

Effect of workload on employee performance mediated bonuses

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Abstract: Employee performance is one of the important factors in a company. Good employee performance can make a company achieve its goals. If the company has good human resource results, the company has good competitiveness. There are various things that can be done to improve employee performance. As is the case in this study, it aims to analyze whether workload affects employee performance mediated by bonuses. This study uses a quantitative approach, with the PLS-SEM causality approach. The object of this research is PT FIF Group with a sample of 34 respondents. The data was analyzed using the help of SmartPLS software version 4.0. The results of this study show that: 1) Workload does not have a significant effect on employee performance. 2) Workload has a significant effect on bonuses 3) Bonuses have a significant effect on employee performance 4) Workload has an effect on employee performance through bonuses as a mediating variable.

Keywords: workload; bonus; employee performance

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History

Submitted July 2024

Accepted July 2024

Published July 2024

Introduction

Human resources (often abbreviated as HR) is one of the most important things that cannot even be separated from an organization, both institutions and companies. Human resources are also the key to determining the company's development. In essence, human resources are human resources in the form of people employed in an organization as drivers, thinkers, and planners to achieve the goals of the organization. Meanwhile, according to (Margaret Silalahi, 2022) Human Resources (HR) is one of the important assets for a company in achieving its goals and carrying out its vision and mission. HR (Man Power) is a living workforce involved in a corporate organization. Meanwhile, HR management can be interpreted as a process aimed at obtaining, training, assessing, compensating employees, paying attention to their working relationships including health and safety as well as justice issues experienced by these human resources.

Employees are those who work in a company or agency to perform an operational task and expect a return in the form of commissions, bonuses, or salaries. According to (Triatmaja et al., 2022) The success of an organization depends on its ability to manage the various resources it has, one of which is very important, namely human resources (HR). Human resources are always attached to every resource of any organization as a determining factor for its existence and role in contributing towards the achievement of organizational goals effectively and efficiently.

Employee performance is the ability, skill, and work result shown by an employee in carrying out his duties and responsibilities at work. Employee performance can be measured through the achievement of predetermined targets, the quality of work results, and the quality of work in the team. Meanwhile, according to (Rokhayati et al., 2022) Performance or achievement comes from the term job performance or actual performance (work achievement or actual results achieved by a person). The concept of performance is the result of the quantity and quality of work done by employees to carry out their duties by the responsibilities that have been given. Employee performance contributes to several factors that affect employee performance at PT. FIF Group

Legok which is located at Jl. Raya Cilegon Dragong Serang-Banten Jl. Legok in No. Km 3 Dragong Destiny is inseparable from the influence of workload and bonuses.

Many factors determine a person's ability to work. One of them is the workload at PT FIF Group Legok. PT FIF Group is a company engaged in the consumer finance sector, which mainly finances motorcycles and electronic products. A workload is a set of tasks or tasks given to employees that must be completed within a certain period. If employees can complete tasks on time, it is not a workload for them. According to (Hasyim, 2020) Workload is the average frequency of activities of each job in a certain period. It can also be interpreted (Kenanga et al., 2020) that workload is something that influences employees at work.

There is a phenomenon that occurs in the PT FIF Group group, namely the workload phenomenon caused because every month must be achieved in a fairly short time, and the monthly target is still not met optimally. In looking for customers, the marketing department must look for a minimum of 13 people per month. According to the results of an interview with the marketing department on May 27, 2024, he said marketing employees who reach the target will be given an additional bonus if the company's target is achieved and the bonus will be greater as the achievement of the employee's target increases above the target given by the company. Setting targets is adjusted to the employee's ability. (Liftyawan et al., 2020) The increase in targets that must be completed also increases the tasks and work that must be completed. The observation results show that if they can achieve the target for three months, they are considered to be closed points because they succeeded. According to (Sari et al., 2018) if they are unable to meet the target for three consecutive months, they are considered failures and forced to be dismissed. In addition to being able to meet the daily needs of employees and can prosper the lives of employees, with the provision of employee bonuses (Masdiana & Wantoro, 2023), it is also hoped that employee work productivity will change for the better. In addition to meeting the daily needs of employees and improving employee welfare, rewards are also expected to increase employee productivity.

