

## THE EFFECT OF COMPENSATION, WORKLOAD, AND WORK ENVIRONMENT ON THE PERFORMANCE OF NON-ASN EMPLOYEES OF THE REGIONAL ASSET FINANCE AGENCY OF NORTH SUMATRA PROVINCE

Muhammad Rifandi<sup>1</sup>, Kiki Farida Ferine<sup>2</sup>, Yohny Anwar<sup>3</sup>

<sup>1,2,3</sup> Universitas Pembangunan Panca Budi, Medan, North Sumatera

Corresponding email: [muhammadrifandi731@gmail.com](mailto:muhammadrifandi731@gmail.com)

Author email : [kikifaridaferine@dosen.pancabudi.ac.id](mailto:kikifaridaferine@dosen.pancabudi.ac.id), [yohny.anwar@yahoo.com](mailto:yohny.anwar@yahoo.com)

### ARTICLE INFO

#### Article History

Submission : 08/05/2026

Received : 08/05/2026

Revised : 15/05/2026

Accepted : 19/05/2026

#### Keywords

Compensation,

Workload,

Work Environment,

Employee Performance

### ABSTRACT

This study aims to analyze the influence of compensation, workload, and work environment on the performance of Non-ASN employees at the Regional Asset Finance Agency of North Sumatra Province both partially and simultaneously. This type of research is quantitative research with a causal associative approach. The research population is all Non-ASN employees at BKAD North Sumatra Province which totals 54 people, and all of them are used as research samples using saturated sampling techniques (census). Data collection techniques were carried out through questionnaires and documentation studies. The data analysis technique used multiple linear regression analysis with the help of SPSS software. The results of the study showed that partially compensation had a positive and significant effect on employee performance with a t-value of 3.944 and a significance of <0.001, workload had no significant effect on employee performance with a t-value of 1.644 and significance of 0.106, and the work environment had a positive and significant effect on employee performance with a t-value of 4.161 and significance <0.001. The work environment is the most dominant variable affecting employee performance with a Beta coefficient of 0.411. Simultaneously, compensation, workload, and work environment had a significant effect on employee performance with an F value of 59.496 and a significance of <0.001. The determination coefficient ( $R^2$ ) of 0.781 showed that 78.1% of the variation in the performance of Non-ASN employees could be explained by three independent variables, while the remaining 21.9% was explained by other variables outside this study.

## Introduction

Human resources are one of the important and valuable assets for an organization and company. Without human roles, all work will not go well (Silaen, Daulay, & Ferine, 2023). Human resource management aims to manage employee performance according to the workload by creating a harmonious work environment, so that employees feel comfortable and can contribute optimally as important capital (*human capital*) for the company (Ferine & Indrawan, 2020). This also applies in the Indonesian government bureaucracy, where the quality of public services and the effectiveness of state management are highly dependent on the performance of the employees in it. Therefore, to achieve the highest goal, employee performance must be considered.

The bureaucracy not only functions as a policy implementer, but also as a facilitator of public services. Therefore, the quality of a good bureaucracy is determined by the quality of the performance of the employees who work in it, both the State Civil Apparatus (ASN) and the Non-State Civil Apparatus (Non-ASN). If ASNs often get attention because of their clear legal status, then Non-ASNs are often in a position of less attention even though they have an equally important role. Non-ASN employees or often called contract workers, honorary, and non-civil servant government employees, are not a small number in Indonesia. They are spread across various sectors, ranging from education, health, to local government administration. This large number shows that Non-ASN employees are an important part in supporting the smooth running of the bureaucracy, because the number of available ASN is not proportional to the workload that must be handled by government agencies.

