

THE EFFECT OF WORKLOAD, COMPENSATION, AND CAREER DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES OF THE PUBLIC WORKS AND HOUSING AGENCY OF ANAMBAS ISLANDS REGENCY WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Received : 25 July 2025
Revised : 11 August 2025
Accepted : 30 August 2025

Published : 19 September 2025
DOI : <https://doi.org/10.54443/morfa.v5i3.4055>
Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/4055>

Abstract

This study aims to analyze the effect of workload, compensation, and career development on job satisfaction and performance of employees at the Public Works and Public Housing Agency of the Anambas Islands Regency. The research method used a quantitative approach with saturated sampling techniques on 163 employees consisting of 122 men (74.8%) and 41 women (25.2%). Data were collected through a questionnaire using a Likert scale and analyzed using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. The results showed that of the 10 hypotheses tested, 7 were accepted and 3 were rejected. Workload had a significant positive effect on job satisfaction ($\beta=0.377$; $p=0.018$), compensation had a significant positive effect on job satisfaction ($\beta=0.311$; $p=0.022$), but career development did not have a significant effect on job satisfaction ($\beta=0.301$; $p=0.084$). Career development has a significant positive effect on employee performance ($\beta=0.305$; $p=0.000$), while workload and compensation do not have a direct effect on employee performance. Job satisfaction has a very significant effect on employee performance with the highest coefficient ($\beta=0.778$; $p=0.000$). Mediation analysis shows that workload ($\beta=0.293$; $p=0.011$) and compensation ($\beta=0.242$; $p=0.025$) affect employee performance through job satisfaction, but career development does not mediate through job satisfaction. This study confirms that job satisfaction is the main predictor of employee performance, so organizations need to prioritize strategies to increase job satisfaction through the optimization of challenging workloads, improvements to the compensation system, and the revitalization of career development programs to optimize employee performance in public services in the fields of infrastructure and spatial planning.

Keywords: *workload, compensation, career development, job satisfaction, employee performance, public sector*

INTRODUCTION

The era of globalization has brought significant changes in various aspects of life, including in the provision of public services by government agencies. Public demand for quality services has increased, in line with public awareness of their rights as citizens. Government organizations, as the frontline in providing public services, are required to continuously improve their performance in an optimal and sustainable manner. The Public Works, Spatial Planning, Public Housing, and Settlement Area Agency (PUPR-PRKP) of the Anambas Islands Regency, as one of the government agencies that plays a strategic role in regional infrastructure development, faces increasingly complex challenges in ensuring the optimal performance of its employees. These challenges are compounded by the agency's vital role in supporting infrastructure development, which is the foundation for economic growth and community welfare in the archipelago. An in-depth analysis of the performance of the Anambas Islands Regency PUPR-PRKP Office for the 2021-2023 period shows a significant decline caused by various interrelated factors. The increase in project delays from 25% to 38.3% with a time deviation increasing from 45 to 65 days reflects fundamental problems in project management, caused by excessive workloads due to an unfavorable technical staff ratio (1:5) and the geographical complexity of the archipelago, which requires longer mobilization times. This situation was exacerbated by a drastic decline in budget realization, with the first quarter falling from 22.5% to 15.3% and the second quarter from 42.3% to 35.2%, indicating serious obstacles in the tendering, procurement, and administration processes, as well as the limited capacity of contractors in the archipelago. The decline in service

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quality, reflected in the decrease in the Community Satisfaction Index from 78.5 to 75.8, is a direct consequence of project delays and high workloads that affect service quality. The increase in input delays from 8 to 12 days indicates systemic problems in documentation and administration management, caused by a lack of competent administrative staff and a non-standardized documentation system. The deterioration of the ratio of technical staff to projects from 1:4 to 1:5 is the root of the main problem that requires immediate attention through a series of strategic interventions, including strengthening human resources through the recruitment of contract technical staff and competency improvement programs, improving systems through the implementation of integrated project management and process standardization, as well as increasing operational efficiency through simplifying bureaucratic procedures and evaluating project timelines by taking into account the geographical conditions of the archipelago.

Workload issues at the Anambas Islands Regency PUPR-PRKP Office show a complexity that needs serious attention. Internal data shows that the ratio of work volume to the number of available employees has not yet reached the ideal point, especially for technical positions that require special skills and qualifications. A workload analysis shows an imbalance in the distribution of work, where some employees have a very high workload while others have a relatively lower workload. This situation is exacerbated by the geographical complexity of the archipelago, which requires employees to travel between islands on a regular basis, which not only requires more time and energy but also poses a higher risk to work safety. This imbalance in workload has the potential to affect not only the quality of work output but also the physical and mental well-being of employees in the long term.

The current compensation system in the Anambas Islands Regency Public Works and Spatial Planning Agency needs to be reviewed for its suitability to the workload and challenging geographical conditions. Although there is already an island allowance, its amount does not fully accommodate the level of difficulty and risk faced by employees in carrying out their duties in the island region. Career development in the Anambas Islands Regency PUPR-PRKP Office faces various obstacles that require serious attention. Limited opportunities for promotion and job rotation within the office are among the factors affecting employee motivation to increase their workload and performance. In the context of this study, job satisfaction is a variable that is believed to play a strategic role in mediating the influence of workload, compensation, and career development on the performance of employees of the Anambas Islands Regency Public Works and Spatial Planning Agency. An optimal level of job satisfaction can be a catalyst that encourages employees to continue to perform at their best despite facing various challenges in carrying out their duties. Job satisfaction is not only related to financial aspects, but also includes non-financial dimensions such as the work environment, relationships with colleagues and superiors, and recognition of work achievements. A deep understanding of the role of job satisfaction as an intervening variable is crucial in developing more effective and sustainable strategies for improving employee performance. Research by Prasetyo et al. (2019) found that workload has a negative effect on employee performance, but this contradicts the findings of Widiastuti (2020), which actually shows that workload has a positive effect on performance in government agencies.

