

Employee Performance: Financial Compensation, Discipline, Workload, And Work Motivation As Moderation

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ABSTRACT: This research is a development of existing research by adding work motivation as a moderating variable. The purpose of this study is to analyze financial compensation, discipline and workload in influencing employee performance with work motivation as a moderating variable. The research sample was selected using a saturated sample where all 35 employees of UPT Aneka Industri and Crafts were the research sample. Data was collected using a questionnaire and analyzed using the independent sample t-test and Structural Equation Modeling - Part Least Square (SEM-PLS). The results showed financial compensation and discipline positive and significant effect on employee performance, while workload negative and significant effect on employee performance. Work motivation not moderate financial compensation, discipline and workload on employee performance. There are significant differences in financial compensation, discipline and performance between employees with ASN and non-ASN status. Implications of the basis of human resource policy, especially related to improving the performance of UPT Aneka Industri and Crafts employees by taking the necessary efforts or steps to increase financial compensation and employee discipline and reduce pressure from employee workload.

Keywords: Financial Compensation, Discipline, Workload, Work Motivation, Performance.

I. INTRODUCTION

Unit (UPT) Various Industries and Crafts in the Department of Industry and Trade of East Java Province is currently facing conditions where organizational performance is not yet optimal. Based on the 2022 performance agreement signed between the Head of the East Java Province Department of Industry and Trade and the Head of the Aneka Industri and Crafts Technical Implementation Unit (UPT), it shows that there are 7 (seven) performance targets but only one performance target has been met.

UPT Aneka Industri and Crafts provides financial compensation in the form of basic salary, meal allowance, THR and performance allowance. In terms of salaries received by employees, especially Non-Permanent Employees with Performance Agreements (PTT-PK), there is no salary increase for employees with a high school education level, so many employees complain about the income they receive. Apart from that, in relation to providing financial compensation, there is a delay in providing salaries to Non-Permanent Employees with Performance Agreements (PTT-PK) every month. Complaints also continue to emerge that the provision of performance allowances is also often delayed every month because the completion of employee performance targets (SKP) as a measure of the success of individual performance achievements each month is not completed on time.

Financial compensation is important for employees of the Various Industries and Crafts Technical Implementation Unit (UPT) because it can be used by employees to meet their daily needs. So when employees receive high financial compensation, employees are more focused on work and do not worry about meeting life's needs. Studies from previous research show that financial compensation is one of the factors that influences employee performance (Supraja, 2020; Mahathir et al., 2020). However, previous research conducted by Budi & Dewi (2021) shows the opposite result that financial compensation does not have a significant effect on employee performance.

The key to employee success in achieving maximum work results in the organization also lies in discipline. The work discipline of employees at UPT Aneka Industri and Crafts is still low which can be seen from the frequent number of disciplinary deductions every month on performance allowances, many employees often come late to work, leave early for various reasons, often do not come to work for various reasons, so that employees unable to complete work on time. The research results of Iptian et al. (2020) and Kirana et al. (2022)

proves that discipline has a significant effect on employee performance. On the other hand, different results were shown in the research of Suhartono et al. (2023) that discipline has no effect on employee performance.

Increases and decreases in employee performance can also be influenced by workload. The workload of each official or employee is still found to be uneven, with some having too much activity and some organizational units having too little activity. Previous studies conducted by Laura et al. (2021) and Omela et al. (2021) shows that workload has a significant effect on employee performance. However, different results are found in research conducted by Arrung & Rahardjo (2022) showing that workload has no effect on employee performance.

The results of previous studies prove that there are still gaps in research findings regarding financial compensation, discipline and workload in influencing employee performance, so this research will examine it further by adding work motivation as a moderating variable which has never been used in previous studies. The motivation that exists within employees will create behavior that is directed at the goal of achieving satisfaction goals. So every activity carried out by a person is driven by a force that comes from within the person and this driving force is called motivation.

II. THEORETICAL FRAMEWORK AND HYPOTHESIS

Employee Performance

Performance is described as how the organization is able to achieve the targets or objectives that have been set (Sedarmayanti, 2017). Another definition of performance is the work results achieved by employees when carrying out their duties and responsibilities based on the skills and expertise possessed by employees (Mulyadi, 2016). Performance can be said to be *the output* produced by employees within a certain period of time compared to the standards, targets, targets or criteria that have been mutually agreed upon (Zaharuddin et al, 2021). Individual performance will have an impact on the achievement of group performance which ultimately has an effect on organizational performance. The indicators used to measure employee performance as mentioned by Chien et al (2020) consist of *job*, namely the results of employee work in completing work without errors and according to superiors' directions; *career*, namely the results achieved by employees in career advancement while working in the organization; *innovators*, namely employees who are innovative, have skills and have the ability to adapt to the organization; *team*, namely the employee's ability to carry out their role as a member of a team or work group; and *organization* is the contribution made by employees in advancing the organization.

