How Workload, Compensation and Work Stress Influence on the Performance of PT Airo Maha Kerinci's Employees

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Abstract
The purpose of this study was to determine the effect of workload, compensation, work stress on employee performance. The object of research is all employees of PT. Airo Maha Kerinci. Data collection techniques by distributing questionnaires to all employees of PT. Airo Maha Kerinci as many as 110 respondents and direct observation to the company. Method of data analysis using simple linear regression analysis and multiple linear regression analysis using IBM SPSS 22. The results showed that the workload has a negative and significant effect on employee performance, compensation has a positive and significant effect on employee performance, while work stress has a negative and significant effect on employee performance. However, simultaneously workload, compensation, and work stress affect employee performance. The implications of the result are work load and work stress need to be improved so that passion for work and enjoyment of work are maintained amidst high workload.
Keywords: Workload, Compensation, Work Stress, Employee Performance.

Abstrak
Tujuan penelitian ini adalah untuk mengetahui pengaruh beban kerja, kompensasi, stres kerja berpengaruh terhadap kinerja karyawan. Objek penelitian adalah seluruh karyawan PT. Airo Maha Kerinci. Teknik pengumpulan data dengan menyebarkan kuesioner kepada seluruh karyawan PT. Airo Maha Kerinci sebanyak 110 responden dan observasi langsung ke PT. Airo Maha Kerinci. metode analisis data menggunakan analisis regresi linier sederhana dan analisis regresi linier berganda dengan menggunakan IBM SPSS 22. Hasil penelitian beban kerja berpengaruh negatif dan signifikan terhadap kinerja karyawan, kompensasi berpengaruh positif dan signifikan terhadap kinerja karyawan, stres kerja berpengaruh negatif dan signifikan terhadap kinerja karyawan. Beban kerja, kompensasi, stres kerja secara bersama-sama berpengaruh terhadap kinerja karyawan. Implikasi dari hasil tersebut adalah beban kerja dan stres kerja perlu ditingkatkan agar gairah kerja dan kenikmatan kerja tetap terjaga di tengah beban kerja yang tinggi.
Kata Kunci: *beban kerja, kompensasi, stres kerja, kinerja karyawan.*

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1. Introduction

The logistics business is one of the business sectors that currently has a high growth rate, in line with the increasing needs of society and increasingly sophisticated technological developments. The role of logistics companies in the country will also continue to grow as economic growth improves. This development must be supported by the efforts made to achieve an effective and efficient logistics system. This achievement was influenced by the condition of Indonesia which has 17,504 islands, 225 million people and abundant natural resources such as oil, gas, coal and palm oil. Indonesia's diverse commodity potential is also an opportunity for the logistics industry. The logistics sector also faces international challenges. Distribution supply and demand has become a crucial issue and requires a reliable distribution system. Free trade agreements in ASEAN lead to a more competitive market. Customer expectations are that the goods and services offered can increase and get lower costs. To deal with this situation, Indonesia needs superior logistics performance so that it can observe how far the performance of the Indonesian logistics sector is. This makes the prospect of the logistics industry open up new opportunities for businesses.

Based on Figure 1, logistics transaction data in Indonesia has increased yearly. The Gross Domestic Product (GDP) of the logistics sector at current prices in 2017 reached IDR 119.72 trillion, higher than 2016 of IDR 104.69 trillion. Whereas in the first quarter of 2018, the logistics sector's economy reached IDR 30.7 trillion, lower than the previous month, but higher than the first quarter of 2017. The logistics business in Indonesia is predicted to experience growth in 2018 and in the years to come. The development of electronic commerce or e-commerce trends is increasing rapidly and has become the latest trend in Indonesian society, making the logistics business grow rapidly. The digital era has encouraged various parties to make changes to keep up with industry developments. The huge opportunity for the logistics industry has made many companies engaged in this field. One of the companies engaged in logistics is PT. Airo Maha Kerinci. PT. Airo Maha Kerinci was founded in 2016 and is located at Jalan Benteng Betawi No.99, Tangerang City, Banten. The company has 110 employees (directors, managers, admin, drivers, accountants, general affairs, purchasing and marketing), and 37 haul trucks serving routes Jakarta, Bogor, Depok, Tangerang and Bekasi (Jabodetabek) and Lampung. PT. Airo Maha Kerinci which is currently experiencing competition with other similar companies such as PT. Karya Marga, PT. Roda Jaya Transport, and PT. Lookman Djaja. To be able to compete with similar companies and to be able to adapt to technological advances, humans are the most important factor in the success or failure of a company to achieve its goals. Human resources are required to be able to show good work results in the company, human resources are an important element, without the role of humans even though the various factors needed are available, the company will not run, since humans are the movers and determinants of the course of an organization (Muhammad, Adolfina, Lumintang, 2016:46). Every organization wants professional, loyal, highly dedicated and guaranteed human resources. Realizing that human resources are a very important asset, which drives the entire organization, thus the development of human resources is placed at the highest order. Therefore, the organization must think about how to develop employees, encourage their progress, in order to achieve organizational goals (Paramitadewi, 2017).

