

# The influence of workload and compensation on employee performance at Lopo Mandheling Coffee Panyabungan, Mandailing Natal Regency

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## ARTICLE INFO

### Article history:

Received Jan 19, 2025

Revised Feb 8, 2025

Accepted Feb 25, 2025

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### Keywords:

Compensation;  
Employee Performance;  
Workload.

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## ABSTRACT

The Influence of Work Environment and Compensation on Employee Performance at Lopo Mandheling Coffee Panyabungan Mandailing Natal Regency. The problem in this research is, first, working in a cafe that is open every day can become a burden for the employees. Second, the division of work that does not match the employees' work capacity results in an increase in the workload borne by the employees. Third, the provision of salaries to employees that do not match their work results will impact employee performance at Lopo Mandheling Coffee Panyabungan, Mandailing Natal Regency. This research aims to determine the effect of Work Discipline and Compensation on Employee Performance at Lopo Mandheling Coffee Panyabungan, Mandailing Natal Regency. The type of research used in this study is quantitative research. The data collection techniques used by the author are through observation and the distribution of questionnaires. This study involved a sample of 34 respondents. Work environment and compensation have a positive effect both partially and simultaneously on employee performance at Lopo Mandheling Coffee Panyabungan, Mandailing Natal Regency, with a t-value for the work environment variable (X1) of 1.875 and a t-value for the compensation variable (X2) of 1.777, with a t-table value of 1.696. The direction of the relationship is positive, which means that if the work environment and compensation are provided at a high level, the employee performance variable will also increase.

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## 1. Introduction

In the current era of globalization, business competition is becoming increasingly intense and complex, so every company must improve related aspects and become more responsive to continue surviving and developing (Pambudi, 2022). Every company is expected to demonstrate the ability to innovate and be creative. Performance is not just about the work done (Kusniya & Siti Mujanah, 2022), performance encompasses what is done, the results achieved, and what is done. Supervisors can also participate in planning, implementing, and controlling an organization (Kusniya & Siti Mujanah, 2022). In this case, supervisors must play an important role in motivating and overseeing their employees. Employee achievements should be recognized by the company by providing rewards such as gifts or awards (Niguse & Getachew, 2019). This should also encourage employees to work with enthusiasm and take on high responsibilities for their work so that the company can achieve its set goals (Osborne & Hammoud, 2017a).

Besides the work environment factor, it is an important component in improving employee performance (Wenny Desty Febrian et al., 2023). Companies require fair and appropriate compensation to

boost work morale, which in turn will enhance overall employee performance (Apriliani & Keiko Hubbansyah, 2024). Compensation is a sensitive matter when it comes to the feasibility of meeting needs, especially given the increasing level of needs nowadays, making the provided salary still feel insufficient (Rane et al., 2023). The provision of fair compensation is greatly needed by every employee because with the fair distribution of compensation, employees feel valued for the efforts they put into the company (Singh et al., 2023). The compensation provided by the company includes salaries, allowances, and facilities (Odunlade, 2012). The allowances include health and mental health allowances, as well as facilities such as personal vehicles provided to employees with special positions.

The work culture at Lopo Mandheling Coffee plays a significant role in contributing to employee satisfaction and performance. A positive work environment is essential for employees to feel valued and motivated. At Lopo Mandheling Coffee, the attractive design and comfortable setting contribute to creating a pleasant atmosphere, not only for customers but also for employees. When employees work in a comfortable and welcoming environment, they are more likely to feel satisfied with their work, which can boost their overall performance. The strategic location of the café and the high-quality products it offers attract consumers and contribute to a sense of pride and accomplishment among employees. Knowing that they work for a business that is well-regarded and popular can foster a positive work culture, leading to higher levels of job satisfaction. When employees are satisfied with their work environment and feel that they are part of a successful business, they are more likely to be motivated to perform well.

The company's focus on rewarding employees, whether through appropriate compensation, bonuses, or recognition of achievements, helps to reinforce a positive work culture. By providing fair compensation and rewarding high-performing employees, Lopo Mandheling Coffee encourages employees to take on responsibilities with enthusiasm and work toward achieving company goals. This recognition not only boosts employee morale but also enhances their productivity and performance. A good work culture at Lopo Mandheling Coffee helps create a motivating and supportive environment that contributes to both employee satisfaction and performance. The good performance of employees should receive recognition from the company for those who have high productivity in their work (R. et al., 2024). However, there are instances where the rewards are considered unfair and not commensurate with what they have done, which often leads to confusion among employees (Gohari, 2013). One of the solutions is to provide appropriate facilities that match the capabilities and results delivered by those employees to the organization (Osborne & Hammoud, 2017b). The facilities referred to are the provision of salaries and incentives that are commensurate with their work (Widhianingrum, 2018).

