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## **Employee Performance: The Effect of Workload and Compensation (Survey at a Restaurant in Serang, Banten)**

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### **ABSTRACT**

*This study aims to determine the effect of workload on employee performance at a restaurant in Serang, Banten. The effect of compensation on the performance of employees at a restaurant in Serang, Banten. The Effect of workload and compensation on the performance of employees at a restaurant in Serang, Banten. This research includes quantitative research. The population of this study were the employees at a restaurant in Serang, Banten in Serang totaling 26 people. The method used is quantitative associative. The data analysis method used T test and F test. The results showed that the results of the T test between workload and employee performance obtained Tcount > T table, namely  $0.749 < t \text{ table } 2.069$ . So the workload has no effect on employee performance. As for compensation for employee performance, it shows that the results of the T-test obtained the value of Tcount > Ttable, namely  $4.058 > t \text{ table } 2.069$ . So compensation has an effect on employee performance. F test results obtained  $8.956 > f \text{ table } 3.40$ , it can be concluded that there is an effect of workload and compensation on employee performance at a restaurant in Serang, Banten.*

*Keywords: workload, compensation, employee performance.*

### **INTRODUCTION**

The significance of performance has been demonstrated, rendering it a crucial and intriguing aspect. The organization aims to encourage its employees to work diligently and to the best of their abilities to attain favorable outcomes. (Swanson et al., 2020) The achievement of objectives can only be challenging with optimal employee performance. In the current competitive landscape, organizations and companies must possess robust resources. The components necessary for the functioning of an organization should not be perceived as distinct entities but rather as a cohesive whole that generates synergy. In this context, the contribution of human resources is of paramount importance. Therefore, the human resources needed are those capable of mastering technology. (Mumford et al., 2023)

Under such circumstances, maintaining integrity is crucial to emerge victorious in the competition.

The attainment of technological supremacy alone is sufficient for a company to compete if a proficient workforce accompanies it effectively. (Jiang et al., 2012) Therefore, it is imperative that investment in the most valuable economic resource, namely human resources, be prioritized without further delay. (Foster & Sidharta, 2019) Moreover, the most significant real threat to economic stability is an unprepared workforce that cannot cope with the challenges and changes around them. (Hamouche, 2021) Therefore, human resources lacking the ability to meet the demands of globalization become a burden. Therefore, human resources are vital resources within an organization. (Cai et al., 2020)

A company's success is contingent upon its workforce's contributions toward attaining its objectives, with human resources occupying a pivotal position within the organizational structure. (Lee et al., 2019) In order to ensure efficient and effective work practices, it is imperative to have personnel who prioritize work standards, effectiveness, and efficiency. (Davidescu et al., 2020) This approach enables employees to perform optimally and complete tasks within the designated timeframe. In the company's operational system, the potential of human resources is one of the assets and plays a crucial role in achieving the company's objectives. It is widely believed that the variables of workload and compensation significantly impact the performance of employees in executing their assigned duties. (Balducci et al., 2021; Hancock & Matthews, 2019; Saeed et al., 2019) Labor performance is a measure of single-factor productivity, which is measured based on the level of effectiveness compared to efficiency. This condition is a comparison of the output and input. The performance improvement can be attributed solely to the augmentation of skills and labor. Performance is commonly defined as the correlation between tangible outputs, such as goods and services, and the actual or physical work accomplished. (Aguinis, 2019) Therefore, performance can be defined as a metric of productive efficacy. This condition is a comparative analysis of input and output, wherein the latter is typically quantified in terms of physical units, form, and value. At the same time, the former is frequently restricted to labor input. The term "performance" can also be conceptualized as the degree of effectiveness in generating commodities or amenities. (Suryadana & Sidharta, 2019)

A cognitive disposition and psychological outlook of this nature can motivate individuals to eschew contentment with their accomplishments. Thus, individuals must enhance their skills and augment their professional aptitude consistently. (Hewagama et al., 2019) All organizations endeavor to optimize employee performance by promoting maximum productivity. (Manik & Sidharta, 2017) Performance can also be defined as a mental attitude that constantly seeks to improve the quality of life. (Aguinis, 2019) Stated differently, contemporary existence must exhibit superior standards compared to the past, and the forthcoming quality of life must surpass that of the present.