According to (Zulkifli, 2017) Performance is the output produced by functions or individuals in a certain job or profession. According to Hasibuan (2017), performance is a result of work that can be achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, and seriousness and time. (Putra & Laily, 2019) states that employee performance is the results that have been achieved in the form of the level of productivity of an employee in a company. Performance understanding according to (Nabawi, 2019) is an overview of the level of achievement in the implementation of an activity program or policy in realizing the targets, vision and mission goals that are defined through the strategic planning of an organization according to the explanation. Employee performance according to the explanation (Silalahi & Nurmayanti, 2023) is a form of final work results that concern the quality and quantity that the employee has achieved in line with the responsibilities that the leader gives to him. According to (Huda & Azar, 2021) performance is a comparison of the work results achieved by employees with predetermined standards. The goal of performance is to motivate employees and improve employee competence (Ferine & Ermiati, 2020).

In contrast to ASN who have certainty of status, career, and personnel rights, Non-ASN employees often work with unclear contract status, limited compensation, and minimal work facilities. This gap creates potential problems in work motivation, loyalty, and ultimately performance. Especially in regional bureaucracy such as in BKAD, where the big responsibility in managing the regional budget must be handled properly. Based on internal data from the North Sumatra BKAD (2022), around 65% of financial administrative work, including regional financial data entry, the preparation of monthly

reports, and the management of asset archives, is handled by non-ASN employees. This means that the organization's dependence on the performance of Non-ASN is very high.

Compensation is also another factor that causes low employee performance. Decreased employee performance can be caused by low compensation (Dedi Wahyudi, Ferine, Kiki, & Siyo, 2019). Compensation is invaluable in creating good employee performance in the company. According to Hasibuan (2017), compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. According to (Dwianto, Purnamasari, & Tukini, 2019) compensation is the right of employees after giving energy, thoughts and time and is given by the company based on policies, which can affect subsequent performance. Compensation according to (Syardiansah & Rahman, 2022) is everything that a worker or employee receives in return or retribution in financial or non-financial form. (M. Reno Wahyudi, Hastuti, & Nofirda, 2024) states that compensation is a reward given by the company to an employee, for his services in carrying out the duties, obligations, and responsibilities imposed on him in order to achieve the company's goals. Compensation according to (Silalahi & Nurmayanti, 2023) is a form of retribution provided by the organization to employees in the form of financial and non-financial compensation for their contributions to the organization. Meanwhile, according to (Rizky & Husna, 2023), compensation is all income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the company. Every employee in an organization has a desire to be compensated according to their expectations. If these expectations are met, then employees will always be satisfied with their work and will ultimately be enthusiastic about work (Ferine & Suhardi, 2023). Compensation that does not match the workload and responsibilities of employees can affect employee morale and performance (Mesra, Ferine, & Nur, 2024).

In addition to compensation, another factor that is no less influential is the workload. Workloads that are not balanced with employee capacity cause them to work under high pressure. (Koesmowidjojo, 2017) explained that workload is all kinds of tasks or jobs with examples of high working time, large work encouragement or high worker responsibility burden with time demands in working on work tasks. Workload according to (Guswinta & Alfian, 2023) is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Self-employment according to (Nugraheni, Sutrisno, & Setyorini, 2023) can be defined as the number of tasks and responsibilities given to employees or organizational units in a given time. Workload according to (Santoso & Widodo, 2022) is something that arises due to the number of activities or tasks that must be completed by employees systematically using skills that must be completed based on time. According to (Zaini, Wahyuni, & Minullah, 2025) stated that workload is the workload given by the company to employees with limited time provision, so that employees are unable to complete it. Excessive workload can cause fatigue, stress, and decreased employee performance.

The work environment must also be a concern because it will have an impact on employee performance (Wahyadyatmika, Ferine, & Indrawan, 2023). The physical environment includes the availability of office facilities, the comfort of the workspace, and the completeness of equipment that supports the work. Meanwhile, the non-physical environment includes relationships between employees, leadership patterns, and organizational culture. According to (Nitisemito, 2019) the work environment is

everything that exists around workers and that can affect them in carrying out the tasks they are assigned. According to (Mutiara, 2021) the work environment is the work atmosphere that exists around employees, both visible and invisible, and affects employee performance activities. The work environment is everything that exists around the employee and can affect the condition of the employee himself (Nugraheni et al., 2023). A comfortable work environment can increase the influence of employee performance so that in carrying out their duties they can be carried out optimally, healthily, safely, and comfortably (Prasetyo, Ferine, & Daulay, 2023). In some local government agencies, there are still inadequate workspace conditions, unharmonious relationships between employees, and limited work facilities. This certainly has an impact on the work effectiveness of Non-ASN employees.

