

# Analyzing Employee Performance at PT. State Electricity Company (Persero) Up3 Parepare: Impact of Compensation and Workload

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**Abstract:-** Based on our observations, interviews, and questionnaire responses, this study's findings reveal several key insights. In terms of compensation, employees express contentment due to the company's consistent recognition and praise for exceptional performance, coupled with satisfaction regarding their salaries. Regarding workload, employees persist in completing their tasks, even when faced with high levels of difficulty and work hours that deviate from the ideal standards. In relation to employee performance, individuals consistently meet company-set work standards and exhibit effective teamwork. To assess these findings, the study employed various statistical tests, including validity, reliability, multiple linear regression, partial tests, simultaneous tests, and the coefficient of determination. The data analysis results indicate that compensation ( $X_1$ ) has a positive and significant impact on the performance of PT. PLN (Persero) UP3 Parepare employees ( $3.284 > 2.012$ ) with a significance level of 0.002, which is less than 0.05. Similarly, workload ( $X_2$ ) also exerts a positive and significant influence on the performance of PT. PLN (Persero) UP3 Parepare employees ( $2.830 > 2.012$ ) with a significance level of 0.007, below the 0.05 threshold. It is important to note that compensation and workload, when considered together, jointly affect the performance of PT. PLN (Persero) UP3 Parepare employees, with a substantial impact ( $29.221 > 3.20$ ) and a significance level of 0.00, which is less than 0.05.

**Keywords:-** Compensation; Workload; Performance.

## I. INTRODUCTION

Human Resources (HR) has a very important position considering that a company is greatly influenced by the quality of its human resources. Good performance is a result that every company wants to achieve. A good company requires employees who have high work capacity or performance, to anticipate environmental opportunities and challenges. With work becoming increasingly competitive in achieving company goals, the management of human resources must be directed at being thinkers and determinants of the company's course as well as being implementers of sustainable performance. Realizing that human resources are a very important asset, which drives all the wheels of the

company, human resource development is placed at the highest level. So, according to Veithzal Rivai in Hendri, Sembiring & Ferine, Kiki, (2018: 3), performance is a function of motivation and ability to complete a task or work, someone should have a certain level of ability. Therefore, companies must think about ways they can develop employees so they can encourage the progress of their organization in order to jointly achieve company goals. Performance is the value of a series of employee behaviors that contribute, both positively and negatively, to the completion of organizational goals (Colquitt, LePine, and Wesson, 2011:35).

Performance within an organization involves all of its human resources, encompassing both leaders and employees. Numerous factors can impact the performance of these human resources, as indicated by Masud, A. A., Tenriyola, A. P., & Asike, A. (2022). These factors can stem from both internal and external sources. Every employee possesses knowledge, skills, and competencies relevant to their role, along with work motivation and job satisfaction. However, employees also exhibit distinct personalities, attitudes, and behaviors that can influence their performance. Rajagukguk, as cited in Pusparini (2018: 3), defines performance as organizational behavior directly linked to the production of goods or the delivery of services. Performance is often associated with task accomplishment, where the term "task" pertains to the activities employees are required to undertake. John W. Atkinson (2007: 85) posits that performance is a function of both motivation and ability, expressed as the performance equation model =  $f(\text{motivation, ability})$ . Additionally, performance hinges on the desire to perform tasks, possessing the necessary skills to complete them, and having a clear understanding of the tasks and how to execute them. Jay Lorsch and Paul Laurence (2007: 85), explain that performance is a function of individual, organizational and environmental attributes, so a performance equation model =  $f(\text{individual, organizational, environmental attributes})$  was formulated.

