



The Effect of Workload and Compensation on Performance of Employees of UD Berkah Rosok, Ngrukem Village, Ponorogo Regency

Javanka Muhammad Riisecky^{1*}, Sulastri Irbayuni²
Universitas Pembangunan Nasional "Veteran" Jawa Timur

Corresponding Author: Javanka Muhammad Riisecky,
21012010459@student.upnjatim.ac.id

ARTICLE INFO

Keywords: Workload, Compensation, Performance, Employee, Company

Received : 14, May

Revised : 28, May

Accepted: 29, June

©2025 Riisecky, Irbayuni: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by-sa/4.0/).



ABSTRACT

This study aims to provide a general overview of the influence of workload and compensation on employee performance at UD Berkah Rosok, located in Ngrukem Village, Ponorogo Regency. In the professional environment, employee performance is a crucial factor that determines a company's operational success. Two elements often linked to performance outcomes are workload and compensation. Excessive workload can lead to job stress and reduced productivity, while fair and appropriate compensation may enhance employee motivation and loyalty. This research uses a descriptive quantitative approach, with questionnaires distributed to permanent employees as the primary data collection tool. The analysis focuses on understanding the general impact of workload and compensation on performance, both individually and simultaneously. The results are expected to serve as input for company management in developing strategies to improve human resource performance. Although this study provides a broad overview, it offers meaningful insights into the relationship between working conditions and employee output in the context of small to medium-sized enterprises in rural areas.

INTRODUCTION

The success of a company depends heavily on the organization's ability to manage the various resources it has effectively and efficiently. Among the most decisive resources is human resources, because employees are the main implementers of all company activities from daily operations to the formulation of long-term strategies. Without optimal employee performance support, the company's plans and targets will be difficult to achieve even if there is adequate capital and technology. In this case, the company must be able to create a supportive work environment, build an open communication system, and provide a balanced workload so that productivity is maintained. Excessive workload can lead to stress, fatigue, and decreased motivation, while a workload that is too light can cause employees to lose their challenges and sense of responsibility. Therefore, management must routinely evaluate the distribution of work and make appropriate adjustments to keep the workload relevant to each individual's capacity and competencies. In addition, employee training and development are also important aspects to ensure that employees continue to grow and are able to keep up with changes and dynamic market demands.

On the other hand, the success of a company is also closely related to how the company provides proper rewards or compensation to its employees. Compensation is not only in the form of a basic salary, but also includes allowances, bonuses, incentives, and other facilities that function to meet the economic and psychological needs of employees. Fair and competitive compensation can increase employee job satisfaction, loyalty, and morale, thus having a direct impact on improving individual and team performance. Companies that ignore the importance of a compensation system often face the problem of high employee turnover rates, increased absenteeism, and declining work ethic. On the other hand, companies that take the well-being of their employees seriously will find it easier to maintain a qualified workforce and build a positive work culture. Therefore, a human resource management strategy that focuses on proportionate workload management and proper compensation is an important key in driving the company's long-term success and sustainability, especially in the face of increasingly competitive business competition.

UD Berkah Rosok is a used goods processing business in Ngrukem Village, Mlarak District, Ponorogo Regency, which has been operating for 19 years. The business contributes greatly to the local economy and community welfare by providing used goods storage facilities and employing 50 full-time day employees. However, UD Berkah Rosok faces serious challenges in the form of high workload and disproportionate compensation, which causes physical and mental fatigue for employees due to the high target of processing and shipping goods every year. Data on the processing of ready-to-ship rosok goods in 2022–2024 shows this condition.

**Table 1. Recapitulation of Processed and Shipment of Damaged Goods
Year 2022 – 2024**

No	Item Type	Target (Tons)/Year	Realization (Tons)/Year			Average/year
			2022	2023	2024	
1.	Box	3600 Ton	2085	3013	2110	2402
2.	Iron	2600 Ton	1860	2150	2350	2120
3.	Logam	500 Ton	150	230	325	235
4.	Plastic	3000 Ton	1550	2000	2750	2100
5.	Kertas	2500 Ton	1300	1760	1900	1653
6.	Tin	2500 Ton	1100	1600	2300	1666

Source: UD Berkah Rosok Primary Data, 2024

Table 1. showing shipment data of various types of rosok goods for the last 3 years, namely 2022 to 2024, UD Berkah Rosok employees were unable to achieve the target set by the company in the delivery of rosok goods. Based on the data in the table above, over the past 3 years there have been fluctuations related to shipments of various types of rotten goods. It is indicated that the inability of employees to achieve the targets set by the company and the employees feel that the targets set by the company are too high so that it is difficult to realize in the delivery or processing of damaged goods per year. The following is employee attendance data during 2024. Meanwhile, another indication of the problem is the type of compensation received by UD Berkah employees, such as the salary given is still below the Ponorogo Regional Minimum Wage (UMR) and the absence of BPJS Health and Employment facilities provided by the company, which is supposed to provide social protection to employees while working. This compensation condition can affect the work performance of employees at UD Berkah Rosok.

