

---

**THE INFLUENCE OF WORKLOAD AND COMPENSATION ON EMPLOYEE PERFORMANCE AT J&T EXPRESS COURIERS IN THE NORTH SURABAYA REGION**

**Fachmi Nursyamsi<sup>1</sup>**

Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, Indonesia

[fachminursyamsi@gmail.com](mailto:fachminursyamsi@gmail.com)

**Sulastri Irbayuni<sup>2</sup>**

Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, Indonesia

[sulastrii.ma@upnjatim.ac.id](mailto:sulastrii.ma@upnjatim.ac.id)

---



**Abstract**

To support and advance a company, everything depends on existing human resources. Because human resources have an important role in a company because human resources are what determine the success of a company in the long term. However, in reality, there are many challenges that employees must face in supporting the successful performance of a company. This research aims to determine the effect of workload and compensation on employee performance. The method used is a quantitative method with a population of 40 J&T Express employees in the North Surabaya Region and the sampling technique uses saturated sampling, namely the sample takes the entire population of 40 courier employees. Data was obtained through a questionnaire compiled based on indicators for each research variable and then analyzed using SmartPLS software. The results of the research show that a high workload can reduce employee performance and providing good compensation can improve employee performance for J&T Express couriers in the North Surabaya Region.

**Keywords:** Workload, Compensation, Employee Performance

## INTRODUCTION

As we know, the rise in e-commerce transactions from year to year has also contributed to the growth of business opportunities in the logistics sector. Based on Statista Market Insights data in July, the number of e-commerce users in Indonesia in 2024 will reach 208.55 million people, and it is predicted that in 2027 it will reach 244.67 million e-commerce users. Currently, it is divided into several e-commerce sites such as Shopee, Lazada, Tokopedia, and a new application, namely Tiktok Shop. Of course, this can be used as a business opportunity in the logistics sector in Indonesia.

To support and advance a company, everything depends on existing human resources. Because human resources have an important role in a company because human resources are what determine the success of a company in the long term. Competent human resources with good performance can support the success of a company, on the other hand, incompetent human resources with poor performance are a competitive problem that can put the company at a loss, so the consequences that human resources sometimes have to face are: improve the performance of each individual.

However, employee performance in the company does not always increase, sometimes it also decreases. To prevent obstacles in achieving company goals, one of the steps that can be taken to improve employee performance is to evaluate employee performance so that the company grows and excels in competition. One factor in decreasing performance is workload. Giving excessive workloads also has negative consequences for employees which can lead to overload in work and neglect of other work that cannot be completed in the time required. The workload given to employees must be balanced with the abilities and competencies of the employees themselves so that to achieve human resource productivity that must be increased, the organization or company must be able to create conditions that can encourage and enable comfort to develop and improve the abilities and skills possessed optimally.

In this case, J&T Express is an express package delivery company that applies technological developments as a basic system, this company has a mission to continue to improve technology and delivery systems, provide excellent customer service, and expand

the distribution network to reach more customers in various regions. To make this happen, the company relies on couriers.

In this case, the courier is the spearhead of the task carrying out logistics distribution activities from the sender to the recipient or from the seller to the buyer. Couriers have a very big role in this activity. One assessment of the courier's performance is how much and how capable they are of distributing packages to consumer recipients as determined by the company. J&T has its benchmark for assessing the performance of its couriers, namely by calculating the package units delivered by the courier to the recipient. This calculation is used to see whether the resources they employ have met the targets they set.

Based on the data obtained, 40 couriers have a target package to send to consumers every day. However, the couriers have not been able to complete the task of sending packages or goods targeted by the company. This is also supported by the results of interviews with several employees in the courier department that late delivery of goods or packages was caused by several obstacles such as the recipient/buyer using the COD system not being able to be contacted, difficulty finding the address because the buyer did not write the address completely, bad weather. Apart from that, couriers also found that working hours could increase at any time if there were consumers who needed deliveries at night, this happened when consumers could not receive deliveries during normal working hours because they were not at home or had gone to work. This demand often forces couriers to work outside normal working hours, increasing the duration of their work time while providing no additional wages. On special days, such as marketplace discounts or flash sales, the number of packages that enter logistics and must be delivered by couriers will increase 2-3 times compared to normal days. Of course, this has an impact on the number of packages that must be carried and delivered by couriers according to their work area and will have an impact on company performance.