One of the businesses that is also feeling the tight competition nowadays is the food service or cafe business (Fadhila, 2024). Cafes are a type of business that entrepreneurs are currently interested in (Tirtayasa, 2022). A cafe is a type of restaurant that usually provides seating both indoors and outdoors (Iswaridewi et al., 2024). Cafes do not serve heavy meals and drinks, but rather focus on light food and beverages such as cakes, bread, and various snacks. For drinks, they usually provide tea, coffee, milk, and juice. Cafes first appeared in the BLarat region. The term cafe is most commonly found in France. The term cafe comes from the word coffee, which means kopi. From the interview with the owner of Lopo Mandheling Coffee Panyabungan Mandailing Natal Regency, Mr. Riki Wijayadi (2024), he mentioned that many cafes have emerged in Panyabungan Mandailing Natal Regency, one of which is Lopo Mandheling Coffee Panyabungan Mandailing Natal Regency. Lopo Mandheling Coffee Panyabungan Mandailing Natal Regency is one of the places used for relaxation and also provides food and beverages (Polat, 2021). Lopo Mandheling Coffee Panyabungan Kabupaten Mandailing Natal is owned by Riki Wijayadi and has been established since 2018.

Lopo Mandheling Coffee Panyabungan Kabupaten Mandailing Natal has a very attractive design that makes guests feel comfortable and want to linger for a long time in this café (Giovanni Sangian et al., 2020). In addition, Lopo Mandheling Coffee Panyabungan Kabupaten Mandailing Natal has a strategic location and high-quality products that can attract consumers to purchase the products offered by the café (Salsabillah et al., 2024) The increase in the number of cafes in Panyabungan II, Mandailing Natal Regency, has led to very tight competition. In this study, the researchers focused on the influence of workload and compensation that can affect employee performance in the Lopo Mandeling Kopi Panyabungan cafe industry.

## 2. Research Method

This research uses a descriptive quantitative method to explain and summarize the various conditions, situations, and variables that emerge in the social context that become the subject of the research (Ghanad,

2023). The population is the real generalization that consists of subjects and objects chosen by the researcher to be studied before drawing conclusions (Ahmad et al., 2023). In addition, the population is a collection of research objects used for sampling in order to obtain findings that are relevant to the research conducted (Hossan et al., 2023). This research involved 34 workers at Lopo Mandheling Coffee Plantation, located in Malndaliling District, North Luwu. This research uses a sample of 34 people who work at the Lopo Mandheling Coffee Plant, Kabupaten Mandailing Natal, as a representation of the population being studied. The population consisted of 100, and the sampling method used was either census or saturated sampling (Shukla, 2020).

The sample of 34 respondents from Lopo Mandheling Coffee may not fully represent the overall condition of employees in the café industry. Since the study focuses on just one regency, its results reflect the experiences of employees in that specific location. Other cafés, especially in different areas or with different types of customers, might have different working conditions. While the researchers included all employees at the café to avoid bias in this sample, it still doesn't mean the findings can be applied to all cafés. So, the results are useful for this specific café but may not represent the entire café industry.

Data collection through questionnaire distribution. Several systematically observe and identify the symptoms of the research object known as observation. The researchers in this study actively observed the situation and all actions of the respondents using informal questions to gather information. This observation was conducted at Lopo Mandheling Coffee in Panyabungan, Kabupaten Mandailing Natal, directly. The questionnaire is used to collect data by distributing or sending questions to participants. To measure the respondents' data, this research uses a Likert scale that indicates their level of agreement or disagreement. The scale is arranged from the most disagreeable to the most agreeable (Mumu et al., 2022) and to measure the accuracy and validity of data obtained through questionnaires using quantitative methods, validity and reliability tests can be carried out.

### 3. Result and Discussion

#### Validity Test

##### Test of Workload Variable Validity (X1)

**Table 1.** Results of the workload variable validity test (x1)

Statement	$r_{hitung}$	$r_{tabel}$	Taraf Sig.	Result
Statement 1	0,646	0,338	5%	Valid
Statement 2	0,479	0,338	5%	Valid
Statement 3	0,755	0,338	5%	Valid
Statement 4	0,602	0,338	5%	Valid
Statement 5	0,734	0,338	5%	Valid
Statement 6	0,588	0,338	5%	Valid
Statement 7	0,755	0,338	5%	Valid
Statement 8	0,479	0,338	5%	Valid
Statement 9	0,734	0,338	5%	Valid
Statement 10	0,816	0,338	5%	Valid
Statement 11	0,588	0,338	5%	Valid
Statement 12	0,630	0,338	5%	Valid