The general objectives to be achieved in this study are to find out how the effect of workload and compensation on the performance of employees of UD Berkah Rosok Ponorogo Regency, while the specific objectives of this study are as follows: 1) To determine the effect of workload on employee performance at UD Berkah Rosok, 2) To find out the effect of compensation on employee performance at UD Berkah Rosok.

THEORETICAL REVIEW

Workload

Workload is the overall tasks and responsibilities that an individual must complete in a certain period of time, either physically or mentally, as part of his or her obligations within an organization or company. Workloads include the volume of work, the difficulty of the task, the deadlines that must be met, and the quality demands of the work. In the context of human resource management, workload is one of the crucial aspects that need to be managed wisely because it directly affects employee productivity, efficiency, and welfare (Charisma & Irbayuni, 2022). If the workload is too high or exceeds the individual's work

capacity, it will cause various negative consequences such as physical and mental fatigue, stress, decreased motivation, and the increased risk of mistakes at work. Conversely, a workload that is too low is also not ideal because it can lead to boredom, lack of challenge, and decrease employee sense of responsibility and engagement with work. Therefore, companies must be able to adjust the workload to the abilities, competencies, and characteristics of each employee so that a balance between work demands and individual capacities can be realized.

In practice, workload measurement can be done through qualitative and quantitative approaches, such as directly observing employee work activities, using workload questionnaires, or calculating the time and amount of work that must be completed within a certain period of time. It is important for management to understand that workload is not only about the number of tasks, but also includes the complexity, time pressure, and responsibilities inherent in each job. Changes in organizational structure, work systems, technology, and market demand can cause significant workload fluctuations, so evaluation and adjustment need to be made periodically. In addition, workload is also closely related to psychosocial factors in the workplace, such as relationships between colleagues, supervisor support, and organizational culture. If the workload is not managed properly, it can hinder the achievement of company goals, increase the risk of work accidents, and reduce job satisfaction and employee retention. Therefore, companies need to have clear policies regarding work planning and distribution, as well as provide adequate training and resources so that employees are able to carry out their duties optimally without feeling overburdened (Sasanti & Irbayuni, 2022).

Compensation

Compensation is all forms of reward given by the company to employees in return for their contributions, performance, and time devoted to carrying out their duties and job responsibilities. Compensation is not only limited to basic salary or wages, but also includes various forms of benefits, incentives, bonuses, work facilities, social security, and other forms of rewards that are financial and non-financial. In the context of human resource management, compensation is a strategic element that not only serves to meet the economic needs of employees, but also as a tool for motivation, retention, and performance improvement. Fair, competitive, and transparent compensation will create a sense of satisfaction and fairness among employees, encouraging them to work harder, be loyal, and have a high commitment to the company. Conversely, inconsistencies in the compensation system, such as wage gaps, lack of appreciation for achievements, or unfair treatment, can lead to dissatisfaction, decreased morale, and even encourage employees to look for jobs elsewhere. Therefore, the preparation of compensation policies must consider various factors, such as workload, education level, work experience, job responsibilities, and industry standards in order to be able to create a balance between the interests of the company and the needs of employees Simamora (2021).

Compensation also has an important role in shaping the company's image in the eyes of the workforce and the public. Companies that are known for providing good compensation and paying attention to employee welfare will

find it easier to attract the best talent and retain quality human resources in the long run. Effective compensation should also consider internal and external aspects, such as the company's financial capabilities, government regulations on employment, and labor market conditions. In practice, compensation can be divided into two main types, namely direct compensation and indirect compensation. Direct compensation includes basic salary, benefits, and incentives received directly by employees in the form of money, while indirect compensation includes perks such as health insurance, retirement programs, paid time off, training, and career development. In addition, compensation also needs to be adjusted to an objective and transparent performance appraisal system so that employees feel that what they receive is worth the effort they put in. Therefore, companies need to periodically evaluate existing compensation structures, benchmark with similar companies, and involve employees in the policy-making process in order to create a strong sense of belonging, openness, and trust between management and the workforce, which will ultimately support the achievement of overall organizational goals (Febriana & Kustini, 2022).