In formulating this proposal, the author drew upon various prior studies for reference. These studies include: (1) Tiwi Larasati's research in 2020 titled "The Influence of Compensation and Workload on Employee Performance at PT. Expravet Nasuba Medan, North Sumatra." The findings of this study indicated a positive and significant impact of

compensation and workload, both individually and collectively, on the performance of PT. Expravet Nasuba Medan employees. (2) Yunanda M's research in 2020, titled "The Influence of Compensation and Workloads on Employee Performance at PT. JNE (Jalur Nugraha Ekakurir) Palembang." This research revealed that compensation and workloads jointly exert a positive and significant influence on employee performance at PT. JNE Palembang. (3) Alvi Nugraha and Sri Surjani Tjahhewati's study in 2017, titled "The Influence of Compensation on Employee Performance." The research established a significant and positive relationship between compensation and employee performance. The research conducted by Jeky KR Rolos, Sofia AP Sambul, and Wehelmina Rumawas in 2018, titled "The Effect of Workloads on Employee Performance at PT. Jiwasraya Insurance Manado City Branch." Their findings indicated that workloads have a negative and significant effect on employee performance at PT. Jiwasraya Insurance, Manado City Branch. Yudha Adityawarman, Bunasor Sanim, and Bonar M Sinaga's 2015 research, titled "The Effect of Workload on PT Employee Performance at Bank Rakyat Indonesia." The study showed that workloads have a direct, positive, and significant impact on the performance of employees at BRI Krekot Branch. It's worth noting that PT. PLN (Persero) UP3 Parepare is a subdivision of PLN's larger service areas, designed to enhance the focus of PLN services and their direct impact on local communities. UP3 itself is an abbreviation for Service Implementation Unit for Customers in particular. PT. PLN, through the distribution units under it, carries out the task of selling and distributing electrical energy produced by generating units to customers, accompanied by efforts to create customer satisfaction. To achieve this goal, companies can enter into cooperative relationships with other interested parties and do no harm.

## II. LITERATURE REVIEW

### A. Compensation

Essentially, people work to earn money to meet their life needs, and this motivates them to appreciate hard work and develop loyalty to their company. Consequently, companies recognize and reward employees' performance with awards and compensation. Management uses compensation as a means to enhance employee performance, motivation, and overall productivity, as suggested by Mathis and Jackson (2000). Compensation holds significance for individual employees because it reflects the value of their contributions within the organization, impacting their personal lives, families, and society, as noted by Hani Handoko (1993). This compensation, often referred to as rewards, is bestowed upon employees in recognition of their contributions to the organization, as emphasized by Mutiara S. (1993) and Mutiara S. Panggabean (2002).

### B. Workload

Moving on to the concept of workload, as defined by Menpan (1997), it refers to the set of tasks an organizational unit or position holder must complete within a specified timeframe. Workload measurement involves systematically assessing the efficiency and effectiveness of this work, utilizing techniques like job analysis and workload analysis, as outlined by Menpan. When employees perceive their work as an overwhelming workload, it can lead to tension, mismatched abilities, and, ultimately, ineffective behaviors at work, including laziness, task avoidance, and low motivation and performance, as highlighted by Michael in Afrirahmiati (2007). Workload analysis, as described by Komaruddin (1996), aims to determine the required personnel and responsibilities to complete a job within a specified timeframe.

### C. Employee Performance

Lastly, employee performance is a crucial factor for organizational success, as suggested by Handoko H (2002). It encompasses the evaluation of an employee's effectiveness in fulfilling their role within the organization, according to various experts. Winardi (1992) defines performance as the operational effectiveness of both the organization and its employees based on predetermined standards and criteria. Gomes (2000) views it as a record of production results within a specific timeframe, while Marihot Tua Efendi (2002) characterizes it as the tangible output of an employee's work in alignment with their organizational role. Performance is influenced by factors such as education, initiative, work experience, and employee motivation, as emphasized by Mas'ud, A. A., and Adha, W. M (2023).

Basically, humans work to earn money to fulfill their needs. fulfill their life needs. For this reason, an employee begins to appreciate hard work and increasingly show loyalty to the company, and that's why the company gives awards for work performance. and that's why the company rewards the work performance of employees, namely by providing compensation. One way management to improve work performance, motivate and improve employee performance is through compensation (Mathis and Jackson, 2000).

Performance of employees is through compensation (Mathis and Jackson, 2000). Hani Handoko (1993) states that compensation is important for employees as individuals because the amount of compensation reflects the size of their work. as individuals because the amount of compensation reflects the size of their work among the employees themselves, their families and society. Compensation is often also called reward and can be defined as any form of reward given to employees in return for their work. reward given to employees in return for the contribution they make to the organization (Mutiara S., 1993). they make to the organization (Mutiara S. Panggabean, 2002).