Workload has a positive and significant effect on employee performance, this depends on other factors such as boss support, work flexibility, individual skills, and work break balance. (Pratama et al., 2024) Explaining that workload is a situation where more or less tasks given to employees affect employee performance. It can be concluded that the workload variable has a significant effect on the performance variable of the worker. According to (Nurhandayani, 2022) This study supports previous research where internal workload has a positive effect on employee performance. Employee performance will be maximum if workload indicators such as achievable goals, working conditions, and work standards are achieved in a balanced manner. Meanwhile, according to Can, it can be concluded that the workload variable has a significant effect on the employee performance variable.

Workload has a positive and significant effect on bonuses, meaning that the higher the workload faced by employees, the greater the bonus they receive. Each company has a different bonus policy. Some may directly attribute bonuses to the number of hours worked or the volume of work completed, while others may focus more on results and quality of work. According to (Firmandari, 2014) Bonuses given in the form of cash, are given based on profits or evaluation of individual or company work performance. This bonus is usually given in conjunction with the payment of salary in that period.

Bonuses have a positive and significant effect on employee performance is the right of employees who work well and are loyal to the company. The provision of bonuses can indeed have a significant effect on employee performance. Some of the positive effects of giving bonuses on employee performance include: increasing motivation, increasing job satisfaction, and increasing productivity. According to (Dariansyah et al., 2022) shows the better the bonus, the higher the employee's performance. (Andy & Sutrisna, 2018) states that if an employee completes a task with satisfactory results in less time than it should, the employee in question receives a bonus because by saving that time, more work can be completed.

Workload affects employee performance through bonuses as a mediating variable. The effect of workload on employee performance often includes mediating variables such as bonuses. It refers to the number and intensity of tasks that must be completed by employees in a given period. According to this view (Maharani & Budianto, 2019) In most jobs, physical demands are also necessary and related to mental demands, having an impact on human performance.

Research Method

In this study, the method used is quantitative research with a causal approach. (Salam, 2021) A causal process is an analysis that will look for a picture of relationships, influences, impacts, and effects (cause and effect) from various concepts or factors or in some ways designed in management science. According to (Setyabudi et al., 2024) This research method uses a quantitative method that functions to explain the position of the variables being studied and their influence from one variable to another.

This research was conducted at PT. FIF Group Legok which is located on Jl. Raya Cilegon Dragong Serang-Banten Jl. Legok in No.Km 3 Dragong Taktakan. The population in this study is 34 employees of the marketing division. The sample used in this study uses a census technique, meaning that the entire population is used as a sample, namely 34 employees. According to (Ahmad et al., 2019) the indicators of workload are: work conditions, use of working time, and targets that must be achieved. Meanwhile, according to (Satria, 2021) bonus indicators are simple, specific, achievable, and measurable. According to (Ahmad et al., 2019) employee performance indicators are: quantity, quality, reliability, presence, and ability to work together.

The data collection technique in this study uses a questionnaire that is directly distributed to the respondents with measurements using a Likert scale of 1-5 using the scale method (1 = strongly disagree – 5 = strongly agree). The data analysis technique in this study is a descriptive analysis using the SmartPLS assistance program version 4.0 which is tested, namely the outer model and the inner model. In this study, the author formulates the hypothesis, namely:

H1: Workload has a positive and significant effect on employee performance

H2: Workload has a positive and significant effect on the bonus

H3: Bonuses have a positive and significant effect on employee performance

H4: Workload affects employee performance through bonuses as a mediating variable

Results and Discussions

In this study, the measurement model includes validity and reliability testing, the measurement model can be seen from the Loading factor, Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE). (Wahyudi et al., 2022) The loading factor must be above 0.70, then the AVE must be greater than or equal to 0.50. while for Cronbach's Alpha and composite reliability, the value must be more than 0.70 (Ghozali & Latan, 2015).

