

The Effect of Motivation, Compensation and Workload on Employee Work Spirit: The Case of PT Permodalan Nasional Madani Mekaar Kantor Cabang Palembang

Andini*, Muhammad Idris & Trisniarty Adjeng Moelyati

Universitas Muhammadiyah Palembang
Corresponding Author: dinia1631@gmail.com

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Abstract

This study aims to determine the effect of work motivation, compensation, and workload on the work spirit of PT employees. Permodalan Nasional Madani (PNM) Mekaar Palembang Branch Office. This type of research is Quantitative. The variables used by researchers are Work Motivation, Compensation, Workload, and Work Spirit. The sample in this study consisted of employees at PT. Permodalan Nasional Madani at the Palembang Branch Office selected a total of 82 employees using simple random sampling. Survey Method: Through Distributing Questionnaires to Respondents. The data analysis technique used is multiple linear regression. The results of this study indicate that Work Motivation, Compensation, and Workload together have a positive and significant effect on Work Spirit.

Keywords: Motivation, Compensation, Workload, Employee Work Spirit

1. Introduction

Human resources are the primary capital that supports a company's success when managed effectively. The role of human resources in a company is vital for the creation of sustainable company performance. Company leaders or managers must understand the work spirit factor because it can significantly impact employee productivity and work potential. Optimal work spirit must be accompanied by employee motivation to work effectively. ([Anwar, 2015](#)). According to [Nitiseimito](#) (in [Darmawan, 2013](#)), increasing the spirit and passion for work will result in faster completion of tasks. All negative influences on the spirit of work, such as absenteeism, will be reduced. Then, the spirit and passion for work will increase, which is also expected to lead to higher productivity.

Motivation in employees has a vital role in every activity of each individual depending on how far the employees of the Office at PT. PNM Mekaar KC Palembang. Motivation is one of the intuitive efforts to influence employees by providing something desired by employees so that employees can behave according to what is chosen by the leader and, more importantly, so that employees are enthusiastic about working and carrying out their duties. ([Jaya & Ningsih, 2016](#)). This is in accordance with the theory stated by [Nitiseimito \(2006\)](#) that work enthusiasm is influenced by leadership, motivation, communication, human relations, compensation, and the work environment. In accordance with the research conducted by [Sugara et al. \(2020\)](#), it is

shown that the independent variable of motivation has a significant impact on the dependent variable of work enthusiasm. Then, [Budiman et al. \(2015\)](#), in their research, explained that the motivation variable has a significant impact on the work enthusiasm of non-managerial employees in the production department. At the same time, research conducted by [Feri et al. \(2018\)](#) indicates that motivation has a negative and significant impact on employee work outcomes. According to the results of previous studies, motivation has a significant impact on work enthusiasm and performance. However, some researchers argue that motivation does not have a significant effect on work enthusiasm and employee work results, which has led to a research gap in previous studies. The provision of compensation to employees can affect the work enthusiasm of each employee in an organization or company. Compensation can be adjusted to reflect the quality of work and productivity of each employee's daily tasks. It is worth noting that compensation is a reward for workers based on their work performance achieved within a specific period. As stated by [Hasibuan \(2016\)](#), "Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company." This means that compensation is a form of remuneration provided to employees as a trigger for loyalty and work enthusiasm of the employees themselves. In accordance with the research conducted by [Nurrachmah \(2016\)](#) with the title Analysis of the Influence of Compensation on Employee Motivation and Work Spirit (Case Study of UiPT BSmkui and Uipt BSPB Universitas Jember), the results indicate that compensation affects work spirit through work motivation. The research conducted by [Syafrizal \(2021\)](#) shows that the Compensation Variable (X1) has a negative and insignificant influence on the Work Spirit Variable (Y). The workload can be classified into two, namely, high workload and low workload. A high workload can cause work enthusiasm to decrease; with the decrease in employee work enthusiasm, it becomes stress, and the emergence of stress in employees can decrease employee performance; a low workload will increase employee enthusiasm for working, and with the increase in employee enthusiasm in working then, employee performance will also increase.