Table 1. Theoretical map of research

Researcher Name	Research Title	Research variable	Analysis Method	Research result
Tiwi Laristi (2020)	The Influence of Compensation and Workload on the Performance of PT Employees. Expravet Nasuba Medan, North Sumatra	Compensation, Workload and Performance Employee	Multiple Linear Regression	Compensation and workload have a positive and significant effect, both partially and simultaneously, on the performance of PT employees. Expravet Nasuba Medan, North Sumatra.
Yunanda M (2020)	The Influence of Compensation and Workload on Employee Performance at PT. JNE (Jalur Nugraha Ekakurir) Palembang	Compensation, Workload and Performance Employee	Multiple Linear Regression	Compensation and workload together have a positive and significant influence on employee performance at PT. JNE
Alvi Nugraha, Sri Surjani Tjahawati (2017)	The effect of compensation on employee performance	Compensation, Workload and Performance Employee	Statistical analysis and regression analysis	There is a significant and positive influence between compensation and employee performance
Jeky KR Rolos, Sofia AP Sambul, Wehelmina Rumawas (2018)	The influence of workload on the performance of PT employees. Jiwasraya Insurance, Manado City Branch	Compensation, Workload and Performance Employee	Quantitative method with simple correlation and regression approaches	Workload has a negative and significant effect on employee performance at PT. Jiwasraya Insurance, Manado City Branch
Yudha Adityawarman, Bunasor Sanim, Bonar M Sinaga (2015)	The Effect of Workload on PT Employee Performance. Bank Rakyat Indonesia (Persero) Tbk Krekot Branch	Workload and Employee Performance		Workload has a direct positive and significant effect on the performance of BRI Krekot Branch employees

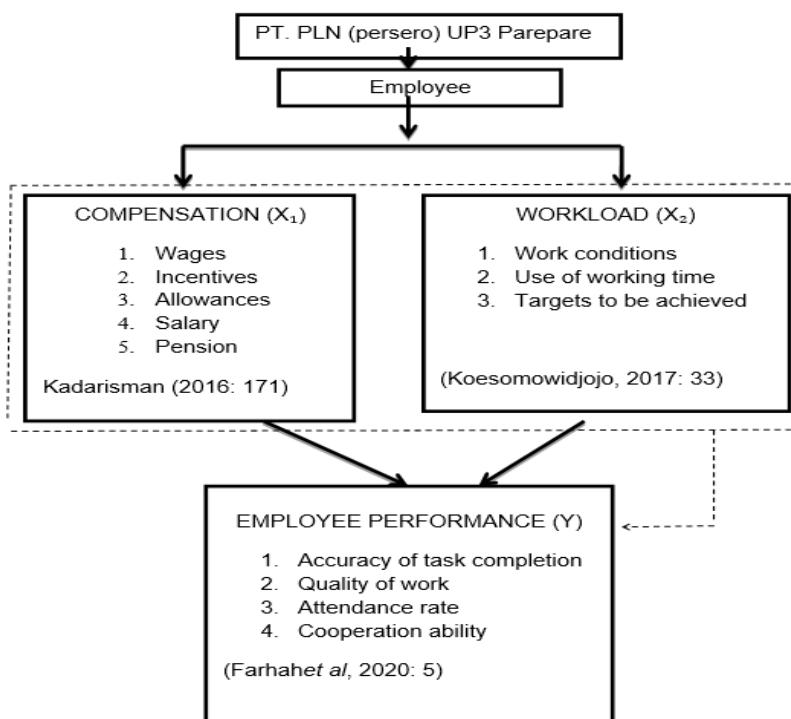


Fig 1. Framework Research

### III. RESEARCH METHODS

#### A. Place and Time of Research

This research was carried out at the PT. PLN UP3 Parepare which is located at Jl. Veteran No. 32, Ujung Sabbang, Kec. Ujung, Parepare City, South Sulawesi. With research time of approximately 2 (two) months.

#### B. Population and Sample

##### ➤ Population

According to Sinambela (2014: 94), population is an object or subject that has certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. In this research, the population is all employees of PT. PLN (Persero) UP3 Parepare, namely 50 people.

