

The Loyalty Role in Mediating Workload and Compensation for the Employee Performance at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung

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Abstract

This study aims to analyze the role of loyalty in mediating workload and compensation for Employee Performance at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung. This study employed a quantitative approach. Respondents involved 170 employees of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung. Data analysis used SmartPLS software. The research results show that three variables of workload, compensation and loyalty have provided significant influences. Workload has significant influences towards employee performance, loyalty, and employee performance through loyalty facilities at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung. Then, there are significant influences of compensation towards employee performance, loyalty, and employee performance through loyalty at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung.

Keywords: loyalty role, mediating workload, compensation, employee performance

1. Introduction

The employee is one of the company's assets that are very important in obtaining good performance and being able to compete. Companies want optimal results from employees who work effectively and efficiently. The existence of employees who have peak performance is decisive for the success of the organization (Dessler, 2017). Employee performance is significant for an organization as an employee determines its effectiveness. Performance is important because it reflects a measure of a manager's success in managing an organization (Pusparani, 2021). Employees are required to work more professionally, which means that employees must have the perspective to always think and work hard for the success of their work. According to Manoppo *et al.* (2021), the management in the company expects employees to have high employee work productivity. However, the workload of these employees needs to be considered both in terms of limitations, psychological and mental. However, if employees are given the right workload according to their abilities, it can increase their productivity and vice versa. If given a workload beyond their ability, it will undoubtedly have a negative impact on productivity.

Excessive workload will have an impact on employees in carrying out their work, which will cause fatigue both physically and mentally. In addition, it will cause emotional reactions, such as headaches, indigestion, and irritability, and work will be given to someone within a certain period that must be done (Nabawi, 2019). Employees who experience a negative impact of workload will eventually show decreased performance, affecting company productivity. The workload is one of the important elements in validating company performance, so employees must pay attention to this to work loyally. The higher the employee's job responsibility, the more workload must be completed. As a result, the employees have to spend time outside working hours to complete their work to achieve their targets on time (Saputra & Khairusy, 2022). According to Rohman & Ichsan (2021), the workload must be balanced with the potential and ability of employees. Excessive workload will cause stress for employees. Thus, a leader must be able to manage his employees so as not to feel that work is a burden (Trisnawaty & Parwoto, 2020). It is required for employees to work effectively, efficiently and productively to achieve company goals since employee work productivity is one of the keys to the company's success.

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One way that must be taken to improve employee performance is to look at the existing workload in the company. However, an increased workload can cause a decrease in employee performance potential. Classified the workload into intrinsic work factors, namely physical and task demands. Physical demands relate to specific working conditions that can produce optimal work performance besides their impact on employee performance. Physical conditions also have an impact on the mental health of the workforce. The worker's physical condition influences a person's physical condition and psychology. The task demands, namely shift work or night work, often cause fatigue for employees due to excessive workload. Excessive workload and too little workload can affect employee performance. According to, the workload dimension can be related to performance, consisting of time load, mental effort load, and psychological stress load. First, time load shows the amount of time available for planning, implementing, and monitoring tasks or work. Second, mental effort load means much mental effort in a job. Third, psychological stress load shows occupational risk, confusion, and frustration levels. Employees must complete two or more tasks that must be worked on simultaneously.

Workload and employee performance are interrelated because an organization gives the correct position to its employees and can see the workload first so that employee performance increases and a sense of comfort with the work assigned to achieve company goals (Rolos *et al.*, 2018). These tasks certainly require time and energy to complete the work. The burden of providing resources that are often limited will certainly cause employee performance to decrease. Problems that can arise include weakened employee endurance and pressure feeling. Good performance indicates the success of employees in carrying out work. Employees are entitled to have rewards for the achievements made. The achievements obtained by employees are in the form of compensation that can motivate employees to work in the company.