Financial Compensation

Compensation is the total remuneration for employees and leaders, both in the form of money and goods as a replacement for their service contribution to the organization (Basem et al, 2022). There are two classifications of forms of compensation, namely financial and non-financial. Financial compensation is identical to rewards in the form of money because employees have fulfilled their obligations. Non-financial compensation is given based on policies taken by the organization in order to increase employee satisfaction or welfare, such as awards for outstanding employees, outbound activities, etc. (Mulia, 2021). The indicators used to measure financial compensation are based on Silas et al (2019) consisting of salary which is a reward given by the organization for the performance of its employees which is generally given at the end or beginning of the month; incentives are a form of additional reward outside of salary or wages given to motivate employees to perform better; allowances are additional income outside of salary that employees receive as assistance.

Discipline

Discipline is obedience in implementing the rules determined or expected by the organization or company where a person works (Solahudin, 2021). According to Muin et al (2021) discipline is an important part of human resource development. Therefore, work discipline is needed in an agency so that there are no irregularities or negligence which causes waste in carrying out work. The indicators for measuring discipline based on Sihombing and Marbun (2019) consist of always arriving and leaving on time, namely attitudes or behavior that show compliance with working hours; do all work well, namely the ability to face the work that is their responsibility as an employee; and comply with all applicable organizational regulations and norms, namely being obedient and obedient in carrying out orders from superiors and the rules that have been established, including wearing complete uniforms that have been determined by the organization.

Workload

Workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce (Damayanti and Mellita, 2022). Workload is the ability of an employee's body to accept work. Each workload must be appropriate and balanced with the physical and psychological abilities of the employee receiving the workload. Workload can be in the form of physical workload and psychological workload (Omela et al, 2021) . Workload measurement indicators based on Susanti et al (2021) consist of working conditions, namely the views that individuals have about the work they are responsible for; use of working time, namely the allocation of time used by employees to complete work; and the target to be achieved is the individual's view of the number of work targets given to complete the work within a certain time.

Work motivation

Work motivation is a state and internal force that encourages individuals to take certain actions. Work motivation is one of the most important tools to encourage employees to achieve efficient and effective results (Azar and Shafiqhi, 2013). Saleem et al. (2010) explains work motivation as a process that arouses, energizes, directs and encourages employees at work. Maduka and Okafor (2014) define work motivation as a psychological process that begins with the emergence of needs involving actions and behavior that are well directed to satisfy certain desires. Work motivation indicators based on Ervina et al (2023) consist of extrinsic motivation is work motivation that comes from outside the employee as an individual; Intrinsic motivation is a work driver that originates from within the employee as an individual.

Hypothesis Development

Financial compensation can have the most important and significant influence on employee performance. If the financial compensation received meets the employee's expectations and is given fairly, the employee will work more optimally resulting in increased performance (Putra, 2022) . The greater the income earned means the greater their needs are met, so it is hoped that employees can increase their enthusiasm for work and achieve the best work results (Siregar et al., 2019) . The financial compensation provided by the company will have an important impact, namely encouraging employees to achieve higher levels thereby influencing performance levels (Nainggolan, 2022) . Based on the explanation of financial compensation on performance, the hypothesis put forward is:

H₁ : Financial compensation has a significant positive effect on employee performance.

Discipline is the key to success that must be applied and must be carried out by every individual because good work discipline will provide smoothness in the work implementation process and will also achieve maximum work results in the company which ultimately improves employee performance (Astuti & Amalah, 2020) . Every employee is expected to have high work discipline so that they will improve their performance (Kirana et al., 2022) . Employees who have discipline have enthusiasm for work as well as more efficient and optimal use of working time. Working time is only used to achieve company goals, so that employees with good discipline have good performance (Sulila, 2019) . Based on the explanation of discipline on performance, the hypothesis put forward is:

H₂ : Discipline has a significant positive effect on employee performance.

