

Performance Determination By Training, Workload and Compensation

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Abstract

This study aims to determine and analyze the effect of training, workload and compensation on employee performance with a study at PT Inti Trio Bhakti Jaya. The research design uses a casual quantitative method, namely knowing the effect between the variables studied. The data collection tool uses a questionnaire that has been tested for validity and reliability which is distributed via Google form to employees of PT Inti Trio Bhakti Jaya. This study involved 70 respondents who were the total number of employees of PT Inti Trio Bhakti Jaya. Data analysis was carried out using Smart-PLS (Partial Least Square). Using a Likert scale with a range of 1-5 as a measurement. The results showed that Training is not significant to employee performance, Workload has a positive and significant effect on employee performance, and Compensation is not significant to Employee Performance.

Keywords: Training, Workload, Compensation, Employee Performance

Introduction

The progress of a company cannot be separated from its human resources. Human resources play an important and primary role in every company activity. Human resources play a major role/participation in determining the good or bad performance of a company. Therefore one of the factors in support the success of an organization The purpose of maintaining its existence is shown by the quality of the Human Resources it has (Katti et al . 2023) .

With adequate work skills, employees are expected to be able to overcome all work problems so that work tasks can be completed better. Ability, both knowledge and skills, is an important component in achieving performance. Thus, to achieve satisfactory performance, professional skills are needed and to achieve it must go through several stages or conditions. The existence of human resources in a company plays a very important role. The workforce has great potential to carry out organizational/company

activities. The potential of each human resource in the company must be utilized as well as possible so that it can provide optimal output . (Fitri et al . 2023) .

The research was conducted at PT. Inti Trio Bhakti Jaya which was established in December 2007. PT. Inti Trio Bhakti Jaya is a company engaged in the distribution of quality building materials with well-known brands. Based on problems related to employee performance that occurred at PT. Inti Trio Bhakti Jaya is shown in the completion of tasks and implementation of responsibilities as an employee, there are employees who have not been trained in completing their work in accordance with the education and training they have received, as well as employees who do not have an understanding in realizing their work even though they have been given guidance by their superiors. This kind of thing happens, due to the lack of training and the decreasing number of employees who follow the rules.

Therefore, there is a second phenomenon that occurs at PT. Inti Trio Bhakti Jaya that employees are still unable to perform optimally for the company so that the achievement of their monthly targets decreases. Likewise with the third phenomenon if the employee's target is not achieved, the compensation in the form of incentives obtained will be reduced, if the Customers pay more than the specified period, then the incentives and basic salary will be reduced, of course this has an impact on employee performance.

The phenomenon in this study is the problem of employee performance that has an impact on the decline in employee performance levels at PT. Inti Trio Bhakti Jaya. Based on information, performance problems are caused by training, burden, and compensation. The following is the performance scale of PT. PT. Inti Trio Bhakti Jaya.

Table 1. Performance Scale

Number	Assessment Aspects	Rating	Scale Target
1	The existence of training can improve performance skills to the maximum.	4	5
2	The material provided is complete and can be easily understood.	4	5
3	The given target can be completed within a certain time period	4	5
4	Leaders often give tasks outside of working hours to complete other work.	4	5
5	The basic salary given by the company is in accordance with the field of work	4	5
6	The company provides rewards for employees who perform well	4	5

Information:

Rating 1 = Very unsatisfactory

Rating 2 = Needs improvement

Rating 3 = Employee meets basic/average expectations

Rating 4 = Employee exceeds expectations

Rating 5 = Employee Performance is always extraordinary (all employees every month)

Source: Processed Data (2024)

Table 1 shows the results of the performance scale assessment from the assessment aspect that has not reached what the company expects. The training assessment category has not reached the target even though it has met the needs in providing training, leaders still have not met employee expectations even though the material provided is complete and can be easily understood, the targets given by the leader are too many with a certain time so that employees have not been able to meet expectations for the company, the compensation received is in accordance with expectations and can increase motivation to work more competitively and productively but is still considered lacking because of the regulations that have been implemented by the company for the provision of compensation.

