



**The Influence of Workload, Compensation, and Work Environment on Employee
Performance in Jember Regency Village**

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Abstract

This study seeks to examine the impact of workload, remuneration, and work environment on employee performance in urban settlements within Jember Regency. This research is grounded in the significance of efficient human resource management at the village government level, acknowledging that employee performance is significantly affected by workload, pay systems, and conducive work environment circumstances. This research employs a quantitative methodology via a survey technique. The research population comprised all village employees throughout three sub-districts: Kaliwates District with 45 individuals, Summersari District with 48 individuals, and Patrang District with 57 individuals, resulting in a total sample of 150 individuals. The data was gathered using a questionnaire employing a Likert scale and analyzed by multiple linear regression utilizing SPSS software. The study's findings indicate that workload, remuneration, and work environment positively and significantly influence employee performance, respectively. These findings affirm that equitable task distribution, adequate remuneration, and the establishment of a supportive work environment are critical elements in enhancing the performance of equipment at the sub-district level.

Keywords: workload, compensation, work environment, employee performance, urban village, Jember Regency.

INTRODUCTION

The performance of employees is a primary factor influencing the success of public services at the local government level. The Government of Indonesia continues to encourage improvement in the performance of the apparatus through bureaucratic reform, performance assessment, and strengthening of the human resource management system (Nugraha, 2024), especially at the site level such as urban villages and villages. At the most fundamental tier of government, staff performance directly influences the efficiency, precision, and quality of community administrative services; hence, subpar performance can result in service delays, public dissatisfaction, and diminished faith in the government (Waroi et al., 2024). Consequently, comprehending the determinants influencing employee performance, including workload, remuneration, and work environment, is crucial, particularly at the village level in Jember Regency. (Pratama et al., 2024). Employee performance is defined as the outcome of individuals' efforts in fulfilling their obligations and responsibilities in alignment with the organization's established criteria (Yuningsih et al., 2023). Performance encompasses the characteristics of quantity, quality, timeliness, and effectiveness in job execution, making it a crucial metric for evaluating personnel' contributions to the attainment of corporate objectives. Overall, exemplary staff performance enhances the efficacy of public services, elevates public satisfaction, and fortifies the government's reputation as a responsive and accountable service provider (Hutapea et al., 2025). On the other hand, low employee performance can lead to the accumulation of administrative work, uncertainty of service times, and a decrease in public trust in the village government apparatus (Nuriyah et al., 2022).

Workload denotes the volume of work obligations that employees are required to do within a specified timeframe, encompassing both the number of tasks and the complexity of the assignments (Firjatullah et al., 2023). The workload can influence performance positively or negatively, contingent upon the equilibrium between job needs and employee capabilities and capacities. Several previous studies have shown that workload affects employee performance, although the direction of influence is not always consistent, in some cases it has a positive and significant effect, while in others it is negative or insignificant (Utomo et al., 2024). Research conducted by the Jember Regency Bappeda indicates that workload positively and significantly influences employee performance through job satisfaction as an intervening variable (Candana et al., 2023). Research on urban villages discovered that workload positively influences employee performance, even though the contribution is smaller than the work environment (Mustika & Saputro, 2024). Other research on factors that affect the performance of village officials also shows that workload is one of the variables that affect performance (Raihan & Wulandari, 2024). Conversely, research conducted by the Tabanan Regency Regional Government Secretariat indicates that workload adversely and significantly impacts employee performance, suggesting that excessive workload tends to diminish performance (Dani & Mujanah, 2021). Other research has also shown that workloads are not always significant to performance when not managed properly, thus confirming the inconsistency of results (Chandra, 2024).

Compensation is a remuneration provided by a company to employees as recognition for their job efforts, encompassing salary, perks, incentives, and various non-monetary prizes (Handayani & Dimiyati, 2024). Compensation aligned with employee performance and requirements can enhance motivation, work satisfaction, and organizational commitment, therefore positively influencing performance improvement (Vincent et al., 2021). A number of

previous studies have shown that compensation has a positive and significant effect on employee performance (Uhai et al., 2024). Research (Fitri et al., 2023) demonstrates that remuneration substantially influences employee performance. Research conducted by the Regional Secretariat revealed that salary significantly influences employee performance, both directly and indirectly via job motivation (Nanik et al., 2024). Other research on manufacturing companies also concluded that compensation positively affects employee performance (Ichsan et al., 2024). Studies indicate that salary serves as a mediator between the work environment and performance, demonstrating a considerable enhancement in employee performance (Sari, 2023). Nonetheless, several research indicate that remuneration does not significantly influence performance unless accompanied with a fair and transparent grading system, hence highlighting the discrepancy of prior findings (Mulyadi et al., 2024).

