

Workload, Compensation, and Employee Loyalty: Evidence from Batu Alam Jaya, Palembang

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Abstract

Developments in the business world require companies to be able to maintain employee loyalty in order to ensure operational continuity. This study aims to analyze the effect of workload and compensation on employee loyalty at Batu Alam Jaya Palembang. This study employs a quantitative approach using a survey method. The sampling technique used is saturated sampling with a sample size of 62 employees. Data collection was conducted through questionnaires, observations, and interviews. Data analysis was performed using multiple linear regression with the assistance of SPSS software. The results of the study indicate that, partially, workload does not have a significant effect on employee loyalty, while compensation has a positive and significant effect on employee loyalty. Simultaneously, workload and compensation have a positive and significant effect on employee loyalty at Batu Alam Jaya Palembang. These findings indicate that compensation is a dominant factor in increasing employee loyalty, especially under conditions of relatively high workload. Theoretically, the findings add a single-firm case to the mixed evidence on workload and loyalty: under a uniformly long working schedule, compensation rather than perceived workload was associated with loyalty. Practically, management of small, labor-intensive firms should prioritize a fair, transparent, and contribution-based compensation system while keeping workload within employees' capacity to prevent long-term fatigue.

Keywords: workload, compensation, employee loyalty, human resource management, multiple linear regression

Introduction

Human resources are one of the most important factors that cannot be separated from an organization, whether an institution or a company. Human resources represent one of the most valuable assets owned by a company. Hasibuan et al. (2024) stated that appropriate human resources will ensure organizational sustainability as well as the optimal achievement of the vision and mission of the company.

According to Koesomowidjojo (2017), workload is the process of determining the number of working hours of human resources that are used and required to complete a task within a certain period of time. The workload assigned must be in accordance with each employee's ability to complete their tasks, because if an employee has more capability than the demands of their task over a long period of time, boredom will arise, and conversely, if an employee's capability is insufficient yet they are given tasks beyond their ability, work-related stress will emerge. This can trigger employees to leave the company due to discomfort in completing the assigned tasks.

In addition to workload, compensation is also one of the factors related to employee loyalty within a company. According to Fitri et al. (2023), compensation is the reward or payment received by employees in return for their contribution of effort and thought to the

company. Compensation refers to all forms of payment or reward received by employees from the company, including salary, wages, incentives, bonuses, premiums, as well as benefits such as healthcare and insurance. All compensation is paid directly to employees by the company as a reward for their contribution. According to Emisa & Susanto (2023), the purpose of compensation is to appreciate work performance, ensure fairness, retain employees, attract qualified employees, and cover compliance costs.

According to Adawiyah et al. (2020), employee loyalty can be defined as a sense of loyalty or awareness of an employee toward their company, seen from several aspects such as work discipline, responsibility, and attitude while working in the company. Employee loyalty is not only reflected in how long an employee can survive in the company, but can also be seen from the way employees maintain and preserve the company's good name, both within and outside the company. Employees who feel job satisfaction will continue to increase their loyalty to help achieve company goals, so it can be said that job satisfaction can be a determining factor in employees' attitudes toward the company where they work.

Based on previous research conducted by Andinni and Harun (2024), workload has a positive but not statistically significant direct effect on employee loyalty (while its effect on job satisfaction was positive and significant). Workload represents task demands, effort, and achievements that must be attained from the duties and responsibilities assigned by the company, as long as the workload is not excessive.

According to Gusnella et al. (2024), workload has a negative effect on employee loyalty due to excessively high work targets, working conditions that force employees to work overtime, and very limited time to complete tasks. This means that the workload assigned by the company is too heavy. Employee loyalty greatly affects the development of a company; therefore, companies must make efforts to increase employee loyalty.

Another study conducted by Selvia and Karneli (2023) stated that compensation has a significant effect on employee loyalty. Thus, the higher and better the compensation provided by the company, the higher the employee loyalty will be. This is in line with research conducted by Dita Saptarini and Yudhaningsih (2020), in which compensation has a significant and positive effect on employee loyalty.

