

# THE EFFECT OF WORKLOAD AND COMPENSATION ON EMPLOYEE PERFORMANCE AT THE MEULABOH BRANCH OF BPJS KETENAGKERJAAN WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

Siti Hajar <sup>1\*</sup>, Nur Fajri <sup>1</sup>, Putri Ridhotul Uliyah <sup>1</sup>

<sup>1</sup> STIMI Meulaboh

## Article Info

### Article history:

Received February 11, 2026

Revised February 16, 2026

Accepted February 17, 2026

### Keywords:

Workload, Compensation, Employee Performance, Job Satisfaction of BPJS Employment

## ABSTRACT

This study aims to examine the influence of workload and compensation on employee performance at the Meulaboh Branch of BPJS Ketenagakerjaan, with job satisfaction as an intervening variable. A descriptive quantitative approach was used, with data collected through questionnaires and interviews from 17 respondents, consisting of BPJS employees. Data analysis conducted using multiple linear regression with the help of SPSS software and Path analysis. The results of the study indicate that accountability in management has a significant effect on Job Satisfaction. Workload affects employee performance with a significance value of variable X1 is 0.044, Compensation has a significant effect on employee performance, Analysis of X1 against Z: from the analysis obtained the significance value of variable X1 is 0.033, so it can be concluded that workload (X1) has a direct effect on job satisfaction (Z). Compensation against job satisfaction: from the analysis obtained the significance value of variable X2 is 0.034, so it can be concluded that Compensation (X2) has a direct effect on job satisfaction (Z). . Analysis of Y against Z: from the analysis obtained the significance value of variable Y is 0.049, so it can be concluded that employee performance (Y) has a direct effect on job satisfaction (Z). The direct effect of Y on Z has a direct effect of 0.143, and the indirect effect of X1 through Y on Z is 0.153.

*This article is an open access article under the [CC BY-SA license](#).*



## Corresponding Author:

Nur fajri | STIMI Meulaboh

Email: Siti71879@gmail.com

## 1. INTRODUCTION

A company's progress is not only measured by the number of assets owned or the technological advancements used, but also by the human resources within the company, namely the employees who work and generate profits for the company. Employees are a crucial element for a company's sustainability. Employees are individuals employed by a

company in specific positions suited to their abilities, in order to earn income from their work. The better the quality of the employees, the better the quality of the company. Employees can make significant contributions to a company when the company maximizes their abilities.

Essentially, companies demand that each employee work quickly, efficiently, and effectively to maximize their potential and achieve the company's desired benefits. Therefore, given such demanding demands, companies must be able to provide adequate facilities for each employee, enabling them to deliver superior performance. Employee performance can lead to improved company performance when it meets company expectations. Performance can also be a key indicator of employee responsibility; better performance translates into better employee quality.

This can be addressed by providing compensation commensurate with the workload, so that employees do not feel disadvantaged by their performance. Compensation is a reward offered by a company in the form of a package of benefits to employees. Compensation is provided with the aim of stimulating employees to improve work performance, efficiency, and productivity. Therefore, the workload and compensation received by workers or employees must be balanced to create job satisfaction and optimal performance in line with the desired goals.

The Social Security Administration Agency (BPJS) for Employment is a government-owned company engaged in social security that provides protection to workers related to economic risks in employment. BPJS for Employment was previously called Jamsostek (Social Security for Workers), which was managed by PT Jamsostek (Persero). However, in accordance with Law No. 24 of 2011 concerning BPJS, PT Jamsostek changed its name to BPJS for Employment on January 1, 2014. With the enactment of Law Number 24 of 2011 concerning social security administration bodies, BPJS Employment organizes 5 programs, namely the work accident insurance program (JKK), Old Age Insurance (JHT), Pension Insurance (JP), Death Insurance (JKM), and Job Loss Insurance (JKP).

BPJS Ketenagakerjaan (Employment Social Security Agency) also has a workload that must be borne by each employee, but there is compensation provided for any excess workload imposed by the company. However, BPJS Ketenagakerjaan employees have revealed several obstacles. They stated that sometimes the workload does not match the compensation provided. Many employees said they must continue working even though they are grieving. This causes discomfort for employees. However, the performance demands of the company exceed what employees can provide, causing employees to become unmotivated at work and not maximize their performance.