## **REVIEW OF LITERATURE**

### **Workload**

Workload is several processes or activities that must be completed by an organizational unit systematically within a certain period. If a worker can complete and adapt

to several tasks given, then this does not become a workload, but if the worker is unsuccessful, then these tasks and activities become a workload (Santanu & Madhani, 2022). Meanwhile, according to Munandar in (Aprilia et al., 2017), workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce. The indicators that can be used to measure workload according to Putra in (Rolos, Sambul, and Rumawas 2018b) include work conditions, use of time, and work standards.

### **Compensation**

According to Hasibuan in (Kertiyasa & Irbayuni, 2022), compensation is all income in the form of money and goods, either directly or indirectly, received by employees as compensation for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented workers. Meanwhile, according to Marwansyah in (Ma'ruf, 2021), compensation is wages given by the company to employees for the performance that has been given, whether direct or indirect, financial or non-financial rewards. The compensation indicators according to Simamora in (Febriana & Kustini, 2022) include wages or salaries, incentives, allowances, and facilities.

### **Employee Performance**

According to Mangkunegara in (Irham & Iryanti, 2022) employee performance is the result of an employee's work in completing work in accordance with operational standards that have been implemented by the company both in quality and quantity. Meanwhile, according to (Hartati et al., 2020) employee performance is the work result that can be achieved by a person or group of people in an organization to achieve organizational goals within a certain period. The employee performance indicators according to Robbins in (Oktaviansyah & Adiwaty, 2022) include quantity of work, quality of work, punctuality, and ability to work together.

### **The Relationship between Workload and Employee Performance**

Decreased employee performance can be caused by several factors, including workload. Workload is a collection of activities that must be completed by an organizational unit or position holder within a certain period (Rolos et al., 2018). Meanwhile, according to Yuniarsih and Suwatno in (Santanu & Madhani, 2022), workload is several processes or

activities that must be completed by an organizational unit systematically within a certain period if a worker can complete and adapt to several tasks given, then this does not become a workload. However, if the worker is unsuccessful, then these tasks and activities become a workload. This is in line with research conducted by Sasanti & Irbayuni, (2022), and Harjasa & Swasti, (2022) which states that high workloads result in decreased productivity of a job in an organization or company.

H1: Workload has a negative effect on employee performance

### **The Relationship between Compensation and Employee Performance**

Compensation is an important factor in efforts to improve employee performance and acts as a reference to encourage employees to work better so that company goals are achieved. Implementing a good compensation system will make employees feel appreciated so that they will be motivated to work. So, appropriate compensation will encourage employees to work better and more actively so that company goals will be achieved (Efendi et al., 2020). This is also supported by research results from Dwianto et al., (2019) and Arifudin, (2019), which also show that compensation plays a significant role in the effectiveness of an organization or company, where if employees are given appropriate compensation, the resulting performance results will be much greater. increases further.

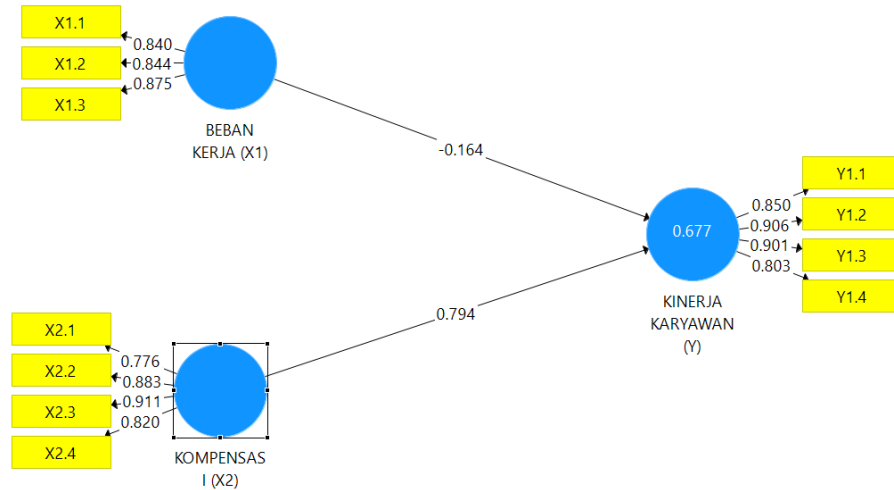
H2: Compensation has a positive effect on employee performance

### **RESEARCH METHOD**

This type of research uses quantitative by using an ordinal scale to measure each variable. The research subjects were J&T Express couriers in the North Surabaya Region. The sample used was a saturated sample by taking the entire population, namely 40 couriers. This research uses primary data obtained through interviews and questionnaires, for secondary data through literature studies, journals, and books as well as previous research. Data analysis used in this research uses the Structural Equation Modeling (SEM) method using the Partial Least Square (PLS) analysis tool.