The work environment encompasses the physical and social elements of the workplace, including facilities, workspace conditions, work atmosphere, employee relationships, and managerial assistance (Fauzan, 2024). A favorable, secure, and supportive workplace enhances employee comfort, motivation, and optimal performance, but an undesirable work environment can induce stress and diminish productivity (Kurniawanto et al., 2022). Numerous studies indicate that the work environment positively and significantly influences employee performance (Kholid & Utari, 2023). Research conducted in Arab Kenangan village indicates that the work environment positively influences employee performance, surpassing the impact of workload (Ningrum et al., 2022). Investigations conducted at the Population and Civil Registration Office of Jember Regency indicate that the work environment positively influences employee performance. Research indicates that amenities and organizational support within the work environment significantly impact the effectiveness of village authorities (Jambak, 2024). Moreover, studies in several industries indicate that a conducive work atmosphere enhances motivation and positively influences performance (Ameilia & Marlianingrum, 2022). Nevertheless, several research indicate that the work environment exerts minimal influence when facilities are sufficient, yet the work culture and managerial support are deficient, hence highlighting inconsistencies in findings (Irman et al., 2021).

Although many previous studies have shown that workload, compensation, and work environment affect employee performance, the findings are still inconsistent between studies. For example, on workloads, research (Yuananda & Indriati, 2022) and (Rahman, 2024) found a positive influence on performance, while (Lestari & Afifah, 2020) showed a negative influence, and some other studies found insignificant. On compensation, although most studies show positive influences such as (Herdiany et al., 2022), (Primary, 2024) and (Sunarno, 2022) Another study concluded that compensation is insignificant when not managed with a fair valuation system. Similarly, in the work environment, some studies show a strong positive influence, but others find no significant influence, thus creating a gap of empirical consistency. This condition shows the need for a study that examines "The Influence of Workload, Compensation, and Work Environment on Employee Performance in Jember Regency Villages" more specifically, especially in the context of the lowest government apparatus, to fill the consistency gap and provide empirical evidence relevant to the characteristics and conditions of urban villages in Jember Regency.

Urban Villages in Jember Regency are the spearhead of local government services in serving the community at the most local level. The village is responsible for the implementation



of administrative services, population data management, and community development, so that the performance of the village apparatus greatly determines the quality and speed of service felt by residents. Prior research about the efficacy of village governance and administrative bodies in Indonesia, particularly in East Java, indicates that the performance of village officials remains suboptimal, evidenced by prolonged service durations and a lack of well-defined protocols. Quantitatively, for example, research on villages in Jember Regency shows that the performance of the administrative apparatus is still at a level that needs to be optimized, especially in the indicators of punctuality and service effectiveness. This shows that high workload, inadequate compensation, and a suboptimal work environment can be important factors that affect employee performance in sub-districts in Jember Regency.

This research is anticipated to have significant consequences for both the theoretical and practical aspects of human resource policy within village governance. Theoretically, the study's findings can enhance the literature of the determinants influencing the performance of the lowest governmental apparatus, particularly with workload, salary, and work environment. The research findings can serve as a foundation for the local government and village officials in Jember Regency to formulate workload management policies, enhance the compensation system, and improve facilities and the work environment, thereby elevating employee performance and expediting, refining, and professionalizing community services. Thus, research on "The Influence of Workload, Compensation, and Work Environment on Employee Performance in Jember Regency Villages" It is essential to do this analysis, as it elucidates the theoretical link between these factors and provides specific recommendations for enhancing the quality of public services at the village level.

LITERATURE REVIEW

Workload

Workload is the amount of physical and mental work that is charged to the worker as his responsibility in a given time. According to (Iskandar, 2024), workload is the amount of work in physical and mental form that is imposed on workers and is their responsibility. (Jhoansyah, 2022) Define it as the state of the job with a description of the tasks that must be completed at a certain time. (Rafidin & Sinambella, 2024) added that workload is the length of time workers carry out work activities according to standards. Indicators to measure workload:

1. Daily or monthly task volume.
2. Task completion time per unit.
3. Levels of physical and mental fatigue.
4. Frequency of overtime or extra working hours.
5. The complexity of the assigned task.