According to Ganyang (2018: 58) performance is the success of a company influenced by the performance of its employees. Performance is the level of effectiveness and efficiency shown by employees in carrying out their daily duties in an organization in a certain period.

For three consecutive years the average annual

Figure 1. Transaction Data of Logistics in Indonesia

Source: katadata, 2018

Key Performance Indicator (KPI)
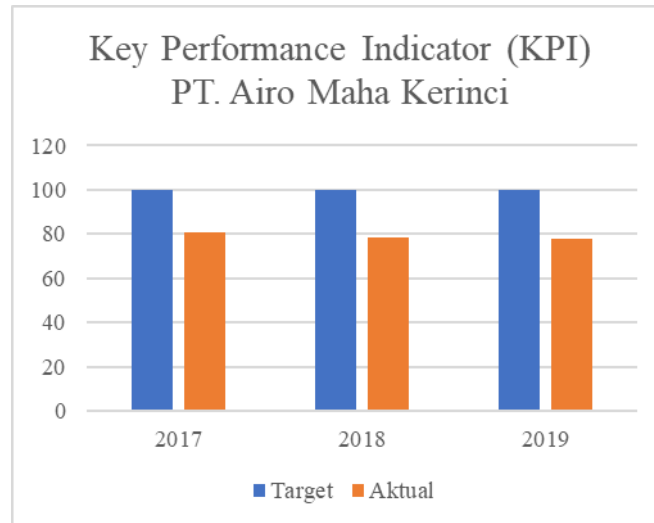PT. Airo Maha Kerinci

Figure 2. Annual KPI of employee performance

Source: PT Airo Maha Kerinci (2019)

employee performance based on the accumulated Key Performance Indicator (KPI) calculations at PT. Airo Maha Kerinci, basically the performance of its employees has never reached the set targets. The performance from 2017 which was 80.50 fell by 1.80 to 78.70 in 2018 and again decreased by 0.80 to 77.90 in 2019. Target Key Performance Indicator (KPI) at PT. Airo Maha Kerinci is 100, so it can be seen from that in 2017, 2018, 2019 the Key Performance Indicator (KPI) values for employees of PT. Airo Maha Kerinci has not reached the target. The information are depicted on the figure 2.

From this phenomenon it can be concluded that the performance of human resources is not optimal which can affect the company in achieving company goals so that it needs to be managed as well as possible so that human resources in the company feel comfortable in carrying out their duties and get maximum results or according to targets set by the company.

One of the factors that affect employee performance is workload. Workload is a task load and the following factor transactions: effort expended, task demands, and employee performance levels (Shabbir and Naqvi, 2017).

Workload refers to the concentration or number of tasks and responsibilities of employees at work. This aspect refers to the level of stress experienced by employees because their conception cannot adapt to the amount assigned to adapt or the amount of work assigned to them with a predetermined time. The workload imposed on employees that exceeds the employee's ability level will result in feelings of boredom or stress in dealing with work which will affect employee performance (Gharib, Jamil, Ahmad, Ghouse, 2016). The following table showed a recap of a workload pre-questionnaire distributed previously to the employees of PT Airo Maha Kerinci.