Employees need compensation, such as bonuses, benefits, a comfortable work environment and work that can show their ability so employees can give their best performance to the company (Nugraha & Tjahjawati, 2017). Compensation is an important thing that must be provided to the employees in a proper manner, both financial and non-financial compensation. Compensation is one of the purposes of working people to get benefit in the form of salary with an amount deemed appropriate. It is mostly seen as money and because other aspects are ignored, of course salary is not the only goal of people working but it is the main factor that makes people want to work. Besides, high salary is one of the main drivers of employee satisfaction. However, it does not mean that a high salary will improve work performance (Paramitadewi, 2017). Thus, compensation can increase employee loyalty, so the management needs to be concerned that the company's performance keeps productive.

Employees are the most important asset in a company, so it is important to keep their loyalty. The problem of loyalty is a problem that will always be faced by the management of the agency or company (Safitri, 2015). High loyalty employees can be seen from their behavior. It will have a high concern for the company, such as hard work, creativity, and readiness to do the best for the company (Saydam, 2016). On the other side, argue that employee loyalty positively impacts company growth. It may arise from decent compensation. Loyalty is a sense of employee responsibility to the company that creates excitement and morale. In a company, employee loyalty is crucial to achieving company goals (Hasibuan, 2016). Therefore, the companies must implement a good employee work system to keep employees loyal to their company. Some factors that affect loyalty in the form of salaries or wages provided by the company are the correlation between the boss and employees that will be created properly in achieving the company's goals.

Covid-19 has triggered the employees to keep their loyalty in the company. Generally, companies have suffered losses due to this pandemic which has caused national economic losses. It has occurred since the beginning of 2020 (Hadiwardoyo, 2020). In the conditions of a global crisis, companies are required to keep performing, including demands for an effective and efficient work environment. PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung is a company provider of loading and unloading services. The management of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung must encourage employees to improve employee performance. This will create the enthusiasm of the employees to unite in the company and aim to improve the employees' performance in the company. Employees are often faced with various problems so that it is possible to be stress due to excessive workload, often employees are unable to meet the demands of the job (Fahmi, 2016). The unclear responsibility of the job, lack of time to complete tasks, no facility support to run the company, conflicting tasks are the examples of workloads.

According to the interview with one of the employees (a position as a warehousing administration staff of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung on October 15, 2022 at 10.30 WIB stated that overload and the duration of work tasks affect mental and physical condition. On the other hand, the company that has plan started at 8 a.m. to go to the office, but since there is another job, the employee must go to the office at 5 a.m. in the morning, It also interferes with his personal health. The total number of employees of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung is 262 people consisting of 85 organic employees and 177 subsidiary outsourcing. PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung has organic and outsourcing subsidiaries. Organic employees involve company workers including workers in probationary periods appointed or determined by the company who have a Port Worker Identification Number. Meanwhile, non-organic employees are company workers assigned by a company that does not have a Port Worker Identification Number. Outsourced workers come from outside the company or have third parties to do certain jobs or specific jobs in other companies. The total employees of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung are 262 people. The number of employees is related to the workload provided by the company. Many employees who feel comfortable working will be able to produce optimal work, so that the company's performance increases (Rolos *et al.*, 2018). However, employees feel that the work target set by the company needs to be lowered while the number of workers does not support it, so they are unable to achieve the set target even though they have worked optimally (Irfad *et al.*, 2021).

PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung is certainly faced with dilemmatic conditions. They must focus on the company's vision to become an integrated, highly competitive, and international port management company. On the other hand, the employees have needs and desires of attention from the company. Dwinati *et al.*, (2019) stated that workload has a negative and significant effect on employee performance. This means that if the workload of employees is getting heavier, so the employee performance will be less good, on the contrary, if the workload faced by employees is lighter, employee performance will be good. It is also stated that the effect of compensation on employee performance is positive and significant. Thus, if the compensation received by employees is felt to be more in line with expectations, then the performance of employees will be better. Otherwise, if employee compensation increases and is not in line with employee expectations, then employee performance will be worse (Kasmir, 2016). However, unlike the research conducted by Tanjung *et al.* (2021) who stated that workload has a positive and significant influence on employee performance, this is because employee workload is in accordance with work standards. However, research conducted by Susanti *et al.* (2021) mentioned that employee loyalty positively and significantly influences employee performance. Employees who have high loyalty can improve the quality of performance. The employees of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung experienced workloads that had an impact on employee loyalty. However, the company still provided compensation that kept employees need to work and keep loyal. Based on the background above, the researcher is interested in examining in deeper how much loyalty plays in mediating workload and compensation for employee performance. So, the researcher selected the research entitled "The Loyalty Role in Mediating Workload and Compensation for Employee Performance of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung".

