

**ANALYSIS OF EMPLOYEE PERFORMANCE BASED ON COMPENSATION,
WORKLOAD, AND WORK DISCIPLINE (Study on Employees of PT. Vasa Sukses
Mandiri)**



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Abstract

This study aims to determine how the effect of compensation (X1), workload (X2), and work discipline (X3), on employee performance (Y) at PT Vasa Sukses Mandiri. This type of research uses associative research using a quantitative approach. The population in this study were employees of Pt. Vasa Sukses Mandiri, while the number of samples used was 48 respondents using probability sampling. The data analysis tools used in this study are validity test, classical assumption test, multiple regression linear regression analysis. The results of this study indicate that based on the partial test (1) Compensation has a positive effect on employee performance Pt. Vasa Sukses Mandiri; (2) Workload has a positive effect on employee performance Pt. Vasa Sukses Mandiri; (3) Work Discipline has a positive effect on employee performance Pt. Vasa Sukses Mandiri. (4) Compensation, Workload and Work Discipline simultaneously have a significant effect on the performance of employees of Pt. Vasa Sukses Mandiri. Of the 4 dominant variables is work discipline, this can be seen based on the highest multiple linear regression value of 0.395.

Keywords: Compensation, Workload, Work Discipline, Performance

INTRODUCTION

In the era of globalization that continues to develop, it makes access to the free market wider, which has an impact on increasing business competition. Companies as business actors are not only required to grow and develop from mass to mass. The above statement is reinforced by the idea that organizations must now walk and move through the changing environment that is happening very quickly. This requires companies to be able to innovate and be competitive for business continuity in an increasingly challenging market. Companies must realize that business success is not only driven by technological developments, but is determined by the quality of their human resources.

Basically, human resources remain the key to success in competing, even though the development of digital technology is rampant. Human resources are often interpreted as fundamental elements so that they are attached to an organization. The important role of human resources is starting from designing strategies, implementing plans, to ensuring the running of a business in fulfilling organizational goals. The high quality of resources can have a good influence on the company. The success ratio of an organization refers to how effective the managerial of human resources is in completing existing tasks and functions. Therefore, companies are required to have quality employees and good knowledge so that employee performance can increase significantly (Nurwati, 2021).

Performance is the result of the efforts of individuals or groups in fulfilling the obligations imposed by the company in achieving organizational goals, while upholding ethical and legal values (Fahraini & Syarif, 2022). Employee performance can be used as a benchmark to assess the extent to which human resources in a company have contributed to the company. Based on this, employee performance is an important factor for the progress of the company or organization. By understanding employee performance, organizations can evaluate the extent to which they are achieving the desired results on the way to the goals that have been set.

Compensation is one of the factors that can affect employee performance. According to Fahraini & Syarif (2022), compensation is the amount of compensation that employees get as a form of reciprocity for their involvement in the corporate governance process. By providing decent compensation, it shows that the company cares about the welfare of its employees. Some employees feel that compensation is the most important aspect, because it reflects the value of their contribution compared to other employees. In general, an employee has a fairly high level of expectation of the amount of compensation according to his expectations. If these expectations are met, employees will be motivated to improve their morale and performance (Sutoro et al., 2020).

In addition to compensation, another factor that is no less important is workload. Workload is a series of activities in a company or organization that are carried out by employees with predetermined criteria and periods. Companies are required to be able to pay attention to workload factors and manage them well, so that employees can work efficiently and stay motivated. Misalignment between workload and employee capabilities can trigger various problems for employees over time (Sinaga et al., 2024). Yang & Santoso (2022) argue that the burden of work that is not in accordance with the physical abilities of the individual can cause several other negative impacts such as headaches, indigestion, and increased anger. Therefore, it is important for companies to ensure that the tasks assigned

are in accordance with the individual's capacity so that they can work effectively and productively.

Work discipline is also one of the things that plays a role in creating employee performance. Employees who have discipline will certainly be more productive, able to collaborate well in the team and comply with predetermined procedures. According to Siswadi in Mulya et al., (2022), discipline is very important for both individuals and organizations because it reflects the attitude of employees to respect the rules and regulations set by an organization. A person's level of discipline is a direct reflection of the level of responsibility he has for the tasks he or she is responsible for. The more disciplined a person is, the higher his awareness of the importance of maintaining the quality of work, this can contribute to the overall success of the company (Muslimat & Wahid, 2021).