The results of [Wahyuliani and Suwandana's \(2019\)](#) and [Syafizal's \(2021\)](#) studies revealed that workload negatively affected the work spirit of both hospital and company employees. The survey results indicated that workload had a positive impact on the work spirit of hotel employees in Bali ([Dewi et al., 2020](#)). However, this differs from the results of previous research conducted by Novemaryl et al. (2019), which show that workload does not affect the work spirit of employees at the Riau Police Criminal Investigation Directorate. An organization must always encounter problems, such as those that occurred at PT, in order to achieve its goals. PNM Mekaar KC Palembang, where researchers found phenomena that could affect or reduce the enthusiasm of company employees; before discussing the phenomena, researchers will explain a little about PT. PNM Mekaar KC Palembang, PT Permodalan Nasional Madani (PNM) Mekaar is one of the economic empowerment programs designed by PT PNM (Persero), a State-Owned Business Entity (BUMN) in Indonesia.

The results of the initial observation conducted with [Dewi et al. 2020](#) showed that the number of customers in Gandus Palembang District was 2,331. In 2022, the number of customers was 2,157 customers, and in 2023, the number of customers was 2,100 customers. So it can be seen from 2021 to 2022, there was a decrease in customers of 174 customers, and then in 2023, there was another decrease in customers of 57 customers. This phenomenon can occur due to the lack of work enthusiasm among PT employees. PNM Mekaar, where the employees are less responsible in completing their tasks in achieving their targets in the field as done by the AO

(Account Officers) who contribute significantly in finding customers, instead of going around offering loan programs, they spend more time relaxing in shops or returning to their respective homes to take a break so that 1 person was targeted to get 10 customers in one day but only got 5 customers. Hence, it is clear that these AOs are less enthusiastic about doing their jobs. In addition, some employees come late or leave the work location in the field before the specified time without permission from their superiors, which indicates a lack of work discipline among employees. This condition is caused by employee dissatisfaction with their work due to a lack of appreciation from their superiors; when employees have achieved their targets, there is no appreciation whatsoever from their superiors, so this causes a lack of employee work enthusiasm. The next factor that influences work enthusiasm is employee motivation. Researchers found a lack of motivation among PT employees. PNM Mekaar is caused by employees feeling that their physiological needs are neglected due to the lack of adequate food allowances or health facilities. This condition is exacerbated by long working hours, which makes them feel bored and unable to work optimally. The sense of security is also disturbed because employees feel afraid of losing their jobs due to excessive pressure from superiors regarding the targets that must be achieved.

Other phenomena related to work motivation were also found, namely employees feeling underappreciated due to the lack of positive feedback from superiors. Even though they have achieved the targets set by their superiors, this causes a decrease in work motivation. The next factor that affects work enthusiasm is the lack of competence, according to one of the respondents from PT. PNM Mekaar, with the initials K, said that he felt dissatisfied with the salary he received because even though he had worked well, the salary was still insufficient; in addition, the incentive wages provided were not comparable to the achievements of employees who exceeded the standard, so this reduced their motivation to achieve higher achievements. Other phenomena related to compensation were also found, namely compensation, as stated by the respondent with the initials A, who said that there was no additional compensation such as benefits and services provided, namely health allowances or sports facilities, employees felt that their motherhood was Health is not taken into account, which ultimately affects the work spirit of employees.

The next factor, namely motivation and compensation, which can influence work enthusiasm, is workload—one of the speakers from PT. PNM Mekaar, with the initials D, said that being overwhelmed with the working conditions at the company, such as the burden of work that was established, causing physical, emotional, and mental exhaustion, was triggered by the excessive use of working hours, PNM employees worked more than 12 hours, where employees came in at 8 am and usually went home at 10 pm or even later, not to mention they had to go back to work the next day at 8 am, so of course this exhaustion reduced the spirit of work in employees. Another phenomenon related to workload was found, namely stress due to the targets set, as stated by one of the respondents from PT. PNM Mekaar, with the initials B, said that the workload set caused him to be very stressed, especially if he felt he could not meet the targets set by his superiors. This stress also made him anxious and insomnia, and he often thought that this stress disturbed his relationship with his colleagues; he said that he became more easily angry and frustrated due to stress at work.