Based on the background of the phenomenon described above, the researcher is interested in conducting research on "The Influence of Compensation, Workload, and Work Environment on the Performance of Non-ASN Employees of the Regional Asset Finance Agency of North Sumatra Province".

## RESEARCH METHOD

This study uses a type of quantitative research with a causal associative approach, which is research that aims to find out and analyze the influence of independent variables on dependent variables. The quantitative research method was chosen because the data used was in the form of numbers obtained from the results of measurements through questionnaires, and analyzed using statistical methods to draw conclusions that are objective and can be generalized.

The population in this study is all non-ASN employees working at the Regional Finance and Assets Agency of North Sumatra Province, which amounts to 54 people. Given the relatively small population, the sampling technique used is saturated sampling (census), where all members of the population are used as research samples. Thus, the number of samples in this study is 54 respondents, so the results of the study are expected to describe the condition of the population as a whole and more accurately.

The data analysis techniques used in this study include descriptive and inferential statistical analysis. The analysis stage begins with a validity test and a reliability test to ensure that the research instrument is suitable for use. Furthermore, a classical assumption test was carried out which included normality, multicollinearity, and heteroscedasticity tests as a prerequisite for regression analysis. To test the influence of compensation, workload, and work environment on the performance of non-ASN employees, multiple linear regression analysis was used. Hypothesis testing was carried out through the t-test to determine the partial influence of each independent variable and the F-test to determine the simultaneous influence, while the determination coefficient ( $R^2$ ) was used to measure the magnitude of the contribution of the independent variable to the dependent variable. The entire process of data processing and analysis is carried out with the help of statistical

software such as SPSS. The multiple linear regression analysis model used for the equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = Employee Performance

X1 = Compensation

X2 = Workload

X3 = Work Environment

a = constant

b = Coefisien Berganda

e = Error term

## Results and Discussion

### Descriptive Statistical Analysis

Descriptive statistical analysis is a method of summarizing, organizing, and presenting data using measures such as mean, median, mode, standard deviation, and visualization to describe the characteristics of a dataset.

**Table 1.** Descriptive Statistical Analysis  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Hours of deviation
Employee Performance	54	17	50	38.78	7.498
Compensation	54	30	65	50.54	7.427
Workload	54	14	35	28.85	3.734
Work Environment	54	19	35	27.61	3.574
Valid N (listwise)	54				

Based on Table 1 Descriptive Statistical Analysis, the number of respondents in this study was 54 people, where the employee performance variable had an average value of 38.78 with a standard deviation of 7.498 which showed a variation in performance assessment, while compensation had the highest average value of 50.54 with a standard deviation of 7.427, workload had an average value of 28.85 with a standard deviation of 3.734, and the work environment has an average score of 27.61 with a standard deviation of 3.574, which generally describes the perception of respondents to be in the category of fair to good.

### Classic Assumption Test

The classical assumption test is performed to ensure that the data meets the requirements of linear regression analysis, which includes normality tests, multicollinearity tests, and heteroscedasticity tests.

**a. Normality Test**

The normality test was carried out by looking at the significance value in the Kolmogorov–Smirnov test where the data was declared normal if the Sig. value  $> 0.05$ .

**Table 4. Uji Kolmogorov–Smirnov  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		54	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Hours of deviation	3.50731432	
Most Extreme Differences	Absolute	.116	
	Positive	.116	
	Negative	-.091	
Test Statistic		.116	
Asymp. Sig. (2-tailed) <sup>c</sup>		.065	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Say.	.065	
	99% Confidence Interval	Lower Bound	.059
		Upper Bound	.071

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the results of the Kolmogorov–Smirnov normality test, the Asymp value. A sig. of 0.065 ( $> 0.05$ ) indicates that the residual data is normally distributed so that it meets the assumption of normality.