##### ➤ Sample

According to Sugiyono (2013: 145), the sample is part of the number and characteristics of the population, the sample taken from the population must be truly representative or representative of the population being studied. In this research the author used a saturated sampling technique, meaning using the entire population as the research sample (Sugiyono, 2013: 85). The samples taken in this research were all employees of PT. PLN (Persero) UP3 Parepare as many as 50 people.

#### C. Data Types and Sources

In this research, the types of data used by researchers are: Quantitative Data, Sugiyono (2019:16) is said to be a Quantitative method because research data is in the form of numbers and analysis uses statistics. And Qualitative Data, namely according to Sugiyono (2019: 17), data obtained from a list of questions (questionnaires) from selected respondents as well as information related to the problems discussed in this research. This research uses two types of data sources as follows: Primary Data is data obtained from respondents through questionnaires that are related to this training. Secondary Data is data obtained by collecting information, data and documents at the PT company. PLN (Persero) UP3 Parepare.

#### D. Data Collection Techniques

Appropriate data collection methods, taking into account its use based on the type of data and source. Data that is objective and relevant to the main research problem is an indicator of the success of a research. Research data collection was carried out by filling out questionnaires and interviews to obtain primary data, in accordance with the research objectives. Researchers met respondents directly, of course in accordance with regulations and did not disrupt the continuity of work processes in the company. In this research the method used in data collection is: Observation, Interview, Questionnaire and literature review.

#### E. Research Variables

According to Sugiyono (2019: 67), research variables are things in whatever form determined by the researcher to be studied so that information about them is obtained. Meanwhile, according to Hatch and Farhady in Sugiyono

(2019: 67), theoretically defining a variable as an attribute of a person, or object, which varies from one person to another or one object to another. Based on the literature review and hypothesis formulation, the researcher determined the variables in this research, including: 1. Free or Independent Variable, independent variables are variables that influence or are the cause of changes or emergence of dependent variables (Sugiyono, 2019: 69). In this research, Compensation and Workload are determined as independent variables. 2. Bound or Dependent Variable, the dependent variable is the variable that is influenced or is the result, because the existence of independent variables (Sugiyono, 2019: 69). In this study, researchers determined employee performance as a dependent variable.

### IV. RESEARCH RESULTS AND DISCUSSION

This research describes compensation and workload on the performance of PT employees. PLN (Persero) UP3 Parepare. Descriptions of respondents were taken from original data collection which was carried out by distributing questionnaires in the form of questionnaires to employees within the company PT. PLN (Persero) UP3 Parepare. The total list of statements distributed was 50 questionnaires.

**Table 2-Respondents Based on Gender**

Gender	Amount	Nkm
Man	39	78%
Woman	11	22%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: PT Employee Data. PLN (Persero) UP3 Parepare City, processed in 2022

In the presentation in table 2, the results of data processing obtained from the companies studied show that, there were 50 respondents listed in this study with a level of 100%, while respondents according to gender, namely, were 3-9 men with level of 78 %, while the number of women is 1 to 1 people with a level of 22 % so that the employees of PT. PLN (Persero) UP3 Parepare are predominantly male.

**Table 3. Characteristics of Respondents Based on Age**

Age	Amount	Percentage
21-30 years old	19	38%
31-40 years old	18	36%
41-50 years old	12	24%
>50 years	1	2%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: PT Employee Data. PLN (Persero) UP3 Parepare City, processed in 2022

In the presentation in table 3, the results of data processing obtained from the companies studied show that, there are a dominant number of respondents aged 21-30 years, namely 19 people with a level of 38%, then the number of respondents aged 31-40 years is 18 people with level of 36%, then the number of respondents aged 41-50 years was 12 people with a level of 24%, while the number of respondents aged over >50 years was only 1 person with a level of 2%.

