

The Influence of Workload, Compensation and Work Environment on Employee Performance at PT Nisfu Advertising and Communication

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ABSTRACT

This study aims to analyze the influence of workload, compensation, and work environment on employee performance at PT Nisfu Advertising and Communication. The study population were 71 frontline employees at PT Nisfu Advertising and Communication. Census was used in this study as sampling method, so the sample used was 71 respondents. This study uses quantitative method with questionnaire as medium used to collect data. Data was analyzed using the Partial Least Square (PLS) method. The results of the study indicate that workload has a positive and significant influence on employee performance at PT Nisfu Advertising and Communication, as well as compensation and work environment. These findings indicate a mutually influential relationship between workload, compensation, work environment, and employee performance.

INTRODUCTION

Every company certainly aims to achieve optimal results through efficient resource management, especially human resources, which play the most significant role in determining organizational performance. Human resources are the individuals who contribute their energy, expertise, and creativity in managing the organization's assets. Human resource performance plays a crucial role in a company's sustainability and progress. One of the efforts to influence employee performance is through workload. The responsibilities given to employees should be adjusted to their abilities to avoid negatively impacting their job performance (Tanjung, Nurahyani and Hasibuan, 2021). Workloads that exceed an employee's capacity can lead to a decline in performance. According to (Purwati, 2021), workload encompasses responsibilities that must be completed within a certain period of time, both physically and mentally. Whether too light or excessive, imbalanced workloads leads to inefficiency and reduced productivity.

In addition to workload, employee performance is also influenced by individual satisfaction levels toward the company, which is partly determined by the compensation they receive. According to (Kresmawan, Kawiana, & Mahayasa, 2021), compensation is a form of reward, either directly or indirectly, given to employees as appreciation for their contributions to the company. Compensation aims to improve motivation, satisfaction, discipline, effectiveness, and employee-company cooperation. Fair compensation enhances productivity, builds employee loyalty, and supports company growth and sustainability.

Besides workload and compensation, the work environment equipped with supporting facilities is essential in helping employees achieve organizational goals (Sedarmayanti, 2017). A conducive work environment fosters harmonious relationships and adequate facilities, whereas an unfavorable environment may trigger stress and decrease employee motivation (Dolonseda & Watung, 2020). Therefore, a safe, comfortable, and conducive work environment is necessary to enable employees to perform optimally.

This research was conducted at PT Nisfu Advertising and Communication, a retail company that sells various electronic products both offline and online through e-commerce platforms and social media. The success of PT Nisfu Advertising and Communication as a retail company is undoubtedly supported by the role of its frontliner employees. However, based on interview results, data on product sales target achievements from 2022 to 2024 showed a decline in the realization of product sales.

Table 1. Product Sales Target for 2022-2024

Year	Sales Targets (Unit)	Realization (Unit)	Percentage of Achievement
2022	15.600	15.894	101,88%
2023	15.600	15.627	100,17%
2024	15.600	14.943	95,79%

Source: PT Nisfu Advertising and Communication, 2025

Referring to the phenomenon and discussion above, this study aims to examine the influence of workload, compensation, and work environment on employee performance at PT Nisfu Advertising and Communication. The combination of these three aspects, as previously discussed, can enhance employee performance and encourage greater contribution. The company needs to develop its own approach to achieving its goals by improving employee welfare, thereby fostering unity in the pursuit of organizational objectives.

Derived from the above background, researchers are interested in conducting research entitled: "**The Influence of Workload, Compensation and Work Environment on Employee Performance at PT Nisfu Advertising and Communication**".

THEORETICAL REVIEW

Employee Performance

Employee performance is the result achieved by an individual in carrying out tasks based on the responsibilities given, both in terms of quality and quantity (Juanita et al., 2024). According to (Witriyanti et al., 2023), performance reflects the achievement of tasks carried out in accordance with the organization's work program, contributing to the accomplishment of the organization's vision and mission. This performance is influenced not only by the role or position within the organization but also by internal factors such as education level, creativity, initiative, and work motivation. (Pangestu et al., 2022) emphasized that performance outcomes provide valuable feedback for both employees and managers, which in turn can encourage improvements in work quality.

