMP-10			0,658	
KMP-11			0,818	
KMP-12			0,820	
KMP-13			0,744	
KMP-14			0,657	
KMP-2			0,846	
KMP-3			0,842	
KMP-4			0,766	
KMP-5			0,709	
KMP-6			0,775	
KMP-7			0,726	
KMP-8			0,802	
KPK-10				0,849
KPK-11				0,897
KPK-12				0,832
KPK-13				0,913
KPK-14				0,682
KPK-2				0,652
KPK-3				0,650
KPK-4				0,651
KPK-5				0,852
KPK-6				0,792
KPK-7				0,856
KPK-8				0,887
KPK-9				0,844

Source: SmartPLS 3.1 data processing results (2022)

Table 2 shows that the *outer loadings* value of each item of each variable is more than 0.70 which means the instrument is valid. However, there are some invalid statements, namely on the workload variables of invalid items, namely BK-10, BK-11 and BK-12. The invalid item compensation variable is KMP-9. And on the variable job satisfaction, an invalid item is KPK-1. This is because of the *Convergent Validity* < 0.70 . So invalid queries will be removed from the model. Based on the processed outer loading above, it can be concluded that the construct from the study has a good *convergent validity* because most of the *outer loading* values are more than 0.70. Each variable will be declared reliable if the AVE value is greater than 0.50. An AVE score of 0.5 or higher means that the construct can describe more than 50% of the variance of the item (Sarstedt et al., 2017).

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
BK	0,593
KK	0,683
KMP	0,599
KPK	0,644

Source: SmartPLS 3.1 data processing results (2022)

Based on the results from Table 3, the *Average Variance Extracted* (AVE) value obtained from all variables, namely compensation, workload, job satisfaction, and performance has an AVE value of > 0.5 which means that the latent construct or variable can explain the average of more than half the variance of the indicators, so it can be said that the model has been valid.

In addition to convergent validity, this study also used discriminant validity in testing the validity of instruments. In this study, the results of the discriminant validity test were good because the cross-loading value of all indicators in the research variable was greater than the indicator loading value on other variables. These results show that all latent variables have good discriminant validity. In addition to the AVE score, discriminant validity is also supported by the AVE root value (*fornel-Larcker criterion*) as shown in Table 4.

Table 4. Fornel-Larcker Criterion Results

	BK	KK	KMP	KPK
BK	0,770	-	-	-
KK	0,669	0,826	-	-
KMP	0,620	0,701	0,774	-
KPK	0,720	0,707	0,790	0,803

Source: SmartPLS 3.1 data processing results (2022)

The reliability of the instruments in this study was determined from the reliability of the composite. The rule of thumb of composite reliability values must be greater than 0.7 even though a value of 0.6 is acceptable (Hair et al., 2010). Based on the results of testing the reliability of each variable in the study, shows that the reliability of the composite value is greater than 0.70 so the indicators used in the research variables are said to be reliable.

Results of Structural Model Analysis

In this study, structural models were used to estimate path coefficients that identified the strength of the relationship between bound variables (employee performance) and free variables (components and workloads) by using the bootstrapping function. Test the significance between constructs in structural models using the value of the path coefficient or the value of t for each path. The score of the inner path coefficient or model is indicated by a statistical T- value that must be above 1.96. Testing of the structural model of this study can be seen in Table 5 below.

Table 5. Path Coefficients (Mean, STDEV, T-Values)

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KMP - KK	-	0,318	0,310	0,125	2,555	0,011
BK - KK	-	-0,296	-0,283	0,111	2,669	0,008
KMP - KPK	-	0,529	0,527	0,087	6,055	0,000
BK - KPK	-	-0,399	-0,400	0,086	4,653	0,000
KPK - KK	-	0,248	0,267	0,153	1,625	0,105

Source: SmartPLS 3.1 data processing results (2022)

Table 5 shows that the effect of each compensation variable on performance is positive and significant. Workload variables on performance have a negative and significant effect. The compensation variable has a positive and significant effect on job satisfaction. Workload variables have a negative and significant effect on job satisfaction. These variables are influential and significant because the T-statistical value of the variable is greater than 1.96 and the P-Value is less than 0.05. The job satisfaction variable has no significant effect on employee performance variables because the T-Statistics variable is smaller than 1.96 and P Values are greater than 0.05. The results of structural model testing that shows the overall statistical value of the hypothesis tested through the basic bootstrap process can be seen in Figure 1 below.

