



Effect Of Compensation, Workload And Organizational Support On Employee Performance At Super Dazzle Yogyakarta

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ABSTRACT

Purpose: This study aims to analyze the influence of compensation, workload, and organizational support on employee performance at Super Dazzle Yogyakarta. This research is important considering that employee performance is a major factor in the success of a retail company. **Methodology:** The approach used is quantitative with associative research. The population in this study were all Super Dazzle Yogyakarta employees, with a sample of 102 respondents determined using saturated sampling techniques. Data were collected through directly distributed questionnaires and analyzed using multiple linear regression. **Results:** The results showed that compensation and organizational support had a positive and significant effect on employee performance, while workload had a negative and significant effect on employee performance. **Findings:** These findings indicate that a fair compensation system, adequate organizational support, and appropriate workload management are key factors in improving employee performance. **Novelty & Originality:** The novelty of this study lies in the simultaneous testing of these three variables in the context of a local retail company, which is still relatively rarely studied. This study is important because it provides empirical evidence on how compensation, workload, and organizational support jointly influence employee performance in a local retail context, offering practical insights for human resource management decision-making in similar service-based organizations. **Conclusions:** The results show that improved employee performance can be achieved through a balance between providing good compensation, strong organizational support, and proportional workload control to support the achievement of company goals. **Type of Paper:** This paper is an empirical research paper.

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INTRODUCTION

Employee performance is the quality and quantity of work achieved by employees in carrying out their duties according to their assigned responsibilities (Tampinongkol et al., 2024).

Performance reflects how effectively and efficiently they complete their assigned tasks and how much they contribute to achieving company goals (Kristian et al., 2025). Therefore, companies need to pay attention to the factors that influence employee performance so that employees can work optimally. This research is based on the importance of an empirical understanding of the factors that influence employee performance as a basis for managerial decision-making in human resource management.

Compensation is one factor that can influence employee performance. Compensation is all income in the form of money, goods, or facilities received by employees as remuneration for work performed (Arriyanto et al., 2023). In addition to compensation, workload is also a significant factor influencing employee performance. Workload is the tasks assigned to workers or employees to be completed within a specific timeframe, utilizing their skills and potential (Syarvina & Nabila, 2022). Organizational support is also a factor that can influence employee performance. Organizational support is how an organization recognizes employees' contributions to organizational progress and the attention they provide to their lives and needs (Brata et al., 2023).

Observations indicate that employee performance at Super Dazzle Yogyakarta is considered good. This is evident in the fast service, timely completion of tasks, and the ability of employees to maintain work quality despite the busy store, such as remaining friendly to customers, meticulous when arranging goods, and maintaining a tidy work area. Good performance is certainly influenced by several important factors within the organization, such as compensation, workload level, and the support provided by the company to employees. Based on interviews conducted with several employees at Super Dazzle Yogyakarta, they feel that the compensation they receive is appropriate for the tasks and responsibilities they carry out, resulting in a feeling of being appreciated and recognized by the company. Furthermore, the workload is also considered balanced and not excessive, this allows employees to work with more focus, less fatigue and stress, thus employees are able to maintain quality service to customers. On the other hand, employees feel strongly about organizational support, for example through clear direction from superiors, open communication, and a comfortable and mutually supportive work environment. This support makes employees feel safe, appreciated, and cared for their well-being.

Previous research has yielded inconsistent results regarding the influence of compensation, workload, and organizational support on employee performance. Compensation was found to have a significant positive effect on employee performance at Shopee Express Mpunda, Bima City (Sulastri et al., 2024), while other research showed no significant effect (Wijaya et al., 2020). Previous research showed a significant effect of workload on employee performance at PT Grup Global Sumatera (Neksen et al., 2021), but other research showed no significant effect (Sulastri et al., 2024). Previous research indicates that organizational support has a significant positive effect on employee performance (Rahayu, 2022), but other research indicates that organizational support does not have a significant positive effect on employee performance (Kusumah, 2020). These differences in findings indicate a research gap that needs to be further developed, particularly in the context of different organizations and employee characteristics.

The inconsistencies in the results of this study indicate the need for further study of the influence of compensation, workload, and organizational support on employee performance. Therefore, this study aims to re-examine these factors in a different context, namely Super Dazzle Yogyakarta. This research is expected to provide insights that can serve as a basis for developing more effective and sustainable human resource management strategies.