*Source: Processed Primary Data, 2024*

##### Validity Test of Compensation Variables (X2)

**Table 2.** Results of the compensation variable validity test (x2)

Statement	$r_{hitung}$	$r_{tabel}$	Taraf Sig.	Result
Statement 1	0,672	0,338	5%	Valid
Statement 2	0,636	0,338	5%	Valid
Statement 3	0,592	0,338	5%	Valid
Statement 4	0,730	0,338	5%	Valid
Statement 5	0,363	0,338	5%	Valid
Statement 6	0,636	0,338	5%	Valid
Statement 7	0,724	0,338	5%	Valid
Statement 8	0,499	0,338	5%	Valid
Statement 9	0,509	0,338	5%	Valid
Statement 10	0,568	0,338	5%	Valid
Statement 11	0,540	0,338	5%	Valid
Statement 12	0,672	0,338	5%	Valid

Source: Processed Primary Data, 2024

### Test of Validity of Employee Performance Variable (Y)

**Table 3.** Results of the validity test for the employee performance variable (y)

Statement	$r_{hitung}$	$r_{tabel}$	Taraf Sig.	Result
Statement 1	0,684	0,338	5%	Valid
Statement 2	0,432	0,338	5%	Valid
Statement 3	0,709	0,338	5%	Valid
Statement 4	0,509	0,338	5%	Valid
Statement 5	0,614	0,338	5%	Valid
Statement 6	0,720	0,338	5%	Valid
Statement 7	0,700	0,338	5%	Valid
Statement 8	0,443	0,338	5%	Valid
Statement 9	0,605	0,338	5%	Valid
Statement 10	0,760	0,338	5%	Valid
Statement 11	0,529	0,338	5%	Valid
Statement 12	0,643	0,338	5%	Valid

Source: Processed Primary Data, 2024

### Reliability Test

**Table 4.** Results of the reliability test for workload variable (x1), compensation (x2), and employee performance (y)

No	Variable	Nilai Cronbach Alpha	$\alpha = 0,05$	Result
1.	Workload (X1)	0,876	0,60	Reliable
2.	Compensation (X2)	0,833	0,60	Reliable
3.	Employee Performance (Y)	0,848	0,60	Reliable

Source: SPSS version 25 output (processed data) 2024

### Results of the Classical Assumption Test

#### a. Normality Test

**Table 5.** Results of the kolmogorov-smirnov normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		34
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.40131150
Most Extreme Differences	Absolute	.122
	Positive	.054
	Negative	-.122
Test Statistic		.122
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
Monte Carlo Sig. (2-tailed)	Sig.	.653 <sup>e</sup>
	99% Confidence Interval	Lower Bound .640
		Upper Bound .665

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 10000 sampled tables with starting seed 2000000.

Source: SPSS version 25 output (processed data) 2024



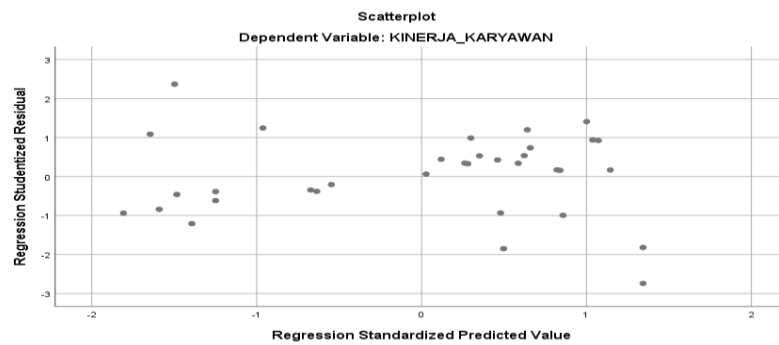
**Figure 1.** P-p plot normality test  
 Source: SPSS version 25 output (processed data) 2024

b. Heteroscedasticity Test

**Table 6.** Result of heteroscedasticity test

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	26.844	8.903			3.015	.005
Workload	.325	.174	.312		1.875	.070
Compensation	.187	.105	.296		1.777	.085

a. Dependent Variable: Employee Performance  
 Source: SPSS version 25 output (processed data) 2024