## **2. RESEARCH METHODOLOGY**

This study uses a quantitative approach with a descriptive method. The quantitative approach was chosen because this study focuses on testing hypotheses through the analysis of numerical data obtained from respondents, while the descriptive method is used to describe objective conditions related to the influence of workload and compensation on employee

performance at BPJS Ketenagakerjaan Meulaboh branch with job satisfaction as an intervening variable.

This research was conducted at the Meulaboh Branch of BPJS Ketenagakerjaan. The time required for the researcher to conduct this research was 5 observations starting from two months to collect the necessary data in the study. This study used a quantitative research design with a descriptive approach to test and determine the influence of *independent variables* and *dependent variables* with the presence of *intervening variables*. With the object of research, the *independent variables* are workload and compensation, the *dependent variable* is employee performance, and the intervening variable is job satisfaction. The population and sample in this study amounted to 17 employees of the Meulaboh Branch of BPJS Ketenagakerjaan. The sample determination was carried out using a *purposive sampling technique*, a technique used to determine the number of samples determined by the researcher through certain considerations. Only selecting appropriate people to serve as informants who are considered to have adequate information regarding the problem being studied.

Research data was collected through questionnaires and interviews. Questionnaires were used to obtain quantitative data. Observations were used to obtain data or information from the observed objects. The Likert scale method was used to measure user satisfaction levels.

The research instruments were tested using validity and reliability tests to ensure data quality. Classical assumption tests, including normality, multicollinearity, heteroscedasticity, and autocorrelation, were also conducted to ensure the feasibility of the regression model. Data analysis was performed using multiple linear regression using SPSS software. Path analysis was used to test the intervening variables.

### 3. RESULTS AND DISCUSSION

#### Results Test Validity Instrument And Reliability

Testing validity done For ensure that instrument study capable accurately measure the variables studied. With a sample of 17 respondents, the r value in the table is at a significance level of 0.05.

Test Validity And reliability For variables Workload(X1)

Table 1. Test validity For variables X							
<b>Correlations</b>							
		X 1. 1	X1. 2	X1. 3	X 1. 4	X 1. 5	Total_X1
X1.1	Pearson Correlation	1	.20 7	.29 0	- .3 0 4	.2 0 7	.515*

	Sig. (2-tailed)		.426	.259	.236	.426	.034
	N	17	17	17	17	17	17
X1.2	Pearson Correlation	.207	1	.091	.040	1.00*	.794**
	Sig. (2-tailed)	.426		.728	.879	.000	.000
	N	17	17	17	17	17	17
X1.3	Pearson Correlation	.290	.091	1	.127	.091	.570*
	Sig. (2-tailed)	.259	.728		.622	.728	.017
	N	17	17	17	17	17	17
X1.4	Pearson Correlation	-.304	.040	.127	1	.040	.249
	Sig. (2-tailed)	.236	.879	.622		.879	.335
	N	17	17	17	17	17	17
X1.5	Pearson Correlation	.207	1.000*	.091	.040	1	.794**
	Sig. (2-tailed)	.426	.000	.728	.879		.000
	N	17	17	17	17	17	17
Total_X1	Pearson Correlation	.515*	.794**	.570*	.249	.794**	1

	Sig. (2-tailed)	.034	.000	.017	.035	.000	
	N	17	17	17	17	17	17
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

The table above shows the sig value for item\_1 = 0.034, item\_2 = 0.000, item\_3 = 0.017, item\_4 = 0.035, and item\_5 = 0.000. This shows that sig value < 0.05, It means to five questions variables For X1 in onis valid.

Table 2. Test reliability For variables X1

Reliability Statistics	
Cronbach's Alpha	N of Items
.737	5

Based on table in on show that mark Cronbach's Alpha is 0.737. Based on opinion for expert If mark Cronbach's Alpha > from 0.6 so data the reliable .

