



THE EFFECT OF WORKLOAD AND COMPENSATION ON THE PERFORMANCE OF J&T EMPLOYEES

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Abstract. This study aims to analyze the effect of workload and compensation on employee performance at J&T Express Tasikmalaya. The background of this research stems from the increasing operational demands in the logistics sector, driven by the rapid growth of e-commerce, which has resulted in heavier workloads and concerns about fair compensation among employees. This research uses a quantitative approach with a causal associative design. Data were collected through questionnaires distributed to 36 employees, selected using a saturated sampling technique. The collected data were analyzed using multiple linear regression, supported by validity, reliability, and classical assumption tests. The results show that workload does not have a significant effect on employee performance, indicating that employees have adapted to the high work rhythm typical of the logistics industry. In contrast, compensation has a positive and significant effect on performance, implying that fair and adequate compensation increases employee motivation and productivity. Simultaneously, workload and compensation together significantly influence performance. These findings highlight the importance of balancing workload management with equitable compensation policies to maintain optimal employee performance. The study contributes both theoretically to human resource management literature and practically as an input for J&T Express to enhance its HR strategies in a competitive logistics environment.

Keywords: Workload; Compensation; Employee Performance.

1. Introduction

In today's digital age, e-commerce has developed significantly in Indonesia, especially in the service and logistics industries. With easy access to the internet, online sales have grown. On the other hand, with the increase in online transactions, the transportation and logistics sectors need to deliver goods quickly. Shipping companies such as J&T Express, which deliver millions of packages every day, must be able to maintain the speed and accuracy of their services in order to compete in this highly dynamic industry. This makes employee performance a crucial factor in maintaining the company's reputation and operational continuity.

However, in reality, the high number of deliveries, especially during promotional seasons, results in a greater workload for employees. Conversely, the compensation received by employees is often questioned as to whether it is commensurate with the responsibilities and risks, they face at work. This condition shows how important the role of compensation and workload is in influencing employee performance.

There have been several previous studies related to the influence of workload and compensation on employee performance. According to (Widianti & Herlina, 2023) employee workload and stress must be considered and communicated back to them so that communication and the work environment remain harmonious and conducive. The results of the study by Indrayana & Putra (2024) show that workload has a negative and significant effect on employee performance, work stress has a negative effect on employee performance, and the work environment has a positive and significant effect on

employee performance. This is also reinforced by research from (Adisti et al., 2024) which provides strong evidence that what can improve performance and compensation is the suitability of the workload assigned based on individual abilities. Excessive workload can cause fatigue and decreased performance. In addition, providing compensation in line with the performance of employees also greatly affects employee performance.

This research plays an important role because employee performance is a key factor in J&T's operational success. By understanding the extent of the influence of workload and compensation, companies can design more effective human resource management strategies, ranging from workload adjustments to fairer compensation that can increase motivation.

Therefore, research on the Influence of Workload and Compensation on Employee Performance (Case Study of J&T Employees) not only has practical relevance for the company, but also contributes academically by expanding understanding in the field of human resource management, particularly in the logistics service sector, which is experiencing rapid development.

Based on previous research results, there are still contextual differences and inconsistencies in findings that explain the relationship between workload, compensation, and employee performance. Research conducted by (Sitopu et al., 2021) shows that compensation has a positive and significant effect on employee performance, where the higher the compensation received, the better the performance. However, this study did not examine workload as a factor that can affect performance results, even though in the modern world of work, workload is often the main trigger for decreased productivity. Furthermore, (Reddy, 2020) states that fair and performance-based compensation can increase employee motivation and productivity, while inappropriate compensation can reduce loyalty and work enthusiasm. However, these results are not in line with the research by (Hutabarat et al., 2023) which found that compensation has a negative effect on performance, indicating differences in empirical results regarding the role of compensation in productivity. In addition, (Lita Wulantika et al., 2023) emphasized that high workloads tend to cause burnout, which has a negative impact on performance, although social support factors can reduce this effect. In contrast, research from Julinda et al., (2025) reveals that workloads have a positive and significant effect on employee performance. From these various results, there appears to be inconsistency in the direction of the relationship between workload and compensation variables on performance.