Employee Performance

Employee performance is the result of a series of individual actions, behaviors, and achievements in carrying out the tasks and responsibilities assigned by the company in accordance with established standards. Performance is not only measured by the quantity of work output, but also includes quality, timeliness, effectiveness of resource use, and the ability of employees to work together with teams and face challenges that arise in work. In the context of an organization, employee performance greatly determines the company's operational success and achievement of short-term and long-term goals. Therefore, companies need to have a systematic and objective performance evaluation system so that each individual can be measured fairly based on relevant indicators. Factors that affect employee performance are complex, ranging from internal aspects such as motivation, competence, work attitude, physical and mental health, and job satisfaction, to external aspects such as leadership, organizational culture, compensation system, workload, and overall work environment. Employees who feel valued, supported, and treated fairly tend to have high performance because they feel motivated to make their best contribution to the organization.

Improving employee performance must be part of a human resource management strategy that is integrated with skill development, continuous training, providing constructive feedback, and placement of employees in accordance with their competencies. Employees who work in the right position with the support of a conducive work system will more easily achieve performance targets and provide added value for the company. In addition, regular performance evaluations are important to find out the extent of employee achievements, as well as as a basis for awarding, promotions, position rotations, and further training. Good performance is not only beneficial for the company, but also for the employees themselves because it opens up

opportunities for career development, improved well-being, and professional satisfaction. Nevertheless, companies must also be able to identify and address factors that hinder performance, such as internal conflicts, lack of communication, excessive work pressure, or lack of recognition of individual achievements. With a holistic approach based on a balance between organizational demands and employee well-being, optimal performance can be achieved in a sustainable manner and have a positive impact on the company's overall growth.

The Effect of Workload on Employee Performance

According to Koesomowidjojo in (Apriyani, 2020) the H1 hypothesis which states that workload has a negative effect on the performance of DU Berkah Rosok employees is based on the assumption that the higher the workload borne by employees, the greater the physical and mental pressure they experience, which can ultimately reduce productivity and effectiveness in completing tasks. An unbalanced workload, both in terms of work volume, task complexity, and tight deadlines, can cause fatigue, stress, and even burnout which has a direct impact on a decrease in work quality, delays in job completion, and decreased motivation and job satisfaction. In a work environment that does not take into account individual capacities and abilities, employees tend to feel burdened and unable to provide optimal work results, and can even experience mistakes in work due to haste or lack of focus. Therefore, this hypothesis is important to be tested in order to provide an empirical basis that company management needs to be more careful in distributing tasks and setting realistic work targets according to the abilities and conditions of employees, in order to create a balanced work environment and support continuous performance improvement (Pradhita 2022).

H1 : It is suspected that the Workload has a negative effect on the Performance of UD Berkah Rosok Employees.

The Effect of Compensation on Employee Performance

Quoting in the book Mangkunegara (2022), the H2 hypothesis which states that compensation has a positive effect on the performance of DU Berkah Rosok employees is based on the understanding that decent and fair compensation is one of the main motivational factors that encourage employees to work more hard, responsibly, and loyally to the company. Compensation that includes basic salary, allowances, bonuses, incentives, and other welfare facilities, if provided proportionately and transparently in accordance with contributions and work achievements, will foster a sense of satisfaction, appreciation, and motivation in employees. This feeling encourages increased work morale, perseverance, and the desire to provide the best performance for the company's progress. On the other hand, a compensation system that is inadequate or not in accordance with the workload and responsibilities carried out can actually cause dissatisfaction, low morale, and increased turnover potential. Therefore, compensation not only serves as a form of reward for work results, but also as a strategic tool in building employee commitment and productivity in a sustainable manner. This hypothesis is important to test

because it can provide an empirical foundation for management in designing a more effective compensation system and oriented towards improving the performance of human resources in the work environment of DU Berkah Rosok.

H2 : It is suspected that Compensation has a positive effect on the Performance of UD Berkah Rosok Employees.