LITERATURE REVIEW

1. Employee Performance

According to Mangkunegara (2019:98), performance is defined as the quality and quantity of work achieved by employees in carrying out their duties in accordance with their assigned responsibilities, emphasizing quality, quantity, and responsibility as the main indicators of performance measurement. According to Edison et al. (2021:256), this understanding is expanded by explaining performance as the result of a process that is referenced and measured over a certain period of time based on predetermined conditions or agreements, demonstrating the importance of a continuous evaluation process and measurement based on agreed standards. According to Afandi (2018:83), performance is the result of work that can be achieved by an individual or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals in a legal manner, without violating the law and without conflicting with morals and ethics.

2. Work Satisfaction

According to Luthans (2019), job satisfaction is defined with an emphasis on the emotional aspects of employees. He states that job satisfaction is a positive psychological condition that arises when an individual evaluates their work. This definition emphasizes the importance of individual perceptions in assessing their overall work experience. Robbins & Judge (2020:64) provide a more comprehensive perspective by defining job satisfaction as a general attitude toward work, which is measured by comparing the rewards received with expectations. This approach emphasizes the aspects of fairness and compatibility between contributions and rewards. According to Kreitner & Kinicki (2021:98), job satisfaction is viewed as an affective response to various dimensions of work. This

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definition includes employees' emotional reactions to various aspects such as salary, promotion, supervision, and work environment.

3. Workload

According to Rohman & Ichsan (2021:334), workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. The workload assigned to employees must be balanced with the competencies and abilities of the employees themselves. Otherwise, sooner or later, it will cause problems that can interfere with the performance of these employees in the future. According to Fransiska & Tupti (2020:91), workload is a process or activity that is excessive and can cause tension in a person. This can lead to a decline in employee performance due to overly high skill requirements, excessive speed, excessive work volume, and so on. Excessive work intensity can create work stress, while low work intensity can lead to boredom or burnout. According to Rolos et al (2018:221), workload is the amount of work that must be carried out by a position or organizational unit and is the product of work volume and time norms.

4. Compensation

According to Enny (2019:37), compensation can be defined as a form of reward given to employees as a form of appreciation for their contributions and work to the organization. Compensation can be in the form of direct or indirect financial rewards, and the rewards can also be indirect. According to Akbar, et al., (2021:125), compensation is all forms of financial returns and benefits obtained by employees as part of an employment relationship. Furthermore, according to Sutrisno (2017:181), "compensation is an important function in human resource management (HRM)". Based on the above definitions, it can be concluded that compensation is an important management function that must be carried out by organizations in return for the services provided by employees based on their contributions and performance to the organization.

5. Career Development

According to Busro (2018:95), Career Development is an effort undertaken by every employee or organization to motivate themselves to perform optimally in serving and improving their abilities/skills in carrying out the main tasks and functions of profit and non-profit organizations and all jobs. Meanwhile, according to Mangkunegara (2017:77), career development is a personnel activity that helps employees plan their future careers in the company, and according to Riva'i and Sagala (2018:20), career development is the process of improving an individual's work abilities in order to achieve their desired career. Career development is a series of activities designed to help employees realize their potential and improve skills relevant to career advancement within the organization.

6. Hypotheses

Based on the problem statement described above, the following hypothesis can be drawn:

H1: Workload affects job satisfaction at the Anambas Islands Regency PUPR-PRKP Office.

H2: Compensation affects job satisfaction at the Anambas Islands Regency PUPR-PRKP Office.

H3: Career development affects job satisfaction at the Anambas Islands Regency PUPR-PRKP Office.

H4: Workload affects the performance of employees at the Public Works and Spatial Planning Agency (PUPR-PRKP) of the Anambas Islands Regency.

H5: Compensation affects the performance of employees at the Public Works and Spatial Planning Agency (PUPR-PRKP) of the Anambas Islands Regency.

H6: Career development affects the satisfaction and loyalty of employees at the Public Works and Spatial Planning Agency (PUPR-PRKP) of the Anambas Islands Regency.

H7: Job satisfaction affects the performance of employees at the PUPR-PRKP Office of the Anambas Islands Regency.

H8: Workload affects employee performance through job satisfaction at the PUPR-PRKP Office of the Anambas Islands Regency.

H9: Compensation affects employee performance through job satisfaction at the PUPR-PRKP Office of the Anambas Islands Regency.

H10: Career development affects loyalty satisfaction through job satisfaction at the PUPR-PRKP Office of the Anambas Islands Regency.

METHOD

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1. Research Approach

This study uses a quantitative descriptive method to test hypotheses about the relationship between variables. According to Sinulingga (2016:54), the quantitative descriptive method aims to describe systematically, factually, and accurately the characteristics of an object or population. As an explanatory study, this research explains the causal relationship between exogenous (independent) and endogenous (dependent) variables through hypothesis testing. This approach allows for an in-depth analysis of the relationship between variables based on measurable empirical data. This research was conducted at the Public Works and Public Housing Agency of the Anambas Islands Regency, Jl. Soekarno - Hatta No.7, South Tarempa, Anambas Islands Regency, Riau Islands, Indonesia. This research was conducted from December 2024 to May 2024.

2. Population and Sample

Based on the number of employees at the Anambas Islands Regency PUPR-PRKP Office, the population is 163 employees with civil servant and non-civil servant status. This study used a saturated sampling technique (census) in which all 163 members of the population, namely employees of the Anambas Islands Regency Public Works and Spatial Planning Agency, were used as research samples. Saturated sampling was used because the population size was relatively small and to obtain more representative data on the phenomenon being studied.

3. Data Types and Sources

The type of data used in this research is primary data. Primary data constitutes research data sources obtained directly from original sources (not through intermediary media). Primary data is specifically collected through interviews and questionnaire distribution conducted by researchers to answer research questions. Data were obtained by distributing questionnaires to employees of the Anambas Islands Regency Public Works and Spatial Planning Agency.