**b. Multicollinearity Test**

The multicollinearity test was carried out by looking at the values of Tolerance ( $> 0.10$ ) and Variance Inflation Factor ( $VIF < 10$ ).

**Table 5. Multicollinearity Test  
Coefficients<sup>a</sup>**

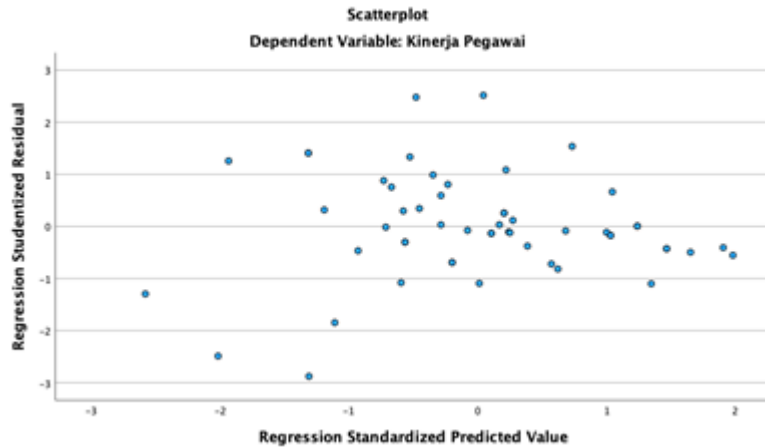
Model		Collinearity Statistics	
		Tolerance	LIVE
1	Compensation	.413	2.423
	Workload	.433	2.311
	Work Environment	.448	2.233

a. Dependent Variable: Employee Performance

Based on Table 5, the tolerance value of all independent variables is more than 0.10 and the VIF value is less than 10, so it can be concluded that the regression model does not experience multicollinearity.

**c. Heteroscedasticity Test**

The heteroscedasticity test was carried out by looking at the pattern on the scatterplot graph, where the model was declared to be free of heteroscedasticity of randomly spread points.



**Figure 1. Scatterplot**

Based on Figure 1 of the Scatterplot, it can be seen that the data points are randomly spread above and below the zero axis without forming a specific pattern, so it can be concluded that the regression model does not experience heteroscedasticity.

**2. Multiple Linear Regression Analysis**

Multiple linear regression analysis is a statistical analysis technique used to find out and measure the influence of two or more independent variables on one dependent variable through a regression equation.

**Table 6. Multiple Linear Regression Analysis Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-15.356	4.222		-3.637	<,001
	Compensation	.410	.104	.406	3.944	<,001
	Workload	.332	.202	.165	1.644	.106
	Work Environment	.863	.207	.411	4.161	<,001

**a. Dependent Variable: Employee Performance**

Based on Table 6 of the results of multiple linear regression analysis, regression equations can be formed as follows:

$$Y = -15.356 + 0.410X_1 + 0.332X_2 + 0.863X_3$$

Where Y is Employee Performance,  $X_1$  is Compensation,  $X_2$  is Workload, and  $X_3$  is Work Environment.

The interpretation of the regression equation shows that a constant value of -15.356 indicates that if all independent variables (compensation, workload, and work environment) are zero, then employee performance will be worth -15.356. The compensation regression coefficient of 0.410 indicates that every increase in one unit of compensation will increase employee performance by 0.410 units assuming other variables are constant. The workload regression coefficient of 0.332 indicates that every one unit increase in workload will increase employee performance by 0.332 units assuming other variables are constant. Meanwhile, the work environment regression coefficient of 0.863 shows that every increase in one unit of work environment will increase employee performance by 0.863 units assuming other variables are constant, which means that the work environment has the greatest influence on employee performance compared to the other two variables.

## Research Hypothesis Test

### T test (Partial)

The t-test (partial) is a test to determine the influence of each individual independent variable on the dependent variable, with the criteria of a Sig. value of < 0.05 or a t-value calculated > t table.