The workload can be defined as a specific set of tasks or activities required to be accomplished by an organizational unit or an individual in a designated timeframe. (Shahbaz & Parker, 2022) Workload pertains to a collection or quantity of tasks that necessitate fulfillment by an organizational entity or an individual in a designated

timeframe. Workload refers to the variance between an employee's potential or proficiency and challenges. (Montani et al., 2020) Since work encompasses cognitive and physical aspects, each dimension exhibits varying degrees of specialization. (Dehais et al., 2020) In a broad sense, compensation is the remuneration granted to personnel for their work output and contributions to the organization. (Park & Conroy, 2022) According to the research conducted by Meyer et al., (2022), there is evidence to suggest that employee compensation can have a positive impact on brand performance through its influence on job performance. The investigation scrutinized the impact of the remuneration of employees on the performance of restaurants. The present study's by Kim & Jang (2020), findings indicate that augmenting employee remuneration leads to an immediate boost in restaurant revenue after the lapse of one year. Furthermore, the findings indicate that restaurant enterprises have the potential to employ employee compensation as a managerial strategy to augment their performance in the areas of immediate revenue expansion and enduring profitability advantages.

Organizations need to provide appropriate rewards to employees who have demonstrated exceptional performance in their roles. Prior research findings indicate that the impact of workload and compensation on employee performance is significant. Therefore, the present study posits the research question of how workload and compensation impact employee performance.

## **METHOD**

"Research Methodology" refers to a systematic and rigorous scientific approach to gathering data for specific purposes and objectives. The present investigation employs the quantitative associative approach to analyze the gathered research data. The associative approach entails scrutinizing the correlation between two or more variables. This explanation highlights that the quantitative approach can scrutinize the correlation and impact, or absence thereof, among multiple variables. Quantitative research is a methodology that places significant emphasis on numerical data, encompassing the entire research process from data collection and analysis to disseminating findings. Likewise, the research's conclusion would be more effectively complemented by visual aids, such as photographs, charts, diagrams, or other illustrative materials.

This research incorporates three variables, namely workload and compensation, both of which are considered independent variables. The independent variables are those that influence, or give rise to, changes in the dependent variables, which in this instance, pertain to the performance of employees. Dependent variables are those variables that are impacted or brought about by the existence of an independent variable. A survey methodology was employed on a sample of 26 employees to evaluate the research objectives, and the gathered data was subsequently subjected to multiple regression analysis.

## RESULTS AND DISCUSSION

In order to evaluate the soundness and uniformity of the data, statistical indices such as a correlation coefficient of 0.3 and a Cronbach's alpha coefficient of 0.7 were utilized—the evaluation outcomes to establish the dependability and accuracy of the information displayed in Table 1.

Table 1. Displays the results of the evaluation of validity and reliability.

Instrument	X1	X2	Y
1	0,544	0,578	0,468
2	0,287	0,543	0,422
3	0,614	0,545	0,425
4	0,745	0,743	0,538
5	0,762	0,721	0,387
6	0,578	0,414	0,398
7	0,253	0,443	0,513
8	0,317	0,572	0,525
9	0,586	0,461	0,543
10	0,474	0,437	0,382
11	0,559	0,603	0,437
12	0,523	0,424	0,444
13	0,579	0,394	0,465
14	0,157	0,507	0,587
15	0,531	0,419	0,543
16	0,432	0,389	0,514
17		0,839	0,551
18		0,619	0,589
19		0,352	0,765
20		0,511	0,912
<b>Croback's Alpha</b>	0,833	0,741	0,707

The classical hypothesis testing framework comprises various tests, including the Normality test, which aims to assess the normality of the underlying population distribution. The Kolmogorov-Smirnov criterion is employed to ascertain the outcome of the Normality test. If the significance value exceeds 0.05, the data is deemed to conform to a normal distribution. The results indicate that the Asymp Sig value is greater than the alpha level of 0.05, suggesting that the regression model meets the normality assumption and can be deemed normal.

The purpose of conducting a multicollinearity test is to ascertain the absence of multicollinearity among the variables. The determination of those above achieves by examining the tolerance and VIF (Variance Inflation Factor) values. In the absence of multicollinearity, it can be inferred that the tolerance value exceeds 0.1, and the VIF is less than 10. The results of the calculations reveal that the variable price (X1) and compensation (X2) exhibit a VIF value of 3.386, which is less than 10, and a tolerance value of 0.295, which is greater than 0.1. These findings suggest that there is no presence of multicollinearity.