Currently, the performance achieved by PT. Inti Trio Bhakti Jaya employees is considered less than optimal, this is experienced by one of the HR departments of PT. Inti Trio Bhakti Jaya, because many targets given by the company have not been maximized by the employees. Based on the performance assessment data of PT. Inti Trio Bhakti Jaya for the period 2020-2022, it shows that the performance of PT. Inti Trio Bhakti Jaya employees has experienced a fluctuating decline, as seen from the number of employees who received a very good performance yusidium. Data regarding employee performance assessments for the period 2020-2022 can be seen in table 2 below:

**Table 2. Employee Performance Assessment of PT. Inti Trio Bhakti Jaya
 Period 2020-2022**

Conduct Values	Performance Judicial Examination	Number of Employees in 2020	Number of Employees in 2021	Number of Employees in 2022
NK>4.50	Very well	8	10	11
3.5<NK<4.49	Good	30	29	26
2.5<NK<3.49	Enough	27	24	25
	Amount	5	7	8

Source: PT. Inti Trio Bhakti Jaya

Based on table 2, the indicators used by PT. Inti Trio Bhakti Jaya are based on an assessment of leadership, cooperation, responsibility and attendance. Based on the assessment data of employee performance data from PT. Inti Trio Bhakti Jaya in 2020 - 2022, it can be seen that the management of employee performance from PT. Inti Trio Bhakti Jaya is not optimal. The performance of PT employees. Inti Trio Bhakti Jaya has fluctuated, as seen from the increase in the percentage of very good from 2020 to 2022. However, special attention is needed to the percentage of the less category which has increased significantly. Then there was a decrease in the percentage of Good and Sufficient which is an identification in improving employee performance which is needed for evaluation of the performance appraisal process. Where this is not in accordance with the targets expected by the leaders of each branch in Jakarta and outside the city. Because currently the company needs competent employees to achieve company goals. Based on

the background above, this study aims to analyze the effect of training, workload and compensation on Employee Performance with a study at PT. Inti Trio Bhakti Jaya.

Theory Review

Performance

According to Hikmah Perkasa & Ajis (2019), performance is a translation of performance which means the results of an employee's work, a management process or an organization as a whole, where the results of the work must be able to be shown concretely and can be measured (compared to predetermined standards). According to Setiawan & Syifa (2020), performance is the quantity or quality of the results of an individual's or group's work in an organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measurements that have been set or that apply in organization.

To measure employee performance, Pramadista & Engkus (2022) put forward four indicators to measure employee performance individually, namely, first, the quality of work measured from employee perceptions of the quality of work produced and the perfection of tasks towards employee skills and abilities. Second, Quantity which refers to the amount produced is expressed in terms such as the number of units, the number of activity cycles completed. Third, Efficiency is the level of utilization of organizational resources (labor, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources. Finally, Self-reliance is the level of an employee who will later be able to carry out his work functions.

Job Training

According to Fitri et al. (2023), training is an activity that is more shown in balancing employees both in terms of skills, knowledge, skills, expertise, attitudes and behavior of employees and more on practical nature. The efficiency of a company is highly dependent on the level of quality of human resources owned by the Company. Putri & Astuti, (2022) explained that training is a learning process provided in order to improve performance related to current work, so it can be concluded that training is not only to meet future needs but also to be utilized by the same desire to improve performance. According to Darmawan et al. (2022), training is one of the efforts made by organizations for Human Resources in the world of work. Training is usually completed with an educational program that is adjusted to the requirements of the position, is given in a relatively short period of time, to equip employees with work skills. From the three definitions above, it can be concluded that training is a process of teaching certain knowledge and skills as well as attitudes so that employees are increasingly skilled and able to carry out their responsibilities better, in accordance with standards. According to Fitri et al. (2023), indicators of work training include first, the purpose of the training must be concrete and measurable, therefore the training that will be held aims to improve work skills so that participants are able to achieve maximum performance and improve participants' understanding of the work ethics that must be applied. Second, the training material can be in the form of management, script, work psychology, work communication, discipline and work ethics, work leadership and work reporting. Third,

the training methods used are training methods using participatory techniques, namely group discussions, conferences, simulations, play and game play, training in skills, theory, teamwork and bandiing studies.

Workload

According to Nurraya & Widodo (2022), workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a work friend, skills, behavior, and perceptions of the employee. According to Lutpiah & Syarifuddin (2023), workload is the amount of work that causes stress that is more than the lack of workforce, job restructuring, employees who are not responsible for their work and insufficient time. According to Rolos et al., (2019), 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. From the three definitions above, it can be concluded that an employee's workload is the amount of work that must be done by the employee, the time limit that the employee has in completing his responsibilities, and the individual's subjective assessment of the work he does. has been allocated to him.

