MEASURING THE DETERMINANTS OF EMPLOYEE PERFORMANCE

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Abstract: *This study aims to determine the effect of motivation, compensation, workload and work environment on employee performance at PT. SDN. This study uses a quantitative research method. The independent variables in this study are motivation, compensation, workload, and work environment, while the dependent variable is employee performance. Sampling in this study using saturated samples, amounting to 58 people. Sampling technique with probability sampling. Data collection using a questionnaire. The analysis used includes descriptive data analysis, quantitative data analysis, validity test, reliability test, classical assumption test, multiple linear regression, and hypothesis testing. The results of this study found that: (1) Motivation has a positive and significant effect on employee performance at PT. SDN. (2) Compensation has a positive and significant effect on employee performance at PT. SDN (3) Workload has a negative and significant effect on employee performance at PT. SDN. (4) The work environment has a positive and significant effect on employee performance at PT. SDN. The discussion, conclusions and suggestions are described in this article.*

Keywords: motivation, compensation, workload, work environment, employee performance.

1. Introduction

Human resources are seen as the main driving factor in determining the success of a company. In order to get good employee performance in the company, it is necessary to provide work motivation, both externally and internally in order to be able to produce employees to work more productively. External factors (company characteristics) consist of work environment, salary, working conditions, company policies, and working relationships such as awards, promotions, and responsibilities. Internal factors (personal characteristics) include the needs, desires and expectations contained in the person.

Motivation is the process of providing motivation or driving force to work to employees so that they want to work for the achievement of company goals effectively and efficiently. Achieving company goals, employees will get satisfaction and employees with high levels of satisfaction will automatically increase performance. There are several things that link job satisfaction with employee performance, especially rewards. Employees if they receive an award that they think they deserve and are satisfied, the employee will produce greater performance because the work done is appreciated by the company. In addition to motivation, the company must provide compensation.

Compensation is one way that companies can provide in the form of rewards to employees. Compensation can increase or decrease employee performance. Compensation to employees needs to get more attention by the company because it must have a strong, true and fair basis. Compensation that is felt to be unfair to employees will cause a sense of disappointment so that employees will leave the company. Good employees can be retained to feel at home working in the company through a compensation program that is designed in such a way that potential employees feel valued and are willing to devote themselves to the company. Workload is one of

the factors that are considered in determining employee performance.

The thing that must be avoided is the employee's workload that is too excessive so that it causes an imbalance between work and the number of employees, or an employee's workload that is too low due to too many employees. A workload that is too heavy or light will result in work inefficiency.

The work environment in the company can also affect employee performance, where the work environment is the material and psychological conditions that exist in the company. Companies must be able to create an adequate work environment such as the physical environment (comfortable office layout, clean environment, good air exchange, adequate color and lighting), as well as non-physical environment (employee work atmosphere, employee welfare, relationships with others). employees, as well as the relationship between employees and management). A good work environment can support the implementation of work so that employees have the enthusiasm to work and improve their performance. Meanwhile, a non-conducive work environment will make employees easily fall sick, easily stressed, difficult to concentrate and decreased work productivity. If the workspace is not comfortable, hot, inadequate air circulation, the workspace is too crowded, the environment is not clean, noisy, of course there is a big influence on the comfort of employees' work. Yahyo et al (2013) on CV. Putra Jaya Sahitaguna in Semarang showed that motivation, work environment, and compensation had an effect on employee performance. Companies need to pay attention to the feasibility of work equipment, take a family approach, pay attention to rest facilities, bathrooms, and employee salaries and bonuses. Sitepu (2013) conducted at PT. Bank Tabungan Negara Tbk Manado Branch found that workload and work motivation simultaneously have a significant effect on employee performance. Work motivation has a significant effect on employee performance. Meanwhile, workload has an effect on employee performance but is not significant. The results of this study indicate that there is an unequal distribution of workload in BTN.