The heteroskedasticity test is conducted to investigate the presence of heteroscedasticity, which pertains to the uneven distribution of residual variances among distinct observations within a regression model. Conversely, the absence of heteroskedasticity is a desirable characteristic of a regression model. Heteroskedasticity may be assessed using graphical representations such as scatter plots, P-plots, and histograms. For example, figure 1 is presented below:

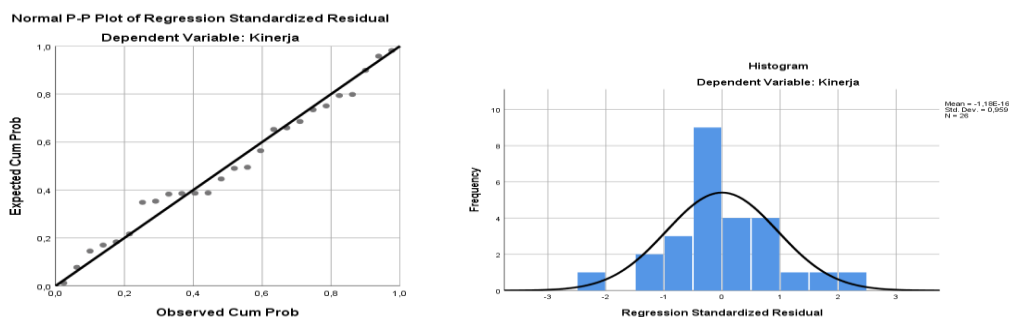


Figure 1. Shows the results of the heteroskedasticity test

The multiple linear regression model is a statistical technique that incorporates multiple independent variables. Using multiple linear regression analysis enables the determination of the extent and direction of the impact of independent variables on the dependent variable.

$$Y = a + bx_1 + bx_2 + \text{error}; \text{ with the coefficient equation values } Y = 8.260 + 0.192x_1 + 0.619x_2 + \text{error}$$

Based on the calculations, it can be inferred that the constant value of 8.260 signifies that in the absence of any external variables, such as workload (X1) and compensation (X2), the employee performance variable remains unaffected. This condition implies that

the workload variable remains constant without any independent variables. The regression analysis reveals that the coefficient estimate for the workload variable (X1) is 0.192, suggesting a negative impact of workload on employee performance (Y). This condition implies that a unit increase in the workload variable will lead to a 19.2% decrease in employee performance. On the other hand, the regression analysis reveals a coefficient of 0.619 for the compensation variable (X2), which suggests a favorable impact of compensation on employee performance. Specifically, a unit increase in the compensation variable is expected to result in a 61.9% increase in employee performance.

The statistical procedure known as the t-test involves the comparison of the computed t-value with the corresponding value in the t-table. The statistical analysis reveals that the p-value for the workload variable (X1) is 0.462, more significant than the predetermined significance level of 0.05. This condition suggests that the impact of the workload variable (X1) on employee performance (Y) is not statistically significant. Therefore, the null hypothesis (Ho1) that posits the absence of a relationship between workload and employee performance is accepted. On the other hand, the statistical analysis reveals that the compensation variable (X2) exhibits a statistically significant effect on employee performance (Y), as evidenced by the p-value of less than 0.05. This finding supports the acceptance of Ha2, which posits that compensation impacts employee performance.

The results of the calculations reveal that the t-value computed for the workload variable (X1) is 0.749, which is less than the critical t-value of 2.069 as per the t-table. This finding suggests that the workload (X1) does not favorably impact employee performance (Y). On the other hand, the computed t-value for compensation (X2) is greater than the critical t-value of 2.069 from the t-table, precisely 4.058. This condition suggests that compensation (X2) exerts a favorable impact on the performance of employees. Ha2, which posits that there is a relationship between compensation and employee performance, has been validated.