According to Nurhasanah et al. (2022), indicators of workload include, first, the target that must be achieved. Individual views regarding the magnitude of the work target that is envisioned to complete the work and assess the work results that must be completed within a certain time period. Second, Job conditions. Covering how the views held by individuals regarding the conditions of their work, as well as overcoming unexpected events such as having to work outside working hours to complete other work. Finally, Job standards. The impression that an individual has about his/her work, for example the feeling that arises from the burden of work that must be completed within a certain period of time.

Compensation

According to Zaqiyah et al., (2023), compensation is income in the form of money, goods directly or indirectly received by employees in return for services provided by the company. Furthermore, according to Rizaldy (2023) Compensation is additional remuneration given to certain employees whose performance is above standard performance. Compensation is now a tool used by supporters of fair principles in determining compensation.

According to Putra & Arini (2023), Compensation is a fair and appropriate award to employees, as a reward for their contribution or services to achieving organizational goals. From the three definitions above, it can be concluded that Compensation can be interpreted as a bonus (additional wages) for work performance or performance sacrifices that employees have given to the company with the aim of increasing productivity. According to Sutoro et al., (2020) stated that there are several indicators of incentives, namely First, Basic salary is the salary given to employees as a fixed payment for work done, and is calculated based on working hours or monthly. Basic salary is a fixed component in the employee income structure. Second, Incentives are a form of additional compensation given to employees as an award for achieving targets or extraordinary performance. Incentives can be in the form of cash, bonuses, or other benefits given above

the basic salary. Third, Allowances are additional income given to employees to cover certain costs related to work such as transportation allowances, meal allowances, health allowances, and so on. These allowances can be given in the form of cash or non-cash benefits. Fourth, Facilities are a form of compensation that includes providing access or company facilities, such as official vehicles, work equipment, health insurance, and so on. Fifth, Bonuses are a form of additional compensation given to employees as an appreciation for achieving targets or employee work results.

Hypothesis Formulation Based on Previous Research

The Influence of Job Training on Employee Performance

According to Putri & Astuti (2022), providing job training to employees is an effort to improve knowledge, skills, and behavior to contribute to improving performance so that it can realize company goals. Based on the results of the study, Safitri Sopiya Safitria & Annisa (2023) stated that job training has a significant effect on employee performance. It is also supported by researchers (Fiitrii et al. 2023) who stated that job training has a positive and significant effect on employee performance, followed by researchers (Kattii et al. 2023) who stated that job training variables have a significant effect on employee performance. The results of the study indicate that job training has a positive and significant effect on employee performance.

H1: Job Training Has a Positive and Significant Influence on Employee Performance

The Influence of Workload on Employee Performance

According to Paramitadewi (2019), it states that there is a relationship between workload and employee performance, where if the workload is high, it will cause performance to decrease, or it can be explained that the higher the workload received by an employee will affect the performance of the employee and vice versa, Other researchers also state that workload has been proven to have a positive and significant effect on performance (Sari & Luturlean, 2022). According to Yanti et al. (2023) stated that workload has a significant effect on employee performance, furthermore, research according to Nurraya & Widodo (2022) stated that workload partially has a positive and significant effect on employee performance.

The results of the study indicate that workload has a positive and significant effect on employee performance.

H2: Workload has a positive and significant effect on employee performance

The Effect of Compensation on Employee Performance

According to Zaqiyah et al., (2023), compensation is income in the form of money, direct or indirect goods received by employees in return for services provided by the company. Paraswati et al., (2023) who stated that the variable of Work Compensation has a significant effect on employee performance. Research by Sugiono et al., (2021) who stated that Work Compensation has a positive and significant effect on employee performance. The results of the study indicate that Work Compensation has a positive and significant effect on Employee Performance.

H3 : Work Compensation Has a Positive and Significant Influence on Employee Performance

