

The Effect of Compensation, Workload, and Work Discipline on Employee Performance

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ABSTRACT

This study aims to analyze the effect of compensation, workload, and work discipline on employee performance at the Hajj Document Section of the Ministry of Religious Affairs, East Java Province. A quantitative approach was employed, with primary data collected from 30 employees (saturated sample) using a Google Form questionnaire. Multiple linear regression analysis with SPSS Version 26 was applied. The results show that compensation, workload, and work discipline have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination (R^2) is 63.9%. The main implication is that fair compensation, manageable workload, and high discipline improve employee performance. A limitation is the small sample size from a single section.

Keywords: Compensation, Workload, Work Discipline, Employee Performance

ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh kompensasi, beban kerja, dan disiplin kerja terhadap kinerja karyawan pada Seksi Dokumen Haji Kementerian Agama Provinsi Jawa Timur. Pendekatan kuantitatif digunakan dengan data primer dari 30 karyawan (sampel jenuh) melalui kuesioner Google Form. Analisis regresi linear berganda dengan SPSS Versi 26 diterapkan. Hasil penelitian menunjukkan bahwa kompensasi, beban kerja, dan disiplin kerja berpengaruh positif dan signifikan terhadap kinerja karyawan baik secara parsial maupun simultan. Koefisien determinasi (R^2) sebesar 63,9%. Implikasi utamanya adalah bahwa kompensasi yang adil, beban kerja yang terkelola, dan disiplin yang tinggi dapat meningkatkan kinerja karyawan. Keterbatasan penelitian ini adalah ukuran sampel yang kecil dari satu bagian saja.

Kata kunci: Kompensasi, Beban Kerja, Disiplin Kerja, Kinerja Karyawan

INTRODUCTION

Every organization needs to pay attention to employee performance to achieve its goals. According to Kasmir (2018), performance reflects work results and behaviors in fulfilling assigned tasks. Factors influencing performance include compensation, workload, and work discipline. Sinambela (2016) defines compensation as all rewards given to employees in return for their services. Research by Djoko and Andri (2022) confirms that compensation affects performance. Koesomowidjojo (2017) states that workload involves determining working hours and human resource requirements to complete tasks. Alpin, Muhammad, and Susi (2021) found that workload affects employee performance. Sinambela (2016) describes work discipline as employees' awareness and willingness to comply with organizational regulations. Salman, Juli, and Muhamad (2020) showed that work discipline positively impacts performance.

The Hajj Documents Section, part of the Hajj and Umrah Implementation division at the Ministry of Religious Affairs of East Java Province, is responsible for processing Hajj visa requests and creating pre-manifest flight groups. Observations reveal a problem: from 2022 to 2024, the Hajj pilgrim quota increased significantly (from 16,048 to 37,270), yet the number of employees remained at 30. With a waiting period of 34 years for East Java pilgrims, workload continues to rise, demanding maximum performance. This study aims to analyze the influence of compensation, workload, and work discipline on employee performance, both partially and simultaneously.

THEORETICAL BACKGROUND

2.1. Human Resource Management

Sinambela (2016) defines human resource management (HRM) as the process of addressing various issues within the scope of employees to support organizational activities and achieve predetermined goals. Handoko (in Susilowati & Farida, 2016) outlines HRM functions including planning, recruitment, selection, orientation, training, performance evaluation, compensation, and career development.

2.2. Compensation

According to Simamora (2015), compensation is the financial rewards and intangible services and benefits received by employees as part of the employment relationship. Compensation indicators include wages and salaries, incentives, allowances, and facilities.

2.3. Workload

Koesomowidjojo (2017) defines workload as the process of determining the number of working hours required by human resources to complete work tasks within a specified time period. Workload indicators include working conditions, use of working time, and targets to be achieved.

2.4. Work Discipline

Hasibuan (2015) states that work discipline is an individual's awareness and willingness to comply with all company regulations and applicable social norms. Discipline indicators include compliance with all regulations, effective use of time, responsibility, and absenteeism.

2.5. Employee Performance

Kasmir (2018) defines employee performance as the work results and work behavior achieved in fulfilling assigned tasks and responsibilities during a specific period. Performance indicators include quality, quantity, timeliness, cost concentration, supervision, and inter-employee relations.

2.6. Conceptual Framework and Hypotheses

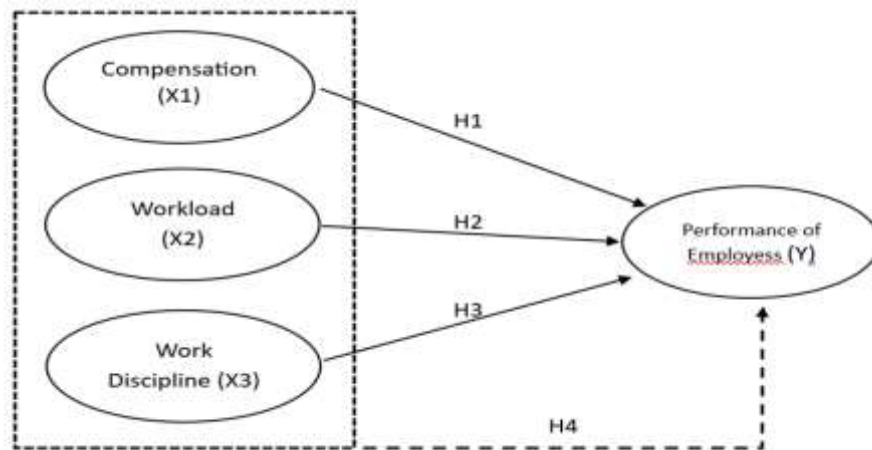


Figure 1: Conceptual Framework

Source : Primary Data (2025)