This research is aimed at PT. Vasa Sukses Mandiri which is located on Jl. Gayungsari XI No. 33, Gayungan, Gayungan District, Surabaya, East Java. PT. Vasa Sukses Mandiri as a company engaged in the needs of household appliances and provides a variety of quality products to meet consumer needs. The company manufactures stoves, choppers, regulators and various other household needs to meet the needs of consumers. Based on data on the achievement of targets in the last two months, namely September and October 2024, there has been a decrease and targets that have not been achieved. This can indicate that the performance of employees of PT. Vasa Sukses Mandiri is not optimal.

Based on the phenomenon that occurs, it shows fluctuations and instability in achieving targets, which is often the main factor in employee performance. The instability of this target affects motivation and work effectiveness, resulting in less than optimal results. Therefore, the researcher decided to conduct a study on the Influence of Compensation, Workload, and Work Discipline on Employee Performance at PT. Vasa Sukses Mandiri.

REVIEW OF LITERATURE

Compensation

Compensation is a sensitive aspect because it acts as a driver for someone to work and affects the morale and work discipline of an employee. According to RSabrina (2021:131), compensation is a form of reward given by a company or organization to employees, either in the form of money or other than money given in a certain period of time. Success in providing appropriate compensation for employees will affect the quality of work of human resources at work and is directly related to effectiveness within the company.

According to Dwi Nata & Hikmah Perkasa (2023), compensation is a form of appreciation or reward for employees who have contributed to achieving the company's goals through the work activities they do. A good compensation system has an important role in increasing employee satisfaction, motivating, and helping companies retain quality employees. According to Zunaidah et al (2020), there are four indicators that can be used to measure compensation, namely ; wages, incentive, allowances and facilities.

Workload

According to Mahawati et al (2021:49), workload is a burden consisting of physical, social, and mental activities faced by workers, which must be completed within a certain period of time, in accordance with the physical capacity and limitations of the worker's ability to manage the load. In a dynamic work environment, employees are often faced with a variety of demands and responsibilities that can affect their productivity and well-being.

Muhith in Apriyani et al (2023) argues that workload is the number of tasks given in work that can cause tension and stress in individuals. The workload assigned to employees must be tailored to their abilities and competencies. Through the determination of effective workloads, companies can assess employees' ability to handle workloads optimally and their impact on the overall performance of the company. According to Koesomowidjojo in Diana (2019), there are three indicators that can be used to measure a person's workload, namely ; working conditions, targets to be achieved and working time arrangement.

Work Discipline

Discipline is a behavior that must be instilled in every individual, both inside and outside the organization. Pralitasari & Khotimah (2021) argue that work discipline is a sense of compliance and adherence to various values as a form of individual obligation in fulfilling the responsibilities given by the company in a predetermined period. Each individual must be willing to comply with the rules that have been agreed upon and be willing to accept the consequences for every violation that occurs. That way, gradually this discipline will become a positive habit and be embedded in the individual.

According to Pratama (2020), work discipline is an effort made by employees in developing knowledge and behavior so that employees can work together voluntarily to provide assistance to other colleagues in an effort to improve work performance. It can be said that discipline is an important factor in achieving company goals. Employees who have good discipline will be aware and willing to carry out their duties well. When employees comply with existing regulations and show a high level of discipline, this will create a better work environment, which ultimately has a positive impact on the overall activities of the company. Agustini (2019: 104) said that there are 5 indicators that can be used to measure work discipline, namely ; attendance levels, how it works, obedience to superiors, working awareness and responsibility.

Employee Performance

Employee performance can be interpreted as a form of achievement of an employee in carrying out tasks in accordance with the responsibilities given. Performance encompasses all aspects of work, from the quality of work to the ability to work together in a team and achieve set targets. According to Sihalolo & Siregar (2019), employee performance is all the achievements of employees in giving all their best abilities to obtain optimal results, taking into account both quantity and quality which aims to encourage the development of the company towards better progress. Good employee performance will be positively correlated with the achievement of organizational goals. Robert L. Mathis and John L. Jackson in Khaeruman et al (2021:17) stated that there are 3 indicators that can measure employee performance, namely ; quantity, quality and collaborate.

