

THE EFFECT OF WORKLOAD, COMPENSATION AND WORKING FLEXIBILITY ON EMPLOYEE PERFORMANCE AT PT PURNAMA INFONESIA SIDOARJO

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ABSTRACT

This study aims to determine the Effect of Work Load, Compensation, and Flexibility of Working Hours on Employee Performance at PT. Indonesian Full Moon. Probability sampling is the method used for sampling. There were 20 people who participated in this research sample. Product Solutions and Services Statistics Program (SPSS) Version 29 was used for the multiple linear regression analysis used in this study. Work Load, Compensation, and Work Hour Flexibility all have a significant effect on employee performance, as research shows, as does partial Work Load, which has a positive and significant impact on employee performance. PT. Indonesian Full Moon. Meanwhile, compensation and flexibility of working hours have no effect on performance at PT. Indonesian Full Moon.

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1. INTRODUCTION

Employee performance is one of the determining factors for the success of a company or organization in achieving its goals, and is very important for organizational growth. High employee performance doesn't just happen; rather, it is a constant learning process. Leaders need to observe the principles of consistency, fairness, and positive rewards for this process to be successful, and they also need to make a commitment to govern the company or organization. It is admitted that it is difficult to prepare and carry out measurements that can provide optimal results to obtain the right performance, considering the many things that are needed and prepared carefully, so that employee performance must be managed so that it is always maintained optimally. position. As a result, human resources that are competent and aligned with the goals of the company or organization are very important. To achieve results that are in accordance with the company's expectations, the company always strives to improve the quality of human resource work.

Every worker will always be faced with the Work Load problem. regardless of how much work there is to do. According to Hart and Stavelland in Tarwaka (2015) responsibility is something that arises from cooperation between task requests, the workplace where it is used as a work environment, abilities, behaviour, and impressions of workers. Here, Work Load is thought to have an impact on employee performance because it makes employees feel more responsible for their work. Work Load can occur when there are too many demands on the time and ability of employees to complete tasks. Too much work to be done in a short time, which can also be caused by a shortage of employees in a company.

The company's efforts to maintain its human resources are reflected in the compensation it offers. Companies will lose their employees if Compensation is not used fairly and correctly. Employee performance is affected by Compensation, and since employees play an important role in advancing or achieving company goals, providing adequate Compensation to employees is essential to ensure that they can do their jobs and develop their skills to the fullest. Employees must be motivated to perform at the highest level in accordance with their ability to receive Compensation. Compensation plays an important role in recruiting potential employees. Hasibuan (2013) states that compensation is given to employees

The Effect of Workload, Compensation and Working Flexibility on Employee Performance at PT Purnama Infonesia Sidoarjo, Agus Sunaryo

with the intention of stimulating and motivating them to improve work performance, production effectiveness, and efficiency. Companies must consider several factors, one of which is whether or not it is necessary to provide compensation to employees. This is because compensation encourages employees to continuously improve the quality of their work.

Flexibility of Working Hours is also something that plays a role in the implementation of workers' work. Due to the long and inconvenient Flexibility of Working Hours, workers do not have the time they would like for their families. This provision regarding Flexibility of Working Hours is governed by two systems: seven hours a day and forty hours a week for six working days a week. or eight hours per day, or forty hours per week, or five working days per week, or eight hours per day. In addition, both work systems have a limit of 40 Working Hours Flexibility in a week. Provision 40 Flexibility of weekly working hours (according to Article 77 paragraph 1 of Law No. 13 of 2003) does not apply to all jobs or business fields.

As experienced at PT. Purnama Indonesia as a construction service company that has an important role in Indonesia's National Development which is engaged in mechanical electrical and construction which is a sub-contractor company PT. PLN (Persero) which holds the East Indonesia area. Therefore this company has sudden jobs and must be on time. In the world of mechanical electrical and construction, employees are likely to experience work pressure because a construction project is an activity that takes place in a limited time with certain resources to obtain results with good quality standards. Currently PT. Purnama Indonesia is facing a problem in the human resources department, namely a decrease in employee performance, this is indicated by a decrease in project completion time. This can be seen in table 1. PT. Project Work Data. Indonesian Full Moon