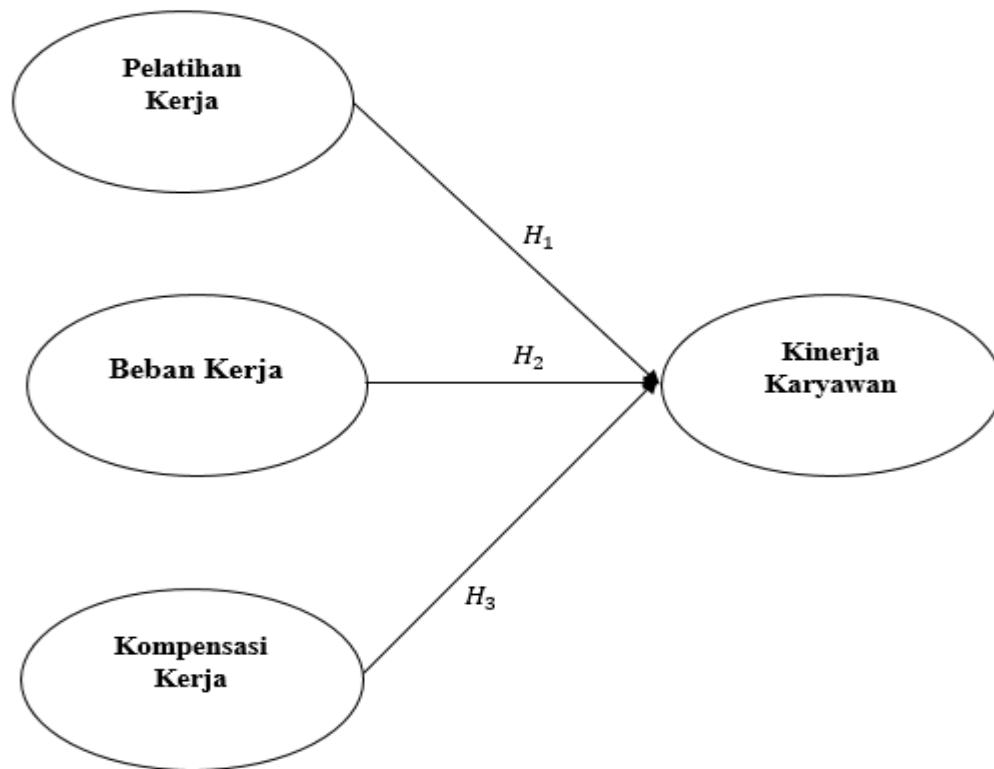


Figure 1. Research Hypothesis

Research methods

Study uses a causal quantitative method with a saturated sampling technique. This study was conducted at PT. Inti Trio Bhakti Jaya was established in December 2007 and is located at Graha GRC Board, Annex Building, 1st floor, Jalan Letjen. S. Parman Kavling 64 Slipi. West Jakarta. The time of this study was carried out from July to December 2023. Involving all employees of PT. Inti Trio Bhakti Jaya as many as 70 people to become research respondents. The data used is primary data obtained through the distribution of questionnaires made with Google Form . Data analysis technique using Partial Least Square (PLS).

This study has a complex model and a limited number of samples, so in data analysis using SmartPLS software. SmartPLS uses the bootstrapping method or random duplication. Therefore, the assumption of normality will not be a problem. In addition, by doing bootstrapping, SmartPLS does not require a minimum number of samples, so it can be applied to research with a small number of samples. An ordinal scale with a range of 1-5 is used in this study.

Table 3. Research Constructs

Variables	Indicator	Reference
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Job Training	X1.1=My performance improved after taking the training X1.2=The training materials provided are complete and easy to understand. X1.3=Interesting training methods make me able to remember and implement them in my work. X1.4= Training participants must meet the qualification requirements, including permanent employee status or a recommendation from management. X1.5=The trainer/instructor's expertise in accordance with the training material is able to generate motivation and is able to use participatory methods.	Fi tri e t al . (2023)
Workload	X2.1=I can complete the work targets given by the Company within the specified time frame. X2.2=I feel burdened by additional tasks outside my main tasks and completed outside of hours. X2.3=Additional tasks are given suddenly and the completion time is short. X2.4=Every employee is required to have work targets both inside and outside the office. X2.5=I am able to complete work with a high level of difficulty.	Nurhasanah et l . (2022)
Compensation	X3.1=The company provides incentives to employees effectively X3.2= Basic salary given by the company according to the field of work. X3.3= The company provides clear benefits to employees X3.4=The company provides rewards for employees who perform well X3.5=The company provides occupational safety protection to employees X3.6= The company provides holiday allowances to employees X3.7= Provision of company vehicles for official purposes or employee transportation	Sutoro et al ., (2020)
Employee performance	Y1=My way of working is in accordance with the standard	Pramadista & Engkus (2022)

work methods set by the company.
 Y2=I can minimize my work errors even when I am tired.
 Y3=I complete my work according to the targets given by the company.
 Y4=I am able to complete all work tasks within the time specified by the leader.
 Y5=I have the opportunity to take my own initiative to achieve the work targets set by my leadership.
 Y6=All work, both main and additional, can be completed within the time determined by the leader.
 Y7=I work with focus without supervision from management.