Based on research conducted by Gaol (2021) and Heryati (2016), workload and compensation simultaneously have a significant effect on employee loyalty. This indicates that the balance between job demands and the rewards received is an important factor in creating a productive and harmonious work environment. When employees feel that the workload assigned is proportional to their ability and available time, and they receive fair compensation in accordance with their contribution, their sense of satisfaction, work enthusiasm, and organizational commitment will increase significantly. Thus, the proportional management of workload and the provision of appropriate compensation not only affect individual loyalty but also positively impact the stability and sustainability of the organization as a whole.

This research was conducted at Batu Alam Jaya, located at Jl. Sirna Raga No.1938, Pipa Jaya, Kemuning District, Palembang City, South Sumatra. Batu Alam Jaya is a sole proprietorship engaged in interior and exterior design for various purposes, particularly in the fields of construction, architecture, and decoration. Established in 1979, the company has been committed to delivering the best results through the use of high-quality natural stone materials and professional workmanship. In line with the increasing market demand for aesthetic and functional building design, Batu Alam Jaya continues to grow and has become one of the trusted providers of natural stone products and services in Palembang. To this day, Batu Alam

Jaya maintains its reputation as a partner that prioritizes quality, punctuality, and customer satisfaction in every project undertaken.

Based on an interview with one of the employees of Batu Alam Jaya, Ibu Indah (2025), employees at Batu Alam Jaya work on a fixed daily schedule, starting from 08.00 in the morning until 20.00 at night. These long working hours require employees to have strong physical condition and high endurance, given that most activities are carried out manually. The work includes production activities, transportation, and delivery. Such long-duration and high-intensity working conditions result in considerable physical and mental workload, which can affect employee performance and productivity, ultimately impacting employee loyalty. As a result, within the period of 2022 to 2024, as many as 13 employees resigned from Batu Alam Jaya.

Taken together, earlier findings on workload are not yet reconciled: workload is reported to have a positive and significant effect on loyalty (Gaol, 2021; Heryati, 2016), a positive but nonsignificant effect (Andinni & Harun, 2024), and a negative effect (Gusnella et al., 2024). The job demands–resources (JD-R) model offers a plausible mechanism for these divergent results (Bakker & Demerouti, 2007). In this model, job demands such as work pace, long working hours, and physical effort carry physiological and psychological costs, whereas resources such as pay, fairness, and support help employees meet those demands and sustain their attachment to the organization. When demands stay within employees' capacity and are matched by resources, workload need not erode loyalty; when demands become excessive, for example through high targets, enforced overtime, and limited time (Gusnella et al., 2024), they exhaust employees and weaken loyalty. The direction and strength of the workload–loyalty relationship should therefore depend on how heavy the demands are and on the resources that accompany them, both of which differ across organizations.

What a single-firm setting adds to existing loyalty research is a case in which demand is uniformly high and structurally fixed. At Batu Alam Jaya, employees reportedly follow the same 08.00–20.00 daily schedule (twelve hours) in largely manual production, transportation, and delivery work, and 13 employees resigned between 2022 and 2024. The studies cited above were conducted in corporate (PT) settings with different demand profiles, and none of them examined a small sole proprietorship with such a fixed working day. This setting makes it possible to examine, under one common high-demand condition, whether perceived workload or compensation, the main resource, is more closely associated with loyalty. Because the data come from one firm, the contribution is contextual and the findings are not intended to be generalized to other organizations.

This study aims to determine the effect of workload and compensation on employee loyalty at Batu Alam Jaya, Palembang, using cross-sectional survey data.

Workload and Employee Loyalty

Alvina and Susanto (2022) reported that workload has a positive and significant effect on employee loyalty, meaning that loyalty rises when workload rises and falls when workload falls; they note that this reflects each employee's perception of how workload shapes the decision to remain loyal. Sania and Putra (2024) likewise found a positive effect of workload on loyalty, arguing that workload can increase individual performance potential among employees who naturally acquire skills through appropriate training and empowerment, so that loyalty is built continuously. In JD-R terms, such demands act as manageable challenges

provided that they remain within employees' capacity (Bakker & Demerouti, 2007). Based on these studies, the following hypothesis is proposed:

H1: Workload has a positive effect on employee loyalty at Batu Alam Jaya.