The novelty of this study lies in this specific context and in the finding that workload does not have a significant partial effect on employee performance, indicating that employees adapt to high workloads in a fast-paced and stressful work environment. This finding differs from previous studies such as (Karimah et al., 2025), which found that high workloads increase work stress, negatively impacting employee performance in the logistics sector; (Susilawati et al., 2025), which showed that workloads have a significant negative impact on employee performance; and (Sunardi & Utami, 2025), which found that workloads have a negative impact on employee job satisfaction. Thus, this study contributes to the development of human resource management theory in the logistics sector by highlighting the importance of considering employee adaptation in workload management. Furthermore, this study emphasizes the importance of balancing workload management and fair compensation systems to achieve optimal performance, providing practical implications for human resource management in modern logistics service companies.

This study has two main objectives. First, academically, this study enriches human resource management studies by examining the influence of workload and compensation on employee performance in the logistics service sector, thereby broadening our understanding of the factors that drive performance. Second, in practical terms, this study provides recommendations for J&T Express management in designing appropriate human resource management strategies, particularly in adjusting workloads and compensation systems to improve employee motivation, performance, and customer service quality. Empirically, this study aims to:

- a. Determine the effect of workload on employee performance at J&T Express.
- b. Determine the effect of compensation on employee performance at J&T Express.
- c. Determine the simultaneous effect of workload and compensation on employee performance at J&T Express.

2. Literature Review

2.1 Herzberg's Theory (Two Factor Theory)

According to this theory, motivational factors are internal factors that drive achievement, originating from within a person, while hygiene factors are external factors, originating from outside a person, which help determine their behavior patterns. Herzberg argues that motivational factors include the content of a person's work, their achievements, opportunities for development, career advancement, and recognition from others. Hygiene or maintenance factors include a person's status in the organization, their relationship with their superiors, their relationship with coworkers, their superiors' management style, organizational policies, internal management systems, working conditions, and the applicable remuneration system. (Muflihin, 2024) In the context of this study, compensation is included in hygiene factors that can maintain employee satisfaction and performance stability, while workload can be associated with working conditions that, if not managed properly, can cause stress and reduce job satisfaction.

2.2 Workload

Workload is the volume of work that burdens employees, both physically and mentally, and for which they are responsible. Every job has a burden for those who do it, and each employee has their own ability to manage their workload, which can be physical, mental, or social (Mahawati et al., 2021). Workload can be physical or psychological, and physical workload can include heavy work such as lifting, carrying, and pushing, while psychological workload can include differences in the competence and performance levels of people in the workplace (Hutabarat et al., 2023). According to (Anjanarko et al., 2022), companies must consider the workload of each employee. This means distributing tasks based on employee capabilities and balancing workloads based on available time so that all employees can complete their work.

2.3 Compensation

Compensation is the total reward for an employee's contribution to the company. The purpose of compensation is to attract, retain, and motivate employees (Mahawati et al., 2021). Compensation consists of direct wages or salaries and indirect wages such as health insurance and travel allowances (Patnaik & Suar, 2025). Meanwhile, (Mahawati et al., 2021) explains that compensation can be provided in various ways. First, there is direct financial compensation, which is payment received by employees in the form of

wages, salaries, commissions, or bonuses. In addition, there is also indirect financial compensation, which includes all forms of financial rewards that are not included in direct compensation, such as allowances and insurance.

2.4 Employee Performance

Performance is the result of a combination of a person's motivation and ability to complete tasks or work. Each individual needs to have a certain level of readiness and ability to be able to work optimally (Setyo Widodo et al., 2022). However, readiness and skills alone are not enough without a clear understanding of what to do and how to do it. Workload is defined as the difference between the capacity or ability of workers and the demands of the job they must face. With a workload and often limited resources, employee performance will certainly decline (Kurniawan & Rizki, 2022).

3. Methods

The research method used is a quantitative research method. According to Sugiyono (2019:16-17) quantitative research is a research method based on positivism philosophy, used to study a specific population or sample, collect data using research instruments, and analyze data quantitatively/artistically, with the aim of testing predetermined hypotheses.