Workloads that increase too high or decrease workloads can cause performance disruptions. A sudden increase in workload has a negative impact on employee performance, so it is important to distribute workload proportionally according to employee abilities (Emalia, 2022) . Increasing employee performance can be done by paying attention to workload. Management needs to ensure that employee workload is in accordance with their capacity and abilities (Omela et al., 2021) . High levels of work stress as a result of excessive workload can cause a decrease in employee performance (Aladwan et al., 2021) . Based on the explanation of workload on performance, the hypothesis put forward is:

H₃ : Workload has a significant negative effect on employee performance.

The greater the income earned means the greater their needs are met, so it is hoped that employees can increase their motivation at work and achieve the best work results (Siregar et al., 2019) . The financial compensation provided by the company will have an important impact , namely motivation employees for higher

achievement thereby influencing performance levels (Supraja, 2020 ; Nainggolan, 2022) . Motivation is the driving force that moves people to behave, including obeying the regulations that apply in the organization (Nozariyanti et al ., 2022) . Motivation is something that influences a person in carrying out activities. In other words, motivation can be said to be a driver of someone's behavior. Motivation leads to discipline where high work motivation causes high discipline which also subsequently influences employee performance. So motivation can lead to a disciplinary attitude which can influence employee performance (Surajiyo et al ., 2021) . Performance problems can occur when employees cannot complete work on time, and the quality of the results is not satisfactory, where these problems can occur when employees receive a high workload. So a high workload can have an impact on reducing employee performance. This is also strengthened when employees have low work motivation. On the other hand, with high work motivation, employees will be motivated to try as hard as possible in carrying out their duties even though they have a heavy workload (Abu Jahid and Adnyana, 2021) .

H₄ : Work motivation moderates the effect of financial compensation on employee performance.

H₅ : Work motivation moderates the influence of discipline on employee performance.

H₆ : Work motivation moderates the influence of workload on employee performance .

III. RESEARCH METHODS

Samples and Sampling Techniques

The population in this study were employees of the UPT Aneka Industri and Crafts of East Java Province, totaling 35 employees. The population used is relatively small, so that all members of the population are sampled. This research uses primary data obtained directly from respondents in the research sample. In obtaining data from respondents, instruments were used in the form of questionnaires distributed through surveys. The scale used to measure questionnaire answers is a Likert scale with a score range of 1 to 5 . The data analysis technique in this research uses *structural equation modeling* with *Partial Least Square* (PLS). The advantage of PLS is that it can be used on small samples .

IV. DATA ANALYSIS AND DISCUSSION

Respondent Characteristics

Demographic data shows that there were 21 male respondents (60%), then there were 14 female respondents (40%) . Age characteristics show that the respondents in this study were mostly aged 34 - 41 years with a total of 12 people (34%). Most of their final education was Bachelor's Degree with a total of 19 people (54%) and most of their employment status was PTT-PK (Non-Permanent Employees with Work Agreement) . totaling 22 people (63%) .

Table 1
Respondent Characteristics

Demographics	Characteristics	Amount	Percentage
Gender	Man	21	60%
	Woman	14	40%
Age	> 48 years	10	29%
	42 - 48 years old	9	26%
	34 - 41 years old	12	34%
	26 - 33 years old	4	11%
Education	Postgraduate (S2/S3)	1	3%
	Bachelor degree	19	54%
	Diploma	3	9%
Employment Status	SMA/SMK	12	34%
	ASN	11	31%
	PPPK	2	6%
	PTT-PK	22	63%

Convergent Validity

The convergent validity results based on *the outer loading value* show that the financial compensation variable from the nine indicators has the lowest *outer loading value* of 0.723 . The discipline variable from the seven indicators has the lowest *outer loading value* of 0.756 . The workload variable from the six indicators has the

lowest *outer loading value* of 0.753 . The work motivation variable from the six indicators has the lowest *outer loading value* of 0.704 . The performance variable of seventeen indicators has the lowest *outer loading value* of 0.709. Overall, each indicator in the research variable has an *outer loading* > 0.7 so it can be said to be valid.

Table 2
Results of Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	AVE
Compensation financial	0.918	0.919	0.604
Discipline	0.904	0.906	0.634
Workload	0.860	0.864	0.587
Work motivation	0.890	0.916	0.635
Performance	0.975	0.976	0.716

The results in Table 2 show that *the composite reliability* values for all the constructs studied are above 0.6 so it can be concluded that they are reliable. The *Average Variance Extracted (AVE)* value for all constructs exceeds 0.5 so it can be concluded that each construct has good *variance* , which means that each construct is able to explain more than half of *the variance* of the indicators in each construct .