2. Literature Review

The Influence of Work Motivation on Employee Work Spirit at PT. PNM Mekaar KC Palembang. Employee motivation has a vital role in every individual activity, depending on the

extent to which the Office employees at PT are involved. PNM Mekaar KC Palembang. Motivation is one of the efforts to influence employees by providing something desired by employees so that employees can behave in accordance with what is chosen by the leadership and, more importantly, so that employees are enthusiastic about working and carrying out their duties. ([Jaya & Ningsih, 2016](#)). This is in accordance with the theory stated by [Nitiseimito \(2008\)](#) that work enthusiasm is influenced by leadership, motivation, communication, human relations, compensation, and the work environment. In accordance with research conducted by [Sugara et al. \(2020\)](#) showed that partially the independent variable of motivation has a significant impact on the independent variable of work enthusiasm. Then, [Budiman et al. \(2015\)](#) explained in their study that motivation variables have a substantial effect on the work enthusiasm of non-managerial employees in the production department. At the same time, research conducted by [Feri et al. \(2020\)](#) stated that motivation has a negative and significant impact on employee work results. From the results of previous studies, it is said that motivation has a significant effect on work spirit and performance, but some state that motivation does not have a considerable impact on work spirit and employee performance; this has led to a research gap in previous studies. The phenomena that exist at PT. PNM Mekaar KC Palembang still lacks motivation for employees, which can be seen from the stress employees experience caused by the ineffective motivation given by superiors.

The Influence of Compensation on Employee Work Spirit at PT. PNM Mekaar KC Palembang. The provision of compensation to employees can affect the work spirit of each employee in an organization or company. Compensation can be adjusted to the quality of work and productivity of each employee's daily work. It should be noted that compensation is a reward for workers based on work performance that has been achieved within a specific period. As stated by [Hasibuan \(2016\)](#), "compensation is defined as all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company." This means that compensation is a form of reward given to employees as a trigger for loyalty and work enthusiasm of the employees themselves. In accordance with the research conducted by [Nurrachmah \(2016\)](#) entitled Analysis of the Influence of Compensation Provision on Employee Motivation and Work Spirit (Study in the Case of UiPT BSMPUTI and Uipt BSPB Universitas Jember), the results prove that compensation influences work spirit through work motivation. Meanwhile, research conducted by [Syafriзал \(2021\)](#) concluded that Competency Variables (X1) have a negative and insignificant impact on Performance Variables (Y). Fenomena at PT. PNM Mekaar KC Palembang means that employees are not optimal in carrying out their work if they do not receive bonuses, and often, employees feel less than satisfied with the compensation that the company provides.

Impact of Work Expenses on Employee Spirit at PT. PNM Mekaar KC Palembang. Workloads can be classified into two types, namely, high workloads and low workloads. A high workload can lead to a decline in work spirit, which can cause employees' work spirit to become stressed. The resulting stress in employees can lead to anxiety. Employee performance with a lower workload will increase employee enthusiasm for work; as a result, employee performance will also increase. The results of [Wahyuliani and Suwandana's \(2019\)](#) and [Syafriзал's \(2021\)](#) studies revealed that workload negatively affected the work spirit of both hospital and company employees. The results of the latter research indicated that the workload had a positive impact on the work spirit of hotel employees in Bali ([Dewi et al., 2020](#)). However, it is different from the results of previous research conducted by ([Novemarill et al., 2019](#)), which proves that workload does not affect the work enthusiasm of employees of the Riau Police Criminal

Investigation Directorate.