METHODOLOGY

This study uses a quantitative method with the population, namely permanent employees of UD Berkah Rosok Ponorogo Regency. The research sample was obtained by sampling using *a saturated sampling* technique involving all members of the population totaling 50 respondents. The measurement of variable indicators in this study uses an ordinal scale with the Likert weighting technique, which is a scale that measures respondents' attitudes towards questions related to the indicators of a concept or variable being studied. The criteria that will be selected to be used as samples in this study are: a) At least 20-60 years old; b) Male sex is preferred; c) Minimum education after elementary school graduation. According to Sugiyono in (Charisma & Irbayuni, 2022) the sample is part of the number and characteristics possessed by the population. The sampling technique in this study uses saturated sampling techniques. In saturated sampling techniques, the sample used is the whole of the population. So that the sample used in this study is all employees at the UD Berkah Ponorogo Rosok Warehouse which totals 50 employees. Data collection in this study used direct interviews and questionnaires by distributing a list of statements to respondents through a Google Form distributed online. The data analysis process uses the Structural Equation Modelin (SEM) analysis technique using the Partial Least Square (PLS) analysis tool.

RESEARCH RESULTS

Table 2. Outer Loadings (Mean, STDEV, T-Values)

	Original sample (O)	Sample mean (M)	Standard deviation (ST...	T statistics (O /STDEV)	P values
X.1.1 <- X1 BEBAN KERJA	0.899	0.899	0.026	34.146	0.000
X.1.2 <- X1 BEBAN KERJA	0.845	0.835	0.062	13.585	0.000
X.1.3 <- X1 BEBAN KERJA	0.802	0.800	0.066	12.170	0.000
X.2.1 <- X2 KOMPENSASI	0.757	0.732	0.121	6.281	0.000
X.2.2 <- X2 KOMPENSASI	0.841	0.834	0.067	12.523	0.000
X.2.3 <- X2 KOMPENSASI	0.880	0.881	0.041	21.669	0.000
Y.1.1 <- Y KINERJA KARY...	0.865	0.863	0.045	19.110	0.000
Y.1.2 <- Y KINERJA KARY...	0.719	0.714	0.085	8.464	0.000
Y.1.3 <- Y KINERJA KARY...	0.745	0.741	0.074	10.107	0.000
Y.1.4 <- Y KINERJA KARY...	0.819	0.817	0.062	13.111	0.000

Source : SmartPLS Data Processing Results

Table 2 presents the results of the outer loading test which is the main benchmark in the evaluation of the validity of the indicators against the latent construct of Workload, Compensation, and Employee Performance, where all indicators tested show an outer loading value above the minimum threshold usually set at 0.70, which means that each indicator is able to make a significant contribution and has a strong correlation to the construct it represents; The

outer loading values indicate that each question item used in the questionnaire instrument has been able to represent the construct well and consistently, so that the validity of the indicator can be ensured; This result is important because the validity of outer loading becomes the initial foundation to ensure that the data obtained from the respondents is trustworthy and that each variable measured is completely in accordance with the hypothesized theoretical construct, so that it can be used with confidence in further analysis; Practically, indicators with high outer loading values indicate that the variables of Workload, Compensation, and Employee Performance can be accurately measured by these items, which then reinforces the validity of the overall construct.

The measurement of indicator validity can also be seen from the Cross Loading table, if the loading factor value of each indicator in each variable is greater than the loading factor of each indicator in the other variable, then the loading factor is said to be valid, but if the loading factor value is smaller than the indicator of the other variable, then it is said to be invalid.

Tabel 3. Cross Loading

Cross Loadings			
	X1 BEBAN KERJA	X2 KOMPENSASI	Y KINERJA
X.1.1	0.899	-0.069	0.579
X.1.2	0.845	-0.112	0.419
X.1.3	0.802	0.055	0.402
X.2.1	-0.196	0.757	0.279
X.2.2	0.121	0.841	0.432
X.2.3	-0.108	0.880	0.473
Y.1.1	0.459	0.481	0.865
Y.1.2	0.356	0.344	0.719
Y.1.3	0.479	0.406	0.745
Y.1.4	0.468	0.303	0.819

Sumber : Hasil Pengolahan Data

Table 3 presents an analysis of the internal reliability of the Workload, Compensation, and Employee Performance construct through two important measures, namely Cronbach's Alpha and Composite Reliability, where all constructs obtain a Cronbach's Alpha value above 0.6 which is the lower limit that is often used as the minimum standard for reliability, as well as a Composite Reliability value above 0.7 which is stricter and shows the excellent internal consistency of the measurement instrument; in detail, the Workload has a Composite Reliability of 0.886, Compensation of 0.867, and Employee Performance of 0.868, these figures show that the items that make up each construct are very well interconnected and are able to measure variables stably and consistently; This high reliability provides certainty that the results of the study can be trusted, as there are no significant inconsistencies in the measurement of these key variables; In other words, data collection instruments

can produce consistent data when used repeatedly under similar conditions, thus ensuring data quality for more complex statistical analysis.