Informed by the explanation above, employee performance can be defined as a form of contribution given by individuals in support of achieving the company's

goals, in accordance with their respective roles and capacities. Performance also reflects the level of achievement in terms of work results, both in quality and quantity, obtained by employees, organizations, or companies in completing tasks and meeting targets within a specified time frame. According to (Santri et al., 2023), the indicators that can be used to measure employee performance include: Quality, Quantity, Timeliness, and Independence.

Workload

Workload is the responsibility that employees must complete within a certain period of time, with the expectation of minimizing errors during its execution (Nugraheni et al., 2023). (Nabila & Syarvina, 2022) state that workload includes a series of activities assigned to an organizational unit within a specific time frame. Excessive workload can lead to suboptimal work results due to time constraints, which ultimately has a negative impact on employee performance. (Septian & Puspitasari, 2023) emphasize that workload is an important factor in improving productivity and therefore needs to be properly managed by the company. (Hartadi, 2020) classifies workload into two forms: workload arising from having too many or too few tasks, and workload that occurs when tasks do not match the employee's capabilities or fail to fully utilize their potential.

According to (Septian & Puspitasari, 2023), there are three indicators for measuring the workload variable: Job Conditions, Utilization of Working Time, and Targets that must be Achieved.

H1: Workload has a positive impact on Employee Performance at PT Nisfu Advertising and Communication

Compensation

Compensation is the reward received by employees for their contributions in carrying out tasks within a company, whether in financial or non-financial forms. It serves both as a form of appreciation and a source of financial security (Andriyani & Nawawi, 2022). Compensation not only reflects recognition of employee performance but also plays a role in creating workplace comfort, increasing motivation, and encouraging employees to deliver their best performance. In addition, appropriate compensation aims to attract, retain, and motivate employees to remain loyal to the company (Juanita et al., 2024). Compensation is also viewed as a comprehensive package offered by the organization in return for the utilization of labor (Sinta & Retno, 2020).

According to Revaldi & Syarif (2023), there are three indicators that can be used to measure the compensation variable: Salary, Incentives, and Benefits.

H2: Compensation has positive impact on Employee Performance at PT Nisfu Advetising and Communication

Work Environment

The work environment encompasses all aspects surrounding employees that can influence the execution of their duties and responsibilities. A conducive environment fosters a sense of safety and comfort, which positively impacts performance, while an unsupportive environment can reduce productivity (Ardhiansyah et al., 2021; Norawati et al., 2021). The work environment made up

of physical elements, like temperature, lighting, cleanliness, and the availability of work equipment, as well as non-physical elements like interpersonal relationships and communication between supervisors and subordinates, which help create a harmonious workplace atmosphere (Hermawan, 2022). Furthermore, a well-managed work environment is a vital part of company operations as it enhances employee satisfaction and supports organizational growth (Manasikana & Adiwati, 2022).

According to (Ainurriyah et al., 2024) identify four indicators of the work environment: Workplace Atmosphere, Facilities, Relationships among Employees, and The Relationship between Supervisors and Subordinates.

H3: Work Environment has positive impact on Employee Performance at PT Nisfu Advertising and Communication.