Compensation

Compensation include any monetary or non-monetary rewards that workers get for their contributions to the organization. As stated by Hasibuan (2010), compensation encompasses all monetary income and both direct and indirect benefits that workers receive in return for the services rendered to the organization. Gary Dessler defines compensation as any type of remuneration or reward provided to an employee as part of their work relationship. (Silviya, 2024) define it as a substitute for labor services within a certain period or conditions. Indicators to



measure compensation:

1. Basic salary and fixed allowances.
2. Performance bonuses or incentives.
3. Health and insurance facilities.
4. Retirement or severance program.
5. Holiday and holiday allowance.

Work Environment

The work environment encompasses all factors around the workplace, both tangible and intangible, that influence employee performance. As stated by (Sihombing & Batoebara, 2019), the work environment encompasses all elements around the workplace that might influence employees. (Sedarmayanti, 2017) states that the work environment encompasses tools, materials, the surrounding context, work methodologies, and individual or collective arrangements. A conducive work environment provides a sense of security and supports work optimization. Indicators to measure the working environment:

1. The physical condition of the room (lighting, ventilation).
2. Availability of work support facilities.
3. Relationship between employees and superiors.
4. Occupational safety and health.
5. Access to technology and equipment.

Employee Performance

Employee performance is the outcome of the work accomplished by an individual or group inside the company, assessed both subjectively and quantitatively in relation to their duties and obligations. As per (Hasibuan, 2017), Employee performance refers to the outcomes attained by an individual or group inside an organization, in accordance with their authority, tasks, and obligations, to achieve objectives in a legal and ethical manner. (Mangkunegara, 2015) Define it as the result of work achieved based on skill, experience, seriousness, and time. Performance is measured by the achievement of targets, productivity, and work quality. Indicators to measure employee performance:

1. Achievement of work targets.
2. Quality and accuracy of results.
3. Productivity and efficiency.
4. Initiative and teamwork.
5. Compliance with work ethics.

RESEARCH METHODOLOGY

This research employs a quantitative methodology via a survey technique. The research population comprised all village employees across three sub-districts: Kaliwates District with 45 individuals, Summersari District with 48 individuals, and Patrang District with 57 individuals, resulting in a total sample of 150 individuals, selected through saturated sampling using Probability Sampling techniques. Multiple linear regression was employed to analyze data and ascertain the connection between variables. The gathered data is further analyzed using validity and reliability assessments. The results of data analysis are subsequently provided, followed by

conclusions and recommendations. This study employs multiple linear regression analysis with SPSS 25 for Windows (Scott, 2018).

RESULTS AND DISCUSSION

Data Validity Test Results

Table 1. Data Validity Test Results

Yes	Statement Items	Criterion 1		Criterion 2		Remarks
		Table r values	Calculated r-value	Sig value	<i>alpha</i>	
Workload (X1)						
1	X1 (1)	0,160	0,879	0.000	0,05	Valid
2	X1 (2)	0,160	0,878			Valid
3	X1 (3)	0,160	0,777			Valid
4	X1 (4)	0,160	0,663			Valid
5	X1 (5)	0,160	0,773			Valid
Compensation (X2)						
1	X2 (1)	0,160	0,711	0.000	0,05	Valid
2	X2 (2)	0,160	0,842			Valid
3	X2 (3)	0,160	0,874			Valid
4	X2 (4)	0,160	0,722			Valid
5	X2 (5)	0,160	0,670			Valid
Work Environment (X3)						
1	X3 (1)	0,160	0,849	0.000	0,05	Valid
2	X3 (2)	0,160	0,783			Valid
3	X3 (3)	0,160	0,892			Valid
4	X3 (4)	0,160	0,880			Valid
5	X3 (5)	0,160	0,789			Valid
Employee Performance (Y)						
1	Y (1)	0,160	0,763	0.000	0,05	Valid
2	Y (2)	0,160	0,742			Valid
3	Y (3)	0,160	0,833			Valid
4	Y (4)	0,160	0,768			Valid
5	Y (5)	0,160	0,351			Valid

Source : Data processed by Researcher (2026)

According to the findings of the validity assessment shown in Table 1. The validity test results indicate that the correlation among the indicators of the variables Workload (X1), Compensation (X2), Work Environment (X3), and Employee Performance (Y) is valid, as the calculated r exceeds the r table value (0.160) and the significance level is below 0.05 (5%). Consequently, it may be argued that the variables Workload (X1), Compensation (X2), Work Environment (X3), and Employee Performance (Y) are deemed genuine.



