
Strengthening Cooperative Business Performance through Human Resource Economics: The Effect of Workload, Work Environment, and Compensation on Employee Productivity

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Abstract:

This study aims to examine the effect of workload, work environment, and compensation on employee performance, both partially and simultaneously, at Koperasi Simpan Pinjam (KSP) Karya Abadi in Buleleng. Employee performance has become a critical focus due to inconsistent achievement of monthly work targets and indications of imbalance between workload and received compensation. Adopting a quantitative approach, the study involved all 30 employees of KSP Karya Abadi as the research sample, using a census sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS 25.0. The findings reveal that workload has a negative and significant effect on employee performance, while work environment and compensation each have a positive and significant effect. Simultaneously, all three variables significantly influence employee performance. These results underscore the importance of balanced workload management, a supportive work environment, and fair compensation as key factors in enhancing employee productivity and, consequently, strengthening cooperative business performance.

Keywords: *Workload, Work Environment, Compensation, Employee Performance, Cooperative Business*

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1. Introduction

Employee performance is one of the key indicators in evaluating the effectiveness and success of an organization. Based on the data presented in Figure 1.1, it is evident that employee performance at Koperasi Simpan Pinjam Karya Abadi has fluctuated over the past four years. In both 2021 and 2022, employee performance remained stagnant at around 70%. A significant increase occurred in 2023, reaching 90%, only to decline again to 70% in 2024. This decrease is attributed to employees' inability to consistently meet their monthly targets. Another contributing factor is the rising number of non-performing loans, which directly impacts the cooperative's operational

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stability and increases the work pressure on employees involved in debt collection, loan restructuring, and credit risk management.

One of the primary factors influencing employee performance is workload. According to Rohman & Ichsan (2021), workload refers to a set of tasks that must be completed by an organizational unit or position holder within a certain time frame. Fransiska & Tupti (2020) argue that excessive workload can cause physical and psychological strain. At Koperasi Simpan Pinjam Karya Abadi, responsibilities such as member services, loan data management, and collections contribute to a high-pressure work environment. If not managed properly, workload can lead to physical and mental fatigue, increase the risk of errors, and reduce overall productivity. This aligns with the findings of Siburian et al. (2021), who found that workload has a significant effect on employee performance. However, this contrasts with Nabila & Syarvina (2022), who reported no significant relationship between workload and performance.

In addition to workload, the work environment plays a crucial role in supporting or hindering employee performance. Nitisemito (2015) defines the work environment as everything surrounding employees that may influence the way they perform their tasks. Afandi (2016) emphasizes physical conditions such as temperature, ventilation, lighting, cleanliness, and adequacy of work equipment as key components. An unsupportive work environment—such as the absence of proper rest areas, poor interpersonal relationships, internal conflict, or lack of communication—can demotivate employees, trigger stress, and lower job satisfaction. If left unaddressed, these issues may lead to higher absenteeism, reduced employee loyalty, and lower performance quality. This view is supported by Nopiyani & Dewi (2024), who found a positive and significant relationship between work environment and employee performance. Conversely, Warongan et al. (2022) reported a negative influence.

Compensation is another critical factor affecting employee performance. Dessler (2017) defines compensation as a form of payment or reward provided to employees for their contributions. Sedarmayanti (2019) elaborates that compensation includes salaries, allowances, and other benefits. A mismatch between the level of workload and compensation can lead to decreased motivation, job dissatisfaction, and a desire to seek better opportunities elsewhere. This could result in higher turnover rates and increased recruitment and training costs for the organization. Wonda et al. (2022) found that compensation has a positive and significant impact on performance. However, Mardika (2023) found a negative and insignificant relationship between compensation and performance.

These three factors—workload, work environment, and compensation—are not only theoretically important but also practically relevant in cooperative work settings. Given the inconsistent findings in previous studies regarding their impact on employee performance, further research is needed to gain a clearer understanding of these variables in the context of Koperasi Simpan Pinjam Karya Abadi in Buleleng.

2. Theoretical Foundations

The Relationship Between Workload and Employee Performance

Workload is one of the critical factors influencing employee performance in an organization. A balanced workload enables employees to perform tasks effectively, enhances productivity, and fosters a more conducive work environment. When tasks are aligned with employees' capabilities and skills, they can operate optimally and achieve organizational targets. Proper workload management can also boost motivation, job satisfaction, and employee loyalty.