**2. Test Validity And reliability For variables Compensation (X2)**

Table 3 . Test validity For variables X2

		Correlations					
		X2.1	X2.2	X2.3	X2.4	X2.5	Total_X2
X2.1	Pearson Correlation	1	.751**	.451	.156	.159	.690**
	Sig. (2-tailed)		.001	.069	.550	.543	.002
	N	17	17	17	17	17	17
X2.2	Pearson Correlation	.751*	1	.339	.077	.211	.679**
	Sig. (2-tailed)	.001		.184	.769	.416	.003
	N	17	17	17	17	17	17
X2.3	Pearson Correlation	.451	.339	1	.469	.072	.555*
	Sig. (2-tailed)	.069	.184		.058	.785	.021
	N	17	17	17	17	17	17
X2.4	Pearson Correlation	.156	.077	.469	1	.679**	.718**
	Sig. (2-tailed)	.550	.769	.058		.003	.001
	N	17	17	17	17	17	17

X2.5	Pearson Correlation	.159	.211	.072	.679*	1	.730**
	Sig. (2-tailed)	.543	.416	.785	.003		.001
	N	17	17	17	17	17	17
Total_X2	Pearson Correlation	.690*	.679**	.555*	.718*	.730**	1
	Sig. (2-tailed)	.002	.003	.021	.001	.001	
	N	17	17	17	17	17	17
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

The table above shows the sig value for item\_1 = 0.002, item\_2 = 0.003, item\_3 = 0.021, item\_4 = 0.001, and item\_5 = 0.001. This shows that sig value < 0.05, It means to five questions variables For X2 in onis valid.

Table 4. Test reliability For variables X1

Reliability Statistics	
Cronbach's Alpha	N of Items
.685	5

Based on table in on show that mark Cronbach's Alpha is 0.685. Based on opinion for expert If mark Cronbach's Alpha > from 0.6 so data the reliable .

Test Validity And reliability For Job satisfaction (Z)

Following This is test validity data with use SPSS 22.

Table 5. Test validity For variables Z

Correlations							
		Z.1	Z.2	Z.3	Z.4	Z.5	Total_Z
Z.1	Pearson Correlation	1	.789**	.376	.418	.742**	.942**
	Sig. (2-tailed)		.000	.137	.095	.001	.000
	N	17	17	17	17	17	17
Z.2	Pearson Correlation	.789**	1	.442	.466	.449	.852*
	Sig. (2-tailed)	.000		.075	.059	.070	.000
	N	17	17	17	17	17	17
Z.3	Pearson Correlation	.376	.442	1	.627*	-.081	.542*
	Sig. (2-tailed)	.137	.075		.007	.759	.025
	N	17	17	17	17	17	17

Z.4	Pearson Correlation	.418	.466	.627*	1	.054	.624*
	Sig. (2-tailed)	.095	.059	.007		.838	.007
	N	17	17	17	17	17	17
Z.5	Pearson Correlation	.742**	.449	-.081	.054	1	.687*
	Sig. (2-tailed)	.001	.070	.759	.838		.002
	N	17	17	17	17	17	17
Total_Z	Pearson Correlation	.942**	.852**	.542*	.624*	.687**	1
	Sig. (2-tailed)	.000	.000	.025	.007	.002	
	N	17	17	17	17	17	17
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

The table above shows the sig value for item\_1 = 0.000, item\_2 = 0.000, item\_3 = 0.025, item\_4 = 0.007, and item\_5 = 0.002. This shows that sig value < 0.05, It means to five questions variables for Z in onis valid.

Table 6. Test reliability For variable Z

Reliability Statistics	
Cronbach's Alpha	N of Items
.786	5

Based on table in on show that mark Cronbach's Alpha is 0.786. Based on opinion for expert If mark Cronbach's Alpha > from 0.6 so data the reliable .

Test Validity And reliability For variables Employee Performance (Y)

Table 7. Test validity For variable Y

Correlations							
		Y.1	Y.2	Y.3	Y.4	Y.5	Total_Y
Y.1	Pearson Correlation	1	.450	.169	.169	.044	.490*
	Sig. (2-tailed)		.070	.517	.517	.868	.046
	N	17	17	17	17	17	17
Y.2	Pearson Correlation	.450	1	.618*	.618**	.288	.787**
	Sig. (2-tailed)	.070		.008	.008	.263	.000
	N	17	17	17	17	17	17
Y.3	Pearson Correlation	.169	.618*	1	1.000**	.633*	.906**