Tabel 4. Average Variance Extracted (AVE)

	AVE
Beban Kerja (X1)	0.722
Kinerja Karyawan (Y)	0.623
Kompensasi (X2)	0.685

Sumber : Hasil Pengolahan Data

Table 4 outlines the results of the convergent validity test using the Average Variance Extracted (AVE) value for the Workload, Compensation, and Employee Performance construct, where all AVE values obtained – Workload of 0.722, Compensation of 0.685, and Employee Performance of 0.623 – all pass the minimum threshold of 0.5 which means that at least 50% of the variance of the indicator can be explained by the respective latent construct. so that the convergent validity of the construct can be ensured; This high AVE value indicates that the indicators that make up the construct have a fairly good level of homogeneity and are able to adequately explain the construct, so that the construct is valid and suitable for use in structural model testing; Conceptually, strong convergent validity signifies that the indicators associated with a construct actually measure the same concept and are not mutually distinct variables, thus increasing confidence in the relationships between variables to be analyzed next; These results are important in ensuring that the measurement model used in this study is not only indicatively valid, but also constructively valid, providing a strong foundation for a more precise and scientific interpretation of the research results.

Tabel 5. Composite Reliability

	Composite Reliability
Beban Kerja (X1)	0.886
Kinerja Karyawan (Y)	0.868
Kompensasi (X2)	0.867

Sumber : Hasil Pengolahan Data

Construct reliability is measured by the value of composite reliability, if the composite reliability value is above 0.70, then the indicator is said to be consistent in measuring the latent variable. The test results show that the constructs (variables) of Workload, Compensation and Employee Performance have a composite reliability value greater than 0.7, so it can be said to be reliable.

The results of the Composite Reliability test showed that the Workload variable was 0.886, the Employee Performance variable was 0.868, and the Compensation variable was 0.867, of the three variables showed a Composite Reliability value above 0.70 so that it can be said that all variables in this study are reliable.

Table 6. Latent Variable Correlations

	X1 BEBAN KERJA	X2 KOMPENSASI	Y KINERJA KARYAWAN
X1 BEBAN KERJA	1.000	-0.054	0.562
X2 KOMPENSASI	-0.054	1.000	0.493
Y KINERJA KARYAWAN	0.562	0.493	1.000

From the latent variable correlations table above, the average correlation value of correlation above 0.5 is obtained. The highest correlation value was found between the variable Workload (X1) and Employee Performance (Y) of 0.562. This states that the relationship between the Workload (X1) variable and Employee Performance (Y) shows a stronger relationship than the relationship between the other variables.

Table 7. R-Square

	R-Square
<u>Kinerja Karyawan (Y)</u>	0.590

Sumber : Hasil Pengolahan Data

R² value = 0.590 It can be interpreted that the model is able to explain the phenomenon or problem of Employee Performance by 59.00%. While the rest (41.00%) is explained by other variables (other than Workload, and Compensation) that have not been included in the model and errors. This means that Employee Performance is influenced by Workload, and Compensation by 59.00% while 41.00% is influenced by other variables of Workload, and Compensation.

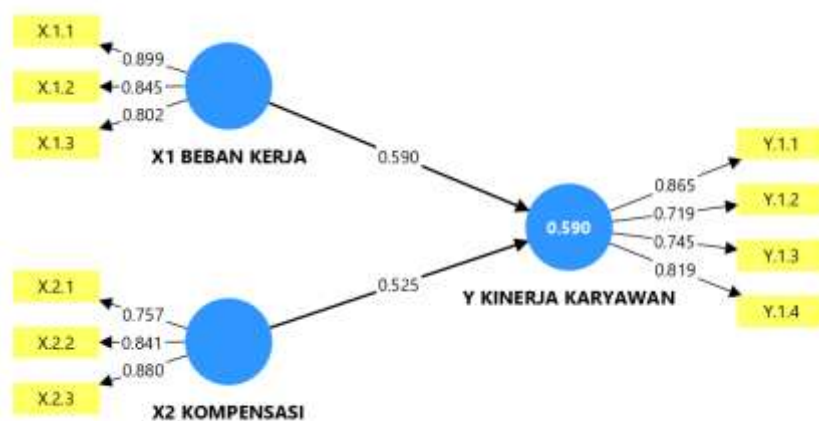


Figure 1. Outer Model

Source : Data Processing, SmartPLS Output

From the PLS output image above, it can be seen the magnitude of the load factor value of each indicator located above the arrow between the variable and the indicator, it can also be seen the magnitude of the path coefficients (path coefficients) that are above the arrow line between exogenous variables and

endogenous variables. In addition, it can also be seen the magnitude of the R-Square which is right in the circle of endogenous variables (Employee Performance variables).