Discriminant Validity

Discriminant validity testing can also be done using the Heterotrait-Monotrait Ratio (HTMT). HTMT is the average of all indicator correlations across constructs that measure different constructs. The condition is that if the HTMT value is < 0.90 then a construct has good discriminant validity.

Table 3
Heterotrait-Monotrait Ratio

	Workload	Discipline	Performance	Financial Compensation
Workload				
Discipline	0.686			
Performance	0.815	0.872		
Compensation financial	0.665	0.795	0.848	
Work motivation	0.389	0.446	0.336	0.484

Table 3 shows that all the constructs used in the research model produce an HTMT value <0.90 so it can be concluded that the constructs of financial compensation, discipline, workload, work motivation and performance have valid discriminant validity based on the HTMT value .

R Square

R Square value is in the range 0 to 1 , which means the closer the value is to 1, the higher the suitability of the model.

Table 4
R Square Value

	R Square	R Square Adjusted
Performance	0.847	0.807

Table 4 shows that *the R Square* value obtained is 0.847. This means that financial compensation, discipline, workload and work motivation moderating variables have the ability to explain employee performance by 84.7%. So it can be concluded that the contribution made to employee performance variables is classified as substantial.

F Square

F Square to see the level of effect provided by the independent variable on the dependent variable. The criteria for the *f Square value* are 0.02 has a small effect, 0.15 has a medium effect, and 0.35 has a large effect. The effect of the financial compensation variable on performance is 0.296, which is included in the moderate effect. The effect of the discipline variable on performance is 0.448, which is considered a large effect. The effect of workload on performance is 0.382, which is a large effect.

Test the Difference

The test results using *the independent sample t test* show a significant value for the financial compensation variable of 0.000, which is smaller than 0.05, meaning that there is a significant difference in the assessment of employees with ASN and non-ASN status regarding the financial compensation variable. The *mean* value for ASN employees is greater than non-ASN employees, so it can be concluded that ASN employees have a better response to the financial compensation they receive than non-ASN employees.

The significant value of the discipline variable is 0.016, which is smaller than 0.05, meaning that there is a significant difference in the discipline of employees with ASN status and non-ASN employees. The *mean* value for employees with ASN status is greater than non-ASN employees, so it can be concluded that ASN employees have higher discipline than non-ASN employees. Furthermore, the significant value of the workload variable is 0.116, which is greater than 0.05, meaning there is no significant difference in the workload of employees with ASN status and non-ASN employees. Even though the *mean* value for employees with non-ASN status is greater than non-ASN, which means the workload is higher, the difference is not too big.

The significant value of the work motivation variable is 0.069 which is greater than 0.05, meaning there is no significant difference in the work motivation of employees with ASN status and non-ASN employees. Even though the *mean* score for employees with ASN status is greater than non-ASN, which means their motivation is higher, the difference is not too big. Then the significant value of the performance variable is 0.007 which is smaller than 0.05. This means that there is a significant difference in the performance of employees with ASN and non-ASN status. The *mean* value for employees with ASN status is greater than non-ASN employees, so it can be concluded that ASN employees have higher performance than non-ASN employees.

Hypothesis Test Results

The hypothesis in this study is declared supported if the direction of *the path coefficients (original sample)* in accordance with what is hypothesized (positive or negative value), and the p value is below 5%. Based on the data processing that has been carried out, the results of the hypothesis test are obtained as shown in Table 5.

**Table 5
Hypothesis Test Results**

Influence Between Variables	Original Sample	p values
Financial compensation -> Performance	0.361	0.019
Discipline -> Performance	0.416	0.029
Workload -> Performance	-0.361	0.003
Work motivation x Financial compensation -> Performance	0.025	0.893
Work motivation x Discipline -> Performance	-0.195	0.413
Work motivation x Workload -> Trust	-0.112	0.508

The influence of the financial compensation variable on performance has positive *path coefficients* of 0.361 with a significance level of 0.019 which is smaller than 0.05 so that hypothesis H1 is supported, meaning that financial compensation has a significant positive effect on the performance of employees of the UPT Various Industries and Crafts. Likewise, the influence of the discipline variable on performance has positive *path coefficients* of 0.416 with a significance level of 0.029 which is smaller than 0.05 so that hypothesis H2 is supported, meaning that discipline has a significant positive effect on the performance of employees of the UPT Various Industries and Crafts. Furthermore, the influence of the workload variable on performance has a negative *path coefficient* of -0.361 with a significance level of 0.003 which is smaller than 0.05 so that hypothesis H3 is supported, meaning that workload has a significant negative effect on the performance of UPT Aneka Industri and Crafts employees.