Table 1. Uji Outer Model

Variable	Indicator	Outer Loading		CA	CR	AVE
		OL1	OL2			
Workload	BK 1	0.948	0.940	0.766	0.891	0.804
	BK 2	0.805	0.851			
	BK 3	-0.343	-			
Bonus	B 1	0.935	0.947	0.675	0.847	0.736
	B 2	-0.094	-			
	B 3	0.760	0.758			
	B 4	0.373	-			
Employee Performance	KK 1	0.967	0.980	0.957	0.979	0.959
	KK2	0.977	0.978			

Variable	Indicator	Outer Loading		CA	CR	AVE
		OL1	OL2			
	KK3	0.366	-			
	KK4	-0.060	-			

Note(s): OL1 (Outer Loading First Test); OL2 (Outer Loading 2nd Test); CA (Cronbach's Alpha); CR (Composite Reliability); AVE (Average Variance Extracted).

There are 2 tests in reliability, including Cronbach Alpha and Composite Reliability. Each of these tests has a different value, according to (Ghozali & Latan, 2015) Cronbach Alpha should have a value of more than 0.6-0.7. Meanwhile, according to (Hair et al., 2019) Composite Reliability is declared valid if the value must be 0.7-0.9. According to (Hair et al., 2019) an indicator is declared valid if it has a value of >0.7

Based on Table 1, Cronbach Alpha is by the required reliability because the value is between 0.675 - 0.957. Meanwhile, Composite Reliability also meets reliability requirements where the value is 0.847 – 0.979 which means that reliability both seen from Cronbach Alpha and Composite Reliability has met the requirements. Meanwhile, AVE has also met the reliability requirements because the value is 0.736 – 0.959.

Tabel 2. Uji Hipotesis

Test	Model	Original Sample	t-statistic	p-values	Information
Direct Effect	Workload → Employee Performance	0.215	1.616	0.106	NS
	Workload → Bonus	0.741	6.247	0.000	S
	Bonus → Employee Performance	0.792	6.091	0.000	S
	Indirect Effect	Workload → Bonus → Employee Performance	0.587	6.003	0.000

This study uses a bootstrap procedure to test the significance of the proposed hypothesis. (Hair et al., 2017) said that the criteria are significant if the t-statistic value is more than 1.96 and the p-value is less than 0.05. Table 2 shows that of the 4 hypotheses tested, there is 1 hypothesis that is not significant, including H1. H1 obtained t-statistic data of 1.616 and a p-value of 0.106. Then in H2, the t-statistical value was 6,247 and the p-values were 0,000. Thus, H3 obtained a t-statistic value of 6.091 and a p-value of 0.000. The last is in H4, where the t-statistic value is 6,003 and the p-value is 0,000. Therefore, the accepted hypothesis is the second hypothesis, namely workload affects bonuses, the third hypothesis is that workload affects employee performance and the fourth hypothesis is that workload affects employee performance mediated by bonuses.

The effect of workload on employee performance

Workload does not have a significant effect on employee performance because although workload is often considered the main factor that affects employee performance, research shows that the effect may not always be significant. In various studies, it has been found that employees who have good time management, support from superiors, and a conducive work environment, tend to be able to maintain high performance despite their heavy workload. In addition, factors such as intrinsic motivation, work-life balance, as well as skill development, have been shown to have a greater role in determining individual performance. Therefore, management should focus on providing supportive resources and a healthy work environment rather than simply reducing the workload of employees. This study is in line with (Sallyuana et al., 2024) stating that the results of the study show that there is no significant influence between workload and employee performance. This means that workload is not the main variable in determining employee performance. This is emphasized (Putri & Edalmen, 2023) based on the results of the study there is a positive and insignificant influence between workload and employee performance.

