

## THE EFFECT OF WORKLOAD AND COMPENSATION ON PERFORMANCE WITH JOB SATISFACTION AS A MEDIATING VARIABLE

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### **Abstract**

*This research is to analyze the effect of workload and compensation on performance with job satisfaction as a mediating variable (study on employees of the Rangga Ilung Class III Harbormaster and Port Authority Office, Jenamas District, South Barito Regency, Central Kalimantan Province). This research uses quantitative research methods. Data collection techniques in this research were carried out using interviews and questionnaires. Data analysis techniques were carried out using the Smart PLS 3.0 analysis tool. This research found that workload had no effect on the performance of Rangga Ilung Class III Harbormaster and Port Authority employees. Compensation affects the performance of the Rangga Ilung Class III Harbormaster and Port Authority employees. Job satisfaction has no effect on the performance of Rangga Ilung Class III Harbormaster and Port Authority employees. Workload has no effect on job satisfaction at the Rangga Ilung Class III Harbormaster and Port Authority Office. Compensation influences the job satisfaction of Rangga Ilung Class III Harbormaster and Port Authority employees. Workload has no effect on the performance of Rangga Ilung Class III Harbormaster and Port Authority employees with job satisfaction as a mediating variable. Compensation has no effect on the performance of Rangga Ilung Class III Harbormaster and Port Authority employees with job satisfaction as a mediating variable.*

**Keywords:** Workload, compensation, performance and job satisfaction

### **1. INTRODUCTION**

The developments that occur in the world economy are increasingly rapid and difficult to predict. The more sophisticated science and technology require organizations to improve themselves to face challenges and changes that are unpredictable. One of the challenges faced in the future is to create an organization that requires efficient and effective resource management in order to thrive in increasingly tight competition. An organization needs to make efforts to manage what it has, including human resource management which illustrates that the need for high-quality human resources will increase. According to (Armstrong, 2014), "Human resource management is a strategic approach to the effective management of people in a

company or organization so that they help the business gain a competitive advantage." Furthermore, (Wright & McMahan, 2011) emphasize that, "Human resource management strategies must be directed at improving employee competence, motivation, and commitment so that the organization is able to compete in the global market." This shows the importance of a holistic and integrated strategy in human resource management to face changes and challenges in the future. The potential of every human resource in an organization must be utilized as well as possible so that it can provide optimal work results. Employee performance is a very important thing in an agency's efforts to achieve goals, while the definition of employee performance is the work results that have been obtained by employees based on work standards in a certain period (Wibowo, 2021). Improving employee performance requires motivation so that employees can work well and optimally, one of which is by providing performance allowances to civil servants which can spur employee enthusiasm in carrying out their duties and responsibilities for their work quickly and correctly. Performance Allowance is one of the external factors that influences efforts to improve employee performance. According to (Milkovich et al., 2014), "Compensation is an important tool to motivate employees. By providing appropriate compensation, organizations can influence employee behavior, increase motivation, and ultimately improve organizational performance". In addition, employee performance can also be influenced by workload. Workload is a collection or number of activities that must be completed by an organizational unit or job holder within a certain period of time. Workload can also be interpreted as a concept that arises due to limited capacity in processing information. When facing a task, individuals are expected to be able to complete the task at a certain level (Gopher, D., & Donchin, 1986). If the limitations possessed by the individual hinder or prevent the achievement of work results at the expected level, it means that there has been a gap between the expected level of ability and the level of capacity possessed. This gap causes performance failures.

Based on the description above, the title of this study is: **"The Effect of Workload and Compensation on Employee Performance with Job Satisfaction as a Mediating Variable at the Harbor Master and Port Authority Office Class III Rangka Ilung, Jenamas District, South Barito Regency, Central Kalimantan Province"**.