The population in a study refers to all individuals or objects that are the focus of the study. Because the population size is relatively small (less than 100 respondents) and all members of the population have characteristics relevant to the research variables, this study uses a saturated sample method (census sampling). According to Sugiyono (2019), a saturated sample is a sampling technique in which all members of the population are used as research respondents. This technique is used when the population size is considered small enough that sampling all members of the population can provide more accurate and representative results. Thus, the sample size in this study was 36 people out of a total of 36 J&T Express employees.

This study uses several stages of data analysis using SPSS version 26 to answer the research questions and test the hypotheses accurately.

Descriptive analysis is used to determine the distribution of respondents' answers to each indicator of workload, compensation, and employee performance variables. According to Sugiyono (2017), descriptive analysis is a statistical technique used to describe data without intending to make conclusions that apply to the general public.

Before conducting further analysis, this study tested the questionnaire instrument. The first test was validity, to ensure that the questions actually measured what they were supposed to measure. According to Ghazali (2018), a valid instrument will be able to accurately reveal the data being studied. Second, reliability testing was conducted to measure the consistency of the instrument in measuring variables. An instrument is considered reliable if the Cronbach's Alpha value is > 0.70 (Nunnally, 1994 in Ghazali, 2018).

Classical assumption testing is used to meet the requirements for linear regression to be used with valid and unbiased results. Assumptions such as normality, multicollinearity, homoscedasticity, and autocorrelation are tested (Hutabarat et al., 2023b). This is important so that the regression model used can provide accurate and reliable results.

Hypothesis testing was conducted through three main stages. The t-test was used to examine the effect of each independent variable, namely workload and compensation, on

employee performance partially. The F-test was used to assess the simultaneous effect of both variables on employee performance. Meanwhile, the coefficient of determination (R^2) was used to determine the extent to which the independent variables contributed to explaining the variation in employee performance. According to Ghazali (2018), t-tests and F-tests are important procedures in regression analysis to test the significance of the effect of independent variables on dependent variables.

4. Result and Discussion

The data analysis results were obtained through the distribution of questionnaires to 36 respondents who were J&T Express employees in Tasikmalaya. The analysis was conducted to examine the effect of workload (X1) and compensation (X2) on employee performance (Y). Before conducting the regression analysis, a data quality test was first conducted, which included a validity test and a reliability test to ensure that the research instruments were suitable for use. All statement items had a Pearson correlation value with a significance of < 0.05 . This indicates that each statement item is valid and capable of accurately measuring the variable construct. This means that the indicators of workload (quantity, quality, pressure, working hours), compensation (financial and non-financial), and performance (productivity, quality of results, timeliness, initiative) are in accordance with the theory used. Cronbach's Alpha values for the workload variable were 0.632, compensation 0.859, and performance 0.831, all of which were > 0.60 , indicating that the instrument had good internal consistency and was reliable. Thus, the data obtained could be trusted for further analysis.

A multiple linear regression model was used to predict the dependent variable (bound), namely Performance, based on two independent variables (free), namely Workload and Compensation.

The general formula for multiple linear regression is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 6,043 + 0,380X_1 + 0,360X_2$$

Table 1. Linear Regression

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,043	10,058		0,601	0,552		
	X1	0,380	0,239	0,253	1,593	0,121	0,983	1,017
	X2	0,360	0,150	0,381	2,405	0,022	0,983	1,017

Interpretation:

- The constant of 6.043 indicates that without the influence of workload and compensation, the base value of employee performance is 6.043.
- The workload coefficient of 0.380 means that every one-unit increase in the workload score (which is still within reasonable and measurable limits) will increase employee performance by 0.380.
- The compensation coefficient of 0.360 indicates that each one-unit increase in the compensation score will increase performance by 0.360.

Furthermore, the Coefficient of Determination (R^2) is used to measure the extent to which the regression model can explain the variation in the dependent variable (Performance) caused by the independent variables (Workload and Compensation).

Table 2. Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.429 ^a	0,184	0,135	3,01923

An R^2 value of 0.184 means that 18.4% of employee performance variation is explained by workload and compensation. The remaining 81.6% is influenced by other factors such as intrinsic motivation, leadership, work environment, or other organizational factors. Although its contribution is moderate, this model is significant enough to explain the relationship between the main variables.