**Table 7. T test (Partial)  
Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-15.356	4.222		-3.637	<,001
	Compensation	.410	.104	.406	3.944	<,001
	Workload	.332	.202	.165	1.644	.106
	Work Environment	.863	.207	.411	4.161	<,001

a. Dependent Variable: Employee Performance

Based on Table 7 of the results of the t-test (partial), the influence of each independent variable on the dependent variable can be analyzed as follows:

The compensation variable showed a calculated t-value of 3.944 with a significance level of <0.001. Because the significance value of <0.001 is smaller than alpha 0.05 ( $p < 0.05$ ), it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that compensation has a positive and significant effect on the performance of Non-ASN employees in BKAD of North Sumatra Province.

The workload variable shows a calculated t-value of 1.644 with a significance level of 0.106. Because the significance value of 0.106 is greater than alpha 0.05 ( $p > 0.05$ ), it can be concluded that  $H_0$  is accepted and  $H_1$  is rejected, which means that the workload does not have a significant effect on the performance of Non-ASN employees in the North Sumatra Provincial BKAD.

The work environment variable showed a calculated t-value of 4.161 with a significance level of  $<0.001$ . Because the significance value of  $<0.001$  is smaller than alpha 0.05 ( $p < 0.05$ ), it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that the work environment has a positive and significant effect on the performance of Non-ASN employees in the North Sumatra Province BKAD.

### F Test (Simultaneous)

The F test (simultaneous) is a test to determine the influence of all independent variables together on the dependent variables, with the criteria of a Sig. value of  $< 0.05$  or an F value calculated  $> F$  table.

**Table 8.** F Test (Simultaneous)  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2327.367	3	775.789	59.496	$<.001^b$
Residual	651.966	50	13.039		
Total	2979.333	53			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Lingkungan Kerja, Beban Kerja, Kompensasi

Based on Table 9, the determination coefficient value ( $R^2$ ) of 0.781 indicates that 78.1% of employee performance variations can be explained by compensation, workload, and work environment, while the remaining 21.9% are influenced by other factors outside the study model.

Based on the results of the study, it was found that compensation had a positive and significant effect on the performance of Non-ASN employees in BKAD North Sumatra Province with a t-count value of 3.944 and a significance of  $<0.001$ . This result is in line with Hasibuan's (2017) theory which states that fair and decent compensation can improve employee motivation and performance. Compensation, which includes salaries, allowances, and incentives, is an important factor because it is related to meeting the needs of life and a form of appreciation for their contributions. Although the compensation system for Non-ASN employees is different from that of ASN, this study proves that increasing compensation still has a significant impact on improving their performance.

The workload in this study did not have a significant effect on the performance of Non-ASN employees with a t-value of 1.644 and a significance of 0.106. This finding is different from the research of Siagian (2018) which found a significant influence of workload on performance. This indicates that Non-ASN employees in the North Sumatra Provincial BKAD have been able to adapt to the existing workload and consider the

workload to be within reasonable limits so that it does not have a significant impact on their performance. This condition can also be caused by a relatively even distribution of workload or adequate employee competence to handle the tasks given.

The work environment has been proven to have a positive and significant effect on the performance of Non-ASN employees with a t-value of 4.161 and a significance of  $<0.001$ , and has the most dominant influence with a Beta coefficient of 0.411. These findings support the theory of Sedarmayanti (2017) that a conducive work environment creates comfort and increases employee productivity. A good work environment, both from physical aspects such as office facilities and layout, as well as non-physical aspects such as interpersonal relationships and organizational culture, has the greatest impact in encouraging Non-ASN employees to work more optimally.

Simultaneously, the results of the F test showed that compensation, workload, and work environment together had a significant effect on employee performance with an F value of 59.496 and a significance of  $<0.001$ . The determination coefficient of 78.1% showed that the three variables were able to explain most of the variation in the performance of Non-ASN employees, which indicates that this research model has excellent predictive capabilities. These findings strengthen the argument that improving employee performance requires an approach that pays attention to various aspects simultaneously, with the top priority on improving the work environment and increasing proper compensation for Non-ASN employees in the North Sumatra Provincial BKAD.