Results and Discussion

Respondent Demographics

The data in this study were obtained by distributing questionnaires to 70 respondents who were employees of PT. Inti Trio Bhakti Jaya . Of the 70 respondents, the majority of respondents who participated in the study were male, 36 people. Based on age, the majority of employees who participated in this study were 26-30 years old, 19 respondents . Based on education level, the majority of high school graduates were 34 respondents. Based on length of service, the majority of employees who participated in the study had worked for 3-4 years, 28 respondents.

Convergent Validity Test Results

Convergent validity testing is needed to observe measures that have a positive relationship from the same construct using alternative steps (Alfian et al ., 2025; Ega et al., 2025) . Convergent validity testing is tested from each construct indicator. According to Ghozali (2018) , an indicator is said to be valid if its value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if there is a loading factor below 0.50, it will be dropped from the model.

Convergent Validity Test

Variables	Indicator	Outer Loadings	Information
Job Training	X1.1	0.970	Valid
	X1.2	0.960	Valid
	X1.3	0.964	Valid
	X1.4	0.995	Valid
	X1.5	0.965	Valid
Workload	X2.1	0.953	Valid
	X2.2	0.977	Valid
	X2.3	0.973	Valid

	X2.4	0.993	Valid
	X2.5	0.984	Valid
Work Compensation	X3.1	0.949	Valid
	X3.2	0.989	Valid
	X3.3	0.976	Valid
	X3.4	0.966	Valid
	X3.5	0.971	Valid
	X3.6	0.972	Valid
	X3.7	0.970	Valid
Employee performance	Y1	0.960	Valid
	Y2	0.934	Valid
	Y3	0.940	Valid
	Y4	0.953	Valid
	Y5	0.957	Valid
	Y6	0.926	Valid
	Y7	0.945	Valid

Source: Processed Data (2024)

Table 4 shows that all indicators of this research variable are valid, because the Outer Loading value of each indicator is greater than 0.7.

Average Variance Extracted (AVE)

The AVE value aims to measure the level of variation of a construct component collected from its indicators by adjusting the error rate. Testing with AVE values is more critical than composite reliability . The minimum recommended AVE value is 0.50. The AVE output obtained from Smart PLS 3.0 is presented in table 5.

Table 5. Reliability Test and AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Training	0.985	0.988	0.942
Workload	0.988	0.944	0, 780
Compensation	0.990	0.963	0.7 47
Employee performance	0.980	0.977	0, 826

Source: Processed Data (2024)

Reliability Test Results

The following presents the reliability test data using SmartPLS 3.0.0 with the PLS-Algorithm procedure with the results of the Cronbach's Alpha and Composite Reliability values contained in table 5. The results of the Composite Reliability and Cronbach's Alpha tests show satisfactory values, namely all latent variables have been reliable because all latent variable values have Composite Reliability and Cronbach's Alpha values ≥ 0.70 . So it can be concluded that the questionnaire used as a research tool is reliable or consistent.

Hypothesis Test Results

Based on the results of the hypothesis testing presented in table 6, it is stated that H1 and H3 are rejected, while H2 is supported.

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Training-> Performance	0, 175	0, 186	0, 108	1,619	0, 106
Compensation-> Performance	0, 533	0, 529	0, 097	5,506	0, 000
Workload -> Performance	0, 214	0, 217	0, 116	1,848	0.065

Source: Processed Data (2024)

The following is a detailed discussion and explanation for each hypothesis based on table 6 above:

Based on the test results, training has no significant effect on employee performance. This can be seen from the results of the original sample value test of 0.175 and has a t-statistic value $< t\text{-table}$ ($1.619 < 1.96$) so it can be concluded that the first hypothesis (H1) is rejected (HO) accepted. the effect of Workload on Performance has an original sample value of 0.533 and has a t-statistic value $> t\text{-table}$ ($5.506 > 1.96$) so it can be concluded that the first hypothesis (H2) is accepted. the effect of Work Compensation on Performance has an original sample value of 0.214 and has a t-statistic value $< t\text{-table}$ ($1.848 < 1.96$) so it can be concluded that the third hypothesis (H3) is rejected (HO) accepted.