Conversely, excessive workload negatively impacts employee performance. High pressure may lead to stress, physical and mental fatigue, reduced concentration, and increased errors, potentially resulting in burnout and declining work quality. Additionally, uncontrolled workload can cause work-life imbalance, affecting employee satisfaction and overall well-being (Nabila & Syarvina, 2022; Ramadhi et al., 2025).

Empirical findings support this argument. Uma and Swasti (2024) found that workload has a significant negative effect on employee performance. Similarly, Winoto and Perkasa (2024) reported a negative correlation between workload and performance. Other studies reaffirm this, highlighting workload's detrimental effects on job satisfaction and productivity (Tumonglo & Purwanto, 2023; Himamora et al., 2024).

H1: Workload has a negative and significant effect on employee performance.

The Relationship Between Work Environment and Employee Performance

The work environment plays a pivotal role in enhancing employee performance. A positive physical and psychological environment improves comfort and productivity. Adequate lighting, good air circulation, cleanliness, and supportive facilities contribute to more efficient work execution. Harmonious interpersonal relationships and effective communication between colleagues and supervisors further support collaboration and motivation (Nopiyani & Dewi, 2024; Warongan et al., 2022).

In contrast, a poor work environment — such as cramped spaces, unstable temperatures, noise, or organizational conflict — can lower concentration, increase stress, and diminish job satisfaction and loyalty (Yusril et al., 2023; Deseria & Lestari, 2024).

Research by Nopiyani and Dewi (2024) and Wonda et al. (2022) confirms that a positive work environment significantly improves employee performance. These findings align with other studies emphasizing the importance of both physical and social aspects of the workplace (Zulher et al., 2022; Hulu & Farida, 2025; Worotikan et al., 2023).

H2: Work environment has a positive and significant effect on employee performance.

The Relationship Between Compensation and Employee Performance

Compensation is a key factor that influences employee performance. Fair and performance-based compensation boosts motivation, satisfaction, and loyalty. This may include salary, bonuses, incentives, or other rewards for contributions made. Employees who feel appreciated through appropriate compensation tend to work harder, show higher dedication, and strive to meet organizational goals (Mediaty et al., 2023; Widayat et al., 2023).

In contrast, inadequate compensation can lower motivation, reduce productivity, increase absenteeism, and elevate turnover intentions. Dissatisfaction with compensation often results in decreased morale and commitment (Laksitarini, 2023; Anisa & Tine, 2022).

Research by Mediaty et al. (2023) and Wonda et al. (2022) shows a significant positive impact of compensation on performance. Similar findings were echoed by Wahyuningsih et al. (2024), who emphasized compensation as a crucial incentive for performance.

H3: Compensation has a positive and significant effect on employee performance.

The Combined Effect of Workload, Work Environment, and Compensation on Employee Performance

Employee performance is shaped by the interaction of multiple factors, particularly workload, work environment, and compensation. Well-managed workloads prevent burnout while maintaining optimal productivity. A supportive work environment enhances motivation and job satisfaction. Fair compensation reinforces employees' sense of value and commitment.

Studies indicate that these three factors collectively affect performance (Hartawan & Dewi, 2024; Mardika, 2023). Research by Hulu and Farida (2025) and Lestari et al. (2024) further confirms that a well-balanced combination of workload, work environment, and compensation significantly influences employee performance. Other studies emphasize that addressing these factors synergistically leads to improved motivation, reduced stress, and higher retention (Bu'ulolo et al., 2024; Wulandari & Sukoco, 2024; Sutrisnawati & Hidayat, 2023).

H4: Workload, work environment, and compensation have a positive and significant effect on employee performance.

3. Methodology

Population and Sample

A population is defined as a generalization area that consists of subjects or objects with certain qualities and characteristics determined by researchers to be studied and from which conclusions are drawn. The population in this study comprises all employees at the Koperasi Simpan Pinjam Karya Abadi in Buleleng, totaling 30

individuals. Given the small size of the population, the research ensures close observation of each individual to draw accurate conclusions related to workload, work environment, compensation, and employee performance.