	Sig. (2-tailed)	.517	.008		.000	.006	.000
	N	17	17	17	17	17	17
Y.4	Pearson Correlation	.169	.618* *	1.000**	1	.633* *	.906**
	Sig. (2-tailed)	.517	.008	.000		.006	.000
	N	17	17	17	17	17	17
Y.5	Pearson Correlation	.044	.288	.633* *	.633**	1	.685**
	Sig. (2-tailed)	.868	.263	.006	.006		.002
	N	17	17	17	17	17	17
Total_Y	Pearson Correlation	.490*	.787* *	.906* *	.906**	.685* *	1
	Sig. (2-tailed)	.046	.000	.000	.000	.002	
	N	17	17	17	17	17	17
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

The table above shows the sig value for item\_1 = 0.046, item\_2 = 0.000, item\_3 = 0.000, item\_4 = 0.000, and item\_5 = 0.002. This shows that the sig value < 0.05 means that the five questions regarding the Y variable above are valid. Whereas test reliability can be seen on the table following this.

Table 8 . Test reliability For variables Y

Reliability Statistics	
Cronbach's Alpha	N of Items
.810	5

Based on the table in on show that mark Cronbach's Alpha is 0.810. Based on opinion for expert If mark Cronbach's Alpha > from 0.6 so data the reliable .

**Regression Test**

Test Regression Linear Multiple variables X1 and X2 against Y

The aim is to determine the influence of several independent variables with one dependent variable. The results of the multiple linear regression test using SPSS 22 are as following

Table 9. Multiple linear regression test values of variables X1 and X2 against Y

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,020	8.145		4,177	.001
	Total_X1	.381	.313	.280	2.122	.044

Total_X2	.618	.275	.516	2,252	.041
a. Dependent Variable: Total_Y					

Coefficient of Determination ( $R^2$ ) of variables X1 and X2 against Y

The coefficient of determination ( $R^2$ ) aims to measure the extent to which the model is able to explain the dependent variables. The following  $R^2$  results were obtained using SPSS 22.

Table 10. Value of coefficient of determination of variables X1 and X2 Against Y

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.720 <sup>a</sup>	.518	.790	1,732
a. Predictors: (Constant), Total_X2, Total_X1				

The table above shows the R Square value (coefficient of determination) of 0.518, which means the influence of the independent variable (X) on the dependent variable (Y) is 51.8%.

Regression test of variables X1, X2, and Y against Z

Multiple variables X1, X2 and Y against Z

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,443	16,439		3,061	.038
	Total_X1	.362	.421	.143	2,186	.033
	Total_X2	.764	.432	.274	4,176	.034
	Total_Y	.605	.360	.546	3,168	.049
a. Dependent Variable: Total_Z						

Coefficient of Determination ( $R^2$ ) of variables X1, X2 and Y against Z

Table 12. Mark The coefficient of determination of variables X1, X2 and Y against Z

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.825 <sup>a</sup>	.682	0.637	1,332
a. Predictors: (Constant), Total_Y, Total_X1, Total_X2				

The table above shows the R Square value (coefficient of determination) of 0.682, which means the influence of the independent variable (X) on the dependent variable (Y) is 68.2%.

### Path Analysis

Path analysis is a more advanced component of regression analysis. Regression analysis is commonly used to test whether an independent variable directly influences a dependent variable. Path analysis, on the other hand, examines not only the direct effect but also the indirect effect the independent variable exerts on the dependent variable through intervening variables.

#### Calculating Path Coefficient I

At this stage we will calculate the coefficient of path I. The explanation is as follows.

1. Based on table 9, the significance value of variable X1 is 0.044, the significance value of variable X2 is 0.041, meaning that variables X1 and X2 have a significant effect on variable Y.
2. Based on table 11, the R Square is 0.518, this shows that the contribution of the influence of X1 and X2 on Y is 51.8%. Meanwhile, the value of e can be found with  $e = \sqrt{1 - 0,518} = 0.694$ . Thus, the path diagram of the structural model I is obtained as follows.