RESEARCH METHOD

This study uses a quantitative approach with an associative type of research. According to Sugiyono (2020: 16), quantitative research is a research method based on the philosophy of positivism used in investigating the influence of several specific samples. This study aims to analyze whether Compensation, Workload and Work Discipline have a significant effect on Employee Performance, both simultaneously and partially. There are two research variables used in this study, namely independent variables (X) covering

Compensation (X1), Workload (X2), and Work Discipline (X3). Meanwhile, the dependent variable (Y) is Employee Performance.

In this study, the variables were measured using a likert scale with scoring assessments from one to five. The data used in this study is primary data obtained directly from respondents through questionnaires containing identity information and their responses regarding aspects of Compensation, Workload, Work Discipline, and Employee Performance. The data collection process also includes documentation methods through reports, as well as other relevant information.

The sample taken in this study amounted to 48 employees with a population of 90 employees. The sampling technique uses Simple Random Sampling using the Slovin Formula. Random sampling involves randomly selecting a sample from the population without paying attention to the strata in the population.

The data analysis methods used in this study include classical assumption tests and multiple linear regression analysis. Tests in the classical assumptions carried out include multicollinearity tests, heteroskedasticity tests, and normality tests. Multiple linear regression analysis is used to predict changes in the value of dependent variables that are influenced by independent variables. In addition, the F test and the t test were applied to determine the influence of independent variables on dependent variables, both partially and simultaneously.

RESULTS AND DISCUSSION

Validity Test

Validity test is a testing process to determine whether the results obtained from the questionnaire are considered valid or not. A questionnaire is declared valid or not based on certain criteria, namely, by comparing the value of $r_{count} > r_{table}$, the questionnaire is considered valid. Conversely, if $r_{count} \leq r_{table}$, then the questionnaire is considered invalid. In this study, the r_{table} value used was 0.284. The following table presents in depth the validity test results for each variable used in this study:

Table 1.
Validity Test Result

Variable	Statement	R_{count}	R_{table}	Description
Compensation (X1)	X1.1	0,704	0.284	Valid
	X1.2	0,854	0.284	Valid
	X1.3	0,768	0.284	Valid
	X1.4	0,783	0.284	Valid
	X1.5	0,825	0.284	Valid
Workload(X2)	X2.1	0,767	0.284	Valid
	X2.2	0,777	0.284	Valid
	X2.3	0,796	0.284	Valid
	X2.4	0,808	0.284	Valid
	X2.5	0,822	0.284	Valid
Work Discipline (X3)	X3.1	0,768	0.284	Valid
	X3.2	0,748	0.284	Valid
	X3.3	0,549	0.284	Valid
	X3.4	0,480	0.284	Valid
	X3.5	0,405	0.284	Valid

Performance (Y)	Y.1	0,519	0.284	Valid
	Y.2	0,862	0.284	Valid
	Y.3	0,767	0.284	Valid
	Y.4	0,760	0.284	Valid
	Y.5	0,480	0.284	Valid

This validity test was conducted on 48 respondents with $\alpha = 0.05$ and $df (n-2) = 46$, with r table 0,284. Based on validity testing, all statement components meet the requirements $r_{count} > r_{table}$ 0.284.

Reliability Test

Reliability test is an index that describes the extent to which a measuring instrument can be trusted or relied upon. In this case, it describes the extent to which the measurement results remain consistent when carried out repeatedly on the same symptoms, using the same measuring instrument. To measure whether the data is reliable, the Cronbach's alpha (α) method is used. The Cronbach's alpha (α) criteria used in this study are if the Cronbach's alpha value received is > 0.60 ($\alpha > 0.60$), then the variable is considered reliable. Conversely, if the Cronbach's alpha value received < 0.60 ($\alpha \leq 0.60$), it can be considered that all variables cannot be said to be reliable.

Table 2.
Reliability Test Result

Variabel	Cronbach's Alpha Value	Limit Value	Description
Compensation (X1)	0,903	0.60	Reliabel
Workload (X2)	0.917	0.60	Reliabel
Work Discipline (X3)	0,644	0.60	Reliabel
Performance (Y)	0,805	0.60	Reliabel

In Table 3, it can be seen that the Cronbach Alpha coefficient for the Compensation variable is 0.903, Workload 0.917, Work Discipline 0.644 and Employee Performance 0.805. This data indicates that each question in the questionnaire is reliable, because the Cronbach Alpha value ($\alpha > 0.60$) shows the consistency of the data and supports the reliability of using question items in this study.