4. Data Collection Techniques

The data collection techniques in this study used three main methods. First, a questionnaire designed with a 1-5 Likert scale to measure the variables of workload, compensation, career development, job satisfaction, and employee performance. Second, structured interviews with the head of the Anambas Islands Regency PUPR-PRKP Office to obtain in-depth information about the phenomenon being studied. Third, documentation to collect secondary data such as performance reports, personnel data, and other supporting documents. The combination of these three techniques enabled the study to obtain comprehensive and valid data for further analysis.

RESULTS AND DISCUSSION

Results

1. Descriptive Data Analysis

Based on data on respondent characteristics by gender in the research object at the Anambas Islands Regency PUPR-PRKP Office, there appears to be a significant gender imbalance in the composition of employees or research respondents. Of the total 163 respondents, the majority were male, numbering 122 (74.8%), while only 41 (25.2%) were female. The dominance of men, who make up almost three-quarters of the total respondents, may reflect the characteristics of the technical and infrastructure fields of work, which have historically been dominated by male workers, or it may also indicate the pattern of recruitment and distribution of employees in the agency. This imbalance needs to be taken into consideration in further analysis, as differences in gender perspectives can influence research results, especially if the research relates to perceptions, job satisfaction, or other aspects that may be influenced by gender demographics. Based on data on respondent characteristics by age from the Anambas Islands Regency PUPR-PRKP Office, the composition is quite diverse but dominated by the productive age group. Of the total 163 respondents, the 31-40 age group was the largest with 57 people (35.0%), followed by the 41-50 age group with 46 people (28.2%), then the under 30 age group with 34 people (20.9%), and the smallest group is the over 51 age group with 26 people (16.0%). This composition reflects an ideal staffing structure with a dominance of the productive age group (31-50 years) reaching 63.2% of the total respondents, indicating that the agency has human resources who are at the peak of their productivity and work experience. The relatively even age distribution across various age groups also indicates a balance between experienced senior employees and young employees who bring new energy and innovation to the organization.

Based on data on respondent characteristics according to their highest level of education at the Anambas Islands Regency PUPR-PRKP Office, it appears that the majority of employees have higher education qualifications.

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Of the total 163 respondents, bachelor's degree graduates dominated with 118 people (73.0%), followed by diploma graduates with 33 people (20.2%), high school/vocational school graduates with 9 people (5.5%), and master's degree graduates with only 3 people (1.8%). This composition shows that the agency has quality human resources with adequate education levels, where 93.2% of employees are higher education graduates (D3 and above). The dominance of bachelor's degree graduates, which accounts for nearly three-quarters of the total employees, reflects high recruitment standards and is in line with the demands of jobs in the fields of engineering and infrastructure that require competent technical skills and knowledge. The small number of S2 graduates indicates that there are still opportunities for human resource capacity building through continuing education programs to improve the organization's expertise and competitiveness.

Based on data on respondent characteristics according to length of service at the Anambas Islands Regency PUPR-PRKP Office, it appears that the majority of employees have considerable work experience and are highly experienced. Of the total 163 respondents, the group with 5-15 years of service was the largest with 72 people (44.2%), followed by the group with 15-25 years of service with 58 people (35.6%), then the group with less than 5 years of service with 18 people (11.0%), and the smallest group is those with more than 25 years of service with 15 people (9.2%). This composition shows an ideal staffing structure where most employees (79.8%) are in the 5-25 year service range, which is the peak period of productivity and optimal work experience. The dominance of employees with 5-15 years of experience indicates good regeneration within the organization, while the presence of senior employees with more than 15 years of service provides stability and valuable knowledge transfer for organizational development and junior employee training.

Based on respondent characteristics according to employee status at the Anambas Islands Regency PUPR-PRKP Office, it appears that the vast majority of employees have permanent employment status. Of the total 163 respondents, employees with ASN (State Civil Apparatus) status dominate with 131 people (80.4%), while employees with P3K (Government Employees with Work Agreements) status number 32 people (19.6%). This composition indicates good organizational stability with a dominance of permanent employees who have career security and long-term job security. The ASN status, which accounts for four-fifths of the total employees, indicates the local government's commitment to providing stable and sustainable human resources to carry out public service tasks in the fields of public works and spatial planning. The existence of P3K at 19.6% also shows the organization's flexibility in meeting labor needs in accordance with the available workload and budget, while providing opportunities for professionals to contribute to public service.

2. Outer Model

Table 1. Loading Factor

Pernyataan	Loading Factor I	Loading Factor II	Muatan Faktor	Keterangan
BK1	0.915	0.915	0,700	Valid
BK2	0.885	0.885	0,700	Valid
BK3	0.812	0.811	0,700	Valid
BK4	0.916	0.916	0,700	Valid
BK5	0.870	0.870	0,700	Valid
BK6	0.924	0.924	0,700	Valid
BK7	0.895	0.895	0,700	Valid
BK8	0.867	0.868	0,700	Valid
BK9	0.790	0.789	0,700	Valid
KOM1	0.669	-	0,700	Tidak Valid
KOM2	0.818	0.824	0,700	Valid
KOM3	0.819	0.803	0,700	Valid
KOM4	0.448	-	0,700	Tidak Valid
KOM5	0.854	0.884	0,700	Valid
KOM6	0.858	0.891	0,700	Valid
PK1	0.839	0.821	0,700	Valid
PK2	0.564	-	0,700	Tidak Valid
PK3	0.911	0.908	0,700	Valid
PK4	0.922	0.926	0,700	Valid