## RESULTS AND DISCUSSION

### PLS Model Analysis



**Figure 1**  
**PLS Output Path Diagram**

From the PLS output image above, you can see the magnitude of the factor loading value for each indicator which is located above the arrow between the variables and indicators, you can also see the magnitude of the path coefficients which are above the arrow line between the exogenous variables and the endogenous variables. Apart from that, you can also see the size of the R-Square which is right within the circle of the endogenous variable (Employee Performance variable). Therefore, the indicator with the highest loading coefficient for Work Load is the work standard (X1.3) with a loading factor of 0.875. Meanwhile, for compensation, the indicator with the highest loading factor is allowances (X2.3) with a value of 0.911. For Employee Performance, the indicator with the highest factor loading is work quality (Y1.2) with a value of 0.906.

**Table 1**  
**R-Square**

	R-square
<b>Employee Performance (Y)</b>	0.677

R2 value = 0.677. This can be interpreted to mean that the model can explain the phenomenon of Employee Performance which is influenced by independent variables including Workload and Compensation with a variance of 67.7%. Meanwhile, the remaining 32.3% is explained by other variables outside this research (apart from Workload and Compensation).

### Hypothesis Test

**Table 2**  
**Path Coefficients**

	<b>Path Coefficients</b>	<b>T Statistics</b>
<b>Workload (X1) -&gt; Employee Performance (Y)</b>	-0.164	2.141
<b>Compensation (X2) -&gt; Employee Performance (Y)</b>	0.794	7.209

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

Hypothesis 1. Workload has a negative effect on employee performance which can be accepted with path coefficients of -0.164 or P-Value  $0.033 < 0.05$ , so the results are significant or can be interpreted as meaning that workload has a negative and significant effect on employee performance

Hypothesis 2. Compensation has a positive effect on employee performance which can be accepted with path coefficients of 0.794 or P-Value  $0.000 < 0.05$ , so the results are significant or can be interpreted as meaning that compensation has a positive and significant effect on employee performance.

### CONCLUSION

Based on the test results using PLS to test several variables on employee performance for J&T Express couriers in the North Surabaya region, The hypothesis that states, "Workload has a negative effect on Employee Performance" is acceptable. This is also in line with the phenomenon that occurs with J&T Express couriers in the North Surabaya region, where the workload or volume of packages carried can double at any time when there is an e-commerce event.

This is also in line with previous research conducted by (Sasanti & Irbayuni, 2022) and (Yustikasari & Santoso, 2023) who also stated that workload has a negative influence on employee performance. So it can be concluded that when workload increases, employees often experience excessive pressure, which can result in a lack of productivity, and reduce the quality of work produced which will have an impact on the overall performance of the team and company. Therefore, management needs to manage workload effectively to ensure employees remain healthy, motivated, and able to provide their best performance.

Then Hypothesis 2 which states, "Compensation has a positive effect on employee performance" can be accepted. So it can be interpreted that the higher the compensation, the higher the level of employee performance. On the other hand, if the lower the compensation, the lower the employee performance will be. Because financial settlement is considered very important for employees, their employees can fulfill their daily needs, especially their physiological needs. This is in line with previous research conducted by (Dwianto et al., 2019), (Arifudin, 2019), and (Paramitadewi, 2017) who said that improvement has a positive effect on employee performance.

This makes employees compete to show their best performance. Apart from that, employees will also be motivated to always improve their performance. This will directly affect employee performance and can make employees feel they have to develop their competencies to achieve company goals.

## REFERENCES

- Aprilia, F., Samsir, P. :, & Pramadewi, A. (2017). Pengaruh Beban Kerja, Stres Kerja Dan Motivasi Kerja Terhadap Kinerja Perawat Rumah Sakit Islam Ibnu Sina Pekanbaru. *JOM Fekon*, 4(1), 87–100.
- Arifudin, O. (2019). Pengaruh Kompensasi Terhadap Kinerja Karyawan Di PT. Global Media (PT.GM) Bandung. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 3(2), 184–190. <https://doi.org/10.31955/mea.vol3.iss2.pp18>
- Dwianto, A. S., Purnamasari, P., & Tukini, T. (2019). Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. JAEIL INDONESIA. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 2(2), 209–223. <https://doi.org/10.36778/jesya.v2i2.74>
- Efendi, R., Lubis, J., & Elvina, E. (2020). Pengaruh Upah Dan Insentif Karyawan Terhadap Kinerja Karyawan Pada Pt. Milano Panai Tengah. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 7(2), 1–11. <https://doi.org/10.36987/ecobi.v7i2.1759>