Furthermore, for the results of hypothesis testing with motivation as a moderating variable, the results of the interaction that occurred between the moderating variable work motivation and financial compensation produced a significant value of 0.893 which was greater than 0.05 so that H4 was rejected, meaning that work motivation did not moderate the effect of financial compensation on UPT employee performance. Various Industries and Crafts. Then, the interaction that occurs between the moderating variable work motivation and discipline produces a significant value of 0.413 which is greater than 0.05 so that H5 is rejected, meaning that work motivation does not moderate the influence of discipline on the performance of UPT Aneka Industri and Crafts employees. The same results are found in the interaction that occurs between the moderating variable work motivation and workload, producing a significant value of 0.508 which is greater than 0.05 so that H6 is rejected, meaning that work motivation does not moderate the effect of workload on the performance of employees of UPT Aneka Industri dan Crafts .

Discussion

The first hypothesis tests that financial compensation has a significant positive effect on the performance of employees of UPT Various Industries and Crafts. Based on the results of the hypothesis test, it shows that the first hypothesis is supported, meaning that the higher the financial compensation given to employees of UPT Various Industries and Crafts, the higher the employee performance. The results of research conducted by Nangingolan (2022) and Iptian et al. (2020) supports the findings obtained in this research that employee performance can be significantly positively influenced by financial compensation. Compensation is the total remuneration for employees and leaders, both in the form of money or materials as a substitute for contributing services to the organization (Basem et al., 2022) .

Basically, employees carry out their duties hoping to receive compensation to meet their needs. So to get it employees work hard and show more dedication to the organization , then the organization will reward employee performance by providing compensation. The high income earned by employees, whether in the form of salaries, allowances and incentives, will support UPT Aneka Industries and Crafts employees in meeting their needs. The results of the descriptive analysis show that the incentives received are financial compensation that is considered the best compared to other financial compensation. This can cause employees to be more enthusiastic about working so they achieve the best performance. This is also supported by the opinion of Khairunnisa et al. (2021) that the amount of financial compensation that employees receive after demonstrating their performance will stimulate employee enthusiasm so that they can work well in the future, so that the performance produced by employees will increase.

The second hypothesis tests that discipline has a significant positive effect on the performance of employees of UPT Various Industries and Crafts. Based on the results of the hypothesis test, it was found that the second hypothesis was supported, meaning that the higher the discipline of the employees of UPT Aneka Industri and Crafts in complying with the applicable rules and norms in carrying out their duties and responsibilities, the higher the impact on employee performance. Previous research conducted by Astuti & Amalah (2020) and Iptian et al. (2020) obtained the same results that the performance achieved by employees is influenced by discipline.

Based on descriptive analysis, it shows that the employees of UPT Aneka Industri and Crafts have good discipline. Employees of UPT Aneka Industry and Crafts obey and obey the applicable rules and norms in carrying out their duties and responsibilities at work. Employees at UPT Aneka Industri and Crafts have the highest compliance with maintaining office facilities so they don't get damaged. Discipline possessed by employees will provide smoothness in the process of carrying out work and will also achieve maximum work results in the company which ultimately improves employee performance. This is supported by the opinion of Kirana et al. (2022) who explain that discipline is a person's actions, behavior and deeds according to organizational regulations so that the person does not commit negligence or irregularities in carrying out work so that the performance achieved can be better.

The third hypothesis tests that workload has a significant negative effect on the performance of employees of UPT Aneka Industri and Crafts. The results obtained in this research are that the third hypothesis is supported, meaning that the higher the workload felt by employees of UPT Various Industries and Crafts, it can cause employee performance to decline. A high workload that exceeds the employee's physical and psychological capabilities can cause employees to be stressed to complete all their tasks so that their performance is not optimal and can even decrease. Findings obtained from previous research by Aladwan et al. (2021) supports the results of this research that performance is significantly negatively influenced by workload. Workload is the tasks given to employees to be completed at a certain time using the skills and potential of the workforce

(Damayanti & Mellita, 2022).

The results of the descriptive analysis show that employees of UPT Aneka Industri and Crafts feel stressed about working conditions, use of working time, and targets that must be achieved. The highest pressure felt by employees of UPT Aneka Industri and Crafts is being stressed by work conditions so that they feel bored with the same work every day which can be the cause of a decline in employee performance. Emalia (2022) explains that improving employee performance is by paying attention to workload. High levels of work stress as a result of workload can cause a decrease in employee performance.