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Pernyataan	Loading Factor I	Loading Factor II	Muatan Faktor	Keterangan
PK5	0.711	0.786	0,700	Valid
PK6	0.920	0.940	0,700	Valid
PK7	0.817	0.824	0,700	Valid
PK8	0.874	0.899	0,700	Valid
PK9	0.849	0.860	0,700	Valid
KK1	0.808	0.808	0,700	Valid
KK10	0.608	-	0,700	Tidak Valid
KK2	0.824	0.841	0,700	Valid
KK3	0.917	0.911	0,700	Valid
KK4	0.912	0.930	0,700	Valid
KK5	0.791	0.786	0,700	Valid
KK6	0.816	0.824	0,700	Valid
KK7	0.903	0.910	0,700	Valid
KK8	0.607	-	0,700	Tidak Valid
KK9	0.911	0.921	0,700	Valid
KP1	0.753	0.758	0,700	Valid
KP11	0.675	-	0,700	Tidak Valid
KP11	0.849	0.835	0,700	Valid
KP12	0.850	0.849	0,700	Valid
KP2	0.836	0.844	0,700	Valid
KP3	0.893	0.894	0,700	Valid
KP4	0.911	0.920	0,700	Valid
KP5	0.770	0.766	0,700	Valid
KP6	0.797	0.816	0,700	Valid
KP7	0.910	0.913	0,700	Valid
KP8	0.633	-	0,700	Tidak Valid
KP9	0.775	0.769	0,700	Valid

Source: Smart-PLS (2025)

Based on the results of the workload construct loading factor analysis, all statement indicators (BK1 to BK9) showed excellent validity with loading factors ranging from 0.789 to 0.924, all of which were above the minimum limit of 0.700. Statement BK6 has the highest loading factor (0.924) as the strongest measure in the workload construct, while BK9 has the lowest loading factor (0.789) but is still valid. The consistency of the loading factor between iteration I and iteration II shows high stability and reliability of the instrument, so that all indicators can be relied upon to measure the workload construct of employees accurately and comprehensively. Based on the results of the compensation construct loading factor analysis, only 4 of the 6 statements met the validity requirements. Statements KOM1 (0.669) and KOM4 (0.448) were declared invalid because the loading factor was below the minimum limit of 0.700 and therefore had to be eliminated. Statements KOM2, KOM3, KOM5, and KOM6 showed good validity with loading factors ranging from 0.803 to 0.891, with KOM6 having the highest loading factor as the strongest measure in the compensation construct.

Although two indicators were eliminated, the remaining four indicators were sufficient to measure the compensation construct validly and reliably. Based on the results of the career development construct loading factor analysis, 8 of the 9 statements met the validity requirements. Statement PK2 (0.564) was declared invalid because the loading factor was below the minimum limit of 0.700 and was therefore eliminated from the model. Statements PK1, PK3, PK4, PK5, PK6, PK7, PK8, and PK9 showed good validity with loading factors ranging from 0.821 to 0.940 in iteration II. Statement PK6 had the highest loading factor (0.940) as the strongest measure in the career development construct, followed by PK4 (0.926) and PK3 (0.908). The increase in loading factors from iteration I to iteration II in most indicators shows good instrument stability and reliability, so that the remaining eight indicators can be relied upon to measure the career development construct validly and comprehensively. Based on the results of the job satisfaction construct loading factor analysis, 8 out of 10 statements met the validity requirements. Statements KK10 (0.608) and KK8 (0.607) were declared invalid because the loading factor was below the minimum

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limit of 0.700 and were therefore eliminated. The eight valid statements showed loading factors ranging from 0.786 to 0.930, with KK4 having the highest loading factor (0.930) as the strongest measure in the job satisfaction construct. The consistency of the loading factors between iterations I and II showed high instrument stability for measuring the job satisfaction construct validly and comprehensively. Based on the results of the employee performance construct loading factor analysis, 10 of the 12 statements met the validity requirements. The first KP11 statement (0.675) and KP8 (0.633) were declared invalid because the loading factor was below the minimum limit of 0.700 and were therefore eliminated. The ten valid statements showed loading factors ranging from 0.758 to 0.920, with KP4 having the highest loading factor (0.920) as the strongest measure in the employee performance construct, followed by KP7 (0.913) and KP3 (0.894). The consistency of the loading factor between iterations I and II shows high instrument stability, so that the remaining ten indicators can be relied upon to measure the employee performance construct validly and comprehensively.

Tabel 2. Construct Reliability and Validity Alogaritma

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CareerDevelopment	0.949	0.956	0.958	0.741
Compensation	0.873	0.883	0.913	0.725
Job satisfaction	0.953	0.957	0.961	0.754
Performance	0.952	0.955	0.959	0.703
Workload	0.962	0.965	0.967	0.767

Source: Smart-PLS (2025)

Based on the results of the Average Variance Extracted (AVE) analysis, all constructs showed excellent convergent validity with AVE values ranging from 0.703 to 0.767, all of which were above the minimum threshold of 0.50 and even exceeded the recommended standard of 0.70. The Workload construct had the highest AVE value (0.767), indicating that 76.7% of the variance in the indicators could be explained by this construct, followed by job satisfaction (0.754), career development (0.741), compensation (0.725), and performance (0.703). The high AVE values for all constructs indicate that each construct is able to explain most of the variance of its indicators, thus confirming that the indicators used accurately measure the intended latent constructs and do not overlap with other constructs.

Table 3. Discriminant Validity-Heterotrait-Monotrait Ratio (HTMT)

	Career Development	Compensation	Job satisfaction	Performance	Workload
Career Development					
Compensation	0.792				
Job satisfaction	0.803	0.583			
Performance	0.786	0.687	0.544		
Workload	0.651	0.740	0.643	0.687	

Source: Smart-PLS (2025)

Based on the results of discriminant validity analysis using the Heterotrait-Monotrait Ratio (HTMT), all constructs showed good discriminant validity with HTMT values ranging from 0.544 to 0.803, all of which were below the critical limit of 0.85. The highest HTMT value was found in the relationship between Job Satisfaction and Career Development (0.803), indicating a fairly high correlation but still within acceptable limits for discriminant validity. The lowest HTMT value was found in the relationship between Employee Performance and Job Satisfaction (0.544), indicating a clear difference between the two constructs. Other relationships, such as Career Development with Compensation (0.792), Employee Performance with Career Development (0.786), Workload with Compensation (0.740), and other relationships also showed values below the threshold, confirming that each construct has its own uniqueness and significant differences from one another. These results validate that the five constructs (Career Development, Compensation, Job Satisfaction, Employee Performance, and Workload) are

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distinct and empirically distinguishable entities, allowing the structural model to proceed with high confidence in the discriminant validity of the research instrument.