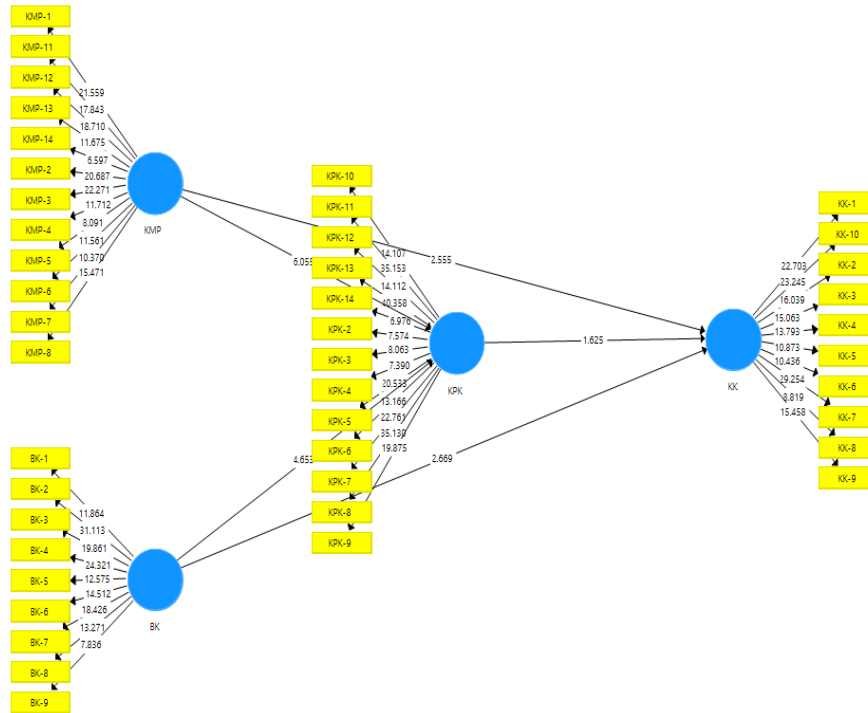


Figure 1. Structural Research Model

Test the Effects of Mediation

If the VAF value obtained is above 80%, then this indicates the role of the mediation variable as full mediation. If the value obtained is 20% to 80% then it is said to be partial mediation, but if the VAF value is less than 20% it can be concluded that there is almost no mediation effect.

The VAF calculation formula is:

$$VAF = \frac{\text{Indirect Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

Because there are two free variables and two hypotheses that state the results of mediation, the calculation of the VAF value will be carried out twice to determine the value of each variable (compensation and workload variables).

1. The calculation of the VAF value of compensation (X₁) can be described as follows:

$$VAF (X_1) = \frac{\text{Indirect Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

$$VAF (X_1) = \frac{0,131}{0,451 + 0,131}$$

$$VAF (X_1) = 0,225\%$$

$$VAF (X_1) = 22,5\%$$

2. The calculation of the VAF value of the workload (X₂) can be described as follows:

$$VAF (X_1) = \frac{\text{Indirect Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

$$VAF (X_1) = \frac{0,098}{0,395 + 0,098}$$

$$VAF (X_1) = 0,198$$

$$VAF (X_1) = 19,8\%$$

Based on the calculation of the VAF value above, it can be concluded that job satisfaction has a partial mediating effect between compensation on employee performance and a mediation value of $22.5\% > 20\%$. Furthermore, no effect of mediation for workload was found on employee performance with a mediation value of $19.8\% < 20\%$.