## **2. LITERATURE REVIEW**

### **2.1 Employee Performance**

According to (Sutrisno, 2016), performance is the work results achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law, and in accordance with morals and ethics. According to (Hamali, 2018), employee performance is the output produced by the

functions or indicators of a job or profession within a certain time. Meanwhile, according to (Bangun, 2018), employee performance is defined as the work results achieved by a person based on job requirements. On the other hand, according to (Mathis & Jackson, 2006), performance is the overall work results of an employee during a certain period compared to various possibilities, such as work standards, predetermined targets or goals, and criteria that have been mutually agreed upon. Based on the description of the definition of employee performance above, it can be concluded that performance is a work result achieved by a person according to the real behavior displayed by each person as a work achievement that is in accordance with their work role in the company.

## **2.2 Workload**

According to (Munandar, 2018), workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce. According to (Koesomowidjojo & Suci, 2017) workload is one aspect that must be considered by every company. Workload is a collection or number of activities that must be completed by an organizational unit within a specified time.

## **2.3 Compensation**

According to (Dessler, 2019) employee compensation is all forms of payment or rewards given to employees and arise from their work and has two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), and indirect payments (in the form of financial benefits such as insurance and vacation money paid by the company). Non-financial rewards such as things that are not easily quantified, namely rewards in the form of more challenging work, more flexible working hours and more prestigious offices. According to (Hasibuan, 2017) compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. The establishment of an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance. According to (Milkovich & Newman, 2008), compensation also includes everything that is valued by employees that is obtained from their work, including salary, incentives, benefits, and other rewards. A good compensation system not only considers financial aspects, but must also be in line with the strategic goals of the organization and be able to increase employee motivation and performance. Meanwhile, (Sutrisno, 2016) stated that compensation is one of the important functions in human resource management because compensation is one of the most sensitive aspects in employment relationships.

## **2.4 Job satisfaction**

According to (Robbins & Judge, 2018), job satisfaction is an attitude towards work in relation to the difference between the amount of rewards received and what

they should receive. (Mangkunegara, 2021) stated that job satisfaction is a feeling that supports or does not support an employee related to his work or his condition. Job satisfaction is a person's response to the various work environments he faces. A person's response includes responses to organizational communication, supervisors, compensation, promotions, coworkers, policies and interpersonal relationships. (Newstorm et al., 2017) stated that job satisfaction is a set of feelings and emotions that are favorable or unfavorable in terms of a worker's view of his work.

### 3. RESEARCH METHODS

The type of research that will be used in this study is explanatory causality which is a study to test the effect of one or more independent variables on one or more dependent variables. The approach in this study uses a quantitative method. The place where this research was conducted was at the Office of the Harbormaster and Port Authority Class III Rangga Ilung, Jenamas District, South Barito Regency, Central Kalimantan Province. The sampling technique used is the probability sampling technique, a sampling technique that provides an equal opportunity for each element (member) of the population to be selected as a sample member. There are two types of data used, namely primary data and secondary data. Data collection techniques are carried out with two events, namely interviews and questionnaires. The data analysis technique in this study uses an analysis tool with the PLS (partial least square) method where the processing is carried out with Smart PLS 3.0 software.

### 4. RESULTS AND DISCUSSION

#### 4.1 Respondent Characteristics

##### 4.1.1 By Age

**Table 1 Respondent Characteristics Based on Age**

No	Age	Frequency	Percentage (%)
1	< 30 Years	3	9.7
2	30-39 Years	9	29.0
3	40-49 Years	14	45.2
4	> 49 Years	5	16.1
	Amount	31	100

##### 4.1.2 By Gender

**Table 2 Respondent Characteristics Based on Gender**

No	Gender	Frequency	Percentage (%)
1	Man	24	77.4
2	Woman	7	22.6
	Amount	31	100

#### 4.1.3 Based on Education Level

**Table 3 Respondent Characteristics Based on Education Level**

No	Education	Frequency	Percentage (%)
1.	Junior High School	1	3.2
2.	High School	13	41.9
3.	Diploma III	3	9.7
4.	Diploma IV	1	3.2
5.	Bachelor degree)	10	32.3
6.	Postgraduate (S2)	3	9.7
	Amount	31	100