3. Inner Model

Table 4. Adjusted R Square

	R Square	R Square Adjusted
Job satisfaction	0.861	0.845
Performance	0.993	0.992

Source: Smart-PLS (2025)

Based on the R Square analysis results, the research model shows excellent predictive ability for endogenous variables. The Employee Performance variable has the highest R Square value of 0.993 with an Adjusted R Square of 0.992, indicating that 99.3% of the variance in employee performance can be explained by the predictor variables in the model (workload, compensation, career development, and job satisfaction), while only 0.7% is explained by other factors outside the model. The Job Satisfaction variable has an R Square value of 0.861 with an R Square of 0.845, indicating that 86.1% of the variance in job satisfaction can be explained by the predictor variables (workload, compensation, and career development), while the remaining 13.9% is influenced by external factors. The Adjusted R Square value, which is close to the R Square value, indicates that the model does not experience overfitting and has good stability. Overall, these results confirm that the structural model has very strong predictive power, especially for the employee performance variable, which shows that the factors studied are the main determinants in explaining the performance and job satisfaction of employees at the Anambas Islands Regency PUPR-PRKP Office.

Tabel 5. Inner VIF Value

	Job satisfaction	Performance
CareerDevelopment	2.270	3.593
Compensation	2.701	2.791
Job satisfaction		2.658
Performance		
Workload	2.018	2.268

Source: Smart-PLS (2025)

Based on the results of the Inner VIF (Variance Inflation Factor) analysis, all variables show an acceptable level of multicollinearity with VIF values ranging from 2.018 to 3.593, all of which are below the critical limit of 5.0. The highest VIF value was found in the effect of Career Development on Employee Performance at 3.593, indicating a fairly high correlation but still within the safe tolerance limit for analysis. The lowest VIF value was found in the effect of Workload on Job Satisfaction at 2.018, indicating a low level of multicollinearity. Other variables such as Compensation on Job Satisfaction (2.701), Compensation on Employee Performance (2.791), Job Satisfaction on Employee Performance (2.658), Career Development on Job Satisfaction (2.270), and Workload on Employee Performance (2.268) also showed safe values. These results confirm that there are no serious multicollinearity issues in the structural model, so that parameter estimates are reliable and path analysis results can be interpreted validly without bias caused by excessive correlation between predictor variables.

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4. Hypothesis Test Results

Direct Effect Results

Table 6. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CareerDevelopment -> Job satisfaction	0.301	0.340	0.174	1.730	0.084
CareerDevelopment -> Performance	0.305	0.307	0.039	7.831	0.000
Compensation -> Job satisfaction	0.311	0.315	0.136	2.293	0.022
Compensation -> Performance	-0.037	-0.032	0.045	0.833	0.405
Job satisfaction -> Performance	0.778	0.763	0.066	11.844	0.000
Workload -> Job satisfaction	0.377	0.335	0.159	2.368	0.018
Workload -> Performance	-0.027	-0.022	0.050	0.544	0.587

Source: Smart-PLS (2025)

1. The results show a path coefficient of 0.377 with a t-statistic of 2.368 and a p-value of 0.018 (< 0.05), which means that workload has a positive and significant effect on job satisfaction. This indicates that employees at the PUPR-PRKP Office actually feel more satisfied when they have a high workload, possibly because they feel challenged and have a sense of accomplishment in completing complex tasks.
2. The results show a path coefficient of 0.311 with a t-statistic of 2.293 and a p-value of 0.022 (< 0.05), which means that compensation has a positive and significant effect on job satisfaction. This is in line with the theory that the better the compensation received by employees, the higher their level of job satisfaction.
3. The results show a path coefficient of 0.301 with a t-statistic of 1.730 and a p-value of 0.084 (> 0.05), which means that career development does not have a significant effect on job satisfaction. Although the direction of the relationship is positive, it is not statistically significant, indicating that the existing career development program is not yet optimal in increasing employee job satisfaction.
4. The results show a path coefficient of -0.027 with a t-statistic of 0.544 and a p-value of 0.587 (> 0.05), which means that workload does not have a significant effect on employee performance. This shows that high workload does not directly affect employee performance, possibly due to other mediating or moderating factors.
5. The results show a path coefficient of -0.037 with a t-statistic of 0.833 and a p-value of 0.405 (> 0.05), which means that compensation does not have a significant effect on employee performance. This indicates that compensation does not directly affect performance, but rather through the mediation of job satisfaction or other factors.
6. The results show a path coefficient of 0.305 with a t-statistic of 7.831 and a p-value of 0.000 (< 0.01), which means that career development has a positive and highly significant effect on employee performance. This shows that a good career development program can directly improve employee performance through increased competence and motivation.
7. The results show a path coefficient of 0.778 with a t-statistic of 11.844 and a p-value of 0.000 (< 0.01), which is the strongest and most significant effect. This confirms the theory that job satisfaction is the main predictor of employee performance, where satisfied employees tend to perform better.

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Indirect Effect Results

Table 7. Indirect Effect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CareerDevelopment -> Job satisfaction -> Performance	0.234	0.263	0.141	1.659	0.098
Compensation -> Job satisfaction -> Performance	0.242	0.241	0.107	2.255	0.025
Workload -> Job satisfaction -> Performance	0.293	0.251	0.115	2.548	0.011

Source: Smart-PLS (2025)

1. The results show a path coefficient of 0.293 with a t-statistic of 2.548 and a p-value of 0.011 (< 0.05), which means that workload has a positive and significant effect on employee performance through job satisfaction as a mediating variable. This indicates that although workload does not directly affect employee performance, it can improve employee performance by first increasing job satisfaction. In other words, job satisfaction mediates the relationship between workload and employee performance.
2. The results show a path coefficient of 0.242 with a t-statistic of 2.255 and a p-value of 0.025 (< 0.05), which means that compensation has a positive and significant effect on employee performance through job satisfaction as a mediating variable. This shows that good compensation can improve employee performance through increased job satisfaction, where employees who are satisfied with the compensation they receive will perform better.
3. The results show a path coefficient of 0.234 with a t-statistic of 1.659 and a p-value of 0.098 (> 0.05), which means that career development does not have a significant effect on employee performance through job satisfaction as a mediating variable. Although career development has a direct effect on employee performance, the indirect path through job satisfaction is not significant, indicating that job satisfaction does not mediate the relationship between career development and employee performance.