## Conclusion

Based on the results of the research and discussion, it can be concluded that compensation has been proven to have a positive and significant effect on the performance of Non-ASN employees in the North Sumatra Province BKAD, which shows that the provision of fair and decent compensation is able to increase employee motivation and performance. On the other hand, workload does not show a significant effect on employee performance, which indicates that the high or low workload received does not necessarily have a direct impact on improving or decreasing performance as long as it is still within the limits of employee ability. Furthermore, the work environment has a positive and significant effect on employee performance, which emphasizes that comfortable, safe, and harmonious working conditions can encourage employees to work more optimally. Simultaneously, compensation, workload, and work environment have a significant influence on the performance of Non-ASN employees, where the three variables together are able to explain most of the variation in employee performance, while the rest are influenced by other factors outside the scope of this study.

## References

- Dwianto, Agung Surya, Purnamasari, Pupung, & Tukini, Tukini. (2019). The Effect of Compensation on Employee Performance at PT. JAEIL INDONESIA. *Jesya (Journal of Sharia Economics & Economics)*, 2(2), 209–223. <https://doi.org/10.36778/jesya.v2i2.74>
- Ferine, Kiki Farida, & Ermiami, Cut. (2020). The Effect of Motivation and Competence on the Performance of SME Employees Fostered by Bank Sumut Kampung Baru Branch Medan Branch. *Liabilities (Journal of Accounting)*, 3(2), 115–120. <https://doi.org/Doi.10.30596/liabilities.v3i2.5587>
- Ferine, Kiki Farida, & Indrawan, M. Isa. (2020). Analysis of the Influence of Competitive Advantage and Motivation on the Performance of SMEs Fostered by Bank Sumut Kampung Baru Medan Branch. *Proceedings of the National Economic Conference* ....
- Ferine, Kiki Farida, & Suhardi. (2023). *The Effect Of Compensation And Motivation On Employee Job Satisfaction Department Of Transportation, Subulussalam City*. IHERT (2023) FIRST ISSUE: International Conference on Health Science, Green Economics, Educational Review and Technology.
- Guswinta, Randa, and Alfian. (2023). The Effect of Compensation and Workload on Employee Performance at the Lubuk Tarok Health Center. *Journal of Economia*, 2(2), 653–665.
- Hasibuan, Malay. (2017). *Human Resource Management*. Jakarta: Bumi Aksara.
- Huda, Miftahul, & Azar, Moh. Azus Shony. (2021). The Influence of Work Environment, Work Stress and Workload on Employee Performance of Pt. Forisa Nusapersada Lamongan. *HUMANIST: Journal of Social Sciences and Humanities*, 13(2), 160–172. <https://doi.org/10.52166/humanis.v13i2.2480>
- Koesmowidjojo, Suci R. Marih. (2017). *Workload Analysis*. Jakarta: Achieve Asa.
- Mesra, B., Ferine, Kiki Farida, & Nur, Muhammad. (2024). Analysis of Compensation, Work Discipline and Job Promotion on Employee Performance with Work Morale as an Intervening Variable. *1st International Conference in Artificial Intelligence, Navigation, Engineering and Aviation Technology (ICANEAT)*, 259–264. Banyuwangi: Akademi Penerbang Indonesia Banyuwangi.
- Pearls, Purchases. (2021). The Effect of Workload, Work Environment, and Job Satisfaction on Performance in Employees of the Riau Provincial Government Manpower Office. *Economics, Accounting and Business Journal*, 1(1), 270–283.
- Retired, Rizal. (2019). The Influence of Work Environment, Job Satisfaction and Workload on Employee Performance. *Maneggio: Scientific Journal of the Master of Management*, 2(2), 170–183.