Table 1. PT. Project Work Data. Full Indonesian 2019-2021

2015 Quarterly Project Work Data					
Quarterly	Client	Project Type	Region	Target	Duration
2019					
January	PT. PLN	Procurement and installation of 20 Kv cubicles	Surabaya	14 Days	15 Days
February	PT. Jaya Kertas	Construction of 150 KV Substation	Sidoarjo	15 Days	20 Days
March	PT. Kencana Alam Putra	Construction of 150 KV Substation	Surabaya	16 Days	17 Days
2020					
April	PLDF Kangean	Sommer Fenerator Repair 750 Kv	Bawean	22 Days	29 Days
May	PT. PLN	Installation of Control Device Recloser 20 Kv	Sedayu	10 Days	12 Days
June	PT. Kencana Alam Putra	Retaining Wall 8 SUTT 150 Kv	Rembang	25 Days	28 Days
2021					
July	PT. Kencana Putra	Tower SUTT 150 Kv	Rembang	12 Days	14 Days
August	PT. Kencana Putra	Tower SUTT 150 Kv	Tuban	13 Days	16 Days
September	PT. PLN	Installation of Substation Transformers	Lumajang	16 Days	15 Days

Source: PT. Purnama Indonesia, 2023

Based on the data above, it can be seen that the project completion target has decreased in the time period given by the company. Delay in a job can result in both moral and material losses. Entrepreneurs suffer losses of time and money because the profits expected by entrepreneurs are reduced and entrepreneurs do not achieve the expected goals or even make no profits at all. Delay in a job also causes the loss of other project work. For company owners, delays in work will result in losses in processing time, so that the project development results are backwards (Kamaruzzaman, 2012)

Based on the research background, this study will re-examine the effect of Work Load, Compensation, Flexibility of Working Hours on Employee Performance

2. METHOD

2.1 Types of research

This research is a quantitative research. Data analysis is quantitative/statistical in nature, with the aim of describing and testing established hypotheses, and quantitative research is used to examine a particular population or sample. Data collection involved the use of research instruments.

2.2 Location and Time of Research

The method used in this research is a questionnaire method using a Likert scale. This measurement scale is used to classify the variables to be measured so that there are no errors in determining data analysis and the next steps (Azwar, 2012). The population in this study were all employees of PT. Purnama Indonesia numbered 20 people.

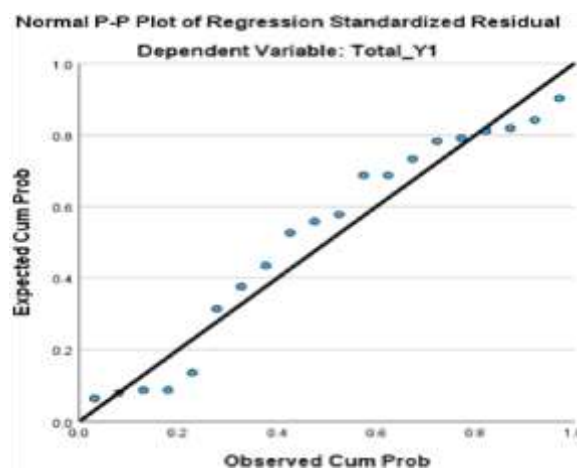
2.3 Sampling technique

The data analysis technique uses multiple linear regression tests to test the effect simultaneously and partially

3. RESULT AND DISCUSSION

3.1 Classical Assumptions Normality Test

The normality test aims to test whether in a regression model, the dependent variable, independent variable, or both have a normal distribution or not. Based on the results of calculations with the SPSS29 computer program, the following results are obtained:



Source: Researcher's Data, processed in 2023

Figure 1. Normality Test

It can be seen that the data distribution values in the plot are spread around the diagonal line (not spread far from the straight line). So it can be said that the normality requirements can be met, or it can be said that the data in the plot is normal.

3.2 Multicollinearity Test

The multicollinearity test aims to determine whether there are symptoms of multicollinearity by looking at the VIF (Variance Inflation Factor) results of the independent variables. If the regression produces a VIF value < 10 and a tolerance < 1, then it does not show any signs of multicollinearity.

Table 2. Multicollinearity Test

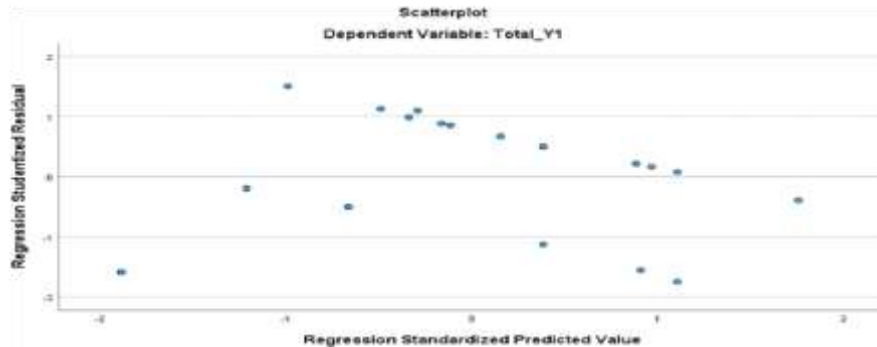
No.	Variable	Tolerance	VIF	Variable
1	Work Load (X1)	0,916	1,092	Multicollinearity Does Not Occur
2	Compensation (X2)	0,692	1,445	Multicollinearity Does Not Occur
3	Flexibility of Working Hours (X3)	0,650	1,538	Multicollinearity Does Not Occur