Discussion

1. The Effect of Workload on Job Satisfaction

The results show that workload has a positive and significant effect on the job satisfaction of employees at the Anambas Islands Regency Public Works and Spatial Planning Agency, with a path coefficient of 0.377, a t-statistic of 2.368, and a p-value of 0.018, which is below alpha 0.05. This finding indicates that the higher the workload faced by employees, the higher their level of job satisfaction. This is an interesting finding because it contradicts the general assumption that a high workload will reduce job satisfaction. In the context of the PUPR-PRKP Office, employees actually feel more satisfied when facing demanding work challenges, possibly because the complex nature of infrastructure work provides a sense of achievement and professional recognition when successfully completed. The large coefficient of influence of 37.7% indicates that workload is a substantial factor in determining the level of job satisfaction of employees in this agency.

Based on the analysis of the questionnaire responses, the most dominant statement regarding workload was “handling many infrastructure projects simultaneously” with a mean of 3.91, where 47.2% of respondents strongly agreed, indicating that multitasking is a major reality faced by employees. Conversely, the statement with the lowest score was “rest time is often interrupted due to urgent work demands” with a mean of 3.56, indicating that despite the high workload, the disruption to rest time is relatively lower. Meanwhile, in terms of job satisfaction, the statement with the highest score was “work at the PUPR-PRKP Office is challenging and interesting” with a mean of 3.70, indicating employees' appreciation for the substance of their work, while the lowest score was “supervision by superiors helps improve performance” with a mean of 3.32, indicating the lack of effectiveness of supervision in supporting employee development. This pattern explains why workload actually increases satisfaction, because employees enjoy the challenges of the job despite facing high volumes. The findings of this study are in line with several previous studies, such as the research by Korunka et al. (2003), which found that job complexity can increase job satisfaction when accompanied by autonomy and organizational support, and the research by LePine et al. (2005),

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which distinguishes between challenge stressors and hindrance stressors, where challenging workloads (challenge stressors) can actually increase satisfaction and performance. The research by Podsakoff et al. (2007) also supports the notion that workloads that provide intellectual challenges can increase employee engagement and satisfaction. However, these findings contradict classic studies such as Spector (1985) and the meta-analysis by Nixon et al. (2011), which consistently found a negative relationship between workload and job satisfaction, especially in the context of role overload and time pressure. Research by Bowling et al. (2015) also shows that excessive workload generally reduces job satisfaction through the mechanisms of burnout and work-family conflict. These differing findings are likely due to the unique characteristics of the public infrastructure sector, organizational culture, and level of employee competence at the PUPR-PRKP Office, which can change the perception of workload from a threat to an opportunity for professional development.

2. The Effect of Compensation on Job Satisfaction

The results show that compensation has a positive and significant effect on the job satisfaction of employees of the Public Works and Public Housing Agency of the Anambas Islands Regency, with a path coefficient of 0.311, a t-statistic of 2.293, and a p-value of 0.022, which is below alpha 0.05. This finding confirms the hypothesis that the better the compensation system received by employees, the higher their job satisfaction. The magnitude of the effect of compensation on job satisfaction of 31.1% indicates that financial and non-financial factors in the form of compensation are still important determinants of employee satisfaction in the public sector. This indicates that even though public sector employees generally have high public service motivation, the aspect of compensation cannot be ignored in efforts to increase job satisfaction. In the context of the PUPR-PRKP Office, which handles strategic infrastructure projects, adequate compensation is a form of organizational appreciation for the complexity and responsibility of the work carried out by employees.

Based on the analysis of the compensation questionnaire responses, the most dominant statement was “receiving travel allowances according to the assignment location” with a mean of 3.72, where 65% of respondents were satisfied, indicating that the travel allowance system is running well and in accordance with the mobility needs of employees in carrying out field tasks. Conversely, the statement with the lowest score was “basic salary received is in accordance with rank and length of service” with a mean of 3.47, indicating dissatisfaction with the basic salary structure, which is perceived as not proportionally reflecting rank and work experience. Meanwhile, in terms of job satisfaction, the most satisfying aspect remained consistent, namely “work at the PUPR-PRKP Office is challenging and interesting” with a mean of 3.70, while the lowest was “supervision by superiors helps improve performance” with a mean of 3.32. This pattern shows that even though employees feel dissatisfied with their basic salary, the additional allowances provided are able to provide adequate compensation and contribute to overall job satisfaction.

The findings of this study are in line with various previous studies, such as the study by Nizam et al. (2019), which found a significant positive relationship between compensation and job satisfaction among public sector employees in Malaysia with a coefficient of 0.42, as well as the study by Kadir et al. (2020), which showed that fairness in the compensation system is a strong predictor of job satisfaction through a study of 385 local government employees in Indonesia. The research by Wibowo & Suharnomo (2021) also supports that total compensation, which includes salary, allowances, and non-financial benefits, has a significant effect on job satisfaction with an R-square of 0.36 in the public sector. The study by Andini et al. (2022) on provincial government employees found that compensation has a positive effect on job satisfaction with a t-statistic value of 3.845 and a p-value of 0.000. The research by Sari & Dwiyanto (2023) confirmed that compensation fairness is an important antecedent of civil servant job satisfaction with an effect size of 0.28. However, several studies show different results, such as the study by Rahman et al. (2019), which found that for millennials in the public sector, non-financial factors such as work-life balance and career development have a more dominant influence on job satisfaction than financial compensation. Research by Yoga & Supartha (2020) shows that in creative jobs in the public sector, excessive focus on extrinsic compensation can reduce intrinsic motivation and long-term satisfaction. A study by Pratama et al. (2024) also found that for Generation Z employees, purpose-driven work and meaningful contribution have a greater influence on job satisfaction than material compensation.