Multicollinearity Test

The Multicollinearity Test aims to determine whether there is a correlation between free variables in the regression model. In general, a good regression model does not have correlation between independent variables. To find out if multicollinearity occurs can be done by looking at the Variance Inflation Factor (VIF) value, if the VIF value is less than 10 (≤ 10), then it can be concluded that there is no multicollinearity problem with other independent variables. However, if the VIF value exceeds 10 (> 10), then it can be concluded that there is a multicollinearity problem with other independent variables. The following are the results of the multicollinearity test in this study:

Table 3.
Multicollinearity Test Results

Coefficients ^a			
Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Compensation (X1)	0,178	5,629
	Workload (x2)	0,173	5,797
	Work Discipline (X3)	0,360	2,774
a. Dependent Variable: Employee Performance			

Source : Output SPSS Statistic 25 (2025)

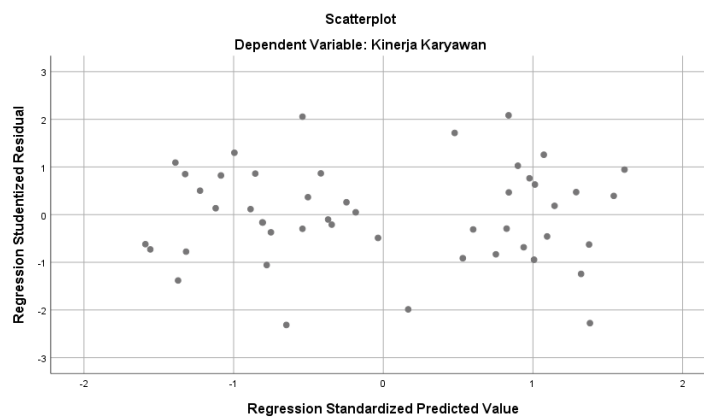
Based on table 1.1, it shows that the compensation value, workload and work discipline have a *tolerance value* of > 0.1 and a VIF value > 0.10 . It can be concluded that there is no relationship between independent variables, so there is no symptom of multicollinearity.

Heteroscedasticity Test

The Heterokedasticity test was carried out to assess whether there were inconsistent variations in the residual in the linear regression model. One of the methods used to detect heterokedasticity is to observe the graph on the *scatterplot*. If the dots on the *scatterplot* are scattered randomly without forming a specific pattern, then it can be concluded that heteroscedasticity does not occur. The results of the heterokedasticity test are shown in the following figure:

Figure 1.

Heterokedasticity Test (Scatter Plot)



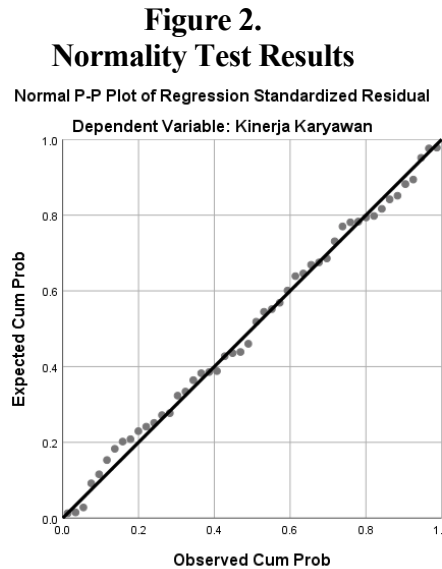
Source : Output SPSS Statistic 25 (2025)

Based on figure 1, it is known that the chart scatterplot shows the spread of data above and below the value of 0 on the Y axis. No clear pattern was found in the distribution of the

data and the spread of the data points did not form a wavy pattern. So it can be concluded that there is no heteroscedasticity in the regression equation model.

Normality Test

The normality test is a test used to evaluate the distribution of data in a group of data or variables. This test aims to find out whether the distribution of the data is normally distributed or not. The following results of the Normality Test in this study are presented in the form of the following images:



Source : Output SPSS Statistic 25 (2025)

As shown in figure 2, it can be seen that the data obtained is normally distributed in accordance with the P-P Plot of Regression Curve Normality Test which depicts the existence of data in the form of points scattered around the diagonal line and following the diagonal line, then it can be concluded that the residual regression model can be distributed normally