#### 4.2 Descriptive Analysis

##### 4.2.1 Workload (X1)

**Table 4 Frequency Distribution of Workload Variable (X1)**

Item	Respondents' Answers					Mean
	1	2	3	4	5	
X1.1 Time Load	0	4	7	13	7	3.74
X1.2 Mental Effort Load	0	5	8	11	7	3.65
X1.3 Psychological Stress Load	0	2	13	10	6	3.65
Average workload variable						3.68

Based on table 4, the frequency distribution of workload variables shows that respondents feel workload from three main aspects: time load, mental effort load, and psychological stress load. The average rating for Time Load is 3.74, indicating that respondents tend to agree that their working time is quite high. Mental effort load has an average of 3.65, meaning that respondents feel neutral to agree that their work requires significant mental effort. Psychological stress load also has an average of 3.65, indicating that although psychological pressure is felt, most respondents can still manage it. Overall, the total average of the workload variable is 3.68, indicating that the workload experienced by employees is in the acceptable category. These values indicate that although the workload is quite high, employees are able to manage the load well.

##### 4.2.2 Compensation (X2)

**Table 5 Frequency Distribution of Compensation Variable (X2)**

Item	Respondents' Answers					Mean
	1	2	3	4	5	
X2.1 Wages and salaries	0	3	12	11	5	3.58
X2.2 Incentive	0	5	8	12	6	3.61
X2.3 Allowance	0	3	8	12	8	3.81
X2.4 Facility	0	2	11	11	7	3.74

Item	Respondents' Answers					Mean
	1	2	3	4	5	
Average compensation variable						3.69

Based on table 5, the frequency distribution of compensation variables shows that respondents feel compensation from four main aspects: wages and salaries (X2.1), incentives (X2.2), benefits (X2.3), and facilities (X2.4). The average assessment for wages and salaries is 3.58, indicating that respondents tend to be neutral to agree that the wages and salaries they receive are adequate. Incentives have an average of 3.61, meaning that respondents tend to agree that the incentives they receive are quite motivating. Benefits have an average of 3.81, indicating that respondents feel the benefits provided are adequate and satisfying. Facilities have an average of 3.74, indicating that respondents feel the facilities provided are quite good. Overall, the average total compensation variable is 3.69, indicating that the compensation received by respondents is generally in the good category. These values indicate that the wages and salaries, incentives, benefits, and facilities provided are adequate for most respondents. To further improve employee satisfaction and performance, companies can consider adjusting and increasing compensation periodically according to changes in needs and economic conditions.

#### 4.2.3 Job satisfaction (Z)

**Table 6 Frequency Distribution of Job Satisfaction Variable (Z)**

Item	Respondents' Answers					Mean
	1	2	3	4	5	
Z1 Salary level	0	4	9	11	7	3.68
Z2 Leadership	0	2	11	11	7	3.74
Z3 Supportive coworkers	0	3	11	12	5	3.61
Z4 Supportive working conditions	0	4	8	10	9	3.77
Z5 Work facilities	0	0	14	11	6	3.74
Average job satisfaction variable						3.71

Based on table 6, the frequency distribution of job satisfaction variables shows how respondents assess various aspects that contribute to their job satisfaction. The average rating for salary level (Z1) is 3.68, indicating that respondents tend to agree that their salary level is adequate. Leadership (Z2) has an average of 3.74, indicating a relatively high level of satisfaction with leadership in the workplace. Supportive coworkers (Z3) has an average of 3.61, indicating that although most respondents feel supported by their coworkers, there are also those who feel neutral or less supported. Supportive working conditions (Z4) has an average of 3.77, indicating that respondents feel their working conditions are good and support productivity. Work facilities (Z5) has an average of 3.74, indicating that most respondents are satisfied with the facilities

provided. Overall, the total average of the job satisfaction variables is 3.71, indicating that the job satisfaction experienced by respondents is generally in the good category. This average value is close to 'Agree', which indicates that aspects such as salary, leadership, co-worker support, working conditions, and work facilities are adequate and able to meet the expectations of most respondents.