A sample is a subset of the population that possesses similar characteristics and traits. It is essential that the sample be representative of the entire population. In this study, a saturated sampling technique is used, which means the entire population is used as the sample. Thus, the number of respondents is 30 employees. This method ensures the representativeness of the data and eliminates sampling bias, particularly in research with a limited population size.

Data Types, Sources, and Collection Techniques

This research utilizes **quantitative data**, which consists of numerical information and is analyzed using statistical methods. The study applies a 95% confidence level and a 5% significance level. The data sources are divided into **primary** and **secondary data**. Primary data is obtained directly from the respondents using structured questionnaires, while secondary data is gathered from literature reviews, documentation, and company records that support the analysis.

For data collection, the main instrument is a **questionnaire**, which consists of closed-ended questions using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This allows for the measurement of attitudes, opinions, and perceptions regarding workload, work environment, compensation, and performance. In addition, documentation methods are used to support questionnaire results through tangible evidence such as reports or photographs. To ensure the accuracy of the data, **instrument testing** is conducted, including validity and reliability tests. Validity testing is done by correlating item scores with total variable scores, and reliability is tested using Cronbach's Alpha, where a score greater than 0.60 indicates reliable instruments.

Data Analysis Techniques

After ensuring the validity and reliability of the instrument, the questionnaires are distributed, and the data collected is processed through several analytical stages. First, **classical assumption tests** are conducted, which include the normality test (using both graphical and Kolmogorov-Smirnov methods), multicollinearity test (evaluated by Tolerance and VIF values), and heteroscedasticity test (through residual scatterplots). These tests aim to verify that the data meet the assumptions required for regression analysis.

The main statistical method used is **multiple linear regression analysis**, which examines the influence of three independent variables—workload (X1), work environment (X2), and compensation (X3)—on the dependent variable, employee performance (Y). The regression model is expressed as:

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

where α is the constant, β_1 – β_3 are the regression coefficients, and ε is the error term. Furthermore, the **coefficient of determination (R^2)** is used to measure how much variation in employee performance is explained by the three independent variables.

The adjusted R^2 is reported to reflect model fit, especially with multiple predictors. Hypothesis testing is conducted using both **partial t-tests** (to determine the individual effect of each independent variable) and **simultaneous F-tests** (to examine the collective effect of all independent variables), with a significance level of 0.05.

4. Empirical Findings/Results

Instrument Testing Results

1. Validity Test, If the correlation coefficient value ($r_{\text{calculated}}$) is equal to or greater than the r_{table} value, which is 0.3, then the item is considered valid. Conversely, if the correlation value is below 0.3, the item in the instrument is declared invalid and cannot be used. In this study, the r_{table} value was calculated based on the degree of freedom (df) = $n - 2 = 30 - 2 = 28$, resulting in an r_{table} value of 0.361. The test results are presented below:

Table 1. Validity Test Results

Variable	Statement Item	Pearson Correlation ($r_{\text{calculated}}$)	r_{table}	Sig (2-Tailed)	Description
Workload (X1)	X1.1	0.713	0.361	0.000	Valid
	X1.2	0.831	0.361	0.000	Valid
	X1.3	0.789	0.361	0.000	Valid
	X1.4	0.744	0.361	0.000	Valid
Work Environment (X2)	X2.1	0.640	0.361	0.000	Valid
	X2.2	0.812	0.361	0.000	Valid
	X2.3	0.860	0.361	0.000	Valid
	X2.4	0.766	0.361	0.000	Valid
Compensation (X3)	X3.1	0.686	0.361	0.000	Valid
	X3.2	0.727	0.361	0.000	Valid
	X3.3	0.780	0.361	0.000	Valid
	X3.4	0.697	0.361	0.000	Valid
Employee Performance (Y)	Y1	0.825	0.361	0.000	Valid
	Y2	0.848	0.361	0.000	Valid
	Y3	0.643	0.361	0.000	Valid
	Y4	0.795	0.361	0.000	Valid
	Y5	0.766	0.361	0.000	Valid

(Source: SPSS 25.0 for Windows Output, 2025)

Referring to Table 1, it can be seen that the $r_{\text{calculated}}$ values for each item in the workload (X1), work environment (X2), compensation (X3), and employee performance (Y) variables are all greater than the r_{table} value of 0.361. Thus, the results show that all statements in these four variables are declared valid.