**Table 4-Characteristics of Respondents Based on Years of Work**

Years of service	Amount	Percentage
1-5 years	8	16%
6-11 years	13	26%
12-17 years old	15	30%
18-25 years old	10	20%
>25 years	4	8%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: PT Employee Data. PLN (Persero) UP3 Parepare City, processed in 2022

In the presentation in table 4 , the results of data processing obtained from the companies studied show that, the dominant respondents' working period at PT. PLN (Persero) UP3 Parepare was 12 - 17 years, namely 15 people with a level of 30 % , followed by respondents whose work period was 6 -11 years, namely 13 people with a level of 26%, then followed by respondents whose work period was 18-25 years, namely 10 people with a level of 20%, then followed by respondents whose work period was 1-5 years namely as many as 8 people with a rate of 16% , while respondents whose work experience is more than 25 years are as many as 4 people with a rate of 8%.

**Table 5-Characteristics of Respondents Based on Last Education**

Last education	Amount	Percentage
SMA/SMK/MA	22	44%
D3	11	22%
S1	16	32%
S2	1	2%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: PT Employee Data. PLN (Persero) UP3 Parepare City, processed in 2022

In the presentation in table 5, it shows that the dominant respondents with a minimum education of SMA /SMK/MA are 22 people with a level of 44%, then followed by respondents with a minimum education of S1, namely 16 people with a level of 3.2 % , then followed by respondents with a level of education. The last D3 was 11 people with a rate of 2 2%, while respondents with a final education of S2 were 1 person with a rate of 2%.

➤ *Validity Test*

This validity test was carried out using the product moment correlation analysis method. Calculations were carried out using the SPSS version 26.0 application using a total of 50 respondents. If  $r_{count} > r_{table}$  then the statement or indicator is declared *valid*, but if  $r_{count} < r_{table}$  then the statement or indicator is declared *invalid*. The test criteria are with a significance level of 0.05 with a 2-way test and *degree of freedom* ( $df$ ) =  $n - 2$ ,  $50 - 2 = 48$ , then the  $r_{table}$  value is obtained as follows:

- If  $r_{count} > r_{table}$  (0.278), (0.05), then the statement item is said to be valid.
- $r_{count} < r_{table}$  (0.278), (0.05), then the statement item is said to be invalid

**Table 6. Compensation validity test results**

Compensation	R Count	R Table	Information
Statement 1	0.904	0.278	Valid
Statement 2	0.742	0.278	Valid
Statement 3	0.869	0.278	Valid
Statement 4	0.373	0.278	Valid
Statement 5	0.770	0.278	Valid

Source: Primary Data (Questionnaire) SPSS V.26.0, processed 2022

Based on SPSS data processing, table 6 shows, the results of the, data on the validity test of the Compensation variable (X1) which was carried out in the form of a questionnaire which has valid status, because this can be seen from the value of  $r_{count} > r_{table}$ . Where  $statement1\ 0.904 > 0.278$ ,  $statement2\ 0.742 > 0.278$ ,  $statement3\ 0.869 > 0.278$ ,  $Statement4\ 0.373 > 0.278$  and  $statement5\ 0.770 > 0.278$ .

**Table 7. Workload Validity Test Results**

Workload	R Count	R Table	Information
Statement 1	0.636	0.278	Valid
Statement 2	0.746	0.278	Valid
Statement 3	0.630	0.278	Valid

Source: Primary Data (Questionnaire) SPSS V.26.0, processed 2022

Based on SPSS data processing, table 7 shows the results of the data from the validity test on the Workload variable (X2) which was carried out in the form of a questionnaire which has valid status, because this can be seen from the value of  $r_{count} > r_{table}$ . Where  $statement1\ 0.636 > 0.278$ ,  $statement2\ 0.746 > 0.278$ , and the  $statement3\ 0.630 > 0.278$ .

➤ *Reliability Test*

Testing is how much measurement results using the same object will produce the same data or be used to determine the consistency of the measuring instrument. Reliable data means that the data must be good so that it can be trusted data. The tool for measuring reliability is to use the **Cronbach Alpha coefficient ( $\alpha$ )**.

- If the calculated *Cronbach's Alpha value*, is  $> 0.6$  then it can be said that the research variable is reliable.
- If the *Cronbach's Alpha value*, calculated  $< 0.6$  then it can be concluded say that the research variables are not reliable.