Table 8. Path Coefficients (Mean, STDEV, T-Values, P Values)

Path Coefficients					
Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BEBAN KERJA (X1) -> KINERJA KARYAWAN (Y)	0.590	0.597	0.065	9.088	0.000
KOMPENSASI (X2) -> KINERJA KARYAWAN	0.525	0.529	0.087	6.060	0.000

Sumber : Hasil Pengolahan Data

From the table above, it can be concluded that the hypothesis states:

H1. In the hypothesis proposed by H1, Workload (X1) has a positive effect on Employee Performance (Y). The path coefficients value shows a figure of 0.590 and a p-value of <0.05 which is 0.000, which means that Workload (X1) has a significant positive effect on Employee Performance (Y). It can be concluded that the H1 hypothesis is rejected because it states that Workload (X1) has a negative effect on Employee Performance (Y), while the test results state that Workload (X1) has a positive effect on Employee Performance (Y).

H2. In the hypothesis proposed by H2, Compensation (X2) has a significant positive effect on Employee Performance (Y). The path coefficients value shows the number 0.525 and the p-values <0.05, which is 0.000. It can be concluded that the H2 hypothesis is accepted because it states that Compensation (X2) has a positive effect on Employee Performance (Y).

DISCUSSION

The Effect of Workload on Employee Performance

Based on the results of data processing using PLS, results were obtained that were not in accordance with the hypothesis proposed that workload had a negative effect on employee performance at UD Berkah Rosok Ponorogo. This is evidenced by the path coefficients value of 0.590 (marked positive), and the T-statistical value of $9.088 > 1.96$ (from the value of the table $Z_{\alpha} = 0.05$) showing a positive (significant) influence. These results can be representative of the entire population as the results show significant. So that H1 which reads, "Workload negatively affects Employee Performance" can be rejected.

This research is supported by Syach, A. R., & Purnama, Y. H. (2023) shows that workload has a significant positive effect on employee performance, but this is contrary to previous research conducted by Sasanti & Irbayuni (2022) which said that workload has a negative effect on employee performance. If the workload continues to increase without the appropriate division of workload, employee performance will decrease. Excessive workload occurs when

employees are expected to perform more job tasks than the capabilities of available human resources.

The reason why the workload has a significant positive effect on employee performance at UD Berkah Rosok Ponorogo is because the employees are used to the work done and the employees continue to work to achieve their targets, even though the workload given is excessive and the equipment used is inadequate or the absence of equipment provided by the warehouse does not hinder the employee's work too much. Workload does not contribute to employee performance, meaning that the higher or lower the workload given, employee performance will remain low.

The Effect of Compensation on Employee Performance

Based on the results of the research that has been carried out, the results of compensation have a positive effect on the performance of UD Berkah Rosok employees. From the path coefficients table of 0.525, and the T-statistic value of $6.060 > 1.96$ (from the value of the table $Z_{\alpha} = 0.05$), then Significant (positive) which means that the better the compensation provided by the company to employees, the more Employee Performance will increase.

However, the problem that is currently being faced by employees is the type of compensation received by UD Berkah employees, such as the salary given is still below the Ponorogo Regional Minimum Wage (UMR) and the absence of BPJS Health and Employment facilities provided by the company, which should provide social protection to employees at work. The low compensation given will decrease Employee Performance, so that Compensation is proven to affect the Performance of UD Berkah Rosok Employees.

If this is improved, it will encourage performance to increase. Compensation is the main driver of a person's performance, many types of compensation provided by the company can be in the form of payments or gifts, the compensation provided by the company will make the employee enthusiastic to work better as well. This is supported by research conducted by Samodro & Kustini (2022), which shows that compensation variables have a positive and significant effect on employee performance variables but are contrary to research by Syach, A. R., & Purnama, Y. H. (2023) that compensation has a negative and insignificant effect on employee performance.