- Febriana, A., & Kustini, K. (2022). Dampak Kompensasi Dan Beban Kerja Terhadap Loyalitas Karyawan Pada Pt. Berlian Multi Sejahtera. *SCIENTIFIC JOURNAL OF REFLECTION : Economic, Accounting, Management and Business*, 5(3), 656–664. <https://doi.org/10.37481/sjr.v5i3.519>
- Harjasa, F. Z. P., & Swasti, I. K. (2022). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Petrojaya Boral Plasterboard Gresik Fayola Zafira Putri Harjasa 1. Ika Korika Swasti 2. *Jurnal Ilmu Manajemen Dan Bisnis*, 13(1), 109–114.
- Hartati, Y., Ratnasari, S. L., & Susanti, E. N. (2020). Pengaruh Kompetensi, Komunikasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Indotirta Suaka. *Jurnal Dimensi*, 9(2), 294–306. <https://doi.org/10.33373/dms.v9i2.2542>
- Ircham, M. A., & Iryanti, E. (2022). Pengaruh Motivasi, Disiplin Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan PT. Multipack Thamrin Jaya Pasuruan. *SEIKO: Journal of Management & ...*, c, 538–547. <https://doi.org/10.37531/sejaman.v5i2.2414>
- Isbahi, M. B. (2023). Factors Influencing Purchase Behavior: Consumer Interest, Price, and Product Quality (Literature Review HRM). *Danadyaksa: Post Modern Economy Journal*, 1(1), 18–36. <https://doi.org/10.69965/danadyaksa.v1i1.6>
- Kertiyasa, B., & Irbayuni, S. (2022). Pengaruh Lingkungan Kerja Dan Kompensasi Terhadap Loyalitas Karyawan Pada PT. Mahakam Kencana Intan Padi Surabaya. *Journal of Economic, Bussines and Accounting (COSTING)*, 6(1), 505–513. <https://doi.org/10.31539/costing.v6i1.4396>
- Ma'ruf, R. (2021). Pengaruh Kompensasi dan Work Life Balance Terhadap Loyalitas Karyawan. *Psikoborneo: Jurnal Ilmiah Psikologi*, 9(1), 110. <https://doi.org/10.30872/psikoborneo.v9i1.5671>
- Oktaviansyah, M., Pratama, G., & Adiwaty, M. R. (2022). Pengaruh Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan PT. Kaibon Indah Madiun. *SEIKO : Journal of Management & Business*, 5(2), 2022–2368.
- Paramitadewi, K. F. (2017). Pengaruh Beban Kerja dan Kompensasi terhadap Kinerja Pegawai Sekretariat Pemerintah Daerah Kabupaten Tabanan. *Jurnal Manajemen Unud*, 6(6), 3370–3397. <https://ojs.unud.ac.id/index.php/manajemen/article/view/29949>
- Rolos, J. K. R., Sambul, S. A. P., & Rumawas, W. (2018). Pengaruh Beban Kerja Terhadap Kinerja Karyawan Pada PT. Asuransi Jiwasraya Cabang Manado Kota. *Jurnal Administrasi Bisnis*, 6(4), 19–27.
- Santanu, T. R., & Madhani, A. F. (2022). Pengaruh Stres Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Divisi Kurir Studi Pada J&T Express Garut 01 (Pt. Global Jet Express). *Eqien - Jurnal Ekonomi Dan Bisnis*, 11(04).

<https://doi.org/10.34308/eqien.v11i04.1260>

Sasanti, M. A., & Irbayuni, C. A. S. (2022). Pengaruh Beban Kerja dan K3 Terhadap Kinerja Karyawan Pada Bagian Produksi. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, 24(3), 556–561. <https://doi.org/10.29264/jfor.v24i3.11307>

Toha, Mohamad & Supriyanto. (2023). Factors Influencing the Consumer Research Process: Market Target, Purchasing Behavior and Market Demand (Literature Review Of Consumer Behavior). *Danadyaksa: Post Modern Economy Journal*, 1(1), 1–17. Retrieved from <https://e-journal.bustanul-ulum.id/in>

Yustikasari, S. A. T., & Santoso, B. (2023). Pengaruh Beban Kerja, Stres Kerja, dan Lingkungan Kerja Terhadap Kinerja Perawat Bagian Rawat Inap di Rumah Sakit Tingkat III Brawijaya Surabaya. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 6(1), 928–939. <https://doi.org/10.47467/alkharaj.v6i1.3831>