Source: Researcher's Data, processed in 2023

The table above shows that the VIF (Variance Inflation Factor) is below 10. Likewise, the tolerance value is not more than 1. Thus it can be concluded that the regression model does not have multicollinearity.

3.3 Heteroscedasticity Test

The heteroscedasticity test is aimed at testing whether the regression model has variance dissimilarities from one residual observation to another.



Source: Researcher's Data, processed in 2023

Table 3. Heteroscedasticity Test

Based on the graph above, it can be seen that the points spread randomly and are spread above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model so it is feasible to use.

3.4 Autocorrelation Test

The autocorrelation test aims to test whether in a linear regression model there is a correlation between the confounding errors in period t and the t-1 error (previously).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.817 ^a	.668	.606	1.702	1.526

a. Predictors: (Constant), Fleksibilitas Jam Kerja, Kompensasi, Work Load

b. Dependent Variable: Kinerja Karyawan

Source: Researcher Data, processed in 2023

Based on the table above, it can be seen that the Durbin-Watson value is 1.526 > d value (1.10 - 1.54), which means there is no conclusion.

3.5 Multiple Linear Regression Analysis

This study uses Multiple Linear Regression which is used to determine whether there is influence of research variables consisting of Work Load (X1), Compensation (X2), Flexibility of Working Hours (X3), and Employee Performance (Y).

Table 5. Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients			Collinearity Statistics	
	B	Std. Error		Beta	t	Sig.	Tolerance	VIF
1	(Constant)	9.696	3.653		2.654	.017		
	Work Load	.387	.071	.817	5.432	<.001	.916	1.092
	Kompensasi	.185	.095	.338	1.953	.069	.692	1.445
	Fleksibilitas Jam Kerja	.120	.104	.208	1.162	.262	.650	1.538

a. Dependent Variable: Kinerja Karyawan

Source: Researcher Data, processed in 2023

Based on the regression model equation, it can be interpreted as follows:

- a. Constant Value = 9.696
The constant value of 9.696 indicates that if the variables Workload (X1), Compensation (X2), and Employee Performance (X3) are in constant or constant conditions, then Employee Performance (Y) is 9.696 units.
- b. β_1 value = 0.387
The β_1 value shows a value of 0.387 and has a positive regression coefficient sign, meaning that there is a unidirectional influence between the Workload variable (X1) and Employee Performance (Y).
- c. β_2 value = 0.185
The β_2 value shows a value of 0.185 and has a positive regression coefficient sign, meaning that there is a unidirectional influence between the Compensation variable (X2) and Employee Performance (Y).
- d. β_3 value = 0.120
The β_3 value indicates a value of 0.120 and has a positive regression coefficient sign, meaning that there is a unidirectional influence between the variable Working Hours Flexibility (X3) and Employee Performance (Y).

3.6 Simultaneous Test (Test F)

To test the hypothesis using the F test which shows that all independent variables, namely the attribute factors consisting of Work Load (X1), Compensation (X2), and Working Hours Flexibility (X3) have a significant (significantly) effect on the dependent variable, namely Performance Employee (Y).

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.318	3	31.106	10.738	<.001 ^b
	Residual	46.349	16	2.897		
	Total	139.667	19			

- a. Dependent Variable: employee performance
- b. Predictors: (Constant), flexibility of working hours, Compensation, Work Load
Based on the table above, because $F_{count} < F_{table}$ is $10,738 > 3.24$ with a sig. of <0.001 , then H_0 is rejected at a significant level of 5% so that it can be concluded that all independent variables, namely Work Load (X1), Compensation (X2), and Working Hours Flexibility (X3) have a significant effect simultaneously on Employee Performance (Y).

3.7 Partial Test (t test)

To test the hypothesis using the t test which shows the partial effect of each independent variable, namely Work Load (X1), Compensation (X2), and Working Hours Flexibility (X3) individually (partial) on the dependent variable, namely Employee Performance (Y).