Multiple Linear Regression Analysis Test

In this study, multiple linear regression analysis was used to measure the relationship between the variables Compensation (X1), Workload (X2), and Work Discipline (X3) with the Employee Performance variable (Y). Based on the calculations, the multiple linear regression equation is obtained as follows:

Table 3.
Multiple Linear Regression Analysis Test Results

Coefficientsa							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	BRIG HT
(Constant)	.360	.963		.374	.711		
Compensation (X1)	.314	.080	.388	3.945	.000	.178	5.629
Workload (x2)	.250	.086	.289	2.899	.006	.173	5.797

Work Discipline (X3)	.395	.078	.348	5.038	.000	.360	2.774
a. Dependent Variable: Employee Performance							

Source: Output SPSS Statistics 25 (2025)

Based on the table above, which shows the results of multiple linear regression analysis, it can be interpreted as follows:

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

$$Y = 0,360 + 0,314X_1 + 0,250X_2 + 0,395X_3$$

- The value of the constant (a) in this multiple linear regression analysis is 0.360. It can be interpreted that if the value of the compensation variable (X1), workload (X2), and work discipline (X3) is 0, then the employee performance value (Y) will be 0.360.
- The value of the multiple linear regression coefficient of the compensating variable (X1) is 0.314. This can be interpreted if the compensation (X1) increases by 1 unit, then the performance of the employee (Y) will increase by 0.314 assuming that other independent variables remain constant.
- The value of the multiple linear regression coefficient of the workload variable (X2) is 0.250. This can be interpreted if the workload (X2) increases by 1 unit, then the performance of the employee (Y) will increase by 0.250, assuming that other independent variables remain constant.
- The value of the multiple linear regression coefficient of the work discipline variable (X3) is 0.395. This can be interpreted if work discipline (X3) increases by 1 unit, then employee performance (Y) will increase by 0.395, assuming other independent variables remain constant.

F Test

Simultaneous test (F test) is a test used to find out whether the variables of Compensation (X1), Workload (X2), and Work Discipline (X3) together (simultaneously) affect the Employee Performance variable (Y). In this study, the F test was applied to test the hypothesis simultaneously on all variables, with the following results:

Table 4.
F Test Results

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Mr.
1	Regression	906,816	3	302,272	179,283	.000b
	Residual	74,184	44	1,686		
	Total	981,000	47			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Compensation, Workload						

Source: Output SPSS Statistics 25 (2025)

Based on Table 4 above, it can be known that the F_{cal} value is 179.283 with a significance value of 0.000. The value of F_{cal} is $179.283 > F_{table}$ is 2.82 with a significance level of $0.000 < 0.05$. Based on the results of this F test and this statement, it can be concluded that Compensation (X1), Workload (X2), and Work Discipline (X3) have a simultaneous and significant effect on Employee Performance (Y).

T Test

The t-test aims to determine the influence of independent variables, namely Compensation (X1), Workload (X2), and Work Discipline (X3) on the dependent variable, namely Employee Performance (Y). Here is a table of t-test results:

Table 5.
t Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	BRIG HT
1 (Constant)	.360	.963		.374	.711		
Compensation (X1)	.314	.080	.388	3.945	.000	.178	5.629
Workload (x2)	.250	.086	.289	2.899	.006	.173	5.797
Work Discipline (X3)	.395	.078	.348	5.038	.000	.360	2.774

a. Dependent Variable: Employee Performance

Sumber: Output SPSS Statistic 25 (2025)

Based on Table 5, regarding the results of multiple linear regression analysis, it can be interpreted as follows:

- a. Partial test between compensation variables and employee performance

The significance value of the compensation variable (X1) is $0.000 < 0.05$. The calculated value is $3.945 > t_{table}$ 2.015. So, compensation has a significant effect on employee performance. So, H_0 is rejected, and H_1 is accepted, meaning that partial compensation has a significant effect on employee performance.

- b. Partial test between workload variables and employee performance

The significance value of the workload variable (X2) is $0.006 < 0.05$. The calculation value is $2.899 > t_{table}$ 2.015. So that workload has a significant effect on employee performance. So, H_0 is rejected, and H_1 is accepted, meaning that the workload partially has a significant effect on employee performance.

- c. Partial test between work discipline variables on employee performance

The significance value of the work discipline variable (X3) was $0.000 < 0.05$. The calculated value is $5.038 > t_{table} 2.015$. So, work discipline has a significant effect on employee performance. So, H_0 is rejected, and H_1 is accepted, meaning that work discipline partially has a significant effect on employee performance.