Some employees are overworked and some are underworked. PT. Sinarmas Distribution Nusantara (PT. SDN) is part of the Sinarmas Group, which is engaged in the sale and distribution of food and beverage products located in the Gatot Subroto Temple Industrial Area, Semarang. Starting April 1, 2019, according to letter No. 006/SDM-M/2019 management of PT. Sinarmas Distribution Nusantara conveyed to all employees that PT Sinarmas Distribution Nusantara is re-branding into Bizzy Distribution which is a national distributor with 25 years of experience in the FMCG industry (Fast Moving Consumer Goods) which is a product that has a fast turnover, and relatively low costs in Indonesia. With 26 branches and 100 sub-distributors spread throughout Indonesia, serving the sales process and distribution of consumer products from well-known FMCG brands to all traditional markets, modern markets, wholesale stores and food service industries up to 200,000 distribution point.

Tabel 1. Number of Product Delivery Delays and Target Year 2019 - 2020

Month	Target	Total send (Box)	Send appropriate time (Box)	Delivery late (Box)	Posts cancelled	Total post	Level solution	Note.	Comparison with the moon previously
2019									
April	7250	7510	7405	105	0	7510	100.00%	TARGET	
Mey	7300	7442	7346	96	10	7432	99.87%	TARGET	-0.13%
Junr	7400	7526	7417	109	8	7518	99.89%	TARGET	0.03%
July	7500	7623	7497	126	1	7622	99.99%	TARGET	0.09%
August	7700	7876	7762	114	17	7859	99.78%	TARGET	-0.20%
September	7900	8048	7911	137	25	8023	99.69%	TARGET	-0.09%
October	8000	8194	8035	159	11	8183	99.87%	TARGET	0.18%
November	8100	8297	8169	128	29	8268	99.65%	TARGET	-0.22%
December	8300	8312	8198	114	14	8298	99.83%	GAGAL	0.18%
Total	**69450**	**70828**	**69740**	**1088**	**115**	**70713**			
2020									
January	8200	8270	8167	103	38	8232	99.54%	TARGET	-0.29%
Pebruary	8000	8016	7946	70	20	7996	99.75%	GAGAL	0.21%
Maret	7800	7707	7631	76	15	7692	99.81%	GAGAL	0.05%
April	7700	7492	7423	69	39	7453	99.48%	GAGAL	-0.33%
Mey	7600	7750	7659	91	28	7722	99.64%	TARGET	0.16%
June	7600	7715	7598	117	21	7694	99.73%	TARGET	0.09%
July	7600	7740	7642	98	6	7734	99.92%	TARGET	0.19%
August	7600	7158	7084	74	10	7148	99.86%	GAGAL	-0.06%
September	7500	7207	7125	82	9	7198	99.88%	GAGAL	0.01%
October	7500	7587	7491	96	16	7571	99.79%	TARGET	-0.09%

Source: Sales Admin PT Sinarmas Distribution Nusantara Semarang 2020

Based on table 1, that the company's targets were achieved and not achieved due to several things ranging from canceled shipments, obstacles, such as: delays in delivery to consumers and reduced buyer interest or declining economic conditions that also affected the performance of employees at PT. Sinarmas Distribution Nusantara with a lack of motivation for each employee in completing his work due to too many shipments that make the workload, compensation that is not in accordance with the work given or environmental factors. The purpose of the study was to examine the effect of motivation, compensation, workload and work environment on employee performance at PT. Sinarmas Distribution Nusantara Semarang.

2. Review Literature
Motivation

Hasibuan (2017), work motivation is the provision of a driving force that create enthusiasm for one's work so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Mangkunegara (2013), motivation is

formed from attitude (attitude) employees in dealing with work situations in the company (situations). Motivation is a condition or energy that moves employees to be directed or directed to achieve the company's organizational goals. Hasibuan (2017), the purpose of doing work motivation is: Increase employee morale and job satisfaction, increase employee productivity, improve employee discipline, maintain the stability of company employees, streamline employee procurement, create a good working atmosphere and relationship, increase loyalty, creativity and participation employees, increasing the level of employee welfare, enhancing the sense of responsibility of employees towards their duties, increasing the efficiency of the use of tools and raw materials. Hasibuan (2017), the types of work motivation are: Positive Work Motivation and Negative Work Motivation.