Compensation and Employee Loyalty

Waskito and Sari (2022) found that compensation has a significant effect on employee loyalty: good and well-directed compensation benefits the organization because employees become more loyal to the company. Febriana and Kustini (2022) concluded that compensation has a direct, significant, and positive effect on loyalty, so that the higher the compensation received, the higher the loyalty. Consistent evidence is reported by Dita Saptarini and Yudhaningsih (2020) and Selvia and Karneli (2023). Based on these studies, the following hypothesis is proposed:

H2: Compensation has a positive effect on employee loyalty at Batu Alam Jaya.

Workload, Compensation, and Employee Loyalty

Febriana and Kustini (2022) argue that high compensation strengthens employees' commitment to the company, whereas excessive workload can reduce loyalty; the balance between adequate compensation and reasonable workload is therefore key to retaining loyal employees. This is in line with Heryati (2016), who found in the Operations Department of PT Pupuk Sriwidjaja Palembang that compensation and workload have a positive and significant effect on loyalty, with compensation being the more dominant factor. Based on these studies, the following hypothesis is proposed:

H3: Workload and compensation simultaneously have a significant effect on employee loyalty at Batu Alam Jaya.

Method

This study used a quantitative approach to examine the effect of workload (X_1) and compensation (X_2) on employee loyalty (Y) at Batu Alam Jaya, Palembang, from September to December 2025. The population comprised all 62 employees of the company, and a saturated sampling (census) technique was applied, so the entire population was used as the sample (Sugiyono, 2023; Suriani et al., 2023).

Data were collected through questionnaires using a five-point Likert scale, supported by interviews, observation, and documentation. Workload was measured through target achievement, working conditions, use of working time, and work standards; compensation was measured through fairness, equity, and accuracy; and employee loyalty was measured through compliance, responsibility, dedication, and integrity. All variables were measured on an ordinal scale. The operational definitions, indicators, number of items, and measurement scale of each variable are presented in Table 1.

Table 1. Operational Definitions and Measurement of Variables

Variable	Operational definition	Indicators	Items	Scale
Workload (X ₁)	The workload given must match each employee's ability to complete tasks: if employees' capability exceeds task demands over a long period, boredom arises; conversely, if capability is insufficient but tasks exceed it, work stress arises (Budiasa, 2021).	1. Targets to be achieved 2. Working conditions 3. Use of working time 4. Work standards	8	Ordinal (5-point Likert)
Compensation (X ₂)	Everything received, physical or non-physical; all rewards received by an employee for services or work results in a company, in the form of money or goods, directly or indirectly; closely related to the financial reward given on the basis of an employment relationship (Widodo & Yandi, 2022).	1. Fairness 2. Equity 3. Accuracy (Harras et al., 2020)	6	Ordinal (5-point Likert)
Employee loyalty (Y)	An employee's willingness to be faithful to the company where he or she works, that is, willingness to carry out tasks and to devote ability, energy, and thought to help the organization achieve its goals (Juwita & Khalimah, 2021; Susanti et al., 2021).	1. Compliance 2. Responsibility 3. Dedication 4. Integrity	8	Ordinal (5-point Likert)

Note. Compiled by the researcher (2025).

Data were analyzed using multiple linear regression: $Y = a + b_1X_1 + b_2X_2 + e$. Prior to regression analysis, the instrument was tested for validity ($r\text{-count} > r\text{-table}$, $\alpha = 0.05$) and reliability (Cronbach's Alpha > 0.60), and the data were tested for normality, multicollinearity ($VIF < 10$), and heteroscedasticity. Hypotheses were tested using the t-test (partial effect) and F-test (simultaneous effect) at a 5% significance level, and the coefficient of determination (R^2) was used to assess the extent to which workload and compensation explained the variance in employee loyalty.