Data Reliability Test Results

Table 2. Reliability Test Results

Variable	<i>Cronbach Alpha Values</i>	<i>Standart Alpha</i>	Remarks
Workload	0,802	0,06	<i>Reliable</i>
Compensation	0,797	0,06	<i>Reliable</i>
Work Environment	0,814	0,06	<i>Reliable</i>
Employee Performance	0,768	0,06	<i>Reliable</i>

Source : Data processed by researchers (2026)

According to the findings of the reliability test shown in Table 2. The Reliability Test results indicate that the variable instruments Workload (X1) have a Cronbach's Alpha value of 0.802, Compensation (X2) have a value of 0.797, Work Environment (X3) have a value of 0.814, and Employee Performance (Y) have a value of 0.768. The instrument in this investigation demonstrates dependability, since the Cronbach Alpha value exceeds 0.06.

Multiple Linear Regression Analysis Results

Table 3. Results of Multiple Linear Regression Analysis Test

Models	<i>Unstandardized Coefficients</i>	<i>Standardized Coefficients</i>	
	B	<i>Std. Error</i>	Beta
1 (Constant)	10,609	1,386	
Workload (X1)	0,152	0,056	0,204
Compensation (X2)	0,139	0,042	0,241
Work Environment (X3)	0,237	0,056	0,309

Source : Data processed by researchers (2026)

According to Table 3. The outcomes of the Multiple Linear Regression Analysis can be summarized in the following regression equations:

$$Y = 10.609 + 0.152 X1 + 0.139 X2 + 0.237 X3$$

1. The equation of the variable may be elucidated if the constant is 10.609, indicating that if the variables Workload (X1), Compensation (X2), and Work Environment (X3) are constant, then Employee Performance (Y) will equal 10.609.
2. The Workload Coefficient is 0.152, indicating that a significant increase of 1 unit in the Workload variable (X1), while holding the Compensation and Work Environment variables constant, will result in an increase of 0.152 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.152.
3. The Compensation Coefficient is 0.139, indicating that a significant increase of 1 unit in the Compensation variable (X2), while keeping the other variables (Workload and Work Environment) constant, will result in an increase of 0.139 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.139.
4. The Work Environment Coefficient is 0.237, indicating that a significant increase of 1 unit in the Work Environment variable (X3), while holding the other variables (Workload and

Compensation) constant, will result in an increase of 0.237 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.237.

T test (Partial)

Table 4. Results of the t-test (partial)

Variable	Significance of Calculation	Significance Levels	t count	t Table
Workload	0,007	0,05	2,733	1,976
Compensation	0,001	0,05	3,288	1,976
Work Environment	0,000	0,05	4,230	1,976

Source : Data processed by researchers (2026)

Referencing Table 4. The outcomes of the t-test (Partial) can be acquired. The factors of Workload (X1), Compensation (X2), and Work Environment (X3) exert a substantial individual or partial effect on the dependent variable of Employee Performance (Y). The outcomes of the preceding t-test indicated that the t-value was less than 0.05, whereas the tabulated t-value for t-12 was 1.976.

Determination Coefficient Results (R^2 Test)

Table 5. Determination Coefficient Test Results (R2 Test)

Model Summary				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.619a	0,669	0,754	2,02269

Source : Data processed by researchers (2026)

The determination coefficient test findings in table 5 yield an Adjusted R-square value of 0.754, which is about 75% when rounded. This indicates that the capacity of independent variables (Workload, Compensation, Work Environment) to influence the dependent variable (Employee Performance) is 75%. Conversely, 25% is affected by external factors unrelated to independent variables (Employee Performance).

EXPLANATION

The workload positively and significantly influences employee performance at Jember Regency Village

The study's results indicate that workload positively and significantly influences employee performance in Jember Regency Village. These findings align with workload theory, which posits that workloads within employee capability can enhance productivity, since elevated job expectations compel people to operate more effectively, with greater attention and responsibility (Candana et al., 2023). A scalable and balanced workload with available skills, organizational support, and resources is likely to reinforce employees' commitment to tasks and increase the desire to get work done on time (Iskandar, 2024). Thus, the results of this study support the theoretical argument that workload is not always negative, but can turn into a

performance driving factor if managed properly in the context of the work of village government officials.