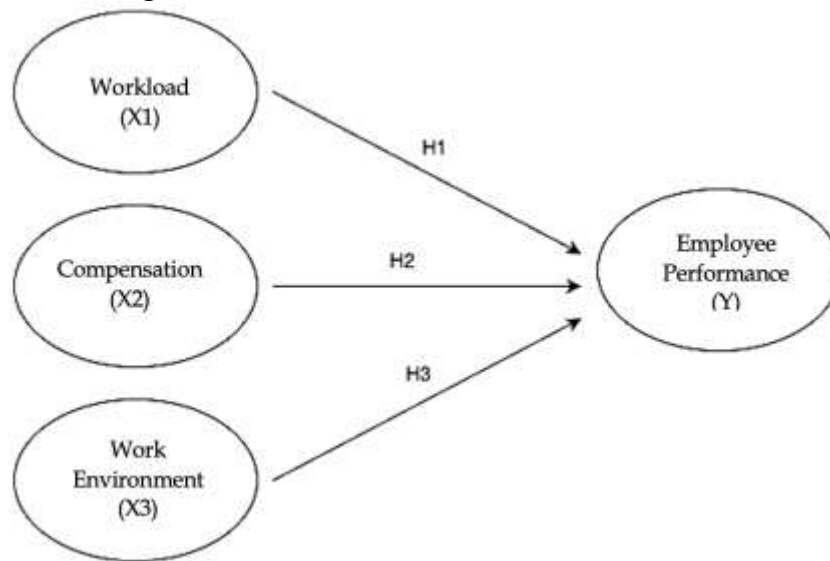


Figure 1. Conceptual Framework

METHODOLOGY

This research utilizes quantitative data analysed and uses both primary and secondary data. Data were obtained through interviews, questionnaire distribution, and literature review. The populations of this study is 71 frontline employees who works at PT Nisfu Advirtising and Communication and the sample token by census method, so questionnaires were distributed to 71 employees who served as the sample for this study. The weighting technique used positive statements measured on a Likert scale, with response options ranging from 1 to 5. After collecting data from the respondents, this study employed the Partial Least Squares (PLS) data analysis tool using the SmartPLS application.

RESULTS

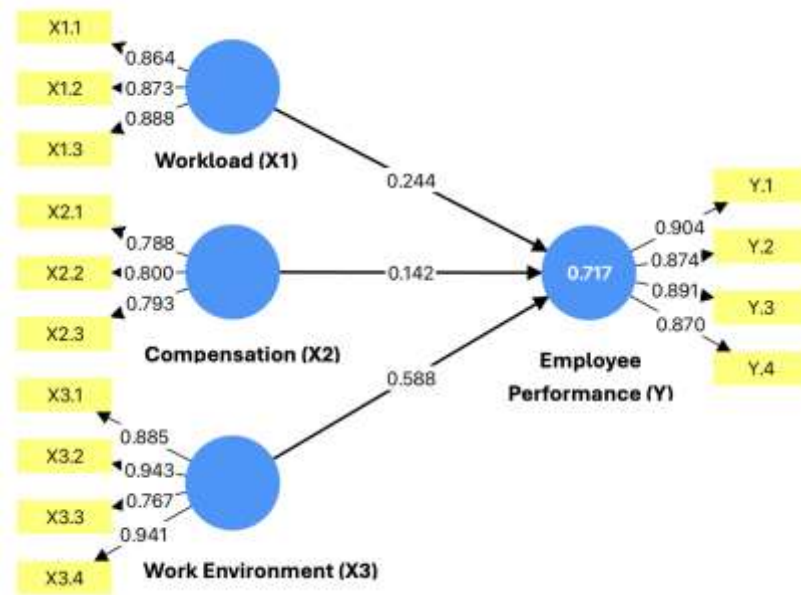


Figure 2. Outer Model with Factor Loadings, Path Coefficient & R-Square

The image above, which shows the output results from SmartPLS, the magnitude of the Factor Loadings for each indicator can be seen, along with the magnitude of the Path Coefficients located on the connecting lines between the dependent and independent variables, as well as the R-Square value of the dependent variable.

Founded on the figure, the indicator *Target to Be Achieved* (X1.3) under the Workload variable has a value of 0.888, indicating that this is the most influential indicator of the Workload variable on Employee Performance. The *Incentive* indicator (X2.2) under the Compensation variable has a value of 0.800, meaning it is the most influential indicator of the Compensation variable on Employee Performance. Meanwhile, for the Work Environment variable, the *Facilities* indicator (X3.2) is the most influential indicator on Employee Performance, with a value of 0.943.

Table 2. R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance (Y)	0,717	0,705

Source: Primary data processed, 2025

The R-Square value for Employee Performance (Y) is 0.717. This can be interpreted as the model being able to explain the phenomenon of Employee Performance (Y) influenced by the independent variables Workload (X1), Compensation (X2), and Work Environment (X3) with a variance of 71.7%, while

the remaining 28.3% is influenced by other variables outside the scope of this study.