Based on table 1, the answer from 30 respondents showed that 80% of employees were burdened with working hours and 84% of employees were burdened with work complexity. It can be concluded that employees who feel burdened with tasks and responsibilities that are felt beyond their capacity to carry will experience a decrease in performance. Employee performance with workloads that are interrelated to each other, because in an organization to give the right position to employees, they can see the workload first. This is done so that employee performance can increase

Table 1. Pre-Questionnaire of Workload

No	Item	SA	A	NA	D	SD
1	I am burdened with long hours of work	19	5	2	4	0
2	I am burdened with the complexity of the work	9	16	3	1	1

Source: recap of pre-questionnaire of 30 respondents (2019)

and be comfortable with the job they have and achieve effective and efficient company goals.

It is said that the minimum wage for Tangerang City is Rp. 3,869,717. Employees who earn below the minimum wage for the city of Tangerang are 46 employees (73%) and employees who earn a salary above the minimum wage for the city of Tangerang are only 17 employees (27%). It can be concluded that the majority of employees earn a salary below the minimum wage in Tangerang district. PT. Airo Maha Kerinci has several problems in the compensation given to employees, foremost many of them receive a salary that is less than the District Minimum Wage (UMK), compensation system offered by PT. Airo Maha Kerinci for employees never changes every year. This makes employees think to compare PT. Airo Maha Kerinci with similar competing companies and it is felt that the compensation is in accordance with the performance issued to the company.

In addition to workload and compensation, another factor that affects employee performance is work stress. According to Robbins and Judge (2017: 659) stress is a dynamic condition in which a person is faced with an opportunity, request, or resource related to what the individual wants and the outcome is considered uncertain and important. stress is associated with demands and resources. Demands are the responsibilities, pressures, obligations and uncertainties that individuals face in the workplace. Resources are anything within a person's control that he or she can use to settle demands. Some employees can cope with work stress, but most work stress exceeds the tolerance limit or the ability of employees so that it affects employee performance (Khuong and Yen, 2016). The following is a recap of pre-questionnaire of work stress distributed to 30 employees.

Based on the table 2, the majority of 30 respondents answered that 77% agreed that the amount of work was tiring and 76% of respondents did not agree that they could work together with colleagues. It can be concluded that the majority of employees are stressed at work. Humans will tend to experience stress if they are unable to adjust between desires and reality, both the reality that is inside and outside of themselves. This triggers work stress which then affects productivity and impacts on employee performance. Based on the description of the background above, the researchers took the title of the effect of workload, compensation, work stress on the performance of employees of PT. Airo Maha Kerinci.

Research purposes

Based on the description of the background, this study aims to determine the effect of workload on the performance of employees, to know, how is the effect of compensation on the performance of employees, to identify, what is the effect of work stress on the performance of employees, and the last is to know, how is the effect of workload, compensation, and work stress jointly affect the performance of employees of PT. Airo Maha Kerinci.

2. Theoretical Framework

This study consists of three independent variables, workload (X1), compensation (X2) and work stress (X3) that affect the dependent variable, namely employee performance (Y). Details about the relationship between independent and dependent variables can be seen in the theoretical framework described on figure 3.

Table 2. Pre-Questionnaire of Workstress

No	Item	SA	A	NA	D	SD
1	The amount of work makes me tired	21	4	3	2	0
2	I can work with colleagues	2	5	3	11	9

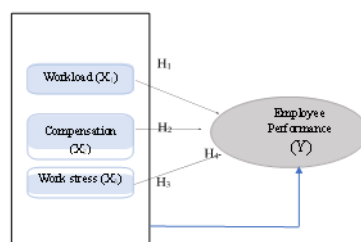Source: recap of pre-questionnaire of 30 respondents (2019)

Figure 3. Research theoretical framework

In this study, four hypotheses are tested as follows: 1. The workload against employee performance (H1); 2. The compensation against employee performance (H2); 3. The work stress against employee performance (H3); 4. The work load, compensation and work stress simultaneously against employee performance (H4).

3. Research Method

The research design used in this study is to use quantitative methods with associative problem formulation. Quantitative research is also often referred to as positivist research which emphasizes testing theories through measuring research variables with numbers and analyzing data with statistics (Sugiarto, 2017: 14). According to Saunders, Lewis, Thornhill (2016: 166) quantitative research is generally with positivism, especially when used with predetermined and highly structured data collection techniques. The associative problem formulation is a research problem formulation that asks the relationship between two or more variables (Sugiyono, 2018: 37). The unit of analysis in this study is the individual, namely employees of PT. Airo Maha Kerinci by distributing questionnaires which were directly distributed to employees. Time horizon in this study is cross sectional. According to Sekaran and Bougie (2016: 106) cross sectional is a study which can be conducted in which data is collected once possible within a period of several days or weeks or months to answer research questions.