Effect of workload on bonuses

Workload has a significant influence on the bonuses employees receive. In many organizations, the performance appraisal on which bonuses are based often takes into account the number and complexity of tasks completed by employees. Employees who can handle high workloads with high efficiency and productivity usually get better performance assessments, which in turn has a positive impact on the amount of bonuses they receive. In addition, employees who demonstrate the ability to manage heavy workloads are also often considered more valuable to the company, so companies tend to be more generous in providing bonuses as a form of appreciation and motivation. Thus, a high workload, if managed properly, can be a decisive factor in the acquisition of significant bonuses.

The effect of bonuses on employee performance

Bonuses have a significant influence on employee performance. Bonuses are often used as an incentive to encourage employees to reach or even exceed predetermined targets. When employees know that their efforts and hard work will be rewarded with bonuses, they tend to be more motivated to improve their productivity and quality of work. In addition, bonuses can also increase employee satisfaction and loyalty to the company, which in turn can have a positive impact on long-term performance. Thus, an effective bonus system not only increases individual motivation but also contributes to the achievement of the organization's overall goals. According to (Qodariyah, 2017) Employee work, productivity can be influenced by several factors, including the provision of bonuses. Bonus is the employee's right to manpower and services provided to the company. Bonus as a right that means increasing employee work productivity. (Kurniawan & Fitriyani, 2021) Says that when individuals get incentives, it can encourage individuals to work optimally so that they can improve better performance. So incentives can have a positive effect on employee performance.

Effect of workload on employee performance mediated by bonuses

Companies view employees who can manage heavy workloads as more valuable to the company, and companies also often provide greater incentives as a means to express gratitude and encourage those employees. Therefore, managing heavy work effectively may be essential to receive a large bonus. In workplace dynamics, there is a close relationship between workload, bonuses, and employee performance. High workloads often force employees to work even harder. According to (Sukma et al., 2021) explained if there is an increase in workload, it will not necessarily improve employee performance. The more incentives an employee receives, the more motivating the employee to improve their performance at work.

Conclusion

The impact of bonuses on the workload of bonuses that employees receive is largely determined based on their workload. The volume and complexity of the work employees perform are often taken into account in performance reviews, which determine incentive payments in many companies. Worker performance is positively correlated with the amount of bonuses; Employees who can manage heavy workloads with high productivity and efficiency typically score higher in performance evaluations. Companies also tend to be more generous by giving bonuses as a way to show gratitude and encourage staff who can handle high workloads because they perceive these people as more valuable to the organization. As a result, getting a big bonus may depend on how well the heavy work is managed. The research has important implications for developing human resource management (HRM) policies and company operational strategies. From an HR policy perspective, the research can assist management in determining optimal workload levels and designing an effective bonus system. Appropriate workload adjustments can improve employee

productivity, while a good bonus structure can motivate employees to achieve higher performance. In addition, this study also has implications for performance management strategies, where companies can develop more effective strategies for improving employee productivity and welfare. Adjusting workload and providing appropriate bonuses not only improves performance but also employee welfare and satisfaction. In terms of contribution, this research provides a strong scientific basis for strategic decision-making within the company. Data-based decisions regarding workload and bonuses can help FIF Group improve employee performance and overall productivity while providing a competitive advantage in attracting and retaining high-quality employees. In addition, this research also contributes to creating a more balanced work environment, where employees do not feel overburdened but remain motivated through the bonuses provided.

According to theory, research conducted by PT FIF Group can contribute to management and business literature, particularly in the context of Indonesian real estate companies. This study aims to provide insight into how investment companies can operate effectively under Indonesia's unique regulatory and economic environments. In addition, research findings can be used to challenge and advance existing theories as well as provide a critical framework for developing new theories that are relevant to the field of mining. In this way, the research not only benefits businesses in a practical sense but also makes a significant academic contribution.

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