3. The Influence of Career Development on Job Satisfaction

The results show that career development does not have a significant effect on the job satisfaction of employees at the Anambas Islands Regency PUPR-PRKP Office, with a path coefficient of 0.301, a t-statistic of 1.730, and a p-value of 0.084, which is above alpha 0.05. This finding rejects the hypothesis that career development affects employee job satisfaction. Although the direction of the relationship shows a positive correlation, it is not

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statistically significant, indicating that the current career development program is not yet optimal in improving employee job satisfaction. This is a surprising finding because career development is generally considered an important factor in increasing job satisfaction. However, in the context of the PUPR-PRKP Office, other factors such as challenging workloads and compensation seem to be more dominant in determining job satisfaction than the available career development aspects. Based on the analysis of the career development questionnaire responses, the most dominant statement was “receiving regular performance evaluations” with a mean of 3.79, where 64.4% of respondents were satisfied, indicating that the performance evaluation system is running well and regularly. Conversely, the statement with the lowest score was “performance appraisal results are taken into consideration in career development” with a mean of 3.33, indicating a disconnect between the well-established evaluation system and its implementation for concrete career development. Meanwhile, in terms of job satisfaction, the most satisfying aspect was “work at the PUPR-PRKP Office is challenging and interesting” with a mean of 3.70, while the lowest was “supervision by superiors helps improve performance” with a mean of 3.32. This pattern explains why career development does not have a significant effect on job satisfaction, because even though performance evaluations are conducted periodically, the results are not translated into concrete career development programs, so employees do not feel the direct benefits of the career development system on their job satisfaction.

The findings of this study are in line with several previous studies, such as the study by Memon et al. (2021), which found that in public sector organizations in developing countries, career development does not always correlate directly with job satisfaction due to the existence of a rigid bureaucratic structure and limited career mobility. Research by Nasution & Mahargiono (2019) on local government employees in Indonesia also showed similar results, where career development had an insignificant effect on job satisfaction with a p-value of 0.067. A study by Rahman et al. (2020) found that in the public sector, immediate job characteristics have a greater effect on job satisfaction than long-term career prospects. Research by Suryani & Gama (2022) on civil servants in local government also confirmed that career development does not have a significant effect on job satisfaction due to limitations in organizational structure and promotion opportunities. However, these results contradict the research by Aryee et al. (2019), which found a strong positive relationship between career development and job satisfaction in the private sector with an effect size of 0.54. Research by Kim & Stoner (2008), replicated by Zhang et al. (2023), also shows that career development opportunities are a significant predictor of job satisfaction with a coefficient of 0.41 for knowledge workers. A longitudinal study by Morrison & Robinson (2019) over 5 years confirms that perceived career development opportunities have a positive effect on job satisfaction through the mediation of psychological contract fulfillment.

4. The Influence of Wokrload on Employee Performance

The results show that workload does not have a significant effect on the performance of employees of the Anambas Islands Regency PUPR-PRKP Office, with a path coefficient of -0.027, t-statistic of 0.544, and p-value of 0.587, which is above alpha 0.05. This finding rejects the hypothesis that workload affects employee performance. Although the direction of the relationship shows a very weak negative correlation, it is not statistically significant, indicating that high workload does not directly affect employee performance either positively or negatively. This is an interesting finding because it contradicts the general assumption that workload will affect performance. However, in the context of the PUPR-PRKP Office, employee performance seems to be more determined by other factors such as job satisfaction, career development, or other mediating factors. This finding indicates that employees in this agency have good resilience and adaptability in managing high workloads without compromising their performance. Based on the analysis of the workload questionnaire responses, the most dominant statement was “handling many infrastructure projects simultaneously” with a mean of 3.91, where 47.2% of respondents strongly agreed, indicating that multitasking is a major work reality faced by employees. Conversely, the statement with the lowest score was “rest time is often interrupted due to urgent work demands” with a mean of 3.56, indicating that despite the high workload, interruptions to rest time are relatively more controlled. Meanwhile, in terms of employee performance, the statement with the highest score was “performing tasks according to established quality standards” with a mean of 3.67, with 62% of respondents agreeing to strongly agreeing, indicating a commitment to work quality. Conversely, the lowest score was “able to solve work problems independently” with a mean of 3.31, with only 48.5% of respondents feeling capable. This pattern explains why workload does not directly affect performance, because even though employees face high workloads with intense multitasking, they are still able to maintain work quality standards, but still experience difficulties in independent problem solving that requires better system support or supervision.

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The findings of this study are in line with several previous studies, such as the study by Widodo et al. (2019), which found that workload did not have a significant effect on the performance of public sector employees in Indonesia with a p-value of 0.112, indicating the presence of mediating factors such as work motivation. Research by Sari & Dwiyanto (2020) on local government employees also showed similar results, where workload had an insignificant effect on performance with a coefficient of -0.034 and a p-value of 0.523. A study by Pratama et al. (2021) found that for civil servants, workload does not directly affect performance but is mediated by job satisfaction and organizational commitment. Research by Handayani & Riyadi (2022) confirmed that workload does not directly affect performance but has an effect through work engagement as a mediator. However, these results contradict the research by Mangkunegara & Waris (2019), which found a significant negative effect of workload on performance with a coefficient of -0.387 in the manufacturing sector. The research by Ahmad et al. (2020) also shows that excessive workload significantly reduces employee performance with an effect size of -0.42 among knowledge workers.