Data Types and Sources
Data Types

According to Saunders, Lewis, Thornhill (2016: 166) quantitative research is generally with positivism, especially when used with predetermined and highly structured data collection techniques.

Data Sources

According to Sekaran and Bougie (2016: 395) the data sources used in this study are primary data and secondary data. Primary data is data collected directly to be analyzed to find solutions to the problem being studied. Secondary data is data that already exists and does not have to be collected by researchers.

Data collection technique

The data collection method in this study is as follows:
1. Questionnaire

According to Sekaran and Bougie (2016: 147) a questionnaire is a series of written questions that have been formulated before which the respondents answer, usually in a slightly closer alternative. Statements or questions in the questionnaire will be measured using a Likert scale type. According to Sugiyono (2016: 91) the Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena.
2. Observation, population and sample

According to Sekaran and Bougie (2016: 130) observation is a plan to watch, record, analyze, and interpret behavior, actions, or events. Observations in this study are PT. Airo Maha Kerinci. The popu-

Table 3. Research Design of the Study

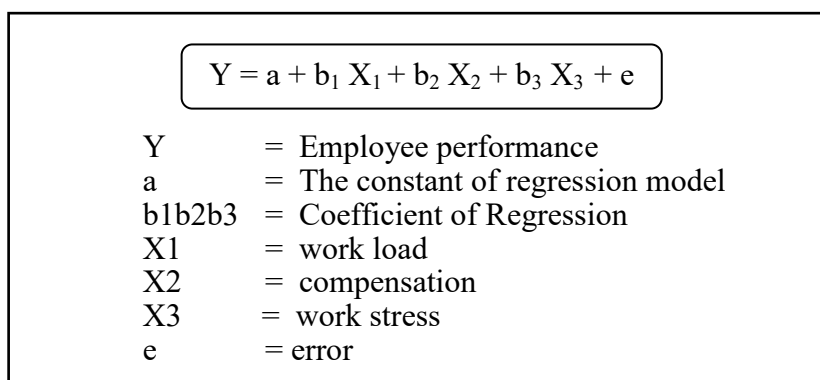| Research Purposes	Research Design			
	Type	Method	Analysis Unit	*Time Horizon*
T1-T4	Quantitative - Associative	Survey	Employees	*Cross-Sectional*

Source: data analyzed (2019)

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

Y	=	Employee performance
a	=	The constant of regression model
b1b2b3	=	Coefficient of Regression
X1	=	work load
X2	=	compensation
X3	=	work stress
e	=	error

Figure 4. Regression model of the study

Table 4. Research Design of the Study

Variable	Concept	Dimension	Indicator
Work Load (X_1) Omar, Mohd, Ariffin (2015:53)	Workload tends to occur when employees receive work demands beyond their abilities		1. *Deadline* 2. Working hours 3. No holidays 4. Work demand 5. Lack of concentration 6. Pressure 7. No stamina
Compensation (X_2) Mathis, Jackson, Valentine and Meglich (2018:399)	Compensation is an important factor influencing how and why people choose one organization over others.	*Tangible Rewards*	1. Salary 2. Wage 3. Bonus 4. Incentive 5. Health Insurance 6. Pension 7. Holiday
		Intangible Rewards	8. Work environment support 9. Work challenge
Work Stress (X_3) Sengupta (2007) in Ratnawat and Jha (2014:2)	Stress is a psychological and physical state that occurs when the individual is unable to cope with the demands and pressures of the situation.	Physiologies	1. Increasing heart rate 2. Increasing blood pressure 3. Sweating
		Behavior	4. Enthusiastic 5. Easy offended
		Psychologi-cal	6. Anxious 7. Depression
Employee Performance (Y) Pradhan and Jena (2017:73)	Work performance is planning organizing and managing daily work	Duty Performance	1. Work standard 2. Controlling 3. On time
		Addictive Performance	4. Team work 5. Change 6. Understanding 7. Critical
		Contextual Performance	8. Sympathy 9. Discussion 10. Coordination 11. Responsibility 12. Giving help