Compensation

The problem of compensation is not only sensitive because it motivates someone to work, but also because it affects the morale and discipline of the workforce. Therefore, every company or any organization should be able to provide compensation that is balanced with the workload borne by the workforce. Hasibuan (2017), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. The reward system may include salary, income, pension, vacation pay, promotion to a higher position (in the form of higher salary and benefits). Also in the form of occupational safety insurance, horizontal transfer to get a more challenging position or to a prime position for further growth and development, as well as various forms of service. Rivai & Sagala (2011) stated that financial compensation consists of direct compensation and indirect compensation. Non-financial rewards, such as praise, self-esteem, and recognition that can affect employee motivation, productivity and satisfaction.

Workload

Moekijat (2010), workload is the volume of work or records of work results that can show the volume produced by a number of employees in a certain section. The amount of work that must be completed by a group or person in a certain time or workload can be seen from an objective and subjective point of view. Objectively is the total time used or the number of activities carried out. While subjective workload is a measure used by a person to statements about feelings of being overloaded, a measure of work pressure and job satisfaction. Workload as a source of dissatisfaction is caused by work overload. Munandar (2014) states that workloads are tasks given to workers or employees to be completed at a certain time by using the skills and potential of the workforce. Astianto & Suprihhadi (2014), the factors that affect the workload are very complexek, both external factors and internal factors.

Work Environment

Komarudin (2011) suggests that the work environment is life psychological and physical social in the organization that affect the work of employees in carrying out their duties. dan Nitisemito (2012The work environment is something that is around the workers and that affects them in carrying out the assigned tasks. Sedarmayanti (2011), specifically The outline of the type of work environment is divided into a physical work environment and a nonphysical work environment. Factors that affect the work environment include: Lighting / Light, Air Temperature, Noise, Decoration / Layout and Employee Relations. Kurniawidjaja (2012), if the workplace is safe and healthy, everyone can continue their work effectively and efficiently. On the other hand, if the workplace is not organized and there are many hazards, damage and sick absences are inevitable, resulting in lost income for workers and reduced productivity for the

company. The comfortable workspace of employees makes them happy in completing their work. It can make them feel at home working in the company. Good company management will manage its human resources so that they can work well and create a comfortable work environment. The work environment has a very big influence on employee performance.

Employee Performance

Performance in English is also known as job performance or actual performance, which is the level of success of employees in completing their work. Performance is not an individual characteristic, such as talent, or ability, but is a manifestation of talent or ability itself. Rivai & Sagala (2011), performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Employee performance is very important for the company in an effort to achieve its goals. dan Mathis (2012), Factors that affect employee performance are the employee's ability to do the job, the level of effort he puts into it, and the organizational support he receives. In relation to the management function, human resource management activities must be evaluated, developed, or modified as needed so that employees have maximum performance both individually and in an organization. Employee performance will not be optimal if one of these factors is not present. For example, employees have the competence to do a good job, but the organization does not provide adequate financial facilities so that the work is not optimal.

Wirawan (2010) said that performance is influenced by intrinsic factors, namely individual personal and extrinsic factors, namely leadership, team systems, situational and conflict. Umam (2010), some of the effects of performance are: Achievement of targets, Employee Loyalty, Training and development, Promotion, Positive behavior and Organizational Improvement.

The Effect of Motivation on Employee Performance

Hasibuan (2017), Work motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Wijaya & Andreani (2015) stated that motivation has a positive and significant effect on employee performance. Companies must motivate employees to give the best performance.
H1 = Motivation affect on Employee Performance

The Effect of Compensation on Employee Performance

Bangun (2012) states that compensation is something received employeeand for the services they contribute to their work. Kasenda (2013) shows that compensation has a significant effect on employee performance at PT Bangun Wenang Beverages Company Manado. Compensation also contains a professional relationship which is one of the main goals. Wijaya & Andreani (2015) stated that compensation has a positive and significant influence on the performance of employees of PT Sinar Jaya Abadi Bersama. This is supported by data which states that employees are satisfied with the basic salary given.
H2 = Compensation affects Employee Performance

The Effect of Workload on Employee Performance

Sunyoto (2012), the workload is too much can cause tension in a person, causing stress. This can be caused by the level of expertise demanded is too high, the work speed may be too high, the work volume may be too much and so on. Sitepu (2013) stated that workload affects employee performance but is not significant. These results indicate that there is an unequal

distribution of workload in BTN. Some employees are overworked and some are underworked.
H3 = Workload affects Employee Performance