**Table 7. T test
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.696	3.653		2.654	.017
¹ Work Load	.387	.071	.817	5.432	<.001
Kompensasi	.185	.095	.338	1.953	.069
Fleksibilitas Jam Kerja	.120	.104	.208	1.162	.262

a. Dependent Variable: employee performance

- a. Effect of Work Load Variable (X1) on Employee Performance (Y)
Based on the table above, because $t_{count} < t_{table}$ is equal to $5.432 > 2.119$ with a sig. of <0.001 , then H_0 is rejected at a significant level of 5% so it can be concluded that the independent variable,

namely Work Load (X1), has a positive and partially significant effect on Employee Performance (Y).

- b. Effect of Compensation Variable (X2) on Employee Performance (Y)
Based on the table above, because $t_{count} < t_{table}$ is $1.953 < 2.119$ with a sig. of 0.069, then H_0 is accepted at a significant level of 5% so it can be concluded that the independent variable, namely Compensation (X2) has no positive and partially significant effect on Employee Performance (Y).
- c. Effect of Working Hours Flexibility Variable (X3) on Employee Performance (Y)
Based on the table above, because $t_{count} < t_{table}$ is $1.162 < 2.119$ with a sig. of 0.262, then H_0 is accepted at a significant level of 5% so that it can be concluded that the independent variable, namely Working Hours Flexibility (X3) has no positive and partially significant effect on Employee Performance (Y).

3.8 Discussion

a. The Effect of Simultaneous Work Load, Compensation, and Flexibility of Working Hours on Employee Performance

Based on the results of hypothesis testing using the simultaneous F test, it shows that there is a simultaneous effect as evidenced by $F_{count} (10.738) > F_{table} (3.24)$, then H_0 is rejected and H_1 is accepted with significance. Therefore, it can be concluded that simultaneously Work Load, Compensation, and Working Hours Flexibility have a significant effect on Employee Performance. This shows that Employee Performance is influenced by 3 independent variables, namely Work Load, Compensation, and Working Hours Flexibility.

b. The Effect of Partial Work Load on Employee Performance

Based on the results of hypothesis testing using the F test, it shows that there is a simultaneous effect as evidenced by knowing that $t_{count} (5,432) > t_{table} (2.119)$, then H_0 is rejected and H_1 is accepted and has a positive and significant influence. Therefore, it can be concluded that partially Work Load has a significant effect on Employee Performance.

Employee performance is positively and significantly influenced by the Work Load variable in this study. Employee performance is affected by the Work Load assigned to them. Excessive Work Load causes physical fatigue, decreased concentration, self-control, and poor work ability of employees.

c. Effect of Partial Compensation on Employee Performance

Based on the results of hypothesis testing using the F test, it shows that there is a simultaneous effect as evidenced by knowing that $t_{count} (1.953) < t_{table} (2.119)$, then H_0 is accepted and H_1 is rejected and has an insignificant and positive effect. Therefore, it can be concluded that partially compensation has no significant effect on employee performance.

Compensation variable has no significant effect on employee performance in this study. One way to increase employee morale is to provide proper compensation to workers. If workers feel that their abilities and performance are valued, they will work harder and be able to improve their results. They will be able to do what they do best, including meeting workplace standards and company goals.

d. Partial Effect of Working Hour Flexibility on Employee Performance

Based on the results of hypothesis testing using the F test, it shows that there is a simultaneous effect as evidenced by knowing that $t_{count} (1.162) < t_{table} (2.119)$, then H_0 is accepted and H_1 is rejected and has an insignificant and positive effect. Therefore, it can be concluded that partially Flexibility of Working Hours has no significant effect on Employee Performance.

Working hours flexibility variable has no significant effect on employee performance in this study. Employee morale will remain high, preventing a decline in morale that can result in a decrease in employee performance, so having appropriate Working Hours Flexibility and not exceeding the limit will improve employee performance.

5. CONCLUSION

Based on the results of an analysis of all the data obtained, the following conclusions can be drawn based on the results of the F test, namely the results of 10.738, it can be concluded that simultaneously Work Load, Compensation, and Working Hours Flexibility have a positive and significant effect on the performance of employees of PT. Purnama Indonesia. Based on the results of the t test, namely 5,432, it can be concluded that partially Work Load has a positive and significant effect on the performance of employees

of PT. Purnama Indonesia. Based on the results of the t test, namely 1.953, it can be concluded that partially compensation does not have a positive and significant effect on the performance of employees of PT. Purnama Indonesia. Based on the results of the t test, namely 1.162, it can be concluded that partially Flexibility of Working Hours does not have a positive and significant effect on performance of employee of PT. Purnama Indonesia.

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