2. Literature Review

2.1 Employee Performance

Employee performance is the result of employee work that can be shown real evidence both in terms of quality and quantity. Therefore, performance is the result or achievement of employees to improve the company. Dimensions of performance:

1. Quality: describes the number of errors, damage and accuracy
2. Quantity: the amount of work produced with respect
3. Working time: describes the level of attendance, tardiness, effective working time
4. Cooperation in others at work

2.2 Loyalty

Employee loyalty is usually synonymous with commitment to the organization which is sometimes seen as an attitude. Therefore, loyalty is the loyalty and responsibility of employees in carrying out the duties and work of the company's management. 6 indicators that can measure employee loyalty: willingness of employees to cooperate, there is a sense of belonging to the company, interpersonal relationships within the company, prefer to finished the work properly, comply with company regulations.

2.3 Workload

Workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norm. Based on this understanding, it can be concluded that workload is the product of the volume of work that must be carried by a position or organizational unit within a certain period of time. Workload indicators: a) job-targets that must be achieved, b) conditions of work, c) work standards, d) use of working time, e) time load, f) mental effort load, g) psychological stress load

2.4 Compensation

Compensation is payment given by the company to be able to increase the productivity of its employees in order to achieve a competitive advantage. It can be concluded that compensation is remuneration received by employees in connection with the sacrifices that have been given to the company. Compensation indicators:

- 1 Fair pay according to work
2. Incentives commensurate with the sacrifice
3. Adequate facilities
4. Allowances that are in accordance with expectations

Dwinati *et al.* (2019) stated that workload has a significant effect on employee performance. This means that if the workload faced by employees becomes heavier, so the employee performance will be less good. Compensation has a significant effect on employee performance. If the compensation received by employees is felt to be more in line with expectations, then the performance of the employee will be better. Otherwise, if the compensation received by the employee is increasingly not in line with the employee's expectations, then the employee's performance will be worse. Susanti *et al.* (2021) mentioned that employee loyalty has a significant effect on employee performance. The higher the employee loyalty, the higher employee's performance. The employee loyalty can improve the performance of the employees themselves. An employee who has loyalty means that he is willing to obey the company's established rules, stay in rules of the situation and conditions that occur in the company and uphold honesty.

3. Methods

According to Sugiyono (2016), explanatory quantitative research is a study that explains the relationship between variables that affect the researcher's hypothesis. The place to conduct this research is at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung. The population of PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung Branch is 262 employees. According to, the saturated sampling technique is a sample determination technique when all members of the population are used as samples. The sample in this study involved 170 employees. According to Sugiyono (2019), variables are everything in the form of anything that is set by the researcher to be studied so that information could be obtained, then the conclusions could be drawn. Observation is a technique or way of collecting data and observing directly about the object of study. Observation aims to strengthen the research data collected through directly observing the object of study. Data collection techniques are in the form of questionnaires that contain a number of questions that must be answered by the respondents. This technique was a tool to obtain the data. The scale used the Likert scale. Testing hypotheses can be seen through t-statistical values and probability values. The purpose of hypothesis testing is to establish a basis in determining whether the decision is rejected or accepted. Hypothesis test can be seen from *t-statistics* and p-value. If the t-statistic is >1.96 and the p-value is <0.05 , then the hypothesis is accepted. Meanwhile, if the *t-statistic* is < 1.96 and the p-value is > 0.05 , then the hypothesis is rejected (Haryono, 2017).