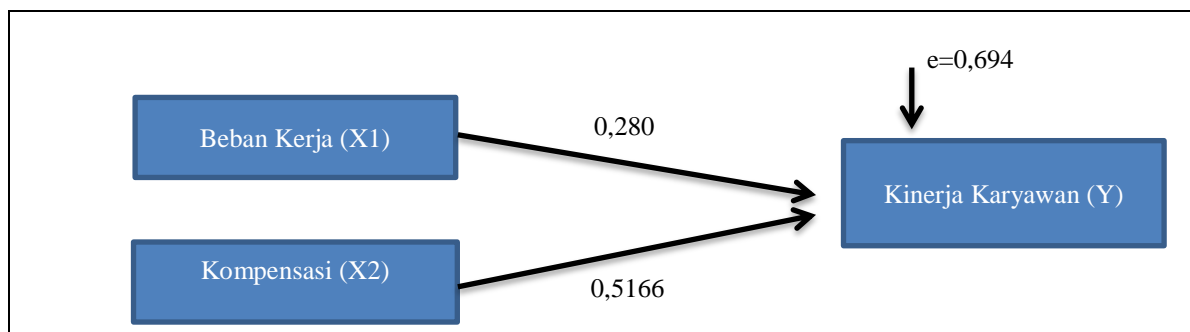


Figure 1. Structural Path Model I

Calculating Path Coefficient II

1. Based on table 11, the significance value of variable X1 is 0.033, the significance value of variable X2 is 0.034 and the significance value of variable Y is 0.049, meaning that variables X1, X2 and Y have a significant effect on variable Z.
2. Based on table 12, the R Square is 0.682, this shows that the contribution of the influence of X1 and X2 on Y is 68.2%. Meanwhile, the value of e can be found with  $e = \sqrt{1 - 0,682} = 0.564$ . Thus, the path diagram of the structural model II is obtained as follows.