The Effect of Work Environment on Employee Performance

Nitisemito (2012), the work environment is something that is around the employees workers and which affect him in carrying out the tasks assigned to him. Permansari (2013) stated that the work environment has a significant positive effect on performance, this means that the better the work environment in the company has an impact on the higher the company's performance. This shows that to manage human resources effectively, one of the factors that must be considered by the company is the work environment that can affect the formation of potential resources. A good work environment is a work environment that provides a sense of comfort for employees to carry out their work activities which ultimately affects the performance they achieve. A good and pleasant work environment can increase passion and morale within the company will also encourage employees to work as well as possible. Permansari (2013) that the work environment has a positive and significant effect on employee performance
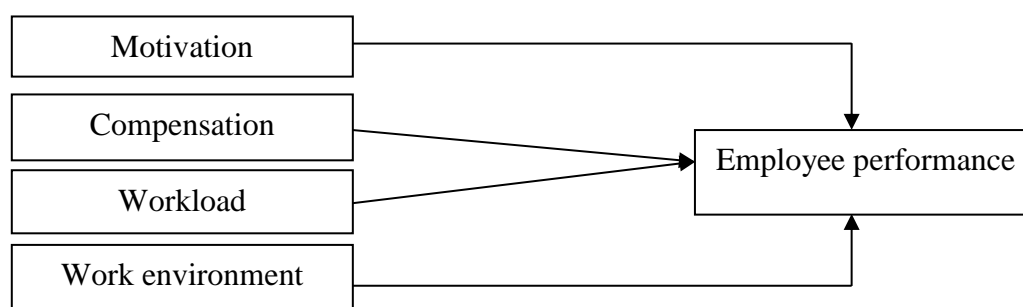H4 = Work environment affects Employee Performance

Framework

Figure 1. Research Model

3. Research Method
Population and Sample

The population in this study were 58 employees at PT. Sinarmas Nusantara Distribution. This research sample is all employees of PT Sinarmas Distribution Nusantara Semarang branch. The sampling technique used was the saturated sample method.

Analysis Method

The analytical tools used in this study are: Validity Test and Reliability Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Regression Analysis, Hypothesis Testing (t and F Test) and Coefficient of Determination (R^2)

4. Results And Discussion
Validation Test

With the number of samples (n) is 58 and a significant level of 0.05 then the value of rtable in this study was 0.259.

Table 2. Validation Test

Variable	R count	R tabel	Description
EMPLOYEE PERFORMANCE (Y)			
Indicator 1	0,520	0,259	Valid
Indicator 2	0,624	0,259	Valid
Indicator 3	0,92	0,259	Valid
Indicator 4	0,590	0,259	Valid
Indicator 5	0,788	0,259	Valid
MOTIVATION (X1)			
Indicator 1	0,705	0,259	Valid
Indicator 2	0,671	0,259	Valid
Indicator 3	0,625	0,259	Valid
Indicator 4	0,695	0,259	Valid
Indicator 5	0,501	0,259	Valid
COMPENSATION (X2)			
Indicator 1	0,722	0,259	Valid
Indicator 2	0,687	0,259	Valid
Indicator 3	0,678	0,259	Valid
Indicator 4	0,708	0,259	Valid
Indicator 5	0,754	0,259	Valid
WORKLOAD (X3)			
Indicator 1	0,693	0,259	Valid
Indicator 2	0,321	0,259	Valid
Indicator 3	0,365	0,259	Valid
Indicator 4	0,569	0,259	Valid
Indicator 5	0,273	0,259	Valid
ENVIRONMENT (X4)			
Indicator 1	0,426	0,259	Valid
Indicator 2	0,562	0,259	Valid
Indicator 3	0,670	0,259	Valid
Indicator 4	0,715	0,259	Valid
Indicator 5	0,733	0,259	Valid

Source : Processed primary data, 2021

Based on table 2 shows the value of rcount every more indicators big compared to the value of rtable. This shows that the indicators of the variable (X) motivation, compensation, workload, work environment and variable (Y) employee performance are declared valid as a measuring tool in the research variable.