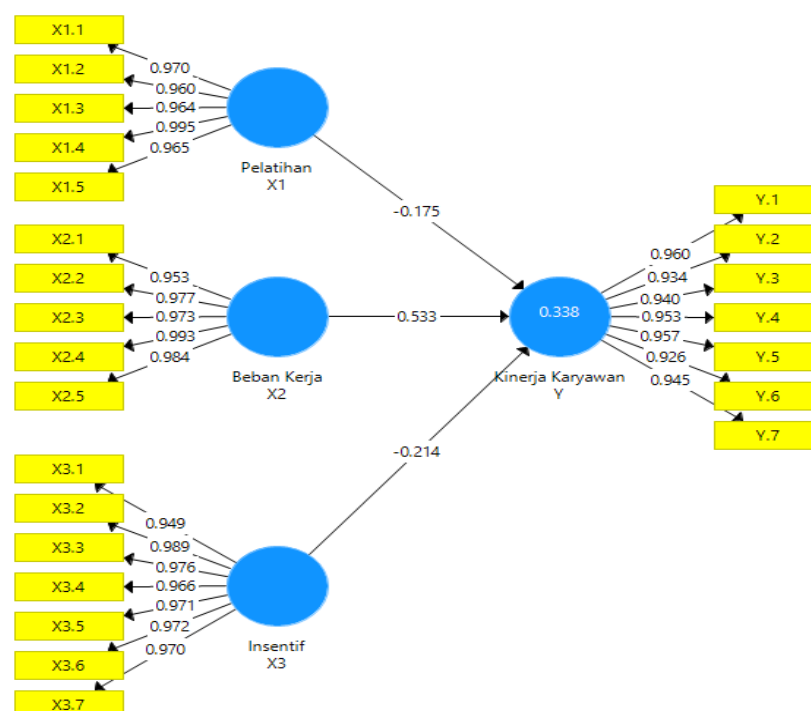


Figure 2. Data Processing Results with SmartPLS

Source: Processed data (2024)

DISCUSSION

The first hypothesis shows that there is no significant effect between training and performance. Employee performance increases after participating in certain training organized by the company. This can be influenced by various factors, such as interesting research methods, participants' ability to remember and apply training materials in their work, and meet the qualification requirements, and have permanent employee status or get recommendations from management. In this study, it was found that Training determines Employee Performance. The results of the study contradict previous studies conducted by Fitri et al., (2023) , Katti et al ., (2023) and Safitri Sopiya Safitria & Annisa (2023) .

The second hypothesis shows that there is a positive and significant influence between workload and performance . Every employee is required to have good work targets both inside and outside the office, and when additional tasks are given suddenly with a short work period and can show that if the appropriate workload is given to employees, it can improve employee performance. The results of this study are reinforced by previous research conducted by Yanti e t al. (2023) , Nurraya & Widodo (2022) and Sari & Luturlean (2022)

The third hypothesis shows that there is no significant influence between compensation and performance . Increased performance is not always caused by a bonus system that is in accordance with employee performance, so that employees feel that the compensation received is in accordance with their contribution and effort. Employee performance is not affected by periodic compensation increases because the most important thing for employees is that they can get a job. The results of this study are in contrast to previous research conducted by Paraswati et al., (2023) , and Sugiono et al., (2024)

Conclusion

Based on the results of the research and discussion that have been presented above, the following conclusions can be drawn: the first hypothesis states that training does not have a significant effect on employee performance. This is because the training given to employees of PT. Inti Trio Bhakti Jaya will have the same impact. because not all employees receive training. So not all employees can feel the impact, so it shows that it is not significant. PT. Inti Trio Bhakti Jaya should pay more attention and make improvements or evaluations of the training given to employees. Meanwhile, the second hypothesis shows that Workload has a positive and significant effect on Employee Performance . PT. IntiTrio Bhakti Jaya needs to pay attention to various aspects of the workload that may affect employee performance. Such as arranging the division of workload professionally to each employee so that they can improve their performance effectively. The third hypothesis shows that compensation does not have a significant effect on employee performance. It is important to provide compensation according to the workload given to employees. In addition, there needs to be non-financial compensation such as bonuses, promotions, allowances outside of basic salary and others as a medium

to improve employee performance. However, this study also has several limitations that need to be noted. This study is limited to the use of variables such as training, workload, competence and performance. Therefore, for future research, it is recommended to conduct tests using other variables such as incentives, job satisfaction, and work stress.

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