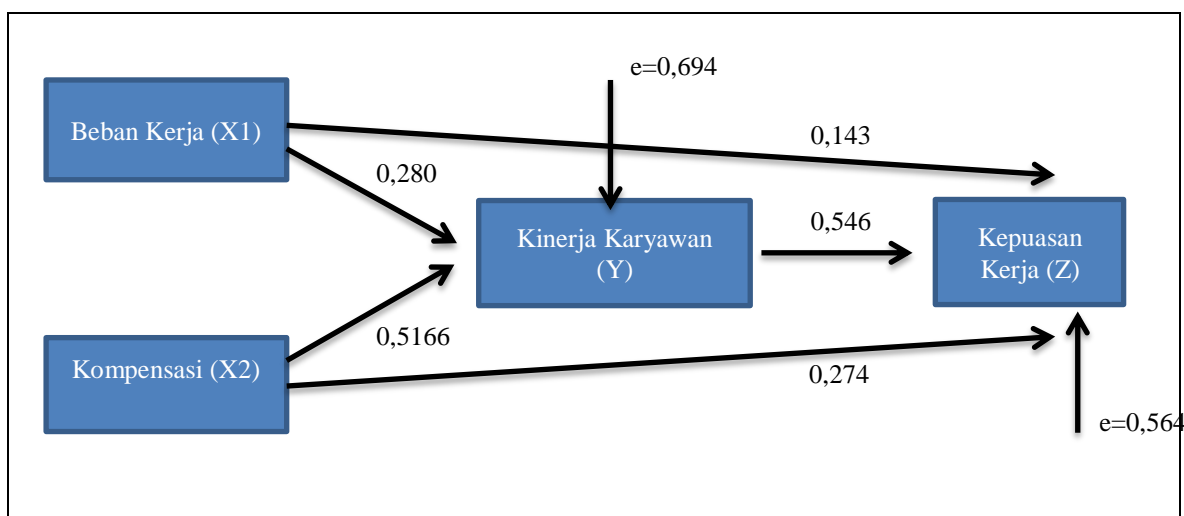


Figure 2. Structural Path Model II

**CONCLUSION**

1. Analysis of X1 against Y: from the analysis above, the significance value of variable X1 is 0.044, so it can be concluded that workload (X1) has a direct effect on Employee Performance (Y).
2. Analysis of X2 against Y: from the analysis, the significance value of variable X2 is 0.041, so it can be concluded that compensation (X2) has a direct effect on Employee Performance (Y).
3. Analysis of X1 against Z: from the analysis, the significance value of variable X1 is 0.033, so it can be concluded that workload (X1) has a direct effect on job satisfaction (Z).
4. Analysis of X2 against Z: from the analysis, the significance value of variable X2 is 0.034, so it can be concluded that compensation (X2) has a direct effect on job satisfaction (Z).
5. Analysis of Y against Z: from the analysis, the significance value of variable Y is 0.049, so it can be concluded that employee performance (Y) has a direct influence on job satisfaction (Z).
6. Analysis of X1 through Y on Z: it is known that the direct influence given by X1 on Z is 0.143, while the indirect influence of X1 through Y on Z is the multiplication of the beta value of X1 on Y with the beta value of Y on Z, namely:  $0.280 \times 0.546 = 0.153$ . Then

the total influence given by X1 on Z is the direct influence plus the indirect influence, namely:  $0.143 + 0.153 = 0.296$ . Based on the results of the calculations above, it is known that the value of the direct influence is 0.143 and the indirect influence is 0.153, which means that the value of the indirect influence is greater than the value of the direct influence. These results indicate that indirectly X1 through Y has a significant influence on Z.

7. Analysis of X2 through Y on Z: it is known that the direct influence given by X1 on Z is 0.274, while the indirect influence of X2 through Y on Z is the multiplication of the beta value of X2 on Y with the beta value of Y on Z, namely:  $0.516 \times 0.546 = 0.282$ . Then the total influence given by X2 on Z is the direct influence plus the indirect influence, namely:  $0.274 + 0.282 = 0.556$ . Based on the results of the calculations above, it is known that the value of the direct influence is 0.274 and the indirect influence is 0.282, which means that the value of the indirect influence is greater than the value of the direct influence. These results indicate that indirectly X2 through Y has a significant influence on Z.

## REFERENCES

- Achyana, M. (2016). Factors Affecting Room Attendant Workload at Grand Jatra Hotel Pekanbaru.
- Atmaja, S. (2022). *View of Factors Influencing Job Satisfaction and Employee Performance*.
- Ghozali, I. (2018). *Multivariate Analysis Application with IBM SPSS 23 Program*. Semarang: BPFEDiponegoro University.
- Isyandi, B., Taufiq, A., Saputra, T., & Prihati. (2022). *View of Factors Influencing Job Satisfaction of PBEC Eye Hospital Employees*.
- Jayaningrum, Siti Kusandhitasari, Kirana, Kusuma Chandra, & Wiyono, G. (2020). Competency and Compensation Analysis of Employee Performance Based on Non-Physical Work Environments.
- Neksen, A., Wadud, M., & Handayani, S. (2021). View of the Influence of Workload and Working Hours on Employee Performance at PT Grup Global Sumatera.
- Nugraha, A. & Tjahjawati, SS (2017). The effect of compensation on employee performance. *Journal of Business and Investment Research*, 3 (3), 24–32.
- Nuryanti, B. (2019). The Influence of Work Motivation and Work Discipline on Employee Performance with Job Satisfaction as an Intervening Variable at PT Astron Optindo Industries. 2003, 309–316.
- R. Tjiabrata., F., B. Lumanauw., & Dotulong, LO . (2017). The Influence of Workload and Work Environment on Employee Performance at PT. Sabar Ganda Manado. *EMBA Journal*: , 5 (2), 1570–1580.
- Santoso, S. (2015). *Quantitative Research Methods and Data Processing Steps*. Surabaya: UMPO Press.
- Saputra, Agung Aditya. (2022). The Influence of Compensation, Work Environment and Workload on Employee Satisfaction.
- Sitompul, SS, & Simamora, F. (2021). The Effect of Workload, Work Experience, and Compensation on Employee Performance at PT. Tannery Sejahtera Mandiri Pekanbaru. *Management Studies and Entrepreneurship Journal*, 2 (2), 142–153.

Sudirman Manik. (2016). Factors influencing compensation for bank employees. *Al Masraf: Journal of Financial Institutions and Banking* , 1 (2), 229–244.

Sugiyono. (2016). *Statistics for Research* . Bandung: CV. ALFABETA.

Sutrisno, Herdiyanti, Asir, M., Yusuf, M., & Ardianto, R. (2022). The Impact of Compensation, Motivation, and Job Satisfaction on Employee Performance in Companies.