Results and Discussion

Respondent Characteristics

Respondents in this study consisted of 62 employees of Batu Alam Jaya, Palembang (Table 2). The majority were male (52 respondents, 83.87%), compared to 10 female

respondents (16.13%), reflecting the physically demanding nature of the company's core activities. In terms of age, most respondents were aged 31–40 years (28 respondents, 45.1%), followed by 20–30 years (26 respondents, 41.9%) and 41–50 years (8 respondents, 12.9%), indicating that the workforce is largely within the productive age range. Regarding tenure, 26 respondents (41.9%) had worked for more than 3 years, 25 (40.3%) for more than 5 years, and 11 (17.7%) for less than 1 year, suggesting that most employees have accumulated substantial work experience at the company.

Table 2. Respondent Characteristics (N = 62)

Characteristic	Frequency	Percentage (%)
Gender		
Male	52	83.87
Female	10	16.13
Total	62	100
Age		
20–30 years	26	41.9
31–40 years	28	45.1
41–50 years	8	12.9
Total	62	100
Length of service		
<1 year	11	17.7
>3 years	26	41.9
>5 years	25	40.3
Total	62	100

Note. Processed by the researcher using SPSS v.26.

Validity and Reliability Tests

All questionnaire items for workload (X_1), compensation (X_2), and employee loyalty (Y) produced a calculated r-value greater than the r-table value of 0.2500, indicating that every item was valid. Reliability testing showed Cronbach's Alpha values of 0.937 for workload, 0.881 for compensation, and 0.838 for employee loyalty all above the 0.60 threshold, confirming that the instrument was reliable. The item-level results are presented in Table 3.

Table 3. Results of Validity and Reliability Tests

Variable	Item	r-count	r-table	Validity	Cronbach's alpha	Reliability
Workload (X_1)	1	0.765	0.2500	Valid	0.937	Reliable
	2	0.839	0.2500	Valid		
	3	0.768	0.2500	Valid		
	4	0.804	0.2500	Valid		
	5	0.892	0.2500	Valid		
	6	0.852	0.2500	Valid		
	7	0.890	0.2500	Valid		
	8	0.849	0.2500	Valid		
Compensation (X_2)	1	0.300	0.2500	Valid	0.881	Reliable
	2	0.648	0.2500	Valid		



Variable	Item	r-count	r-table	Validity	Cronbach's alpha	Reliability
Employee loyalty (Y)	3	0.650	0.2500	Valid	0.838	Reliable
	4	0.676	0.2500	Valid		
	5	0.731	0.2500	Valid		
	6	0.742	0.2500	Valid		
	1	0.993	0.2500	Valid		
	2	0.836	0.2500	Valid		
	3	0.835	0.2500	Valid		
	4	0.873	0.2500	Valid		
	5	0.896	0.2500	Valid		
	6	0.854	0.2500	Valid		
	7	0.817	0.2500	Valid		
	8	0.917	0.2500	Valid		

Note. Items are valid if $r\text{-count} > r\text{-table}$ ($\alpha = 0.05$) and reliable if Cronbach's $\alpha > 0.60$. Processed by the researcher using SPSS v.26.

Classical Assumption Tests

The One-Sample Kolmogorov-Smirnov test produced an Asymp. Sig. (2-tailed) value of 0.060 (> 0.05), and the histogram and normal P-P plot showed a bell-shaped distribution following the diagonal line, indicating that the residuals were normally distributed. The multicollinearity test showed a tolerance value of 0.753 and a VIF of 1.327 for both independent variables, well within the acceptable range (tolerance > 0.1 ; VIF < 10), indicating no multicollinearity. The Glejser heteroscedasticity test produced significance values above 0.05 for both workload (0.588) and compensation (0.262), indicating that the regression model was free from heteroscedasticity. The results are summarized in Table 4.

Table 4. Results of Classical Assumption Tests

Test	Variable	Statistic	Criterion	Result
Normality (One-Sample Kolmogorov– Smirnov)	Unstandardize d residual	Test statistic = 0.111 Asymp. Sig. (2- tailed) = 0.060	Sig. > 0.05	Normally distributed
Multicollinearit y	Workload (X ₁)	Tolerance = 0.753 VIF = 1.327	Tolerance $>$ 0.1; VIF < 10	No multicollinearit y
	Compensation (X ₂)	Tolerance = 0.753 VIF = 1.327	Tolerance $>$ 0.1; VIF < 10	No multicollinearit y
Heteroscedastic ity (Glejser)	Workload (X ₁)	Sig. = 0.588	Sig. > 0.05	heteroscedastici ty
	Compensation (X ₂)	Sig. = 0.262	Sig. > 0.05	heteroscedastici ty

Note. Processed by the researcher using SPSS v.26.