3. Research Method

The object of this study is employees at PT. PNM Mekaar KC Palembang. The dependent variable is work spirit, which is an indicator of business discipline, job satisfaction, and responsibility. The independent variables are motivation, compensation, and workload. The indicators of motivation are physiological needs, security needs, and affiliation needs. The indicators of compensation are salary, incentive wages, and benefits. The indicators of workload are work conditions, use of working time, and targets to be achieved. In this study, the population is employees of PT. PNM Mekaar KC Palembang, where this population is based on the number of branch units of PT. PNM Mekaar in Palembang, the researcher took 6 branches of PNM Mekaar, namely the Sukarami branch, Keiming branch, East Ilir branch, West Ilir branch, Sako branch, and Ganduis branch; in 1 branch unit, there are 17 permanent employees so that the population in this study is 102 employees of PT. PNM Mekaar KC Palembang. Then, after applying the Slovin formula, the population was determined to be 82 employees. The researcher increased the sample size from 81 to 82 employees to obtain more accurate results. The sampling technique used in this study is probability sampling. Data collection techniques use interviews and questionnaires. The primary and secondary data used in this study are primary and secondary data. The data analysis used in this study is multiple regression analysis.

4. Findings and Discussions

This multiple linear regression analysis is used to find out the influence of work motivation variables, compensation and workload on work enthusiasm. The results of the multiple linear regression analysis can be seen from the following table:

Table 1. Regression Result

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	3.051	1.620	
	Motivation	.339	.092	.344
	Compensation	.350	.068	.401
	Workload	.168	.061	.243

a. Dependent Variable: Work Spirit

Based on the table of multiple linear regression test results obtained the following results:

$$Y = 3.051 + 0.339 X_1 + 0.350 X_2 + 0.168 X_3.$$

The constant value of 3.051 is surprising; if work motivation, compensation, and workload are equal to zero, then work enthusiasm remains at 3.051.

Work motivation has a regression coefficient of 0.339. This indicates that every increase in work motivation will result in a 0.339 increase in work enthusiasm, assuming constant compensation variables and a fixed workload. Compensation has a regression coefficient of 0.350. This indicates that each increase in compensation will increase work enthusiasm by 0.350, assuming the variables of work motivation and workload remain constant. Workload has a regression coefficient of 0.168. This shows that each increase in workload will increase work

enthusiasm by 0.168, assuming fixed variables of work motivation and compensation.

The F test is used to find out whether the variables of culture, training, and placement simultaneously affect employee performance. The results can be seen in the following table:

Table 2. F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	798.872	3	266.291	44.692	.000 ^b
Residual	464.750	78	5.958		
Total	1263.622	81			

a. Dependent Variable: Work Spirit

b. Predictors: (Constant), Motivation, Compensation, Workload

Determine F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 4-1 = 3$ and $V2 = 82-4 = 78$, so the F-table value = 2.72. Based on the ANOVA table, it can be seen that the F-value (44.692) is greater than F-table (2.72) with a significant F-level of 0.000 (<0.05). Therefore, H_{o1} is rejected, indicating that there is a significant influence of work motivation, compensation, and workload on employee work enthusiasm at PT. PNM Mekaar KC Palembang.

Table 3. t-test

Model	t	Sig.
1 (Constant)	1.884	.063
Motivation	3.688	.000
Compensation	5.155	.000
Workload	2.779	.007

a. Dependent Variable: Work Spirit

Determine the table with a confidence level of 95%, an error rate (α) of 5% = 0.05, and degree of freedom (df) = $n-k$. Then (df) = 0.05/2 (82-4) is (pdf) = 0.025 (78) so the t-table is 1.99. It can be seen as follows: a) The t-value for work motivation is 3.688, which is greater than the t-table value of 1.99 with a significant t-level of 0.000 (<0.05), indicating that H_{o2} is rejected. This means that work motivation has a significant effect on employee work enthusiasm at PT. PNM Mekaar KC Palembang. b) The actual value of compensation is 5.155 > 1.99 with a significance level of 0.000 < 0.05 (significant); therefore, H_{o3} is rejected, meaning that compensation has a significant impact on the work spirit of employees at PT. PNM Mekaar KC Palembang. c) The actual value of the workload is 2.779 > 1.99 with a significance level of 0.007 < 0.05 (significant); therefore, H_{o4} is rejected, meaning that the workload has a significant impact on the spirit of employee work at PT. PNM Mekaar KC Palembang.