B. Discussion

The Effect of Compensation on Employee Performance

Based on the results of testing the first hypothesis, it is known that compensation has a positive and significant effect on employee performance. Then H1 *Supported*. These results indicate that increased compensation in the company will improve the performance of employees in the company. This is in line with findings in the field that employees assume that the salary and compensation they receive at the PT are not proportional to what they provide to the company. Therefore, compensation must be an important daily for companies to improve the performance of their employees, because one of the motivations for employees to work for the company is the provision of compensation that is what the company expects.

This result is in line with the results of research obtained by Syardiansah & Rahman (2022) which found that compensation has a positive and significant effect on employee performance. In addition, research conducted by Arman et al. (2022) also shows that compensation has a positive and significant effect on employee performance, which means that the better the compensation, the better the employee's performance will also be.

The Effect of Workload on Employee Performance

Based on the results of testing the second hypothesis, it is known that workload negatively affects and significantly affects employee performance. Then H₂ *Supported*. These results indicate that the higher the workload, the lower the employee's performance will be. Based on interviews, employees feel that the intensity of the workload given to employees is very heavy, especially in work conditions that require high attention. This is solely to meet the targets set by the company. In addition, employees are required to make the most of their time, and even employees use their time off to work. High work balance will reduce the performance of employees because an excessive workload will result in an unfavorable impact, which will cause fatigue both physical and mental, and emotional reactions from employees to reduce employee work productivity.

This result is in line with the results found by Syardiansah & Rahman, (2022) which shows that workload has a negative and significant effect on employee performance. In addition, research was also conducted by (Nurhasanah et al., 2022) and (Rolos et al., 2018) which also found that workload had a negative and significant effect on employee performance.

Effect of Compensation on Job Satisfaction

Based on the results of the third hypothesis testing, it is known that compensation has a positive and significant effect on job satisfaction. Then H₃ *Supported*. These results indicate that compensation is one of the factors that cause employees to increase employee job satisfaction at PT. X. The higher the compensation, the more job satisfaction will increase. The provision of compensation will motivate employees to work harder because they are satisfied with the dozens of services received in the form of compensation from the company. The support provided by the company is in the form of compensation by employee expectations that will increase employee morale.

This result is in line with the results of research by Rahmawati & Kurnia (2017) which found that compensation has a positive and significant effect on job satisfaction. Similar results were also found by Rasyid & Tanjung (2020) in their research which found that there was a positive and significant influence between compensation on job

satisfaction. If compensation is given to the expectations of employees, it will create job satisfaction for employees.

The Effect of Workload on Job Satisfaction

Based on the results of the fourth hypothesis testing, it is known that workload has a negative and significant effect on job satisfaction. Then H_4 *Supported*. These results indicate that workload is a factor that affects the low job satisfaction of PT. X. A heavy workload will take up a lot of time because employees have to do many tasks that must be done at the same time, which makes employees feel uncomfortable, in the implementation of each task, which can reduce morale and directly impact performance.

This result is in line with the results of Hidayati & Mulyana (2021) research which shows the results that workloads with job satisfaction have a significant relationship and the direction of negative (opposite) relationships, which means that the lower the perception score of Workload, the higher job satisfaction in employees.

The Effect of Job Satisfaction on Employee Performance

Based on the results of the fifth hypothesis testing, it is known that job satisfaction does not have a significant effect on employee performance. Then H_5 *Not Supported*. These results indicate that job satisfaction is not a factor that determines the high and low performance of employees. This is not in line with the results of research obtained by Berlina et al., (2019) which states that job satisfaction has a significant effect on employee performance.

Job satisfaction with employee performance is not significant because employee performance at PT X is solely to comply with regulations. Employees provide maximum results so that their work records are not bad grades by the company. Violations regarding poor work results can be subject to warning letters to dismissal, and violations committed by employees are targets set by the company that is not conveyed properly. This is what makes employees triggered to do their duties on time and meet targets in terms of quantity and quality regardless of whether they are satisfied or not with their work.