Reliability Test

Table 3. Reliability Test

VARIABLE	CRONBACH ALPHA	CRITERIA
Employee Performance (Y)	0,748	Reliable
Motivation (X1)	0,752	Reliable
Compensation (X2)	0,778	Reliable
Workload (X3)	0,714	Reliable
Work Environment (X4)	0,748	Reliable

Source : Processed primary data, 2021

Based on table 3, all research variables are reliable because all variables have a value of Cronbach Alpha which is greater than 0.70 so it is feasible to be used as a measuring instrument for the questionnaire in this study.
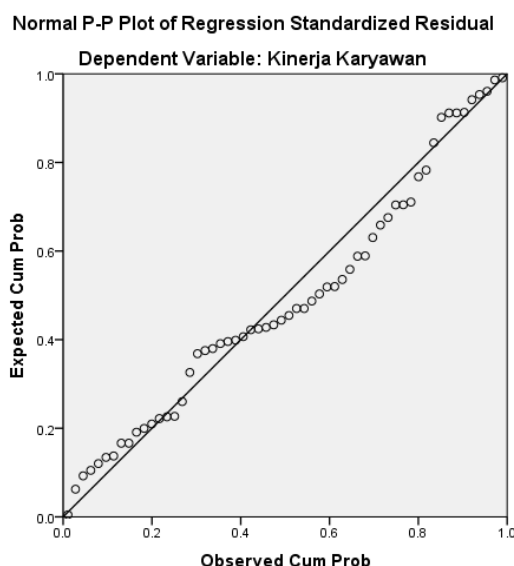
Normality test

The results of normality testing using the IBM SPSS 22 program in this study can be seen in Figure 2 and Figure 3.
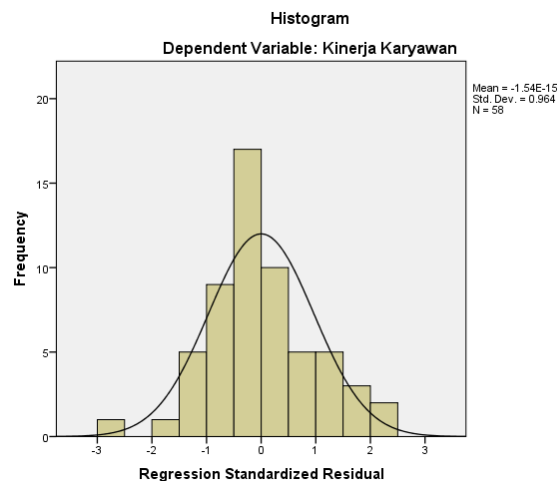
Source : Processed primary data, 2021
Figure 2. histogram

Source : Processed primary data, 2021
Figure 3. Normal P - Plot

Based on Figure 2, it can be seen that the distributed data does not deviate to the left or right and in Figure 3 it is known that the points follow the direction of the diagonal line and the distribution is close to the diagonal line. It can be said that the data is normal. To be more convincing, statistical tests were carried out in this study using non-parametric statistical tests Kolmogorov - Smirnov (KS).

Table 4. Kolmogorov - Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.78954277
Most Extreme	Absolute	.101
Differences	Positive	.101
	Negative	-.071
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source : Processed primary data, 2021

Based on table 4, obtained a significance value of 0.200> 0.05 then could it is said that the residual data is normally distributed because there is a difference between the predicted value and the real score or the error will be distributed symmetrically around the mean value equal to zero and so the regression model is feasible to use and can be continued to the next stage because it has fulfilled the normality assumption.

Multicollinearity Test

Table 5. Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Motivation (X1)	.226	4.433
	Compensation (X2)	.212	4.706
	Workload (X3)	.996	1.004
	Work environment (X4)	.517	1.934

a. Dependent Variable: Employee Performance
Source : Processed primary data, 2021

The results of the multicollinearity test show that the value of tolerance value > 0.10 and score Variance Inflation Factor (VIF) < 10. So it can be concluded that there is no multicollinearity between the independent variables in this regression model, meaning that in the study the independent variables do not have a very strong correlation or relationship.

Heteroscedasticity Test

Source : Processed primary data, 2021
Figure 4. Heteroscedasticity Test Results - Scatterplo Test

Based on the graph scatterplot above it can be seen that the points spread randomly and are spread both above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity problem. To confirm whether there is a heteroscedasticity problem or not, it is necessary to do a test *glejser*.