Table 3. Path Coefficients (Mean, STDEV, T-Values, P-Values)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T-Statistics (O/STDEV)</i>	<i>P-Values</i>
Workload (X1) -> Employee Performance (Y)	0,244	0,249	0,097	2,521	0,012
Compensation (X2) -> Employee Performance (Y)	0,142	0,149	0,071	2,008	0,045
Work Environment (X3) -> Employee Performance (Y)	0,588	0,577	0,085	6,947	0,000

Source: Primary data processed, 2025

Hypothesis testing in this research relies on the estimated path coefficient results, which indicate both the magnitude and direction of the relationships between variables. These coefficients help assess whether the proposed hypotheses are supported by the data. Based on the path coefficients table above, the following conclusions can be drawn regarding the hypotheses.

1. **Hypothesis 1:** *Workload has a positive effect on Employee Performance at PT Nisfu Advertising and Communication* – this hypothesis is accepted, with a path coefficient of 0.244 and a T-Statistic value of 2.521 > 1.96 (based on $Z\alpha = 0.05$) or a P-Value of 0.012 (less than 0.05), indicating a significant (positive) effect.
2. **Hypothesis 2:** *Compensation has a positive effect on Employee Performance at PT Nisfu Advertising and Communication* – this hypothesis is accepted, with a path coefficient of 0.142 and a T-Statistic value of 2.008 > 1.96 (based on $Z\alpha = 0.05$) or a P-Value of 0.045 (less than 0.05), indicating a significant (positive) effect.
3. **Hypothesis 3:** *Work Environment has a positive effect on Employee Performance at PT Nisfu Advertising and Communication* – this hypothesis is accepted, with a path coefficient of 0.588 and a T-Statistic value of 6.947 > 1.96 (based on $Z\alpha = 0.05$) or a P-Value of 0.000 (less than 0.05), indicating a significant (positive) effect.

DISCUSSION

The Influence of Workload on Employee Performance

According to the conducted research, it can be concluded that Workload (X1) has an effect on the Performance (Y) of frontliner employees at PT Nisfu Advertising and Communication, and this hypothesis is accepted. This influence indicates a relationship between workload and employee performance.

Workload refers to job conditions, use of working hours, and targets that must be achieved.

These research findings are consistent with the results of a study by Naiggolan, P. N. (2018). Due to the excessive workload assigned to employees, as well as the mismatch between tasks and incentives provided, employees feel heavily burdened. Therefore, workload has a significant positive effect on employee performance.

The Influence of Workload on Employee Performance

Based on the research conducted, the results show that the Compensation variable (X2) affects Employee Performance (Y) at PT Nisfu Advertising and Communication, with the incentive indicator being the most dominant in this variable. This indicates that the incentives provided by the company play a role in either improving or decreasing employee performance. The incentives given by the company must be fair and in accordance with standards so that employees do not feel that their efforts are in vain.

These findings are in line with the findings of Tanjung et al. (2021), whose results showed that compensation has a significant positive effect on employee performance.

The Influence of Work Environment on Employee Performance

Grounded on the results of the research, the researcher found that the Work Environment (X3) has an effect on Employee Performance (Y) at PT Nisfu Advertising and Communication, and this hypothesis is accepted. This influence indicates a relationship between the work environment and employee performance, with the *facilities* indicator being the most dominant. The impact of the work environment on employee performance reflects how the company creates a comfortable atmosphere in the workplace by providing adequate facilities and fostering healthy relationships with employees, enabling them to carry out their tasks and responsibilities effectively.

These findings are in line with the study conducted by Nugraheni, D. J., Sutrisno, & Setyorini, N. (2023), which stated that the Work Environment has a partially positive and significant effect on Employee Performance.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that workload, compensation, and work environment each have a significant influence on employee performance at PT Nisfu Advertising and Communication. Effective workload management, appropriate and fair compensation—especially incentives—and a supportive work environment contribute positively to improving employee performance.

Built upon these findings, the company is advised to re-evaluate workload distribution, particularly related to performance targets, to avoid overload or underload. It is also recommended to maintain current compensation policies, assess employee satisfaction, and pay attention to non-financial rewards like recognition and development opportunities. Additionally, efforts should be made to enhance workplace comfort by improving facility accessibility and usability, fostering a more positive and productive environment for employees.

FURTHER STUDY

Upcoming research should consider investigating additional variables that may impact employee performance, such as communication, job satisfaction, employee engagement, and the work environment. Examining these factors could offer more comprehensive insights into the complex elements within human resource management that influence employee performance.

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