#### 4.2.4 Employee performance (Y)

Item	Respondents' Answers					Mean
	1	2	3	4	5	
Y1 Number of Jobs	0	2	13	9	7	3.68
Y2 Quality of Work	0	5	9	12	5	3.55
Y3 Punctuality	0	3	9	13	6	3.71
Y4 Presence	0	2	10	9	10	3.87
Y5 Collaboration skills	0	1	13	10	7	3.74
Average employee performance variables						3.71

Based on table 7. above shows that for the item "Number of Work" (Y1), most respondents gave a value of 3 and 4 with a mean of 3.68, indicating quite high satisfaction. In "Quality of Work" (Y2), the majority of respondents gave a value of 4 with a mean of 3.55, indicating that the quality of work is considered quite good. Punctuality (Y3) is also considered positive with a mean of 3.71, while attendance (Y4) has the highest mean of 3.87, indicating very good commitment from employees. The ability to cooperate (Y5) is considered quite good with a mean of 3.74. Overall, the mean value for the employee performance variable is 3.71, meaning that in general respondents feel quite satisfied with employee performance. The lowest value of 2 and the highest of 5 indicate variation in assessment, with some respondents feeling less satisfied and others very satisfied. These findings indicate that while attendance and ability to cooperate are major strengths, there is room for improvement in the quality of work.

### 4.3 Data Analysis Results Using SmartPLS

#### 4.3.1 Evaluation of Measurement Model (Outer Model)

##### 1. Validity Test

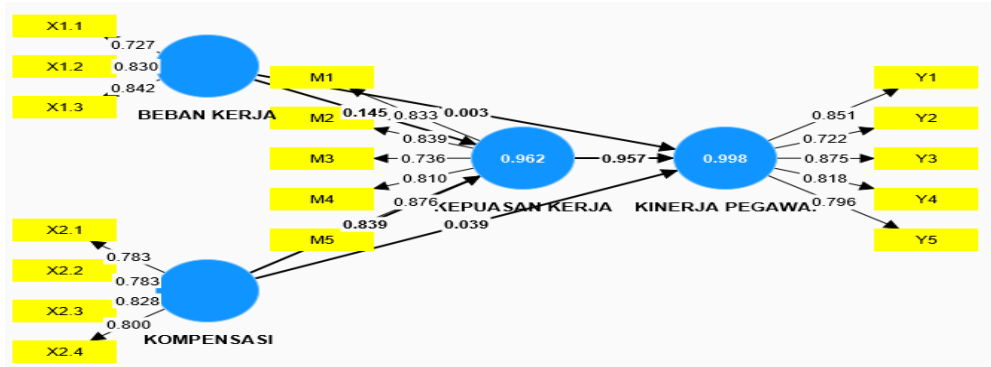


Figure 1 Outer Loading

##### a) Convergent Validity

Table 8 Outer Loadings

	BEBAN KERJA	KEPUASAN KERJA	KINERJA PEGAWAI	KOMPENSASI
M1		0.833		
M2		0.839		
M3		0.736		
M4		0.810		
M5		0.876		
X1.1	0.727			
X1.2	0.830			
X1.3	0.842			
X2.1				0.783
X2.2				0.783
X2.3				0.828
X2.4				0.800
Y1			0.851	
Y2			0.722	
Y3			0.875	
Y4			0.818	
Y5			0.796	

Based on table 8 above, it can be seen that the values of all outer loadings are above 0.70, so this shows that the indicators are valid.