- Nitissemito, A. S. (2019). *Personnel Management (Human Resource Management)*. Jakarta: Ghalia Indonesia.
- Nugraheni, Devia Jeanindita, Sutrisno, Sutrisno, & Setyorini, Noni. (2023). The Effect of Workload, Work Stress, Work Environment, and Compensation on Employee Performance in the Pandemic Era. *Journal of Economic Research*, 2(2), 127–150. <https://doi.org/10.55606/jurrie.v2i2.1596>
- Prasetyo, Rangga, Ferine, Kiki Farida, & Daulay, Muhammad Toyib. (2023). The Influence Of Work Environment And Work Discipline On Work Achievement With Employee Position Promotion As An Intervening Variable At The Airport Authority Office Region II Medan. *Sibatik Journal*, 2(8), 2345–2360.
- Putra, Abimanyu Aditya, & Laily, Nur. (2019). The Influence of Workload, Work Environment and Motivation on Employee Performance at PT Para Bathara Surya. *Journal of Management Science and Research*, 8(9), 1–15.
- Rizky, M. .. Chaerul, & Husna, Nurul, Rafika. (2023). Analysis Of Compensation And Motivation For Job Satisfaction Of Disaster Management Agency Employees Regional (BPBD) North Sumatra Province . *International Journal of Management, Economics and Accounting*, 1(2), 545–556.
- Santoso, Muhammad Rendi, & Widodo, Sri. (2022). The Influence of Workload and Work Environment on the Performance of Employees of the Jakarta Provincial Transportation Office. *M-Progress Scientific Journal*, 12(1), 84–94. <https://doi.org/10.35968/m-pu.v12i1.868>
- Silaen, Dodi Hendra, Daulay, Muhammad Toyib, & Ferine, Kiki Farida. (2023). The Influence Of Compensation, Work Motivation And Work Discipline On The Performance Of Employees In Administrative Department With Work Loyalty As An Intervening Variable At The Airport Authority Office In Medan Region II. *Sibatik Journal*, 2(8), 2413–2426.
- Silalahi, Edward Efendi, & Nurmayanti, Siti. (2023). The Effect of Workload and Compensation on Employee Performance at the Regional Public Service Agency for Domestic Wastewater Management (Blud Pald) of Bekasi City. *Juremi: Journal of Economic Research*, 2(6), 667–676. <https://doi.org/10.53625/juremi.v2i5.5332>
- Syardiansah, & Rahman, Maulana. (2022). The Effect of Compensation, Workload, and Work Discipline on Employee Performance. *JRMSI - Indonesian Journal of Science Management Research*, 13(01), 149–167. <https://doi.org/10.21009/jrmsi.013.1.09>
- Wahyadyatmika, Satria Wibawa, Ferine, Kiki Farida, & Indrawan, H. Muhammad Isa. (2023). Analysis Of Work Motivation And Work Stress On Employee Performance With Work Environment As A Variable Intervening At PT Hki Road Construction Pekanbaru-padang Toll Road, Section Siring Field. *International Journal of Management, Economics and Accounting*, 1(2), 625–646. <https://doi.org/https://doi.org/10>

- Wahyudi, Dedi, Ferine, Kiki, Farida, & Siyo, Kasim. (2019). The Effect of Work Competence and Compensation on Employee Performance in Educational Institutions in Binjai City. *National Seminar on Information Science & Technology (SENSASI)*, 32 – 37.
- Wahyudi, M. Reno, Hastuti, Dwi, & Nofirda, Fitri Ayu. (2024). The Influence of Work Environment, Workload, and Compensation on Employee Performance at PT Daya Indah Yasa (MR. DIY) Pekan City Baru.pdf. *EMBA Student Scientific Journal*, 4(1), 594–613.
- Zaini, Ahmad, Wahyuni, Ika, & Minullah. (2025). The Effect of Compensation, Workload and Work Culture on the Performance of Non-ASN Employees with Job Satisfaction as an Intervening Variable at Besuki Situbondo Hospital. *Journal of Student Entrepreneur (JME)*, 4(8), 1857–1875.
- Zulkifli, Zulkifli. (2017). The Effect of Workload, Work Environment and Compensation on the Performance of Lecturers at Jabal Ghafur University. *E-Mabis: Journal of Management and Business Economics*, 17(1), 105–116. <https://doi.org/10.29103/e-mabis.v17i1.48>