Based on the obtained F-value of 8.956, which exceeds the critical F-value of 3.40, it can be inferred that the alternative hypothesis (Ha) is accepted. This condition suggests that the X1 and X2 are significantly associated with the outcome variable Y. In order to ascertain the extent to which workload (X1) impacts employee performance (Y), it is necessary to compute the coefficient of determination. The coefficient of determination is a statistical measure between 0 and 1. A coefficient of determination closer to 0 signifies a minor impact of all independent variables on the dependent variable. Conversely, a coefficient of determination closer to 1 indicates a more significant impact of all independent variables on the dependent variable. The coefficient of determination calculation yields a value of 0.344, which suggests that the combined effect of workload (X1) and compensation (X2) on employee performance (Y) is 34.4%.

Shahbaz and Parker (2022) have posited that implementing mindfulness practices in the workplace can improve employee job performance, as it facilitates their ability to manage their workload efficiently. The study by Abdelzaher and Kharbeche (2022) investigated the effects of workload on employees in a real-world work environment, specifically in a

department tasked with overseeing multiple projects. The current investigation aims to understand employees' perspectives on workload and its probable influence on their personal and professional domains via a survey. The findings suggest that although the utilization rate is at 83%, there is room for further optimization of workload distribution among employees, which could positively impact the organization's productivity. Additionally, the study results indicate that attaining maximum efficiency necessitates considering employees' working conditions and workload.

The study conducted by Bao et al. (2020) demonstrated a significant association between pay parity and employee contributions that favorably impact the organization's performance. The results indicate that economic variables are a significant determinant in influencing the level of remuneration parity. The study's authors have exhibited that pay inequality, which is impacted by non-economic factors, is linked to employee inputs that adversely affect the organization's productivity. Furthermore, the outcomes of their research provide proof that well-established CEOs can intensify the adverse impacts of the CEO pay ratio in contrast to those of the typical employee. The scholars observed that in firms with well-established Chief Executive Officers, the inverse relationship between variable remuneration and organizational performance, which is tempered by employee contentment, is particularly salient.

The study conducted by Ohunakin and Olugbade (2022) aimed to examine the influence of the perceived compensation system on the job performance and turnover intentions of hotel employees who interact with customers. The investigation also examined the possible moderating function of communication satisfaction in these associations. The study collected data from 372 employees who engage with customers in hotels rated five stars in Nigeria. The research findings suggest that the remuneration scheme perceived by hotel staff members who engage in face-to-face interactions with clients favorably influences their work output. According to Gerhart's (2017) research, many studies have consistently shown that pay-for-performance initiatives, when structured and implemented effectively, positively impact employee attitudes, workplace conduct, and productivity.

## **CONCLUSION**

This research aimed to investigate the impact of workload and compensation on the performance of employees at Bebek Boedjang Serang Restaurant. The findings and discourse indicate no favorable impact of workload on the work output of Bebek Boedjang Serang Restaurant personnel. As such, it can be inferred that workload does not enhance employee performance at the establishment. However, the findings suggest a good correlation exists between compensation and employee performance at Bebek Boedjang Serang Restaurant. The study suggests a positive correlation exists between workload and compensation with employee performance at Bebek Boedjang Serang Restaurant.

The impact of workload on employee performance could be more positive. The statistical analysis reveals that the thing value is lower than the table value, suggesting no

significant impact of workload on employee performance. Recommendations that could be provided entail directing attention toward additional variables influencing employee performance, such as motivation, engagement, or job satisfaction.

The provision of compensation has a beneficial impact on the performance of employees. The statistical analysis reveals a positive impact of compensation on employee performance, as evidenced by the higher value of things compared to the table. Therefore, one possible recommendation is to evaluate enhancements to the remuneration framework, encompassing monetary and non-monetary incentives, to stimulate and inspire personnel to attain higher levels of productivity.

The present study examines the impact of workload and compensation on employee performance. The statistical analysis reveals that the calculated f-value exceeds the critical f-value, indicating that workload and compensation significantly influence employee performance. Therefore, one recommendation is to balance manageable workloads and appropriate remuneration for staff to sustain and improve their productivity.

The coefficient of determination measures the proportion of variance in employee performance that can be accounted for by the joint influence of workload and compensation. While acknowledging the notable impact, it is essential to note that there exist additional variables that were not incorporated in this research and have the potential to exert an influence on the productivity of employees. Therefore, researchers recommend exploring additional variables, such as leadership, training, or work environment, to enhance the coefficient of determination and gain insight into other factors that impact employee performance.

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