## b) Discriminant Validity

**Table 9 Nilai Cross Loading**

	BEBAN KERJA	KEPUASAN KERJA	KINERJA PEGAWAI	KOMPENSASI
M1	0.780	0.833	0.840	0.812
M2	0.808	0.839	0.829	0.789
M3	0.751	0.736	0.747	0.737
M4	0.805	0.810	0.813	0.847
M5	0.799	0.876	0.862	0.828
X1.1	0.727	0.734	0.730	0.727
X1.2	0.830	0.777	0.786	0.812
X1.3	0.842	0.799	0.794	0.799
X2.1	0.757	0.740	0.753	0.783
X2.2	0.752	0.777	0.772	0.783
X2.3	0.810	0.812	0.809	0.828
X2.4	0.790	0.799	0.798	0.800
Y1	0.720	0.845	0.851	0.795
Y2	0.736	0.745	0.722	0.742
Y3	0.828	0.865	0.875	0.820
Y4	0.820	0.821	0.818	0.842
Y5	0.815	0.785	0.796	0.793

Based on the results of the cross loading estimation in table 9, it shows that the loading value of each indicator item against its construct is smaller than the cross loading value, namely X1.1, M1, M3, M4, Y2, Y4 and Y5. This means that the construct or latent variable does not have good discriminant validity, where the indicators in the construct indicator block are not better than the indicators in other blocks. From the results of the cross loading analysis, indicators X1.1, M1, M3, M4, Y2, Y4 and Y5 are removed from the model.

**Table 10 Cross Loading Values After Modification**

	BEBAN KERJA	KEPUASAN KERJA	KINERJA PEGAWAI	KOMPENSASI
M2	0.741	0.909	0.737	0.796
M5	0.726	0.920	0.802	0.833
X1.2	0.887	0.652	0.667	0.804
X1.3	0.902	0.779	0.621	0.800
X2.1	0.714	0.557	0.611	0.764
X2.2	0.591	0.768	0.716	0.797
X2.3	0.791	0.752	0.660	0.824
X2.4	0.776	0.742	0.715	0.806
Y1	0.582	0.796	0.955	0.798
Y3	0.793	0.810	0.952	0.822

Based on the results of the cross loading estimation after modification in Table 10, it shows that the loading value of each indicator item on its construct is greater than its cross loading value. Thus, it can be concluded that all constructs or latent variables

already have good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks.

### c) Composite Reliability

**Table 11 Construct Reliability and Validity**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BEBAN KERJA	0.750	0.753	0.889	0.800
KEPUASAN KERJA	0.804	0.807	0.911	0.836
KINERJA PEGAWAI	0.900	0.900	0.952	0.909
KOMPENSASI	0.810	0.815	0.875	0.637

Based on table 11 above, it is known that the AVE value for the four constructs is greater than 0.5 so it can be concluded that the evaluation of the model measurement has good discriminant validity. In addition to the construct validity test, a construct reliability test was also carried out which was measured by the criteria test, namely composite reliability and cronbach alpha from the indicator block that measures the construct. The construct is declared reliable if the composite reliability and cronbach alpha values are above 0.70. So it can be concluded that the construct has good reliability.

## 4.3.2 Structural Model Evaluation (Inner Model)

### a) R-Square (R<sup>2</sup>)

**Table 12 R Square Value**

	R-square	R-square adjusted
KEPUASAN KERJA	0.795	0.780
KINERJA PEGAWAI	0.767	0.741

Based on Table 12, the R-square value for the job satisfaction variable is 0.795. The R-square value shows that 79.5% of the job satisfaction variable (Z) can be influenced by the workload variable (X<sub>1</sub>) and compensation (X<sub>2</sub>), while the remaining 20.5% is influenced by other variables outside those studied. The R-square value of employee performance (Y) is 0.767. The R-square value shows that 76.7% of the employee performance variable (Y) is influenced by the workload variable (X<sub>1</sub>), compensation (X<sub>2</sub>), and job satisfaction (Z) by 76.7%, while the remaining 23.3% is influenced by other variables outside those studied.