The findings of the study show that in Jember Regency Village, the higher the workload that is at a manageable level, the better the performance of employees in completing various administrative and public service tasks. Employees who receive a high workload but are supported by an organized work system, clear division of tasks, and management support tend to show higher commitment, minimal delays, and are more responsive to community needs. In the context of urban villages, the high workload is closely related to the number of administrative requests, service density, and employee involvement in various local government programs. When the workload is managed properly, employees learn to prioritize, use time effectively, and improve multitasking skills, so that performance is not only maintained but also increased. Conversely, if workloads are allocated without planning and are not balanced by resource capacity, the risk of decreased performance and work fatigue will increase. Therefore, the results of the study show that the relationship between workload and performance is conditional: in Jember Regency Villages, workload that is in an affordable capacity is actually a factor that drives performance, not decreases it.

The results indicating that Workload positively and significantly impacts Employee Performance align with other prior research demonstrating a similar effects, despite variations in context and organizational environment. Novi (2023) discovered that workload positively and significantly influences the performance of Jember Regency Bappeda employees via the mediation of job satisfaction. Investigation of healthcare facilities in the Cepu District region (Saputra, 2024) Indicates that increased workload correlates with enhanced employee performance, provided it does not lead to severe exhaustion. Iskandar and Sembada (2012) concluded that workload significantly influences employee performance, indicating that the perceived burden might effect work behavior and performance outcomes. The findings of this study indicate that workload has a positive and significant impact on employee performance in the villages of Jember Regency, corroborating and reinforcing prior empirical conclusions that workload may enhance performance when it remains within capacity limitations and is effectively managed.

Compensation Exerts a Positive and Significant Influence on Employee Performance in Jember Regency Village

The study's results indicate that remuneration positively and significantly influences Employee Performance in Jember Regency Village. These findings align with compensation theory, which posits that rewards such as wages, allowances, incentives, and other forms of remuneration serve as external motivators that prompt workers to enhance their job efforts and contribute more effectively to the firm (Anjarrini et al., 2024). Equitable, reasonable compensation aligned with contributions would enhance job satisfaction, organizational commitment, and individuals' propensity to perform optimally (Stuart et al., 2024). In the context of urban villages in Jember Regency, adequate compensation can encourage the apparatus to be more disciplined, meticulous, and responsive in serving the community, so that employee performance increases overall.

The findings of the study show that in Jember Regency Village, employees who receive compensation that they feel are better tend to show higher performance than employees who feel



that their compensation is inadequate or disproportionate to the workload. Good compensation provides a sense of life security, economic stability, and appreciation for contributions, so that employees feel valued and motivated to work with full responsibility. In the context of village work, adequate compensation affects the quality and timeliness of administrative services, data management, and involvement in local government programs. Employees who feel that their compensation is in accordance with the demands of the job tend to arrive on time, be more thorough in filling out paperwork, and be more proactive in completing tasks to completion. Thus, compensation not only plays a role as a hygienic factor, but also as a driving factor for work behavior that supports the improvement of the performance of village apparatus in real terms.

The discovery that salary positively and significantly influences employee performance in Jember Regency Village aligns with other prior research demonstrating analogous outcomes. . (Muawwanah & Liana, 2024) discovered that remuneration exerted a favorable and considerable influence on employee performance within UD enterprises in East Java. Research conducted by the Balangan Regency Regional Secretariat indicates that salary positively and significantly influences employee job motivation, hence enhancing performance (Raihan & Wulandari, 2024). A further research on village officials in Bantaeng Regency revealed that salary positively and significantly influences employee performance via work motivation (Firjatullah et al., 2023). Research conducted at the Penatih Village Office indicates that salary positively and significantly influences the performance of village personnel (Andrini et al., 2024). Research on village authorities in East Java demonstrates that equitable and competitive remuneration enhances the motivation and performance of personnel in delivering services to the community (Noverina, 2021). The Analysis of Determinants of Village Government Performance indicates that remuneration is a critical component influencing the performance of village personnel; hence, sufficient compensation may enhance work morale and productivity. The results of this study indicate that compensation has a positive and significant impact on employee performance in the Urban Villages of Jember Regency, corroborating previous empirical conclusions regarding the critical role of compensation in enhancing employee performance within the lowest tier of government.