The T-test examines the significance of the influence of each independent variable separately (partially) on the dependent variable. Decisions are made based on a significance value (Sig) of 0.05.

Table 3. T-test Result

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6,043	10,058		0,601	0,552		
X1	0,380	0,239	0,253	1,593	0,121	0,983	1,017
X2	0,360	0,150	0,381	2,405	0,022	0,983	1,017

- Workload ($t = 1.593$; $\text{Sig} = 0.121 > 0.05$)
Does not have a significant partial effect on performance
- Compensation ($t = 1.593$; $\text{Sig} = 0.022 < 0.05$)
Has a positive and significant effect on performance.

Table 4. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67,930	2	33,965	3,726	.035 ^b
	Residual	300,820	33	9,116		
	Total	368,750	35			

The F value = 3.726; $\text{Sig} = 0.035 < 0.05$ indicates that workload and compensation simultaneously have a significant effect on the performance of J&T Express employees.

Based on the partial analysis results, it is known that workload does not have a significant effect on the performance of J&T employees ($\text{Sig} = 0.121$). This finding indicates that an increase in workload does not automatically decrease or increase employee performance. This condition may occur because employees are accustomed to the high work rhythm that is a main characteristic of shipping companies. These results are in line with the research by Widiyanti & Herlina (2023) which confirms that effective communication and stress management skills can maintain performance even with a high workload. Julinda et al. (2025) also found that workload has a positive effect on employee performance. However, these results differ from the findings of Indrayana & Putra (2024) showed that there is a negative effect of workload on performance due to increased stress and work fatigue. Thus, it can be concluded that the effect of workload on performance is highly dependent on the organization's ability to manage time, divide tasks proportionally, and provide adequate support. If the workload is managed well, employees can maintain their productivity levels without experiencing a decline in performance.

Meanwhile, the results of the analysis of the effect of compensation on J&T employee performance show that compensation has a positive and significant effect ($\text{Sig} = 0.022$). This means that the better the compensation system provided—both in financial and non-financial forms—the higher the level of employee performance. This finding supports Herzberg's two-factor theory, in which compensation is included in the hygiene factors that can prevent job dissatisfaction while encouraging motivation when considered fair. These results are also consistent with the research by Adisti et al. (2024) dan Patnaik & Suar (2025) which found that fair and competitive compensation can increase employee satisfaction and productivity. Therefore, J&T Express needs to ensure that the compensation system implemented is transparent, competitive, and commensurate with the workload and contribution of each individual.

Simultaneously, the F test results show that workload and compensation together have a significant effect on employee performance ($\text{Sig} = 0.035$). This indicates that proportional workload management, when balanced with a fair compensation system, will have a positive impact on improving employee performance. This finding is in line with the research by Hutabarat et al. (2023) which states that workload and compensation are two important factors that play a role in shaping productivity and work motivation. Although workload does not show a significant effect in part, its existence still contributes to the model when combined with adequate compensation.

5. Conclusion and Recommendations

Based on the results of the analysis and discussion, this study concludes that workload does not have a significant effect on the performance of J&T Express Tasikmalaya employees, indicating that a high workload does not always reduce performance if employees have adapted to the fast pace of work and time pressure. Conversely, compensation has a positive and significant effect on performance, where fair, reasonable, and proportional compensation can increase motivation and work productivity. Simultaneously, workload and compensation have a significant effect on performance, indicating that effective workload management needs to be balanced with a balanced compensation system in order to achieve optimal performance.

J&T Express management is advised to conduct periodic evaluations of the compensation system to remain competitive and reflect the actual contributions of employees, maintain a balance of workload by considering health and fatigue aspects, and provide non-financial rewards such as recognition, training, and promotion opportunities to increase work motivation. Future researchers are advised to add variables such as motivation, work stress, or leadership and expand the scope of the research to make the results more generalizable. Meanwhile, for academics, the results of this study can be used as empirical references for the development of human resource management theory and practice in the dynamic logistics sector with high operational targets.

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