4. Result and Discussions

The data processing was started with data collection through a questionnaire survey distributed to 170 respondents. The questionnaire aims to determine the effect of (1) workload on employee performance, (2) compensation on employee performance, (3) loyalty to employee performance, (4) workload to loyalty, (5) compensation to loyalty, (6) workload to employee performance through loyalty, and (7) compensation to employee performance through loyalty. Data analysis in this study used descriptive analysis with the aim to describe in general terms of the variables under study. Then, testing the research model was carried out using SEM-PLS through the Smart-PLS data processing software tool. Descriptive statistics are a description of respondents' answers to describe a data seen from the mean

and standard deviation presented in the table of each variable. In this study, the mean is the average value of the respondent's overall answer through the research variable, while the standard deviation is a variation of the respondent's answer, the number 1 which means strongly disagrees up to the number 5 which means strongly agree.

In the evaluation stage, the structural model aims to predict the correlation between latent constructs. The test results on structural models can be used to observe if the empirical data on the study support the correlation of the development about the hypothesis created. The existence of a hypothesis correlation can be seen from the relationship between exogenous and endogenous latent constructs and from exogenous latent constructs with other exogenous latent constructs, so that by testing on structural models, the researcher can see whether based on empirical data the hypotheses made in this study are accepted or rejected. Therefore, it is very important to first evaluate the inner model in this study using three tests, namely, R Square, Q Square, and Path Coefficient.

Concerning the predictive power of a structural model, it can use the value of R^2 in each endogenous construct. The values of R^2 (0.75), (0.50), and (0.25) can be interpreted that the model formed (strong), (moderate) and (weak) on the number of variants of the construct that can be explained by the model (Ghozali & Latan in Hamid & Suhardi., 2019). Thus, it can be used to measure the variance of changes in exogenous constructs on endogenous variables. The variance of changes in endogenous constructs (coefficients of determination) can be explained by exogenous constructs that can be seen in Table 1 as follows:

Table 1. Structural Model Evaluation

	R Square	Category
Employee Performance	0,396	Moderate
Loyalty	0,118	Weak

Source: researcher's data processing results, 2023 (*SmartPLS output 3.3.3*)

The test results in Table 1 show the first R^2 value, employee performance of 0,396 between the values of 0.25 -0.50 which is classified as moderate. The results explain that 39.6% of employee performance is influenced by variables of workload, compensation, and loyalty, while the remaining of 60.4% is influenced by other factors that were not studied in this study. Then, the second R^2 value, namely loyalty, shows 0,118, which is below the relatively weak value of 0.25. The results explained that 11.8% of loyalty was influenced by workload and compensation variables, while the remaining of 88.2% was influenced by other factors not studied in this research.

Q-square statistics are used to measure the quality of PLS line model, which is calculated using the Stone Geisser Q^2 procedure. A Q-square value is greater than 0 (zero) which indicates that the model has a predictive relevance value, while a Q-square value of less than 0 (zero) indicates that the model has less predictive relevance. However, if the calculation results show a Q-square value with more than 0 (zero), then the model have a relevant predictive value. The formula for calculating *Stone Geisser Q-square* is as follows:

$$Q^2 = 1 - (1 - R^2) / (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.396) / (1 - 0.118) = 0.467$$

Based on the calculation results, a Q-square value of 0.467 is obtained, which shows a Q-square value with more than 0 (zero) deserves to be said that have a relevant predictive value.

In order to find out the magnitude of the variables influence on other variables, path coefficients testing is used:

Table 2. Path Coefficients

	Original Sample
Workload -> Employee Performance	-0,099
Employee Performance > Compensation	0,237
Employee Loyalty -> Performance	0,481
Workloads -> Loyalty	-0,136
Compensation -> Loyalty	0,293

Source: researcher's data processing results, 2023 (*SmartPLS output 3.3.3*)

From table 2 the results of the path coefficients test can be explained regarding the influence of each exogenous variable on the endogenous variable, the following are explained the results from the table above:

- Workload has a negative coefficient value of -0,099, which indicates that the higher the workload value, the more employee performance will decrease.
- Compensation has a positive coefficient value of 0,237, which indicates that the higher the compensation value, the higher the employee's performance value.
- Loyalty has a positive coefficient value of 0,481, which indicates that the higher the employee loyalty, the higher the employee performance will be.
- The workload has a negative coefficient value of -0,136, which indicates that the higher the workload, the more loyalty will decrease.
- Compensation has a positive coefficient value of 0,293, which indicates that the higher the compensation, the higher the loyalty.