CONCLUSION AND RECOMMENDATION

Based on the results of the study on the effect of workload and compensation on employee performance at UD Berkah Rosok Ngrukem Village, Ponorogo Regency, it can be concluded that workload and compensation simultaneously have a positive and significant influence on employee performance, which means that a well-measured increase in workload and adequate compensation can increase employee productivity, motivation, and quality of work in the company; Partially, proportionate and non-excessive workload allows employees to work efficiently without feeling unduly burdened, so they can maintain focus, complete tasks on time, and perform optimally, while fair and competitive compensation serves not only as a reward for employees' efforts and contributions, but also as a motivating factor that

encourages employees to continuously improve their performance for the sake of achieving organizational goals; Therefore, the management of UD Berkah Rosok needs to pay attention to the balance of the workload so as not to cause stress or fatigue which can actually reduce performance, and continue to evaluate and adjust the compensation system to suit the needs and expectations of employees, so as to create a conducive work environment and support continuous performance improvement; Thus, the strategy of managing workload and providing appropriate compensation is the key to success in maximizing the potential of human resources at UD Berkah Rosok, which will ultimately contribute to the achievement of business goals and increase the company's competitiveness at the local and regional levels.

FURTHER STUDY

Based on these conclusions, further research is suggested to examine other factors that influence employee performance, such as job satisfaction, work environment, and leadership style, which may interact with workload and compensation. In addition, further studies can expand the scope by comparing results with similar companies in other regions to obtain a more comprehensive picture of effective human resource management strategies in increasing company competitiveness sustainably.

REFERENCES

- Abdussamad, Z. (2014). Pengaruh Kompensasi Terhadap Produktivitas Kerja Karyawan pada PT Asuransi Jiwasraya Gorontalo. *Jurnal Manajemen Untar*, 18(3), 112536.
- Adisti, A. A., Sawitri, N. N., Navanti, D., Ali, H., & Khan, M. A. (2024). Pengaruh Beban Kerja Dan Kompensasi Terhadap Kinerja Karyawan. *Jurnal Ekonomi Dan Bisnis*, 2(8), 1076-1085.
- Apriyani, D., Purnamasari, E. D., & Wulandari, T. (2023). Pengaruh Beban Kerja, Disiplin Kerja dan Stres Kerja terhadap Kinerja Karyawan pada PT Hindoli (A Cargill Company). *Eksis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 14(1), 8-16.
- Ariestuti, N. P. W. (2022). *PENGARUH BEBAN KERJA, KOMPENSASI DAN PENGALAMAN KERJA TERHADAP KINERJA KARYAWAN PADA LEMBAGA PERKREDITAN DESA (LPD) SE-KECAMATAN ABIANSEMAL KABUPATEN BADUNG* (Doctoral dissertation, Universitas Mahasaraswati Denpasar).
- Batubara, G. S., & Abadi, F. (2022). Pengaruh beban kerja dan dukungan rekan kerja terhadap kinerja karyawan dengan stres kerja sebagai variabel

- intervening. *Sibatik Journal: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan*, 1(11), 2483-2496.
- Charisma, T. A. (2022). *Pengaruh Beban Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus pada Divisi Marketing PT Graha Medika Mandiri)* (Doctoral dissertation, UPN Veteran Jawa Timur).
- Choiroyad, C. (2023). *Pengaruh Lingkungan Kerja, Gaya Kepemimpinan, dan Kompensasi terhadap Loyalitas Karyawan Pada CV. Sun Purity* (Doctoral dissertation, IAIN KUDUS).
- Darmasari, E. (2022). Pengaruh Beban Kerja dan Stres Kerja terhadap Produktivitas Kerja Karyawan CV. Sinar Utama Yamaha Kota samarinda. *Jurnal Administrasi Bisnis FISIPOL UNMUL*, 10(4), 296-302.
- Febriana, A. (2022). Pengaruh Kompensasi Dan Beban Kerja Terhadap Loyalitas Karyawan Pada PT. Berlian Multi Sejahtera (Doctoral dissertation, UPN Veteran Jawa Timur).
- Fitriya, A. (2022). Pengaruh Kepuasan Kerja Dan Pengawasan Kerja Terhadap Kinerja Karyawan Melalui Disiplin Kerja Di CV Andi Jaya Mojokerto (Doctoral dissertation, UPN Veteran Jawa Timur).
- Kurnia, N. A., & Sitorus, D. H. (2022). Pengaruh Beban Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Value: Jurnal Manajemen Dan Akuntansi*, 17(1), 48-57.
- Khrisna, G. P. (2023). Pengaruh Komitmen Organisasi, Disiplin Kerja, dan Lingkungan Kerja Terhadap Kinerja Karyawan Bongkar Muat pada PT. MMP (Morowali Mitra Perkasa) Sulawesi Tengah (Doctoral dissertation, UPN Veteran Jawa Timur).
- Mulia Z, F., Nurmala, R., & Danial R, D. M. (2024). OPTIMALISASI SUMBER DAYA MANUSIA BAGI BUMDES PARUNGSEAH SEJAHTERA DESA PARUNGSEAH KECAMATAN SUKABUMI KABUPATEN SUKABUMI. *Jurnal Bisnis Indonesia*, 14(2).
- Nofriandi, H. (2016). *PENGARUH KOMPENSASI FINANSIAL TERHADAP KINERJA KARYAWAN PADA PT. KARYA TATA MANDIRI DI*