**Table 8. Reliability Test Results**

Variable	Cronbach Alpha	Information
Compensation (X1)	0.795 > 0.60	Reliable
Workload (X2)	0.696 > 0.60	Reliable
Performance (Y)	0.662 > 0.60	Reliable

Source: Primary Data (Questionnaire) SPSS V.26.0, processed 2022

Based on SPSS data processing, table 8 shows the results which can be said that each Compensation (X1), Workload (X2), and Performance (Y) variable is included in the reliable category. Because the *Cronbach's Alpha value* is  $> 0.6$ . Where

Compensation ( $X_1$ )  $0.795 > 0.60$ , Workload ( $X_2$ )  $0.696 > 0.60$  and Performance ( $Y$ )  $0.662 > 0.60$ .

#### ❖ Discussion

This research aims to measure the influence of compensation and workload on the performance of PT. PLN (Persero) UP3 Parepare employees. Based on the research results, the review of the results in this research is as follows.

##### A. The Effect of Compensation on Employee Performance

The study's findings indicate that compensation partially impacts the performance of PT employees at PLN (Persero) UP3 Parepare. It's worth noting that the compensation variable ( $X_1$ ) with a t-count of 3.284 exceeds the t-table value of 2.012. Therefore, it can be concluded that the compensation variable has a positive and statistically significant influence on employee performance. Specifically, the Compensation Variable ( $X_1$ ) demonstrates a positive regression coefficient of 0.317, signifying a favorable impact of compensation on employee performance. This suggests that as compensation increases, employee performance is likely to improve. According to SPSS V. 26.0 calculations, the probability value for compensation is 0.002, which is less than 0.05. This result indicates a significant influence of the compensation variable on employee performance.

##### B. The Effect of Workload on Employee Performance

The findings of this study indicate that the workload has a favorable and noteworthy impact on the performance of PT employees at PLN (Persero) UP3 Parepare. It is evident that the workload variable ( $X_2$ ) with a t-count of 2.830 surpasses the critical t-table value of 2.012, affirming the positive and substantial influence of the workload on employee performance. The Workload variable ( $X_2$ ) exhibits a constructive regression coefficient of 2.830, signifying that the workload positively affects employee performance. This demonstrates that employee performance improves as a result of increased workload. According to the SPSS V. 26.0 computation, the probability value for workload stands at 0.007, which is less than 0.05. This finding implies a significant impact of the workload variable on employee performance.

##### C. The Effect of Compensation, Workload on Employee Performance

The research findings clearly demonstrate that the calculated F value (29.221) surpasses the critical F table value (3.20), indicating a positive and substantial impact of the Compensation and Workload variables on the performance variable. Furthermore, the positive coefficient "b" in the regression equation affirms that both the compensation and workload variables positively influence employee performance. In other words, increasing compensation is associated with improved employee performance. Additionally, the multiple correlation analysis reveals a relatively strong relationship, with an R value of 0.446, between compensation, workload, and employee performance. These results are presented in the table. Calculations yield an F value of 8.321 and a significant F value of 0.01, which is below the significance level of 0.05. Based on these values, it can be concluded that, collectively,

the independent variables, namely compensation and workload, exert a significant influence on the dependent variable, which is employee performance.

## V. CONCLUSION

Based on the research findings and the discussions presented in the preceding chapter, the conclusions drawn from this study, which focused on assessing the impact of Compensation and Workload on the Performance of PT Employees at PLN (Persero) UP3 Parepare, are as follows:

Individual Test Results (t-Test): a) Compensation has a positive and statistically significant impact on the performance of PT employees at PLN (Persero) UP3 Parepare. This is supported by a t-count value of 3.284, which exceeds the critical t-table value of 2.012, with a significance level of ( $0.002 < 0.05$ ). b) Workload also demonstrates a positive and significant influence on the performance of PT employees at PLN (Persero) UP3 Parepare, as evidenced by a t-count of 2.830, surpassing the t-table value of 2.012, with a significance level of ( $0.007 < 0.05$ ). c) In summary, the first hypothesis (H1) of the study is supported. Simultaneous Test Results (F-Test): The findings of the simultaneous test indicate that the F-count value (29.221) is greater than the critical F-table value (3.20). This implies that both the Compensation and Workload variables jointly exert a significant impact on the Performance variable. Therefore, the second hypothesis (H2) of this research, which suggests that compensation and workload together influence performance, is supported.

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