The Influence of Work Motivation, Compensation, and Workload on Employee Morale at PT. PNM Mekaar KC Palembang. The results of the hypothesis test simultaneously show that work motivation, compensation, and workload have a significant effect on employee morale at PT. PNM Mekaar KC Palembang. The results can explain that the existence of work motivation that is given can increase employee work spirit, while compensation is able to meet employee expectations and workload that can be managed well by management is able to create employee enthusiasm in working so as to maximize productivity in working. Therefore, in order to increase employee work spirit, PT. PNM Mekaar KC Palembang requires employee motivation.

Compensation is given according to the workload, and effective workload management, such as fair task distribution and psychological support, can help employees carry out their work, thereby increasing their work enthusiasm. The significant value of R Square in the regression model indicates that the substantial contribution in work motivation, compensation, and work burden is to the work spirit of PT employees. PNM Mekaar KC Palembang is around 63.2%. The results of this research are in line with the theory put forward by Hasibuan (2016), which suggests that factors that influence employee work spirit, including motivation and compensation. In addition, factors that influence employee work enthusiasm, according to [Nurmansyah \(2018\)](#), are several factors that can influence low employee work enthusiasm, including organizational structure or unclear workload. The results of this study are supported by previous studies conducted by [Sugara et al. \(2020\)](#) and [Budiman et al. \(2015\)](#); the study explained that motivation variables have a significant impact on the work spirit of non-managerial employees in the production department. Research conducted by [Feri et al. \(2020\)](#) stated that motivation has a negative and significant impact on employee work results. [Nurrachmah's \(2014\)](#) results prove that compensation affects work spirit through work motivation. Meanwhile, research conducted by [Syafrizal \(2021\)](#) shows the conclusion that the Compensation Variable has a negative and insignificant effect on the Work Spirit Variable. [Wahyuliani & Suwandana \(2019\)](#) and [Syafrizal \(2021\)](#) revealed that workload has an adverse impact on employee work spirit. The results of the latest research state that workload has a positive effect on employee work enthusiasm ([Dewi et al., 2020](#)). However, it is different again from the results of previous research conducted by ([Novemaryl et al., 2019](#)), which proves that workload does not affect employee work enthusiasm. Based on the results of the respondents' answers, it shows that employee work enthusiasm is still lacking; several problems were found, namely: a. Most employees do not consistently complete their tasks in the field according to the targets given and leave the work location before the specified time. b. Most employees stated that the Company does not appreciate employees who succeed in achieving or exceeding targets, thus reducing their work enthusiasm. c. Most employees are not responsible for completing their tasks optimally and ignore the targets that have been determined.

The Influence of Work Motivation on Employee Spirit of PT. PNM Mekaar KC Palembang. The results of the partial hypothesis test indicate a significant influence of work motivation on the employee spirit of PT. PNM Mekaar KC Palembang. This result explains that whether the work motivation possessed by employees is good or bad will determine the good or bad work spirit and employee performance produced. This study proves that the hypothesis that was written at the beginning has been proven to have a significant influence on work motivation and employee work enthusiasm. The results of this study are in accordance with the theory put forward by Meiruit [Hasibuan \(2016\)](#), which states that factors that influence employee work enthusiasm include motivation. Motivation in employees has a vital role in every individual activity, depending on how far the office employees are at PT. PNM Mekaar KC Palembang. Motivation is one of the efforts to influence employees by providing something desired by employees so that employees can behave according to what is chosen by the leadership and, more importantly so that employees are enthusiastic about working and carrying out their duties. Previous research studies conducted by [Sugara et al. \(2020\)](#) suggest that partially the independent variable of motivation has a significant impact on the independent variable of work enthusiasm. Then, [Budiman et al. \(2015\)](#), in their study, explained that the motivation variable has a significant impact on the work enthusiasm of non-managerial employees in the production department. At the same time, the research conducted by [Feri et al. \(2020\)](#) states that motivation