The Effect of Compensation on Employee Performance Through Job Satisfaction

Based on the results of testing the sixth hypothesis, it is known that job satisfaction mediates compensation for employee performance. So H_6 *Supported* These results indicate that the job satisfaction of employees that they expect from the compensation provided by the company, can improve their performance. Increased compensation will increase employee job satisfaction, and with increased job satisfaction, employee performance will also increase. This means that the fairer, more decent, and reasonable compensation was given, the better the employee's performance because employees can produce good work quality, can do tasks according to the specified time, and can carry out tasks carefully and responsibly mediated by employee job satisfaction consisting of employees who have the spirit of developing abilities, the spirit of working independently.

These results are in line with the results of Cahyani's research, (2017), which found that the variable job satisfaction was able to mediate the effect of compensation on employee performance. In line with that, the results of the study are also supported by research conducted by Novel & Marchyta, (2021), where it was found that the variable job satisfaction was able to mediate compensation for employee performance.

The Effect of Workload on Employee Performance Through Job Satisfaction

Based on the results of testing the seventh hypothesis, it is known that job satisfaction does not mediate workload against employee performance. Then H_7 *Not Supported*. These results indicate that employees do not feel job satisfaction due to the high workload, thereby reducing employee performance. High workload derived from the number of tasks that must be completed immediately and long working hours will have a

direct effect on making employees tired, resulting in employee discomfort which makes employees stressed and has an impact on reducing employee job satisfaction. These results are not in line with the results of the research found by Nurhasanah et al., (2022), finding that job satisfaction can mediate the relationship between workload and employee performance.

CONCLUSION

The results of this study are expected to be useful for PT X in providing compensation by the workload given to employees to support employee satisfaction and performance improvement at PT. Based on the study, the researchers concluded that:

1. There is a positive and significant effect between compensation on employee performance in PT employees. X. The higher the compensation was given to employees, the more it will improve the performance of employees in the PT, and vice versa.
2. There is a negative and significant influence between workload on employee performance in PT. X. The higher the workload given to employees, the more it will reduce the performance of employees in the PT, and vice versa.
3. There is a positive and significant effect between compensation on job satisfaction in PT. X. The higher the compensation given to employees, the higher the job satisfaction felt by employees, and vice versa.
4. There is a negative and significant influence between workload on job satisfaction in PT. X. The lower the workload is given to employees, the more employee satisfaction at the PT, and vice versa.
5. There is no significant effect between job satisfaction on employee performance in PT. X. Job satisfaction is not one of the factors that directly affect the poor or good performance of employees at PT X.
6. Job satisfaction mediates the effect of compensation on employee performance on PT. X. The higher the compensation received by employees, the more it will increase the sense of employee satisfaction to work at the PT which will increase employee enthusiasm and performance.
7. Job satisfaction does not mediate the effect of workload on employee performance on PT. X. High workload can reduce employee performance so it will also reduce the level of employee satisfaction at work. The low job satisfaction experienced by employees does not affect employee performance so job satisfaction is not able to mediate the relationship between workload and employee performance at PT X.

Based on the above, this study can put forward some suggestions that companies hope can pay more attention to compensation by the workload given to employees based on time pressure and targets that must be achieved by employees in work. This will have an impact on improving employee performance because their satisfaction level will also increase. Companies also need to pay attention not to provide excessive or high-intensity workloads to employees to maintain the physical and mental health of employees at work which can reduce employee satisfaction and performance. Controlling employee workload will make employees feel more comfortable and less stressed at work and provide targets with time and procedures that are by job standards.

Thus, this study suggests future research in order to add other variables in the development of the research. It is hoped that the results of this study can be used to provide optimal benefits for the next research object, this research can also be used as a comparison material in the next study and should take research data on a wider research object.

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