The work environment positively and significantly influences employee performance at Jember Regency Village

The study's results indicate that the Work Environment positively and significantly influences Employee Performance in Jember Regency Village. These findings align with the notion of the work environment, which posits that the physical and social characteristics of the workplace significantly influence employees' comfort, motivation, and work behavior (Kholid & Utari, 2023). A conducive, safe, well-organized work environment, and supported by harmonious interpersonal relationships tends to increase job satisfaction, concentration, and employees' desire to work optimally (Yuningsih et al., 2023). In the context of urban villages, neat offices, adequate facilities, an open and supportive work atmosphere, and clarity of work procedures will encourage the apparatus to work more efficiently and responsive to the needs of the community, so that employee performance increases significantly (Kurniawanto et al., 2022).

The findings of the study show that employees in urban villages in Jember Regency who feel a good work environment tend to show higher performance than employees who are in a less



conducive work environment. A good work environment includes aspects of the availability of adequate facilities and infrastructure, neat and comfortable workspaces, clarity of work systems, and mutually respectful working relationships between employees and leaders. In such a situation, employees feel more comfortable, less easily distracted, and easier to concentrate on completing administrative tasks, public services, and data management. This affects the punctuality of job execution, reduces administrative mistakes, and enables staff to do work efficiently without significant delays. A conducive work environment is not only a passive physical element; it is a vital asset that fosters the development of a productive work atmosphere, so greatly enhancing the performance of Village employees in Jember Regency.

The discovery that the Work Environment positively and significantly impacts Employee Performance in Jember Regency Village is corroborated by other prior research demonstrating a similar affect (Sulistiyani et al., 2023). Research conducted in Urban Villages in Jember Regency revealed that the work environment significantly influences employee performance, both directly and indirectly through work motivation as a mediating variable (Daeli & Gulo, 2024). Research in Cikembar District Village indicates that both partially and collectively, the work environment exerts a favorable and significant impact on the performance of village employees, with a substantial proportion of effect (Muawwanah & Liana, 2024). Research conducted on village officials in the Rongkasbitung District of Lebak Regency indicates that the work environment significantly influences their performance (Yosep et al., 2024). A research on village authorities in Karangjaya District, Tasikmalaya Regency revealed that the work environment positively and significantly influences their performance (Adillah, 2025). Research conducted at the Mekar Mulya Village Office indicates that the work environment positively influences the performance of village personnel (Uma & Swasti, 2024). Furthermore, a study conducted at the Kapuk Village Office in West Jakarta highlighted that the work environment significantly and positively influences employee performance, indicating that enhancing the work environment is crucial for performance improvement (Hakim et al., 2023). The results of this study indicate that the Work Environment positively and significantly influences Employee Performance in the Jember Regency Village, corroborating and reinforcing prior empirical evidence regarding the significance of the work environment in enhancing the performance of lower-level government personnel.

CONCLUSIONCONCLUSION

The research findings indicate that Workload, Compensation, and Work Environment, both individually and collectively, exert a favorable and significant influence on Employee Performance in Jember Regency Village. A workload commensurate with the employee's capabilities fosters enhanced productivity and accountability, equitable and sufficient compensation bolsters motivation and job satisfaction, and a supportive work environment promotes comfort, focus, and organization in task execution. The interplay of these three elements creates working conditions that enable village officials to execute administrative services and local government initiatives more efficiently and responsively, hence enhancing their performance.

Suggestions

In light of these findings, it is advised that the local government and village authorities in Jember



Regency focus on the factors of Workload, Compensation, and Work Environment to enhance employee performance. Initially, it is essential to structure the workload by quantifying the work volume, delineating jobs clearly, and provide managerial assistance to ensure the burden remains reasonable. The compensation system requires enhancement to align more effectively with work demands and service standards, using incentive structures and non-monetary benefits to boost motivation. Third, enhancing the work environment by upgrading physical facilities, ensuring pleasant workstations, and fostering a harmonic and mutually supportive climate is essential for establishing favorable working circumstances. Furthermore, future researchers may enhance this study by using additional variables such as motivation, job satisfaction, or work discipline as mediators, so offering a more thorough picture of the factors influencing employee performance in Jember Regency Village.

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