METHOD

Method Analysis

This study uses a quantitative approach and associative research type, namely in this study the author wants to determine the effect of compensation variables, workload and organizational support on employee performance. The study was conducted at Super Dazzle Yogyakarta. The data

collection technique in this study used a questionnaire distributed directly to respondents. The population in this study consisted of all employees at Super Dazzle Yogyakarta, totaling 102 people. A saturated sampling technique was applied because the population size was relatively small and accessible, allowing all population members to be included as research respondents ($N = 102$). This study used four variables including compensation, workload, organizational support and employee performance. Compensation was measured with twelve statement items based on (Ilyanti & Guruh, 2024), workload was measured with twelve statement items based on (Ohorela, 2021), organizational support was measured with twelve statement items based on (Winola & Raharja, 2023), and Employee Performance was measured with twelve statement items based on (Nesya, 2025). All variables were measured using employee self-assessment questionnaires with a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), reflecting employees' perceptions of compensation, workload, organizational support, and their own performance. The data in this study were analyzed using multiple linear regression. Data analysis was conducted through several stages, including validity and reliability testing of the instruments, classical assumption tests (normality using Kolmogorov-Smirnov, multicollinearity using VIF and tolerance, and heteroscedasticity using the Glejser test), followed by hypothesis testing using multiple linear regression with a significance level of 0.05.

RESULTS AND DISCUSSION

RESULTS

Respondent Characteristics

Table 1 shows that 55 female employees work at Super Dazzle Yogyakarta, while 47 are male. The majority of Super Dazzle Yogyakarta employees are between the ages of 21 and 30 (73), followed by 26 between the ages of 31 and 40, 2 under 20, and only 1 over 40. Most Super Dazzle Yogyakarta employees have a high school education (87). Furthermore, 58 employees have 1 to 5 years of service, 41 with 6 to 10 years of service, and 3 with more than 10 years of service.

Table 1. Respondent Characteristics

Category	Respondent Characteristics	Amount	Persentase
Gender	Male	47	46,1%
	Female	55	53,9%
Age	< 20 Years	2	2%
	21-30 Years	73	71,6%
	31-40 Years	26	25,5%
	> 40 Years	1	1%
Highest Education	High School	87	85,3%
	D3	5	4,9%
	S1	10	9,8%
Years of Employment	1-5 Years	58	56,9%
	6-10 Years	41	40,2%
	> 10 Years	3	2,9%

Source: Data Processed, 2025

Descriptive Statistics

The descriptive statistics indicate that compensation has a mean score of 53.0600 ($SD = 6.19518$), workload has a mean score of 52.4900 ($SD = 4.71296$), organizational support has a mean score of 53.0100 ($SD = 5.31530$), and employee performance has a mean score of 53.0700 ($SD = 5.32244$). These results suggest that respondents generally perceived compensation, organizational

support, and their own performance at relatively high levels, while the workload was perceived as moderate. The relatively moderate standard deviation values indicate a fairly homogeneous perception among employees regarding these variables.

Validity and Reliability Test

Based on table 2, it can be seen that the validity test results obtained a calculated r value $> r$ table 0.195 (2 tail; $n = 102-2$; $\alpha = 0.05$), so it can be concluded that all statement items from the questionnaire are declared valid. It can also be seen that for the reliability test, the Cronbach's Alpha value for the compensation variable is 0.644, workload is 0.693, organizational support is 0.657 and employee performance is 0.667, the Cronbach's Alpha value of the four variables is > 0.60 , so all statement items from the questionnaire are declared reliable or accurate for use in research.