### b) Predictive Relevance (Q<sup>2</sup>)

The calculation of predictive relevance is as follows:

$$\begin{aligned}
 Q^2 \text{ value} &= 1 - (1 - R^2_{12}) \times (1 - R^2_{22}) \\
 Q^2 \text{ value} &= 1 - (1 - 0.795) \times (1 - 0.767) \\
 Q^2 \text{ value} &= 1 - (0.205) \times (0.233) \\
 Q^2 \text{ value} &= 1 - 0.047765 \\
 &= 0.952
 \end{aligned}$$

Information :

- Q2 : Predictive Relevance value  
R12 : R-Square value of job satisfaction variable  
R22 : R-Square value of employee performance variable

From the calculation results, the Q2 value is known to be 0.952, meaning that the amount of data diversity from the study that can be explained by the designed structural model is 95.2%, while the remaining 4.8% is explained by other factors outside the model. Based on these results, it can be It is said that the structural model in this study is quite good because it is close to the value of 1.

#### 4.4 Research Hypothesis Testing

**Table 13 Direct Influence**

	Original ... ▲	Sample m...	Standard deviation ...	T statistics ( O/STDEV )	P values
BEBAN KERJA -> KINERJA PEGAWAI	-0.219	-0.203	0.205	1.069	0.285
BEBAN KERJA -> KEPUASAN KERJA	0.012	0.034	0.201	0.060	0.952
KEPUASAN KERJA -> KINERJA PEGAWAI	0.416	0.416	0.266	1.565	0.118
KOMPENSASI -> KEPUASAN KERJA	0.881	0.862	0.189	4.663	0.000
KOMPENSASI -> KINERJA PEGAWAI	1.046	1.031	0.190	5.502	0.000

Based on table 13, the Path Coefficients values can be explained as follows:

1. The workload construct (X1) on employee performance (Y) has a t-statistic value of 1.069, smaller than the t-table value of 5% = 2.040 and significant at 0.285, greater than  $\alpha = 0.05$ . Thus, it can be concluded that workload (X1) does not affect employee performance (Y).
2. The workload construct (X1) on job satisfaction (Z) has a t-statistic value of 0.060, which is smaller than the t-table value of 5% = 2.040 and is significant at 0.952, which is greater than  $\alpha = 0.05$ . Thus, it can be concluded that workload (X1) does not have a significant effect on job satisfaction (Z).
3. The construct of the influence of job satisfaction (Z) on employee performance (Y) has a t-statistic value of 1.565, smaller than the t-table value of 5% = 2.040 and significant at 0.118, greater than  $\alpha = 0.05$ . Thus, it can be concluded that job satisfaction (Z) does not have a significant effect on employee performance (Y).
4. The construct of the influence of compensation (X2) on job satisfaction (Z) has a t-statistic value of 4.663, which is greater than the t-table value of 5% = 2.040 and is significant at 0.000, smaller than  $\alpha = 0.05$ . Thus, it can be concluded that compensation (X2) has a significant effect on job satisfaction (Z).
5. The construct of the influence of compensation (X2) on employee performance (Y) has a t-statistic value of 5.502, which is greater than the t-table value of 5% = 2.040 and is significant at 0.000, smaller than  $\alpha = 0.05$ . Thus, it can be concluded that compensation (X2) has a significant effect on employee performance (Y).