Multiple Linear Regression and Hypothesis Testing

The multiple linear regression analysis produced the following equation:

$$Y = 5.912 + 0.090X_1 + 5.914X_2 + e$$

Table 5 summarizes the regression and hypothesis test results.

Table 5. Summary of Regression and Hypothesis Test Results

Variable	B	t	Sig.	t-table	Result
Constant	5.912	2.146	0.036	—	—
Workload (X_1)	0.090	0.995	0.324	2.001	Not significant
Compensation (X_2)	5.914	10.524	0.000	2.001	Significant

$F = 81.064$ (F -table = 4.004; Sig. = 0.000) → workload and compensation simultaneously have a significant effect on employee loyalty. $R^2 = 0.733$; Adjusted $R^2 = 0.724$, indicating that workload and compensation jointly explain 73.3% of the variance in employee loyalty, while the remaining 26.7% is explained by other factors outside this model.

Based on the t-test, workload had no significant partial effect on employee loyalty ($t = 0.995 < t$ -table 2.001; Sig. = 0.324 > 0.05), whereas compensation had a positive and significant partial effect ($t = 10.524 > t$ -table 2.001; Sig. = 0.000 < 0.05). The F-test showed that workload and compensation simultaneously had a positive and significant effect on employee loyalty ($F = 81.064 > F$ -table 4.004; Sig. = 0.000 < 0.05).

Discussion

The Effect of Workload on Employee Loyalty

Workload was found to have no significant effect on employee loyalty at Batu Alam Jaya ($B = 0.090$; Sig. = 0.324). This null result should be interpreted cautiously. A nonsignificant coefficient means that these data provide no evidence of a linear association between perceived workload and loyalty; it does not show that workload is irrelevant to loyalty, and a sample of 62 respondents may lack the power to detect a small association. Employees' adaptation to the long working hours (08.00–20.00) is one possible explanation, but adaptation was not measured in this study, so it cannot be inferred from the result and remains a hypothesis for future testing. The field evidence available here points instead to two conditions that may have contributed. First, the 08.00–20.00 schedule is fixed for all employees (Ibu Indah, 2025), so differences in perceived workload among respondents may have been small, which would limit the variation available to explain loyalty. Second, 51 of the 62 respondents had worked at the company for more than three years (Table 2), whereas 13 employees resigned between 2022 and 2024 and are therefore not represented in the sample; if workload contributed to those resignations, a survey of current employees would understate its association with loyalty. Neither condition was tested here, and the interview evidence comes from a single employee.

This finding is consistent with Andinni and Harun (2024), who reported a positive but nonsignificant direct relationship between workload and loyalty. It differs from Gaol (2021) and Heryati (2016), who found a significant positive effect of workload on loyalty, and from Gusnella et al. (2024), who found a negative effect where targets were high, overtime was enforced, and time was limited. These differences are compatible with the JD-R reasoning outlined in the Introduction, in which the workload–loyalty relationship depends on how demands are experienced and on the resources that accompany them, and with differences in respondent characteristics, job types, and management systems across organizations; because

these conditions were not measured here, the explanation remains tentative. Overall, the influence of workload on loyalty appears to be situational, depending on organizational conditions and individual employee perceptions.

The Effect of Compensation on Employee Loyalty

Compensation was found to have a positive and significant effect on employee loyalty. Fair and adequate compensation in the form of salary, incentives, and benefits commensurate with employees' workload and long working hours fosters a sense of being valued, which in turn strengthens employees' commitment to remain with the company.