Table 6. Heteroscedasticity Test - Glejser Test
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.138	.907		.152	.880
	Motivation (X1)	-.006	.075	-.023	-.082	.935
	Compensation (X2)	.024	.076	.091	.314	.755
	Workload (X3)	.046	.030	.204	1.515	.136
	Work environment (X4)	-.018	.054	-.063	-.339	.736

a. Dependent Variable: AbsUt
Source : Processed primary data, 2021

From the table above, it can be explained that the heteroscedasticity test uses the test *glejser* obtained the significance value of each variable above 0.05. Thus it can be concluded that the regression model does not occur heteroscedasticity due to the inequality of variance from the residuals or observations to other observations

Multiple Linear Regression Analysis
Table 7. Multiple Linear Regression Test
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.865	1.429		2.706	.009
	Motivation (X1)	.290	.118	.335	2.464	.017
	Compensation (X2)	.358	.119	.421	3.008	.004
	Workload (X3)	-.100	.048	-.135	-2.091	.041
	Work environment (X4)	.185	.086	.194	2.162	.035

a. Dependent Variable: Employee Performance
Source : Processed primary data, 2021

Based on the table above, the regression equation can be obtained:
$$Y = 0{,}335\ X1 + 0{,}421 X2 - 0{,}135\ X3 + 0{,}194\ X4 + e$$

Based on the regression equation, it can be explained as follows:
a. Motivation has a positive effect on employee performance, meaning that the better the motivation, the higher the employee's performance.
b. Compensation has a positive effect on employee performance, meaning that the higher the compensation, the higher the employee's performance.
c. Workload has a negative effect on employee performance, meaning that the higher the workload, the lower the employee's performance.
d. The work environment has a positive effect on employee performance, meaning that the better the work environment, the higher the employee's performance.

Coefficient of Determination Test (R^2)

Table 8. Coefficient of Determination Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883[a]	.779	.762	.819

a. Predictors: (Constant), Work Environment, Workload, Motivation, Compensation
Source : Processed primary data, 2021

Based on Table 8, the value of Adjusted R Square that is equal to 0.762 which means that the variation of all variables of motivation, compensation, workload and work environment can explain the variable performance of employees of PT. Sinarmas Distribution Nusantara (SDN) of 58%, while the remaining 42% is explained by other variables not observed in this study, such as: commitment, organizational culture, etc.

t Statistical Test

Table 9. t Test Result
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.865	1.429		2.706	.009
	Motivation (X1)	.290	.118	.335	2.464	.017
	Compensation (X2)	.358	.119	.421	3.008	.004
	Workload (X3)	-.100	.048	-.135	-2.091	.041
	Work environment (X4)	.185	.086	.194	2.162	.035

a. Dependent Variable: Employee Performance
Source : Processed primary data, 202

Based on the results of the analysis using multiple linear regression analysis with the results of statistical testing IBM SPSS 22 as follows:

a. Testing the effect of motivation on employee performance obtained the value of tcount of 2,464> ttable 2,005 significance of 0.017 ttable 2.005 significance of 0.004 < ttable 2,005 significance of 0.041 < 0.05 so that it can be proven that H1 is accepted. This means that the workload variable has a negative and significant effect on employee performance. b. Testing the effect of compensation on employee performance obtained the value of tcount s is 3,008> ttable 2.005 significance of 0.004 < ttable 2,005 significance of 0.041 < 0.05 so that it can be proven that H2 is accepted. This means that the workload variable has a negative and significant effect on employee performance.

c. Testing the effect of the work environment on employee performance obtained the value of tcount of 2.162> ttable 2,005 significance of 0.036 < 0.05 so it can be proven that H3 is accepted. This means that the work environment variable has a positive and significant effect on employee performance

d. Testing the effect of the work environment on employee performance obtained the value of tcount of 2.162> ttable 2,005 significance of 0.036 < 0.05 so it can be proven that H4 is accepted. This means that the work environment variable has a positive and significant effect on employee performance

F Statistic Test

Table 10. F . Test Results

ANOVAª

Model		F	Sig.
1	Regression	46.729	.000[b]
	Residual		
	Total		

a. Dependent Variable: Employee Performance b. Predictors: (Constant), Work Environment, Workload, Motivation, Compensation

Source : Processed primary data, 2021

From the test results, the calculated F value is 46,729 with a significance of 0.000. Because the significance value is smaller than 0.05 (0.000) , it can be concluded that the model used is feasible and can be used in the analysis in research on "The influence of motivation, compensation, workload and environment on employee performance at PT. Sinarmas Nusantara Distribution (SDN).