To find out the indirect influence of independent variables on employee performance variables through job satisfaction, this can be seen in Table 14 as follows:

**Table 14 Indirect Influence**

	Original sa...	Sample me...	Standard deviat... ▲	T statistics ( O/STDEV )	P values	
BEBAN KERJA -> KINERJA PEGAWAI	0.005	0.015	0.103	0.049	0.961	
KOMPENSASI -> KINERJA PEGAWAI	0.367	0.355	0.245	1.495	0.135	

Based on table 14, the Path Coefficients values can be explained as follows:

1. The construct of the influence of workload (X1) on employee performance (Y) through job satisfaction (Z) has a t-statistic value of 0.049 which is smaller than the t-table value of 5% = 2.040 and significant at 0.961 which is greater than  $\alpha = 0.05$ . Thus, it can be concluded that workload (X1) does not affect employee performance (Y) through job satisfaction (Z).
2. The construct of the influence of compensation (X2) on employee performance (Y) through job satisfaction (Z) has a t-statistic value of 1.495, smaller than the t-table value of 5% = 2.040 and significant at 0.135, greater than  $\alpha = 0.05$ . Thus, it can be concluded that compensation (X2) does not have a significant effect on employee performance (Y) through job satisfaction (Z).

#### 4.5 Research Implications

The results of the study indicate that compensation has an effect on employee performance and job satisfaction at the Port Authority and Harbor Master Office Class III Ranga Ilung. It is expected that the agency can provide fair compensation according to their respective responsibilities and jobs so that employees feel appreciated for their efforts for the agency. By providing fair compensation to employees, it can improve employee performance and employee job satisfaction.

#### 4.6 Research Limitations

Limitations in this study can cause disturbances and less than optimal results in this study. The limitations in this study are:

1. There are limitations on research time, energy and researcher capabilities.
2. There was a lack of ability on the part of respondents to understand the statements in the questionnaire, so the results were less accurate.
3. The inability of researchers to know the honesty of respondents in filling out the questionnaire.

## **5. CONCLUSION AND SUGGESTIONS**

### **5.1 Conclusion**

1. Workload does not affect the performance of employees of the Port Authority Office and Class III Rangga Ilung Port Authority.
2. Compensation affects the performance of employees of the Port Authority Office and Class III Rangga Ilung Port Authority.
3. Job satisfaction does not affect the performance of employees of the Port Authority Office and Class III Rangga Ilung Port Authority.
4. Workload does not affect job satisfaction at the Port Authority Office and Class III Rangga Ilung Port Authority.
5. Compensation affects the job satisfaction of employees of the Port Authority Office and Class III Rangga Ilung Port Authority.
6. Workload does not affect the performance of employees of the Port Authority Office and Class III Rangga Ilung Port with job satisfaction as a mediating variable.
7. Compensation does not affect the performance of employees of the Port Authority and Harbor Master's Office Class III Rangga Ilung with job satisfaction as a mediating variable.

### **5.2 Suggestion**

1. In practical terms

To improve employee job satisfaction and performance at the Port Authority Office of Class III Rangga Ilung Harbormaster and Port Authority, evaluation and adjustment of the compensation structure need to be conducted periodically, taking into account market analysis so that the salaries and benefits provided are competitive. Implementation of a performance-based incentive system, such as bonuses and non-material awards, will encourage efficiency and productivity. Welfare benefits, such as health insurance and pension programs, as well as training and skills development programs, are important to provide future security and improve employee competence. In addition, work-life balance can be improved with flexible working hours and adequate leave. Employee feedback through satisfaction surveys and feedback sessions should be integrated to understand their needs and expectations. Supportive work facilities and a positive work culture also need to be created to improve employee morale and engagement. By implementing these steps, the Port Authority Office of Class III Rangga Ilung Harbormaster and Port Authority can significantly improve employee job satisfaction and performance.

2. Academically

For further research, it is suggested that researchers add independent variables that can affect employee performance in addition to workload and compensation. This study has explored how workload and compensation affect employee performance through the mediation of job satisfaction. However, there are many other factors that can also play an important role in improving employee performance. For example, variables such as work environment, leadership, career development opportunities, and work-life balance are also worthy of further study. Adding these variables can provide a more comprehensive picture of the factors that affect employee performance, and can help organizations design more effective strategies to improve employee productivity and job satisfaction. Thus, future research can provide more meaningful contributions to the field of human resource management.

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