has a negative and significant impact on employee performance. From the results of previous studies, it is noted that motivation has a substantial impact on work enthusiasm and performance, but some state that motivation does not have a significant effect on work enthusiasm and employee performance; this has led to a research gap in previous studies. Based on the results of the respondents' answers, it is surprising that employee work motivation is still lacking. It can be seen in the distribution of answers to respondents that there are problems as follows: a. Many employees stated that employees feel that their basic needs are not met because of policies that do not support the balance between work and personal life; b. Many employees stated that the Company did not create a comfortable working environment by ensuring fair treatment for all employees; c. Many employees stated that their superiors did not routinely provide positive feedback to appreciate the achievements of employees who had reached their targets. Many employees noted that the Company did not hold an appreciation program such as the best employee award to increase work motivation. As a result of this problem, it had an impact on work enthusiasm, namely that most employees did not consistently complete their tasks in the field according to the targets given. They left the work location before the specified time. Most employees stated that the Company did not provide appreciation to employees who successfully achieved or exceeded targets, thus reducing their work enthusiasm. Most employees were not responsible for completing their tasks optimally and ignored the targets that had been determined. Based on the results of the study, the researcher suggested that PT. PNM Meikaar KC Palembang can pay attention to employee work motivation regarding employee physiological health by creating more flexible policies so as to balance employee work, The need for employees' sense of security by creating a comfortable and harmonious environment and the need for recognition where the need for policies provides rewards for employees who perform well. If these improvements are made, it is hoped that they can increase employee morale.

The Effect of Compensation on Employee Work Spirit of PT. PNM Mekaar KC Palembang. The partial hypothesis test results show a significant effect of compensation on employee work spirit motivation of PT. PNM Mekaar KC Palembang. This result explains that whether the compensation given to employees is good or bad will determine the employee work spirit and performance produced. This study proves that the hypothesis that was written at the beginning has been proven that there is a significant influence of compensation on employee work enthusiasm. The results of this study are in accordance with the theory put forward by Meiruit [Hasibuan \(2016\)](#), which states that factors that influence employee work enthusiasm include compensation. Giving compensation to employees can affect the work spirit of each employee in an organization or company. Compensation can be adjusted to the quality of work and the productivity of each employee's daily work. It should be noted that compensation is a reward for workers based on work performance that has been achieved within a specific period. As stated by [Hasibuan \(2016\)](#), "Compensation is defined as all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company." This means that compensation is a form of reward given to employees as a trigger for loyalty and work enthusiasm of the employees themselves. Previous research studies conducted by [Nurrachmah \(2016\)](#) showed that compensation affects work enthusiasm through work motivation. Meanwhile, research conducted by [Syafrizal \(2021\)](#) showed the conclusion that the Compensation Variable has a negative and insignificant effect on the Work Motivation Variable. The difference in this study is due to several differences between previous studies where there are differences in the indicators used; in addition, there are differences in the

number of samples, sampling techniques, and also analysis techniques used. Based on the results of the respondents' answers, they show that employee compensation is still not reasonable. It can be seen in the distribution of answers to respondents that there are problems as follows: a. Many employees stated that the company did not establish a payroll system that was in accordance with employee workloads so that it could meet their basic needs. b. Many employees stated that the wage structure was not updated periodically based on performance evaluations and economic conditions to ensure employee satisfaction. c. Many employees stated that they felt dissatisfied because the salary they received did not match their contribution to the company. Many employees said that there were no additional incentives given as a reward for their significant contribution to the company's growth. As a result of this problem had an impact on work morale, namely that most employees did not consistently complete their tasks in the field according to the targets given and left the work location before the specified time. Most employees stated that the company did not appreciate employees who successfully achieved or exceeded targets, thus reducing their work enthusiasm. Most employees were not responsible for completing their tasks optimally and ignored the targets that had been determined. Based on the results of the study, the researcher suggested that PT. PNM Mekaar KC Palembang can pay attention to the compensation given to its employees. The level of wages given to employees should be evaluated more often so as to adjust existing policies, incentives should be given to employees who perform, and allowances should be provided to employees. If these improvements are made, it is expected to increase employee morale.