Source: Researcher, 2019

lation that is the subject of this research is the employees of PT. Airo Maha Kerinci. It is known that the total population of this research is 112 permanent employees. In this study, non-probability sampling was used whereas according to Sekaran and Bougie (2016: 252) non-probability sampling is a sampling design in which elements in the population have no known or predetermined probability of being selected as sample subjects. Sampling was done by Judgment Sampling. According to Sekaran and Bougie (2016: 252) judgment sampling is a purposive, non-probability sampling design in

which sample subjects are selected based on individual abilities to provide the special type of information needed by researchers. This research was conducted at PT. Airo Maha Kerinci. Thus, the sample in this study were 110 employees of PT. Airo Maha Kerinci. The questioner was distributed at the period of the middle of October 2019. The regression model of this study on the figure 4.

Meanwhile, the operationalization of the variables used in this study, were described on the table 4.

4. Results and Discussions

The results of data processing carried out with statistical tools through the SPSS program with a multiple regression approach, are summarized in the following table and figure 5.

Based on the information summarized in the table and figure above, the following matters can be discussed.

1. The first hypothesis: there is a coefficient of influence of variable X1 on Y as evidenced by the significance in table 4.19 of 0.000. This means that each decrease in the X1 variable by 1 point will affect the increase in employee performance by 0.376.
2. The second hypothesis: there is a coefficient of influence of variable X2 on Y as evidenced by the significance in table 4.22 of 0.000. This means that every increase in the X2 variable by 1 point will affect the increase in employee performance by 0.836.

3. The third hypothesis: there is a coefficient of influence of variable X3 on Y as evidenced by the significance in table 4.25 of 0.000. This means that each decrease in the X3 variable by 1 point will affect the increase in employee performance by 0.302.
4. The fourth hypothesis: that the adjusted R square is 0.501. This shows that employee performance can be influenced simultaneously by workload, compensation, work stress by 50.1%, thus the hypothesis is proven in this study.

Research Discussion

Based on the calculation method that has been done, the following conclusions can be drawn:
1. Discussion of workload variable (X1)

Based on the results of the questionnaire distributed to 110 respondents at PT. Airo Maha Kerinci got the highest average result with a mean value of 3.50 in the workload variable, statement number 1 "I am burdened with the large number of jobs that are approaching the deadline" this shows that employees feel burdened with the amount of work that is approaching the deadline because the lack of a systematically arranged work agenda so that employees work less structured.
2. Discussion of compensation variable (X2)

Based on the results of the questionnaire distributed to 110 respondents at PT. Airo Maha Kerinci got the highest average result with a mean value of 4.10 in the compensation variable statement number 8 "In completing work, I get support from co-
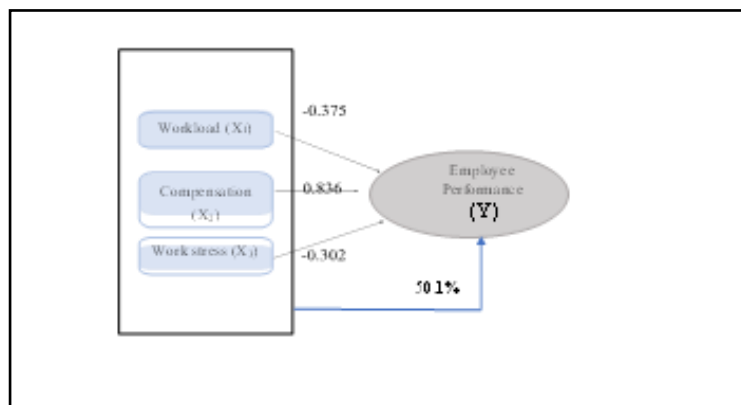

Figure 5. Chart of Influence of X1, X2, X3 on Y partially and simultaneously

Source: data processed (2019)

Table 3. Research Design of the Study

Variable Relations	Correlations	Det	Regression Equation	Significance test
X_1 to Y	-0.400	16%	$Y= 4,947- 0,376X_1$	Significant
X_2 to Y	0.597	35.6%	$Y= 0,443+ 0,836X_2$	Significant
X_3 to Y	-0.302	9.9%	$Y= 4,682- 0,302X_3$	Significant
X_1, X_2, X_3, to Y	0.714	50.1%	$Y= 2,087- 0,256X_1+ 0,798X_2- 0,186X_3$	Significant

Source: data processed (2019)

workers" this shows that employees feel they have work support from co-workers so that employees can complete work.