In this study, the results of hypothesis tests that have been carried out by researchers are presented below.

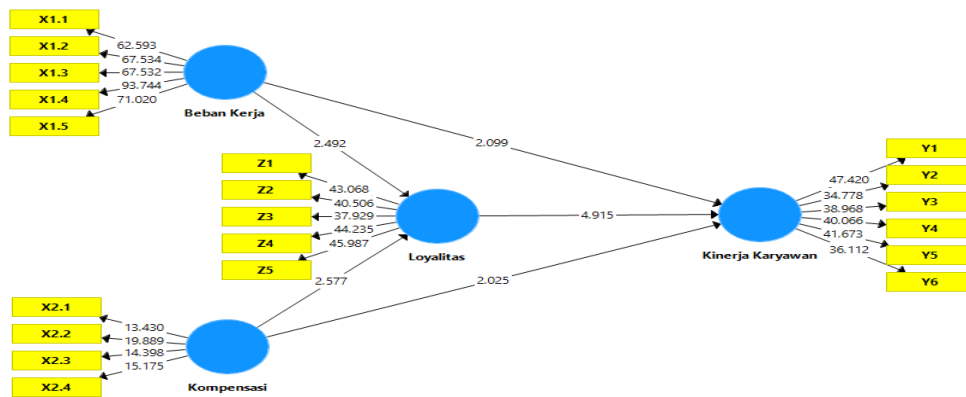


Figure 1. T-Statistical Value Path Diagram (*Bootstrapping*)

Source: researcher's data processing results, 2023 (*SmartPLS output 3.3.3*)

Table 3. Hypothesis Test

	Original Sample	T Statistics	P Values	Information
Direct Effect				
Workload -> Employee Performance	-0,099	2,099	0,036	Significant
Employee Performance > Compensation	0,237	2,025	0,043	Significant
Employee Loyalty -> Performance	0,481	4,915	0,000	Significant
Workloads -> Loyalty	-0,136	2,492	0,013	Significant
Compensation -> Loyalty	0,293	2,577	0,010	Significant
Indirect Effect				
Workload -> Loyalty -> Employee Performance	-0,065	2,009	0,045	Significant
Compensation -> Loyalty -> Employee Performance	0,141	2,157	0,031	Significant

Source: researcher's data processing results, 2023 (*SmartPLS output 3.3.3*)

4.1 The Influence of Workload on Employee Performance

The test results show a path coefficient value of -0,099 and a t-statistics value of 2,099. The value is more than the t-table of 1.96, while in the p-values of 0,036 is less than the significance level of 0,05. These results can be concluded that the hypothesis that has a significant influence of workload on employee performance is accepted, or in other words, there is a negative and significant influence of workload on employee performance. Based on these results,

this study is in line with Sulastri & Onsardi (2020) result which stated that workload negatively affects employee performance. (Bisnis et al., 2018) workload results negatively and significantly affect employee performance. High workloads will have an impact on the quality performance, as well as causing a decrease in employee performance.

4.2 The Influence of Compensation on Employee Performance

The test results in table show a path coefficient value of 0,237 and a t-statistics value of 2,025. The value is more than the t-table of 1.96, while in the p-values of 0,043 is less than the significance level of 0,05. These results can be concluded that the hypothesis that has a significant influence of compensation on employee performance is accepted, or in other words, there is a significant positive influence of compensation on employee performance. Based on the results of data from Nugraha & Tjahjawati (2017), compensation has a positive and significant effect on employee performance. The results of this study are in line with Muhamad Ekhsan & Septian (2021) result who stated that compensation has a positive effect on employee performance. This means that the increase in compensation given by the company will increase employee performance.