Compensation partially has a significant effect on the performance of employees of PT Vasa Sukses Mandiri.

The results of hypothesis testing using the t test or partially, state that the t count of the Compensation variable (X1) is obtained at 3.945 with a significance value of 0.000 which has a value greater than the t table, which is 2.015. Evidenced by the value of t count ($3.945 > T_{table} (2.015)$), it can be concluded that H_0 is rejected and H_1 is accepted, so that the Compensation Variable (X1) partially has a significant effect on Employee Performance (Y) at PT Vasa Sukses Mandiri. This is supported by the findings of Aulia Ramdhani & Budi Prabowo (2022) which states that the results of the study can be concluded that there is a significant positive effect between compensation and employee performance of PT Harapan Sejahtera Karya Utama. Workload partially has a significant effect on the performance of employees of PT Vasa Sukses Mandiri.

Workload partially has a significant effect on the performance of employees of PT Vasa Sukses Mandiri.

The results of hypothesis testing using the t test or partially, state that the t count of the Workload Variable (X2) is obtained at 2.899 with a significance value of 0.006 which has a value greater than the t table, which is 2.015. Evidenced by the value of t count ($2.899 > T_{table} (2.015)$), it can be concluded that H_0 is rejected and H_1 is accepted so that the Workload Variable (X2) partially has a significant effect on Employee Performance (Y) at PT Vasa Sukses Mandiri. This is supported by the findings of Sara Sinaga & Sihombing (2021) which state that there is a significant positive influence between the workload of PT Kereta Api Divre 1 North Sumatra and the performance of its employees.

Work Discipline partially has a significant effect on the performance of employees of PT Vasa Sukses Mandiri.

The results of hypothesis testing using the t test or partially, state that the t count of the Work Discipline Variable (X3) is obtained at 5.038 with a significance value of 0.000 which has a value greater than the t table, which is 2.015. Evidenced by the value of t count ($5.038 > T_{table} (2.015)$), it can be concluded that H_0 is rejected and H_1 is accepted so that the Work Discipline Variable (X3) partially has a significant effect on Employee Performance (Y) at PT Vasa Sukses Mandiri. This is supported by Pratama (2023) which state that there is a significant positive influence between the work discipline of PT Pos Indonesia DC Ciputat and the performance of its employees.

Compensation, workload and work discipline simultaneously have a significant effect on the performance of employees of PT Vasa Sukses Mandiri.

Based on the results of hypothesis testing using the simultaneous F test, it states that the research F count is obtained at 179.283 with a significance value of 0.000 which has a value greater than the F table, which is 2.82. Evidenced by the

value of F count (179.283) > t table (2.82), it can be concluded that H₀ is rejected and H₁ is accepted, so that the Compensation Variable (X₁), Workload (X₂), and Work Discipline (X₃) simultaneously have a significant effect on Employee Performance (Y) at PT Vasa Sukses Mandiri. This is supported by Putra & Purwaningrat (2023), who argue that Work Discipline, Compensation, and Workload simultaneously have a positive and significant effect on employee performance at CO. Bali Rivan Production.

CONCLUSION

Based on the results of the study, the three variables tested, namely, Compensation (X₁), Workload (X₂), and Work discipline (X₃), have a positive and significant influence on employee performance at PT. Vasa Sukses Mandiri. The results of the partial test (t-test) of the compensation variables showed a significance level of 0.000, a workload of 0.006, and a work discipline of 0.000, all of which were smaller than 0.05. Therefore, the hypothesis in this study is accepted. Meanwhile, simultaneous testing (test F) shows that Compensation (X₁), Workload (X₂), and Work Discipline (X₃) together significantly affect the Employee Performance of PT. Vasa Sukses Mandiri. This shows that the provision of compensation in accordance with performance, not excessive workload, and improvement of work discipline, can directly contribute to improving employee performance. These three variables have an important role that supports each other. Therefore, any change in these independent variables can affect employee performance directly and comprehensively. Thus, PT. Vasa Sukses Mandiri needs to pay attention to the balance between the compensation provided, the workload covered, and the work discipline of employees in order to create a productive work environment and support the achievement of organizational goals. With the right management of these three factors, it is hoped that employee performance can continue to improve continuously. For the next researcher, it is hoped that he can develop other different aspects in examining the factors that affect employee performance.

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