Discussion

The Effect of Motivation on Employee Performance

The results of the study show that motivation is obtained by the t-count value of 2.464 with a significance value of 0.017 (0.017 <0.05) and the regression coefficient has a positive value of 0.335; then the first hypothesis which states that there is an influence of motivation on employee performance at PT. Sinarmas Distribution Nusantara (SDN) is accepted. The first factor that affects employee performance is motivation. Hasibuan (2017), work motivation is the provision of a driving force that creates one's work enthusiasm so that they

want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. The motivation given by the company to employees can improve employee performance. Therefore, the provision of motivation on a regular basis is needed to improve employee performance. The results of this study support previous research conducted Wijaya & Andreani (2015), Agfianto et al. (2019), Sitiambari et al (2019), Permana et al (2021), Purwanti et al (2021) which shows that motivation has a positive and significant effect on employee performance.

The Effect of Compensation on Employee Performance

The results of the study show that compensation is obtained for the t-count value of 3.008 with a significance value of 0.004 (0.004 <0.05) and the regression coefficient has a
positive value of 0.421; then prove the second hypothesis which states that "There is a positive and significant effect of compensation on employee performance at PT. Sinarmas Nusantara Distribution (SDN). Providing appropriate compensation for employees can increase employee morale and performance. Therefore, companies must pay attention to employee compensation so that employees are motivated to work better. The results of this study support research Kasenda (2013) which shows that compensation has a positive and significant effect on employee performance.

The Effect of Workload on Employee Performance

The results showed that the workload obtained a t-count value of -2.091 with a significance value of 0.041 less than 0.05 (0.041<0.05), and the regression coefficient had a negative value of -0.135; then this study succeeded in proving the third hypothesis which states that there is a negative and significant effect of workload on the performance of employees of PT. Sinarmas Nusantara Distribution (SDN). The third factor that affects employee performance is workload. Sunyoto (2012), workload is too much can cause tension in a person, causing stress. This can be caused by the level of expertise demanded is too high, the work speed may be too high, the work volume may be too much and so on. Providing workloads that are in accordance with the abilities of employees can maximize employee abilities and performance. Therefore, companies must provide jobs that match the abilities of employees. The results of this study support research Sitepu (2013) that workload has a negative and significant effect on employee performance.

The Effect of Work Environment on Employee Performance

The results showed that the work environment obtained a t-count value of 2.162 with a significance value of 0.035 less than 0.05 (0.035 <0.05), and the regression coefficient had a positive value of 0.194; so this study succeeded in proving the fourth hypothesis which states that there is a positive and significant effect of the work environment on employee performance at PT. Sinarmas Nusantara Distribution (SDN). Nitisemito (2012), the work environment is something that is around the workers and that affects them in carrying out the tasks assigned to them. A comfortable work environment can create comfort in work so as to improve employee performance. Therefore the company must be able to create a comfortable and safe work environment for work. The results of this study support research Permansari (2013), Nurrohmah et al. (2019), Sitiambari et al (2019), Purwanti et al (2021) that the work environment has a positive and significant effect on employee performance.

5. Conclusions

The results of the study indicate that motivation, compensation, workload and work environment effect the performance of employees at PT. Sinarmas Nusantara Distribution (SDN). The variation of all variables of motivation, compensation, workload and work environment can explain the variable performance of employees of PT. Sinarmas Distribution Nusantara (SDN) of 58%, while the remaining 42% is explained by other variables not observed in this study, such as: commitment, organizational culture, etc.

Recommendation

For further researchers, other methods can be used, for example through indepth interviews with respondents, so that the information obtained can be more varied than the answers to the questionnaire because the answers are already available.

The limitation in this study is the method of collecting data using a questionnaire, so it is very possible that the data is subjective, it would be better if an interview method was added so that the research results obtained were more complete.

The future agenda is that the variables in this study are still limited to only a few independent variables, so that further researchers can add other variables that affect employee performance by using moderating or intervening variables. This study uses quantitative data analysis, so further researchers can use qualitative analysis, or mix between quantitative and qualitative.

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