4.3 The Influence of Loyalty on Employee Performance

The test results show a path coefficient value of 0,481 and a t-statistics value of 4,915. The value is more than the t-table of 1.96, while in the p-values of 0,000 is less than the significance level of 0,05. These results can be concluded that the hypothesis that has a significant influence of loyalty on employee performance is accepted, or in other words, there is a significant positive influence of loyalty on employee performance. Based on the results of data from Aldi & Susanti (2019), loyalty has a positive and significant influences on employee performance. The results of this study are in line with (Astiti & Fitriana, 2018) which states that loyalty has a positive influence on employee performance. Employee loyalty contributes to the progress of the company both from physical loyalty but also ideas, so that employee performance can be seen from their loyalty.

4.4 The Influence of Workload on Loyalty

The test results show a path coefficient value of -0,136 and a t-statistics value of 2,492. The value is more than the t-table of 1.96, while in the p-values of 0,013 is less than the significance level of 0,05. These results can be concluded that the hypothesis has a significant influence of workload on loyalty is accepted, or in other words, there is a significant negative influence of workload on loyalty. Based on the results of Hendriyadi dan suryani (2020) which states that workload has a negative and significant effect on employee loyalty. This research is in line with Febriana & Kustini (2022) who stated that workload negatively affects loyalty. This is due to too high job demands that affect the loyalty of employees in the company.

4.5 The Influence of Compensation on Loyalty

The test results show a path coefficient value of 0,293 and a t-statistics value of 2,577. The value is more than the t-table of 1.96, while in the p-values of 0,010 is less than the significance level of 0,05. These results can be concluded that the hypothesis that has a significant effect of compensation on loyalty is accepted, or in other words, there is a significant positive effect of compensation on loyalty. Based on the results of data from Lumiu et al. (2019) compensation affects employee performance. The results of this study are in line with (Heryati, 2016) which states that compensation has a positive effect on loyalty. Those who get compensatory satisfaction will influence good behavior to be more and active work in the company.

4.6 The Influence of Workload on Employee Performance through (Mediated) by Loyalty

The test results show a path coefficient value of -0,065 and a t-statistics value of 2,009. The value is more than the t-table of 1.96, while in the p-values of 0,045 is less than the significance level of 0,05. These results can be concluded that the hypothesis that has a significant influence of workload on employee performance through loyalty is accepted, or in other words, the loyalty variable is capable of being an intermediate variable between the influence of workload on employee performance. Research conducted by (Addlillah et al., 2021) states that the provision of workloads must be in accordance with work standards and employee abilities to affect employee loyalty, but the heavier workload will decrease and affect employee loyalty.

4.7 The Influence of Compensation on Employee Performance through (Mediated) by Loyalty

The test results show a path coefficient value of 0,141 and a t-statistics value of 2,157. The value is more than the t-table of 1.96, while in the p-values of 0,031 is less than the significance level of 0,05. These results can be concluded that the hypothesis that has a significant influence of compensation on employee performance through loyalty is accepted, or in other words, the loyalty variable is capable of being an intermediate variable between the influence of compensation on employee performance. Research conducted by Satedjo & Kempa (2016) compensation has an influence on employee work loyalty. It assumed that the greater the compensation given, the higher work loyalty, so the employee performance will increase.

Based on the results of testing, the workload hypothesis, compensation, loyalty, and employee performance have influenced each other. Workload will affect employee performance when get high job assignments. However, with the compensation provided by the company, employees are more loyal and there is confidence to improve the company's performance.

5. Conclusions

Based on the test results that have been carried out, it can be concluded that three variables of workload, compensation, and loyalty have provided significant influences. Workload has significant influences towards employee performance, loyalty, and employee performance through loyalty facilities at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung. Then, there are significant influences of compensation towards employee performances and loyalty at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung. Last, there are significant influences of loyalty and employee performance at PT Pelindo IV (Persero) Cabang Terminal Petikemas Bitung.

For future researchers who are interested in conducting research on employee performance mediated by loyalty, it is necessary to consider other factors that influence employee performance, such as motivation, work environment and work stress or psychological stress load. Another suggestion for future research is enlarging the scope of research that involves more companies or employees.

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