**Figure 2.** Scatterplot graphic  
 Source: SPSS version 25 output (processed data) 2024

c. Multicollinearity Test

**Table 7.** Result of multicollinearity test

Model	Coefficients <sup>a</sup>					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Tolerance	VIF
	B.	Std. Error	Beta					
1 (Constant)	26.844	8.903			3.015	.005		
Workload	.325	.174	.312		1.875	.070	.872	1.147
Compensation	.187	.105	.296		1.777	.085	.872	1.147

a. Dependent Variable: Employee Performance  
 Source: SPSS version 25 output (processed data) 2024

d. Multiple Regression Analysis Test

**Table 8.** Multiple regression analysis test

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	26.844	8.903		3.015	.005
	Workload	.325	.174	.312	1.875	.070
	Compensation	.187	.105	.296	1.777	.085

a. Dependent Variable: Employee Performance

Source: SPSS version 25 output (processed data) 2024

### Hypothesis Testing

#### a. Partial Test (t)

**Table 9.** Result of partial test (t)

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constnt)	26.844	8.903		3.015	.005
	Workload	.325	.174	.312	1.875	.070
	Compensation	.187	.105	.296	1.777	.085

a. Dependent Variable: Employee Performance

Source: SPSS version 25 output (processed data) 2024

#### b. Simultaneous Test (F)

**Table 9.** Result of simultaneous test (f)

		ANOVA <sup>a</sup>				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	63.256	2	31.628	5.191	.011 <sup>b</sup>
	Residual	188.862	31	6.092		
	Total	252.118	33			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Workload

Source: SPSS version 25 output (processed data) 2024

#### c. Coefficient of Determination Test ( $R^2$ )

**Table10.** Result of coefficient of determination test ( $r^2$ )

		Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.501 <sup>a</sup>	.251	.203	2.46826		

a. Predictors: (Constant), Compensation, Workload

b. Dependent Variable: Employee Performance

Source: SPSS version 25 output (processed data) 2024

#### d. Correlation Coefficient Test

**Table 11.** Result of correlation coefficient test

		Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.501 <sup>a</sup>	.251	.203	2.46826		

a. Predictors: (Constant), Compensation, Workload

b. Dependent Variable: Employee Performance

Source: SPSS version 25 output (processed data) 2024

## 4. Conclusion

Workload is a significant factor that affects employee performance, with fatigue manifesting in physical, mental, and emotional forms. Continuous work without proper breaks can lead to work-related stress, which in turn causes a decline in overall performance. In a cafe setting, work-life balance has a significant impact

on employee performance, with an R square value of 0.251 multiplied by 100%, resulting in 25.1%. Compensation, bonuses, and incentives that are not in accordance with work performance can also lead to a decline in employee performance. However, if compensation is given according to work results, it will certainly improve performance.

The relationship between work performance and compensation has a significant impact on employee performance. Continuous work pressure without appropriate compensation can lead to a decline in employee performance. Work stress occurs when employees are required to perform more tasks than the available time allows. The regression analysis test yielded a constant value of 26.844, a coefficient value for variable X1 of 0.325, and a coefficient value for variable X2 of 0.187, indicating that work-life balance and compensation variables have a positive and significant effect on employee performance.

The findings of this study can be applied to the café industry, particularly in understanding the relationship between workload, compensation, work-life balance, and employee performance. Heavy workloads and inadequate compensation can lead to employee stress, negatively impacting performance. This is relevant to cafés, where employees often experience fluctuating work volumes. On busy days, employees may feel stressed, which can affect their ability to work efficiently, while on quieter days, a lack of tasks may lead to disengagement.

The applicability of these findings to the broader café industry may depend on specific contextual factors such as the café's size, target customer base, and location. Cafés in high-traffic tourist areas may experience higher workloads and different stress factors compared to smaller, local cafés with a steady flow of regular customers. Additionally, work culture, leadership styles, and employee expectations in different cafés may vary, affecting how workload and compensation influence performance. In summary, while the study provides valuable insights, the application to the wider café industry may depend on specific contextual factors such as the café's size, location, and operational environment. More research may be needed to explore these variations and how they influence employee performance in different café settings.

The results of this study show that workload, work-life balance, and compensation all affect employee performance. However, 74.9% of performance is influenced by other factors that were not examined in this study. This suggests that future research should look into other variables that could be important in improving employee performance.

To improve employee welfare, café owners should ensure employees have a manageable workload by providing regular breaks and not overloading them, especially during busy times. This will help reduce stress and improve performance. Owners should also offer fair pay and rewards that match employees' work. Offering bonuses or incentives for good performance can motivate staff and boost morale. Lastly, café owners should create a positive work environment where employees feel valued. Good communication and support from management will help employees stay motivated and perform better.

One area for future research could be the role of leadership and management support. Previous studies suggest that when employees feel supported by their leaders, it can boost job satisfaction and performance. Another interesting area to explore is how different workplace cultures, such as those focused on teamwork or innovation, affect employee performance. Additionally, factors like motivation, emotional intelligence, and self-confidence may also play a big role in how employees perform at work. Researching how these personal traits interact with factors like compensation and workload could help understand performance better. Finally, future studies could look at how work flexibility, remote work options, and mental health support impact employee performance. As work environments change, understanding these new challenges will be important for improving performance while keeping employees happy. By exploring these factors, future research can offer more detailed solutions for improving employee performance in various workplaces.

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