The conceptual framework proposes that compensation (X1), workload (X2), and work discipline (X3) affect employee performance (Y). The hypotheses are:

- H1: Compensation partially affects employee performance.
- H2: Workload partially affects employee performance.
- H3: Work discipline partially affects employee performance.
- H4: Compensation, workload, and work discipline simultaneously affect employee performance.

RESEARCH METHODS

3.1. Research Design

This study employed a quantitative research design (Sugiyono, 2022) to examine the relationship between compensation, workload, work discipline, and employee performance.

3.2. Population and Sample

The population was all 30 employees of the Hajj Document Section of the Ministry of Religious Affairs of East Java Province. A saturated sampling technique was used, so the sample consisted of all 30 employees.

3.3. Data Collection and Analysis Techniques

Primary data were collected through a questionnaire distributed via Google Forms, measured using a Likert scale. Data analysis used SPSS Version 26, including instrument testing (validity and reliability), classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression, coefficient of determination (R^2), and hypothesis testing (t-test and F-test).

3.4. Multiple Linear Regression Equation

The multiple linear regression formula used is:

$$Y = \alpha + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + e \dots\dots\dots (1)$$

Where: Y = Employee Performance, α = Constant, $\beta_1, \beta_2, \beta_3$ = Regression coefficients, X1 = Compensation, X2 = Workload, X3 = Work Discipline, e = Error term.

RESULT AND DISCUSSION

4.1. Instrument Testing

Validity Test: All questionnaire items had r-count > r-table (0.361) at $\alpha = 0.05$, indicating validity.

Reliability Test: Cronbach's Alpha values were: Compensation (0.678), Workload (0.720), Work Discipline (0.784), Employee Performance (0.727), all above 0.6, indicating reliability.

4.2. Classical Assumption Tests

- **Normality Test (Kolmogorov-Smirnov):** Asymp. Sig. (2-tailed) = 0.200 > 0.05, residuals normally distributed.
- **Multicollinearity Test:** Tolerance values > 0.10 and VIF < 10, no multicollinearity.
- **Heteroscedasticity Test:** All Sig. values > 0.05, no heteroscedasticity.

4.3. Multiple Linear Regression Results

Table 1. Multiple Linear Regression Results

Variable	Coefficient (B)	Std. Error	t-count	Sig.
Constant	1.384	3.398	0.407	0.687
Compensation	0.405	0.158	2.566	0.016
Workload	1.431	0.224	6.398	0.000

Variable	Coefficient (B)	Std. Error	t-count	Sig.
Work Discipline	0.904	0.235	3.853	0.001

Source: Primary data processed (2025)

Regression equation: $Y = 1.384 + 0.405X_1 + 1.431X_2 + 0.904X_3$

4.4. Coefficient of Determination (R^2)

Adjusted $R^2 = 0.639$, meaning 63.9% of employee performance variation is explained by compensation, workload, and work discipline; the remaining 36.1% is explained by other variables.

4.5. Hypothesis Testing

t-Test (Partial):

- Compensation ($t=2.566, p=0.016$) → H1 accepted
- Workload ($t=6.398, p=0.000$) → H2 accepted
- Work Discipline ($t=3.853, p=0.001$) → H3 accepted

F-Test (Simultaneous):

F-count = 18.144, F-table = 2.69, $p = 0.000 < 0.05$ → H4 accepted.

4.6. Discussion

The findings confirm that compensation, workload, and work discipline significantly influence employee performance. This aligns with previous studies (Djoko & Andri, 2022; Alpin et al., 2021; Salman et al., 2020). Fair compensation meets employee expectations, manageable workload enhances sincerity and service quality, and high discipline ensures adherence to procedures. The implication for the Hajj Document Section is that maintaining equitable compensation and supporting manageable workloads are essential to sustain performance amidst rising annual pilgrim quotas.

CONCLUSION

This study confirms that compensation, workload, and work discipline significantly affect employee performance, both partially and simultaneously, at the Hajj Document Section of the Ministry of Religious Affairs, East Java Province. The regression model explains 63.9% of performance variation. Employees receive fair compensation, manage their workload well, and demonstrate high discipline, which collectively enhance performance.

A limitation of this study is the small sample size (30 employees) from a single section, which may limit generalizability. Future research should include larger samples across different sections or regions and explore additional variables such as motivation or organizational culture. Practically, management should maintain fair compensation, leverage information technology to handle increasing workloads (e.g., visa and pre-manifest data), and continuously foster work discipline to improve service quality for Hajj pilgrims.

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