Table 2. Validity and Reliability Test

Variabel	Indikator	r-hitung	r-tabel	Cronbach's Alpha	N-of Items
Compensation	C.1	0.447	0.195	0.644	12
	C.2	0.345	0.195		
	C.3	0.542	0.195		
	C.4	0.464	0.195		
	C.5	0.479	0.195		
	C.6	0.468	0.195		
	C.7	0.447	0.195		
	C.8	0.345	0.195		
	C.9	0.542	0.195		
	C.10	0.464	0.195		
	C.11	0.479	0.195		
	C.12	0.468	0.195		
Workload	W.1	0.439	0.195	0.693	12
	W.2	0.401	0.195		
	W.3	0.581	0.195		
	W.4	0.418	0.195		
	W.5	0.485	0.195		
	W.6	0.617	0.195		
	W.7	0.449	0.195		
	W.8	0.401	0.195		
	W.9	0.581	0.195		
	W.10	0.406	0.195		
	W.11	0.485	0.195		
	W.12	0.617	0.195		
Organizational Support	OS.1	0.314	0.195	0.657	12
	OS.2	0.606	0.195		
	OS.3	0.416	0.195		
	OS.4	0.457	0.195		
	OS.5	0.517	0.195		
	OS.6	0.318	0.195		
	OS.7	0.472	0.195		
	OS.8	0.523	0.195		
	OS.9	0.210	0.195		
	OS.10	0.492	0.195		
	OS.11	0.292	0.195		
	OS.12	0.506	0.195		
Employee Performance	EP.1	0.518	0.195	0.667	12
	EP.2	0.345	0.195		

Variabel	Indikator	r-hitung	r-tabel	Cronbach's Alpha	N-of Items
	EP.3	0.665	0.195		
	EP.4	0.335	0.195		
	EP.5	0.285	0.195		
	EP.6	0.461	0.195		
	EP.7	0.518	0.195		
	EP.8	0.345	0.195		
	EP.9	0.665	0.195		
	EP.10	0.680	0.195		
	EP.11	0.680	0.195		
	EP.12	0.228	0.195		

Source: Data Processed, 2025

Classical Assumption Test

Table 3 shows the results of the classical assumption test. The Glejser test shows a sig. The compensation variable is 0.445, workload is 0.619, and organizational support is 0.621. Each variable is >0.05 , indicating no heteroscedasticity. The Kolmogorov-Smirnov test also shows an Asymp.sig. value of 0.148, indicating a normal distribution ($0.148 > 0.05$), indicating that the residuals are normally distributed. The VIF for the compensation variable is 3.695, workload is 3.859, and organizational support is 1.086. The VIF for each variable is <10 , indicating no multicollinearity in the regression model.

Table 3. Classical Assumption Test

Independent	Dependent	Multicollinearity		Glejser Test	Kolmogoro Smirnov Test
		Tolerance	VIF	Sig.	Asymp.sig
Compensation	Employee	0.271	3.695	0.445	
Workload	performance	0.259	3.859	0.619	
Organizational support	6.454				0.148
		0.921	1.086	0.621	

Source: Data Processed, 2025

Multiple Linear Regression Test

Based on Table 4, the following regression equation was created:

$$\hat{Y} = 6.454 + 0.011 X_1 - 1.092 X_2 + 2.221 X_3 + e.$$

The constant value obtained is 6.454, which means that if the compensation, workload, and organizational support variables are constant, employee performance will increase by 6.454. The compensation regression coefficient value is 0.011, meaning that if the compensation variable increases, employee performance (Y) will increase by 0.011 for every one-unit increase in the compensation variable (X1). The workload regression coefficient value is -1.092, meaning that if the workload variable increases, employee performance (Y) will decrease by 1.092 for every one-unit increase in the workload variable (X2). The organizational support regression coefficient value is 2.221, meaning that if the organizational support variable increases, employee performance (Y) will increase by 2.221 for every one-unit increase in the organizational support variable (X3).

Table 4. Multiple Linear Regression Test

Hypotheses	Independent	Dependent	Unst. Coef.		t	Sig.	Adj. R Square
			B	Std. Err.			
H1	Compensation	Employee performance 6.454	0.011	0.084	0.389	0.002	0.880
H2	Workload		-1.092	0.052	-21.015	0.000	
H3	Organizational support		2.221	0.028	26.566	0.000	

Source: Data Processed, 2025

Based on Table 4, the sig. value obtained on the compensation variable is 0.002, ($0.002 < 0.05$) so it can be concluded that compensation has a positive and significant effect on employee performance, so H1 is accepted. The sig. value obtained on the workload variable is 0.000, ($0.000 < 0.05$), so it can be concluded that workload has a negative and significant effect on employee performance, so H2 is accepted. The sig. value obtained on the organizational support variable is 0.000, ($0.000 < 0.05$), so it can be concluded that organizational support has a positive and significant effect on employee performance, so H3 is accepted. The regression model is statistically significant, as indicated by the F-test result ($F = 242.501$, Sig. = $0.000 < 0.05$), demonstrating that compensation, workload, and organizational support jointly affect employee performance.