2. Reliability Test, the reliability test in this study used the Cronbach Alpha (α) coefficient. A variable is declared reliable if the Cronbach Alpha value is greater than 0.60. The test results are presented below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Workload (X1)	0.876	Reliable
Work Environment (X2)	0.898	Reliable
Compensation (X3)	0.960	Reliable
Employee Performance (Y)	0.917	Reliable

(Source: SPSS 25.0 for Windows Output, 2025)

Based on Table 2, the reliability test results show that each variable has a Cronbach's Alpha value above 0.60. Therefore, it can be concluded that all statement items in the questionnaire for each variable are reliable or have good internal consistency.

Classical Assumption Testing Results

1. Normality Test, Residual normality testing in this study was carried out using the One-Sample Kolmogorov-Smirnov method at a 5% significance level. The decision-making criteria are as follows: if the significance value (Sig) > 0.05, the data is declared normally distributed. Conversely, if the Sig < 0.05, the data is considered not normally distributed. The results of the normality test are shown below:

Table 3. Normality Test Results ¹¹_{SEP} One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	30
Mean	.0000000
Std. Deviation	.95612847
Most Extreme Differences	
- Absolute	.071
- Positive	.064
- Negative	-.071
Test Statistic	.071
Asymp. Sig. (2-tailed)	.200

(Source: SPSS 25.0 for Windows Output, 2025)

(Source: SPSS 25.0 for Windows Output, 2025)

Based on Table 3, the Asymp. Sig. (2-tailed) value obtained is 0.200. Since this value exceeds the significance threshold of 0.05, it can be concluded that the data is normally distributed. Therefore, the result of the normality test using the One-Sample Kolmogorov-Smirnov method indicates that the data meets the normality assumption, so the regression model can be used for further analysis.

2. Multicollinearity Test, Multicollinearity can be detected by assessing the tolerance and Variance Inflation Factor (VIF) values, as explained by Sugiyono (2021). The commonly used criteria are: if the tolerance value > 0.1 (10%) and the VIF value < 10, it can be concluded that there is no multicollinearity among the independent variables in the regression model. Conversely, if the tolerance < 0.1 and VIF > 10, then multicollinearity is indicated. The results of the multicollinearity test are shown below:

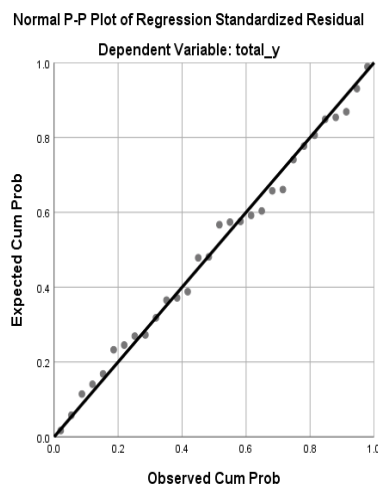
Table 4. Multicollinearity Test Results

Model	Tolerance	VIF
Workload (X1)	0.999	1.001
Work Environment (X2)	0.543	1.842
Compensation (X3)	0.543	1.841

(Source: SPSS 25.0 for Windows Output, 2025)

Based on Table 4, the tolerance values for each independent variable are above 0.1: workload (X1) = 0.999, work environment (X2) = 0.543, and compensation (X3) = 0.543. Additionally, the VIF values for all three variables are below 10. Therefore, it can be concluded that the regression model in this study does not experience multicollinearity issues.

3. Heteroscedasticity Test, A good regression model is one that does not exhibit heteroscedasticity. The decision rule is: if a certain pattern appears, such as points forming a specific regular pattern, heteroscedasticity occurs. If there is no clear pattern and the points are spread above and below zero on the Y-axis, then heteroscedasticity does not occur.

**Figure 1. Heteroscedasticity Test Results**

(Source: SPSS 25.0 for Windows Output, 2025)

Based on Figure 1, the scatter points are randomly distributed above and below the zero line on the Y-axis and do not form any specific pattern. Thus, it can be concluded that the residuals in this regression model do not indicate any signs of heteroscedasticity.