This result is consistent with Gaol (2021), Waskito and Sari (2022), Febriana and Kustini (2022), and Dita Saptarini and Yudhaningsih (2020), who identified compensation as a significant driver of employee loyalty. Selvia and Karneli (2023) further showed that compensation can also raise loyalty indirectly by increasing job satisfaction. The evidence is not uniform, however: Emisa and Susanto (2023) reported no significant partial effect of compensation on the loyalty of non-permanent employees, which suggests that the role of compensation may depend on the employee group and the pay system. In the present study, compensation had a much larger standardized coefficient ($\beta = 0.815$) than workload ($\beta = 0.077$). These findings reinforce that compensation is a strategic factor that Batu Alam Jaya's management needs to manage optimally to sustain employee loyalty.

The Combined Effect of Workload and Compensation on Employee Loyalty

Workload and compensation simultaneously had a positive and significant effect on employee loyalty, jointly explaining 73.3% of its variance. Field observations and interviews indicate that employees tend to remain loyal when a demanding workload is balanced by appropriate compensation in the form of salary, incentives, and benefits.

This is consistent with Gaol (2021) and Heryati (2016), who found that workload and compensation jointly influence loyalty, and with Febriana and Kustini (2022), who emphasized the balance between adequate compensation and reasonable workload. Heryati (2016) also found compensation to be the more dominant factor, as in the present study. Because workload is not significant on its own here, the significant F-test and the R^2 of 0.733 are attributable mainly to compensation, and the simultaneous result should not be read as evidence that workload by itself contributes to loyalty. These findings suggest that Batu Alam Jaya's management should manage workload and compensation together, rather than in isolation, to strengthen and sustain employee loyalty.

Limitations

This study has several limitations. First, the data come from a single sole proprietorship in Palembang with 62 employees (a census), so the findings describe this firm and cannot be generalized to other organizations or industries; the modest sample size also limits statistical power, particularly for detecting small effects such as that of workload. Second, the cross-sectional survey design and the use of one self-report questionnaire for all three variables allow the study to establish association but not causation, and common-method bias cannot be excluded. Third, workload was measured through perception-based indicators; objective indicators such as actual working hours, overtime, or output targets, and possible mechanisms such as adaptation, were not measured. Fourth, employees who resigned between 2022 and 2024 are not in the sample, so the results may reflect only those who stayed, and the qualitative

evidence rests on one interview supported by observation and documentation. Fifth, the model contains only two predictors, leaving 26.7% of the variance in loyalty unexplained; Likert-scale (ordinal) data were analyzed with parametric multiple regression, and the normality test was only marginally satisfied (Sig. = 0.060). Future research should use multi-firm samples, objective workload measures, longitudinal or mixed-method designs, and additional explanatory variables to test the mechanisms proposed here.

Conclusion

This study examined the effect of workload and compensation on employee loyalty at Batu Alam Jaya, Palembang, using data from 62 employees. The results show that workload has no significant partial effect on employee loyalty, indicating that the workload experienced by employees does not by itself determine their level of loyalty to the company. Compensation, in contrast, has a positive and significant partial effect on employee loyalty, showing that fair and adequate compensation increases employees' commitment to remain with the company. Workload and compensation simultaneously have a positive and significant effect on employee loyalty, together explaining 73.3% of its variance, while the remaining 26.7% is attributable to other factors outside this study.

These findings suggest that Batu Alam Jaya's management should prioritize maintaining a fair, transparent, and performance-aligned compensation system, as it is the stronger driver of employee loyalty, while still keeping workload within employees' capacity to prevent long-term fatigue. Future research is encouraged to incorporate additional variables such as job satisfaction, work environment, leadership, work motivation, or organizational culture, and to extend the analysis to other organizations or use complementary research methods to obtain more comprehensive findings.

The findings have both theoretical and practical implications. Theoretically, in a setting where all employees work a long, fixed schedule, compensation rather than perceived workload was associated with loyalty, which adds a single-firm case to the mixed evidence on workload and loyalty and is consistent with the view that the workload–loyalty link is conditional on context and resources. Practically, managers of small, labor-intensive firms with long working hours can prioritize fair and transparent pay, incentives, and benefits as the main lever for retaining employees, while monitoring workload to avoid fatigue and the resignations already observed between 2022 and 2024.

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