Coefficient of Determination

Based on Table 4, the Coefficient of Determination (Adjusted R Square) is 0.880, or 88%. This means that 88% of employee performance is influenced by compensation (X1), workload (X2), and organizational support (X3). The remaining 12% is influenced by other factors or variables not examined in this study.

DISCUSSION

The test results show that compensation has a positive and significant effect on employee performance. This significant effect is acceptable because compensation is a factor that drives employee motivation, satisfaction, and work enthusiasm. When employees perceive that the compensation they receive is commensurate with their workload, responsibilities, and contributions, they tend to perform better. Conversely, inappropriate compensation can lead to dissatisfaction, decreased work motivation, and even decreased performance (Sinaga et al., 2024). This indicates that the better the compensation system provided by the company, the higher the employee performance. Therefore, Super Dazzle must maintain a fair and appropriate compensation system to improve employee productivity, discipline, and work quality at Super Dazzle. The results of this study align with previous research showing that compensation significantly influences employee performance at Shopee Express Mpunda, Bima City (Sulastri et al., 2024). Other research also demonstrates a significant effect of compensation on PT Karya Sejati Indonesia (Aditiawati & Parashakti, 2023).

The test results indicate that workload has a negative and significant impact on employee performance. In the context of Super Dazzle Yogyakarta as a local retail business, this finding reflects the high service demands and customer interaction intensity that require employees to maintain performance quality while managing time pressure and task volume. This significant impact is acceptable because excessive workload can cause physical and mental stress. When the number of tasks, work demands, or targets given exceeds an employee's capacity and abilities, employees will experience fatigue, work stress, and decreased focus, preventing them from performing optimally (Santamoko et al., 2025). Therefore, it is crucial for Super Dazzle Yogyakarta to manage the distribution of tasks proportionally. These results align with previous research that

demonstrated that workload affects employee performance at PT Grup Global Sumatera (Neksen et al., 2021). Unlike studies conducted in manufacturing or administrative settings, the negative effect of workload in this retail service context is strongly influenced by continuous customer interaction and the need for emotional labor, which intensifies performance pressure. Other research also indicates that workload affects employee performance at the Payakumbuh City Education Office (Hasty & Heliyani, 2024).

The test results show that organizational support has a positive and significant effect on employee performance. This significant effect is acceptable because organizational support can create a conducive work environment, increase employee comfort and feelings of appreciation. This condition encourages employees to work more optimally, with greater enthusiasm, and with greater responsibility in completing tasks (Winola & Raharja, 2023). This indicates that the higher the support provided by the organization to employees, the higher the resulting performance. Thus, organizational support plays an important role in creating a positive work atmosphere and improving employee performance at Super Dazzle Yogyakarta. Therefore, Super Dazzle Yogyakarta needs to strengthen organizational support for all employees to optimize their performance. The company can do this by establishing open communication between management and employees, so that every aspiration, complaint, and employee need can be conveyed and followed up properly. The results of this study are in line with previous research that shows organizational support influences employee performance at Amanda Group Hospital (Rahayu, 2022). Other research also shows that organizational support has a positive effect on employee performance (Simatupang et al., 2023).

CONCLUSION

The research results show that compensation, workload, and organizational support influence employee performance. This suggests that Super Dazzle's compensation, including salary, incentives, benefits, and facilities, plays a significant role in boosting employee morale and productivity. A proportional workload can enable employees to perform optimally, and organizational support fosters a sense of well-being and loyalty to the company.

Based on the findings, Super Dazzle Yogyakarta is advised to prioritize fair and performance-based compensation schemes, redesign task allocation to prevent excessive workload, and strengthen organizational support through clear supervisory guidance and open communication channels to sustain employee performance in a retail service environment. Theoretically, this study contributes to human resource management literature by providing empirical evidence that compensation, workload, and organizational support remain critical determinants of employee performance within a local retail service context, thereby extending the applicability of established HRM theories to under-researched service-based organizations.

This study is limited by its cross-sectional design and focus on a single retail organization, which may restrict the generalizability of the findings to other sectors or regions. Future research is encouraged to examine additional variables such as job satisfaction, work engagement, or leadership style as potential mediators or moderators to provide a more comprehensive understanding of employee performance.

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