Multiple Linear Regression Analysis Results

Multiple linear regression analysis is a forecasting tool to determine the effect of two or more independent variables on a dependent variable and to test whether there is a functional relationship between them.

Table 5. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
(Constant)	9.760		6.900	.000
Workload (X1)	-0.130	-0.189	-2.446	.022
Work Environment (X2)	0.377	0.502	4.801	.000
Compensation (X3)	0.406	0.484	4.623	.000

(Source: SPSS 25.0 for Windows Output, 2025)

From Table 5, the multiple linear regression equation can be obtained from the Unstandardized Coefficients (Beta) as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon Y = 9.760 + (-0.130)X_1 + 0.377X_2 + 0.406X_3 + \varepsilon$$

Explanation:

Y = Dependent variable (employee performance)

α = Constant

β_1 = Regression coefficient for X1

X1 = Independent variable (workload)

β_2 = Regression coefficient for X2

X2 = Independent variable (work environment)

β_3 = Regression coefficient for X3

X3 = Independent variable (compensation)

ε = Error term

The interpretation of the regression equation shows that the constant (α) value of 9.760 indicates employee performance would be 9.760 units if workload, work environment, and compensation are held constant. The regression coefficient for workload (β_1) is -0.130, suggesting a negative effect, meaning that a 1-unit increase in workload would reduce employee performance by 0.130 units, assuming other variables remain unchanged. In contrast, the regression coefficient for work environment (β_2) is 0.377, indicating a positive effect where a 1-unit improvement in the work environment would increase employee performance by 0.377 units. Similarly, the regression coefficient for compensation (β_3) is 0.406, also indicating a positive effect, meaning that a 1-unit increase in compensation would lead to a 0.406-unit increase in employee performance, assuming other variables remain constant.

5. Discussion

The Influence of Workload on Employee Performance

Workload has been identified as a critical factor affecting employee performance within organizations. The findings of this study at Koperasi Simpan Pinjam (KSP) Karya Abadi in Buleleng demonstrate that increased workload negatively affects employee performance. This implies that when employees are burdened with excessive tasks or responsibilities, their ability to perform optimally tends to decline. High workloads can lead to physical and mental fatigue, which diminishes motivation,

focus, and the overall effectiveness in completing work duties. Situations involving tight deadlines, complex responsibilities, or imbalanced task distribution often contribute to job-related stress and psychological strain.

In a cooperative context, the workload includes customer service, loan management, report preparation, and field collection activities. If these responsibilities are not allocated appropriately, they can lead to administrative errors, delays, and internal conflicts. Moreover, unmanageable workloads can cause increased absenteeism and turnover, as employees may feel overwhelmed and undervalued in such an environment. These findings are consistent with previous studies, which also highlight the detrimental impact of high workload on employee performance (Uma & Swasti, 2024; Winoto & Perkasa, 2024; Nabila & Syarvina, 2022; Laksitarini, 2023).

To address this issue, it is essential for organizations to manage workloads strategically by setting realistic targets, ensuring fair task distribution, and providing adequate rest periods. These steps can help prevent burnout and enhance employee capacity to meet performance expectations (Listiorini et al., n.d.; Ramadhi et al., 2025).

The Influence of Work Environment on Employee Performance

A conducive work environment is another essential component that positively influences employee performance. At KSP Karya Abadi, the research findings indicate that a supportive and pleasant workplace significantly enhances productivity. A healthy work environment includes comfortable physical conditions, strong interpersonal relationships, and effective communication between coworkers and supervisors. When employees feel safe, respected, and supported, their engagement and motivation naturally improve.

A well-structured and clean workspace, as well as appropriate facilities, contribute to task efficiency and employee satisfaction. The presence of harmony among team members also reduces conflict and fosters better collaboration. These factors collectively promote a sense of belonging and commitment to the organization. This conclusion is reinforced by previous studies that emphasize the role of a positive work environment in improving job performance (Nopiyani & Dewi, 2024; Warongan et al., 2022; Yusril et al., 2023; Deseria & Lestari, 2024).