The Effect of Workload on Employee Morale at PT. PNM Mekaar KC Palembang. The partial hypothesis test results show a significant effect of workload on employee morale at PT. PNM Mekaar KC Palembang. This result suggests that whether an employee's workload is good or bad will determine whether their work spirit and performance are good or bad. This study confirms that the hypothesis is correct, indicating a significant influence of workload on employee work enthusiasm. The results of this study are in accordance with the theory put forward by [Nurmansyah \(2018\)](#), who stated that several factors can affect employees' low work enthusiasm, including organizational structure or unclear workload. Workloads can be classified into two, namely, high workloads and low workloads. A high workload can lead to a decline in work spirit, which can cause employee stress and anxiety. Employee performance with a lower workload will increase employee enthusiasm for work; with growing employee enthusiasm for work, employee performance will also increase. Previous research studies conducted by [Wahyuliani & Suwandana \(2019\)](#) and [Syafri \(2021\)](#) revealed that work burdens have a negative impact on employee morale in hospitals and company employees. Contrasting research results state that workload has a positive effect on the work spirit of hotel employees in Bali ([Dewi et al., 2020](#)). However, this is different from the results of previous research conducted by ([Novemari et al., 2019](#))

), which proves that workload does not affect employee work enthusiasm. The reason the results of this study are different is that there are several differences in the study, namely the differences in the indicators used in this study using indicators of ability, skills, and expertise; in addition, there are differences in the samples used, samples taken with a precise sampling technique. The analysis used uses partial regression analysis (Partial Least Square / PLS). Based on the results of the respondents' answers, they show that employee compensation is still not reasonable. It can be seen in the distribution of answers to respondents that there are problems as follows: a. Many employees stated that the company did not create a work environment that supports the physical, emotional, and mental balance of employees in order to increase work enthusiasm; b.

Many employees stated that the workload was not arranged according to their capacity, so they were not productive and felt overwhelmed; c. Many employees stated that the company did not implement working hours in accordance with labor regulations. As a result of this problem had an impact on work enthusiasm, namely that most employees did not consistently complete their tasks in the field according to the targets given and left the work location before the specified time. Most employees stated that the company did not appreciate employees who successfully achieved or exceeded targets, thus reducing their work enthusiasm. Most employees were not responsible for completing their tasks optimally and ignored the targets that had been determined. Based on the results of the study, the researcher suggested that PT. PNM Mekaar KC Palembang can pay attention to the workload of employees, especially on work conditions. The company can create an environment that can support employee physical balance, flexible use of working time, and evaluation of target achievement that employees must achieve. If these improvements are made, it is expected to increase employee work enthusiasm.

5. Conclusion

It can be concluded that there is an influence of motivation, compensation and workload on work enthusiasm. The firm needs to pay more attention to providing work motivation, in addition to evaluating compensation policies and conducting workload analysis by giving tasks fairly so as to increase employee work enthusiasm. It is necessary to pay attention to employee work motivation by providing periodic motivation programs such as self-development training or monitoring sessions, as well as giving verbal appreciation and bonuses for employee performance achievements. It is necessary to pay attention to compensation by evaluating the existing compensation and benefit structure and consider providing incentives, annual bonuses, or other health benefits as a form of fair appreciation for employee contributions in carrying out work. It is necessary to pay attention to employee workload by ensuring fair distribution of tasks, creating a comfortable environment, and, if required, adding employees or using a flexible work system so that employees can get enough rest so that work productivity is maintained and can increase enthusiasm in carrying out work.

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