- PEKANBARU (Doctoral dissertation, Universitas Islam Negeri Sultan Syarif Kasim Riau).
- Putri, F. C. D. (2024). *PENGARUH KOMPENSASI DAN BEBAN KERJA TERHADAP KEPUASAN KERJA KARYAWAN CV SAMODERA JAYA PERKASA JOMBANG* (Doctoral dissertation, UPN Veteran Jawa Timur).
- Qoyyimah, M., Abrianto, T. H., & Chamidah, S. (2020). Pengaruh beban kerja, stres kerja dan lingkungan kerja terhadap kinerja karyawan bagian produksi PT. INKA Multi Solusi Madiun. *ASSET: Jurnal Manajemen Dan Bisnis*, 2(1).
- Rahmawati, W. P. D. (2022). *Pengaruh Kompensasi, Motivasi Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada UMKM (Studi Kasus Paguyuban UMKM Pedagang Ayam Potong di Kelurahan Pulo Gadung Jakarta Timur)* (Doctoral dissertation, Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta).
- Ramli, A., & Akbar, A. (2022). Pengaruh Beban Kerja Terhadap Stres Kerja dan Kinerja Karyawan PT. Putra Mahalona. *Jurnal Bisnis Kolega*, 8(2), 58-67.
- Sanaky, M. M. (2021). Analisis Faktor-Faktor Keterlambatan Pada Proyek Pembangunan Gedung Asrama Man 1 Tulehu Maluku Tengah. *Jurnal Simetrik*, 11(1), 432-439.
- Sasanti, M. A. (2022). *Pengaruh Beban Kerja dan K3 terhadap Kinerja Karyawan pada Bagian Produksi CV. 99 Gresik* (Doctoral dissertation, UPN Veteran Jawa Timur).
- Sinambela, L. P. (2021). *Manajemen Sumber Daya Manusia: Membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi Aksara.
- Sitompul, S. S., & Simamora, F. (2021). Pengaruh beban kerja, pengalaman kerja, dan kompensasi terhadap kinerja karyawan PT. Tannery Sejahtera Mandiri Pekanbaru. *Management Studies and Entrepreneurship Journal (MSEJ)*, 2(2), 142-153.
- Sukmawati, R., & Hermana, C. (2024). Pengaruh Beban Kerja dan Stres Kerja terhadap Kinerja Karyawan. *Jurnal Riset Manajemen Dan Bisnis*, 51-56.

- Syach, A. R., & Purnama, Y. H. (2023). Pengaruh Kompensasi, Beban Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmiah Multidisiplin*, 2(05), 76-81.
- Tresnawati, N. (2020). *Hubungan Beban Kerja Dengan Kinerja Pegawai Di Dinas Lingkungan Hidup Provinsi Kalimantan Selatan* (Doctoral dissertation, Universitas Islam Kalimantan MAB).
- Valentina, S. K. (2023). *Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan di PT. Melbe Tata Boga (Reddog) Kota Surabaya* (Doctoral dissertation, UPN Veteran Jawa Timur).
- Yahya, B., & Irbayuni, S. (2023). Pengaruh Lingkungan Kerja dan Kompensasi terhadap Kepuasan Kerja Karyawan PT. Mekar Abadi Sentosa Jombang. *Reslaj: Religion Education Social Laa Roiba Journal*, 5(5), 2860-2871.
- Yani, A. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan CV. Rizki Abadi. *Jurnal Inovasi Penelitian*, 3(2), 5185-5188.
- Yasa, N. L. F. A. D. (2018). Pengaruh Motivasi dan Komitmen Terhadap Kinerja Pegawai Negeri Sipil di Dinas Kebudayaan Provinsi Bali. *Public Inspiration: Jurnal Administrasi Publik*, 3(1), 46-52.