Leaders and managers are therefore encouraged to cultivate a work environment that supports physical comfort and psychological well-being. This includes offering adequate facilities, fostering a collaborative culture, and maintaining transparent communication channels (Sutrisnawati & Hidayat, 2023; Bu'ulolo et al., 2024).

The Influence of Compensation on Employee Performance

Compensation plays a fundamental role in shaping employee performance by serving as both a reward and a motivator. This study reveals that fair and adequate compensation positively impacts employee output at KSP Karya Abadi. Compensation encompasses not only salaries and wages but also incentives, bonuses, allowances, and other benefits. When employees perceive that they are fairly rewarded for their efforts, their motivation, loyalty, and commitment to organizational goals increase significantly.

Beyond financial rewards, elements such as health benefits, annual bonuses, and professional development opportunities further enhance employee morale and satisfaction. On the contrary, when compensation is perceived as inadequate, it may lead to dissatisfaction, reduced motivation, and increased turnover. These findings are consistent with prior studies that highlight the strong correlation between compensation and employee performance (Mediaty et al., 2023; Widayat et al., 2023; Zulher et al., 2022; Wahyuningsih et al., 2024).

Given these insights, it is imperative that management implements a compensation system that is equitable, transparent, and aligned with job demands and individual contributions. Such a strategy not only improves performance but also strengthens trust and retention among employees (Himamora et al., 2024; Peiwei, 2022).

The Combined Effect of Workload, Work Environment, and Compensation on Employee Performance

The combined analysis in this study suggests that workload, work environment, and compensation jointly influence employee performance in a significant way. These three variables form a comprehensive framework that determines how well employees can fulfill their roles and contribute to organizational objectives.

A poorly managed workload may suppress performance by inducing stress and exhaustion, while a supportive work environment can alleviate stress and enhance focus. In contrast, compensation serves as a reinforcing factor, motivating employees to perform better and remain committed. When these elements are harmonized—through balanced task distribution, a collaborative and resourceful environment, and fair compensation—employees are more likely to deliver consistent, high-quality results.

These findings echo prior research that also emphasizes the intertwined role of these variables in shaping performance outcomes (Hartawan & Dewi, 2024; Hulu & Farida, 2025; Anisa & Tine, 2022; Tumonglo & Purwanto, 2023). Therefore, KSP Karya Abadi is encouraged to adopt an integrated approach in managing its human resource policies. Ensuring reasonable workloads, fostering a healthy work environment, and

offering competitive compensation can collectively foster a productive, satisfied, and high-performing workforce.

6. Conclusions

This study concludes that workload, work environment, and compensation significantly influence employee performance at Koperasi Simpan Pinjam (KSP) Karya Abadi in Buleleng. Specifically, workload has a negative and significant effect, meaning that excessive or poorly managed workload tends to reduce employee performance. Conversely, both the work environment and compensation show positive and significant effects, indicating that a supportive and comfortable work environment, along with fair and adequate compensation, contributes positively to employee performance. When these three variables are examined together, they demonstrate a strong and simultaneous impact, confirming their collective importance in driving organizational performance.

The findings of this research carry several practical implications for human resource management and organizational development. First, the negative impact of workload suggests that organizations must be cautious in assigning tasks, ensuring they align with employee capacity to avoid stress and burnout. The positive influence of the work environment implies that companies should invest in creating a healthy, safe, and collaborative workspace. Meanwhile, the strong effect of compensation emphasizes the importance of financial and non-financial rewards as motivators for improved employee output. Overall, these results underscore the need for a holistic HR strategy that balances workload, maintains a conducive work environment, and provides fair compensation to sustain high levels of performance.

For the management of KSP Karya Abadi, it is recommended to routinely evaluate workload distribution to ensure tasks do not exceed individual capacity. The company should also enhance the physical and social aspects of the work environment by providing adequate facilities and nurturing healthy communication between leaders and team members. In terms of compensation, developing a fair, transparent, and performance-based system is essential to improve job satisfaction and motivation. For future research, it is suggested to broaden the scope by involving multiple organizations and adding other influential variables such as leadership style, motivation, organizational culture, or communication patterns. Additionally, using a mixed-methods approach may provide richer and more comprehensive insights into employee experiences and organizational behavior.

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