The fourth hypothesis tests that work motivation moderates the influence of financial compensation on the performance of employees of UPT Aneka Industri and Crafts. The results obtained in this research are that the fourth hypothesis is not supported, meaning that work motivation does not strengthen or weaken the influence of financial compensation on the performance of UPT Aneka Industri and Crafts employees. Because the organization offers cash rewards, every employee is encouraged to work optimally. When employees receive adequate compensation, this will have an effect on improving performance even though employees have low work motivation. When employees receive rewards from the organization fairly and according to expectations, they will have high levels of effort which will have an impact on improving performance. Suantara et al. (2022) explains that every employee is not necessarily motivated to mobilize their energy optimally to improve performance, so there is still a need for incentives in the form of compensation so that someone is willing to use their full potential to work.

The fifth hypothesis tests that work motivation moderates the influence of discipline on the performance of UPT Aneka Industri and Crafts employees. The results obtained in this research are that the fifth hypothesis is not supported, which means that work motivation does not strengthen or weaken the influence of discipline on the performance of employees of UPT Various Industries and Crafts, meaning that without motivation, employees already have the awareness and willingness to obey all company regulations and fulfill their duties and responsibilities. their respective answers so that this increases employee performance. Kirana et al. (2022) explains that employees who have high discipline will carry out their duties in an orderly manner even without supervision from superiors, do not steal work time and are not used to carrying out activities that are not related to work, and obey regulations without any sense of coercion. Audina & Handayani (2021) explained that even though employees are less motivated at work but have good work discipline, employees can avoid deviations or negligence so that they can complete their duties and responsibilities well.

The sixth hypothesis tests that work motivation moderates the influence of workload on the performance of employees of UPT Aneka Industri and Crafts. The results obtained in this research are that the sixth hypothesis is not supported, which means that work motivation does not strengthen or weaken the influence of workload on the performance of employees of UPT Various Industries and Crafts, meaning that the work motivation possessed by employees does not reduce the pressure felt by employees originating from work conditions, use of working time, and targets that must be achieved. Workload refers to the intensity of work tasks. This is related to the amount of work assigned to employees in a certain period of time (Inegbedion et al., 2020). High workload can have an impact on reducing employee performance even though the employee has high work motivation. Khairunnisa et al. (2021) explains that in an organization employees receive several tasks that must be completed in a short time. This causes employees to be stressed to complete all their tasks in order to meet deadlines. The combination of deadlines and excessive workloads makes work even more stressful, causing employees to not be optimal at work, resulting in a decrease in performance. Even though the employee has work motivation, the employee's workload has exceeded their physical and psychological abilities.

V. Conclusions, Implications, Suggestions And Limitations

The conclusion obtained is that the results of this research have proven the important role of financial compensation, discipline and workload in improving employee performance at UPT Aneka Industry and Crafts. It has been proven that financial compensation provided by an organization can influence employee performance. Likewise, employee discipline has a significant positive effect on the performance of UPT Aneka Industries and Crafts employees. This research also reveals that workload has a significant negative effect on the performance of UPT Aneka Industri and Crafts employees.

The implication of this research is that it can be a basis for thinking in making human resource policies, especially regarding improving the performance of employees of UPT Various Industries and Crafts. To improve employee performance, financial compensation, discipline and workload need to be a concern for the organization. The parties who have the authority to make policies at UPT Aneka Industri and Crafts should be able to take the necessary efforts or steps to increase financial compensation and employee discipline and reduce pressure from employee workload.

As an effort to improve employee performance at UPT Aneka Industri and Crafts, leaders at UPT Aneka

Industri and Crafts can give appreciation to employees who work well to increase self-confidence by providing incentives for employees who excel and meet work targets. Furthermore, to improve employee discipline, especially regarding punctuality in completing work according to deadlines, the leadership at UPT Aneka Industri and Crafts should increase supervision of employees who work by checking employee work periodically to ensure work is completed on time. Furthermore, in order to reduce employee boredom with the same work every day, the leadership at UPT Aneka Industri and Crafts can provide work rotation or provide varied work within a certain period of time.

The limitation of this research is the narrow scope of the research because it is limited to employees of the Aneka Industri and Crafts UPT which is one of the technical implementing units within the organizational environment of the East Java Province Department of Industry and Trade, so the sample used is small. This research only uses quantitative methods in examining research problems. It is hoped that future research can conduct research on employees in other technical implementation units within the East Java Province Industry and Trade Service organization and add a qualitative approach to obtain more comprehensive data.

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