3. Discussion of work stress variable (X3)

Based on the results of the questionnaire distributed to 110 respondents at PT. Airo Maha Kerinci got the highest average result with a mean value of 4.38 in the compensation variable statement number 7 "I get depressed when the leader gets angry by using harsh words if I don't finish the job on time" this shows that employees feel depressed at work because the leader issues harsh words when the leader is feeling furious.

Implications of the Research Result

The results of this study indicate that all variables namely workload, compensation, work stress simultaneously influence employee performance variables significantly with a probability value of 0.0000, thus the results of this study can become the inputs for the organization. Therefore, the implications can be described as follows:

Effect of Workload on Employee Performance

From the results of the analysis of the effect of workload on employee performance, it can be concluded that there is a significant influence between workload variables and employee performance variables. This shows that the higher the level of employee workload, the lower the performance of employees of PT. Airo Maha Kerinci. Therefore, company must reduce the level of employee workload at the company, especially seen from the lowest result in the workload variable of 3.23 in the seventh statement, namely "I am lethargic and have no stamina at work", so leaders are expected to give employee gatherings, give enthusiasm to work by way of training in accordance with the field, by providing information/briefings about the latest in the field of work.

Effect of Compensation on Employee Performance

From the results of the analysis of the effect of compensation on employee performance, it can be concluded that there is a significant influence between compensation variables and employee performance variables. This shows that the higher the level of employee compensation, the higher the performance of employees of PT. Airo Maha Kerinci. Therefore, the company must increase the level of employee compensation at the company, especially seen from the lowest result on the compensation variable of 3.66 in the first statement, namely "I receive a salary every month according to the job description of the job", so the leadership is expected to adjust the compensation system to be more such as reviewing the bonus/incentive system or by providing transportation facilities.

Effect of Job Stress on Employee Performance

From the results of the analysis of the effect of work stress on employee performance, it can be concluded that there is a significant influence between work stress and employee performance variables. This shows that the higher the level of employee work stress, the lower the performance of employees of PT. Airo Maha Kerinci. Therefore, company must reduce the level of work stress of employees at the company, especially seen from the lowest results on the work stress variable of 3.23 in the fifth statement, namely "Heavy work tends to make me angry with co-workers", so leaders are expected to provide facilities additional support, for example by providing health facilities, nutritious food or more incentives for hard work.

5. Conclusion and Suggestion

Based on the results of data processing in the previous chapter, the conclusions in this study are as follows:

1. Workload has a negative and significant effect on employee performance at PT. Airo Maha Kerinci.
2. Compensation has a positive and significant effect on employee performance at PT. Airo Maha Kerinci.
3. Work stress has a negative and significant effect on employee performance at PT. Airo Maha Kerinci.
4. Workload, compensation, work stress have a significant influence together on the performance of employees at PT. Airo Maha Kerinci.

Suggestion

Based on the results that have been obtained from the previous chapter and the conclusions that have been made, below are some suggestions that can be submitted to the company:

1. Based on the results of the questionnaire from the discussion of workload variables, it was found that in statement number 7 "I am lethargic and have no stamina at work" in this case the employees do not support this statement. It is recommended to give employee gatherings, provide enthusiasm for work by means of training in accordance with their fields, by providing information/briefings about the latest in the field of work.
2. Based on the results of the questionnaire from the discussion of compensation variables, it was found that statement number 1 had the lowest score: "I receive a salary every month according to the job description of the job". It is recommended to adjust the compensation system to be more equitable such as reviewing the bonus/incentive system or by providing transportation facilities.
3. Based on the results of the questionnaire from the discussion of work stress variables, it was found that in statement number 5 is the lowest score "Heavy work tends to make me angry at co-workers easily" it is recommended to provide

additional supporting facilities, for example by providing health facilities, nutritious food or more incentives for tough work.

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