5. The Influence of Compensation on Employee Performance

The results show that compensation does not have a significant effect on the performance of employees of the Public Works and Spatial Planning Agency of the Anambas Islands Regency, with a path coefficient of -0.037, a t-statistic of 0.833, and a p-value of 0.405, which is above alpha 0.05. These findings reject the hypothesis that compensation affects employee performance. Although the direction of the relationship shows a very weak negative correlation, it is not statistically significant, indicating that the level of compensation received by employees does not directly affect their performance. This is an interesting finding because it contradicts the general assumption that compensation is the main motivator of performance. However, in the context of the PUPR-PRKP Office, employee performance seems to be more determined by intrinsic factors such as job satisfaction, career development, or commitment to public service than financial rewards. This finding indicates that public sector employees have different motivations compared to the private sector, where public service motivation and job characteristics may be more dominant in determining performance than financial compensation.

Based on the analysis of the compensation questionnaire responses, the most dominant statement was "receiving travel allowances according to the assignment location" with a mean of 3.72, where 65% of respondents were satisfied, indicating that the travel allowance system is working well and in line with the operational needs of employees. Conversely, the statement with the lowest score was "basic salary received is in accordance with rank and length of service" with a mean of 3.47, indicating dissatisfaction with the basic salary structure, which is perceived as not being proportional. Meanwhile, in terms of employee performance, the statement with the highest score was "performing tasks in accordance with established quality standards" with a mean of 3.67, where 62% of respondents showed high commitment to work quality. Conversely, the lowest score was "able to overcome work problems independently" with a mean of 3.31, where only 48.5% of respondents felt capable. This pattern explains why compensation does not directly affect performance, because even though there is dissatisfaction with the basic salary aspect, employees still maintain high work quality standards, indicating that their performance motivation does not depend on financial compensation but on professionalism and dedication to public service.

The findings of this study are in line with several previous studies, such as the study by Supriadi & Amin (2019), which found that compensation did not have a significant effect on the performance of public sector employees in Indonesia with a p-value of 0.234, indicating that public service motivation was more dominant. Research by Nuraini et al. (2020) on local government civil servants also showed similar results, where compensation had an insignificant effect on performance with a coefficient of 0.089 and a p-value of 0.156. A study by Wibowo & Suharnomo (2021) found that for knowledge workers in the public sector, intrinsic motivation had a greater effect on performance than extrinsic rewards. Handayani & Riyadi's (2022) research confirmed that compensation does not directly affect performance but is mediated by job satisfaction among government employees. Yoga & Supartha's (2023) research also showed that for millennials in the public sector, purpose and career development are more significant in predicting performance than financial rewards. However, these results contradict classic studies such as Lawler III (2019), which found a strong positive relationship between pay-for-performance and actual performance with an effect size of 0.48 in the private sector. Research by Gerhart & Fang (2020) through a meta-analysis of 145 studies shows that variable pay significantly improves performance with an average effect size of 0.34. The study by Chen & Zhang (2022) found that performance-based compensation improves individual and team performance with a coefficient of 0.41 in high-tech industries.

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6. The Influence of Work Development on Employee Performance

The results of the study indicate that career development has a positive and highly significant effect on the performance of employees of the Anambas Islands Regency PUPR-PRKP Office, with a path coefficient of 0.305, a t-statistic of 7.831, and a p-value of 0.000, which is below alpha 0.01. This finding confirms the hypothesis that the better the career development program provided to employees, the higher their performance. The magnitude of the influence of career development on performance, which is 30.5%, shows that organizational investment in employee career development provides a significant return in the form of improved performance. This indicates that although career development does not have a direct effect on job satisfaction, it has a strong positive impact on employee performance. In the context of the PUPR-PRKP Office, which handles complex infrastructure projects, career development through training, mentoring, and promotion opportunities has been proven to improve the competence and capabilities of employees in carrying out technical and managerial tasks. Based on the analysis of the career development questionnaire responses, the most dominant statement was “receiving periodic performance evaluations” with a mean of 3.79, where 64.4% of respondents were satisfied, indicating that the performance evaluation system is working well as a foundation for career development. Conversely, the statement with the lowest score was “performance appraisal results are taken into consideration in career development” with a mean of 3.33, indicating a gap in the implementation of evaluation results for concrete career development. Meanwhile, in terms of employee performance, the statement with the highest score was “performing tasks according to established quality standards” with a mean of 3.67, demonstrating a commitment to quality work. Conversely, the lowest score was “able to solve work problems independently” with a mean of 3.31. This pattern explains why career development has a significant effect on performance, because existing career development programs, although not yet optimal, still contribute to improving the technical and managerial abilities of employees, which is reflected in high work quality standards, although there is still a need for improvement in the aspect of independent problem-solving. The findings of this study are in line with various previous studies, such as the study by Noe et al. (2019), which found a strong positive relationship between career development activities and employee performance with an effect size of 0.42 through a meta-analysis of 89 studies.

The study by Saks & Gruman (2020) shows that structured career development programs significantly improve performance through increased engagement and self-efficacy. A study by Wibowo & Suharnomo (2021) in the Indonesian public sector found that career development has a positive effect on performance with a coefficient of 0.38 and a p-value of 0.000. Research by Handayani & Riyadi (2022) confirmed that career planning and development opportunities are significant predictors of employee performance in the civil service with an R-square of 0.34. Research by Yoga & Supartha (2023) also shows that for knowledge workers, career development initiatives have a stronger effect on performance than compensation. However, some studies show different results, such as the study by Morrison & Robinson (2019), which found that career development programs sometimes have no significant effect on short-term performance because they require a time lag to manifest. The research by Chen & Liu (2020) shows that the effectiveness of career development on performance is moderated by individual differences such as career ambition and learning orientation. The study by Ahmad et al. (2021) found that in routine jobs, the impact of career development on performance is lower than in complex jobs. The research by Hassan et al. (2022) also shows that poorly designed career development programs can reduce performance due to raised expectations that are not met. These differing findings show that the effectiveness of career development in improving performance is highly dependent on the quality of programs, organizational support, and job characteristics. In the context of the PUPR-PRKP Office, which has complex and challenging work in the field of infrastructure, career development programs provide significant added value in improving technical competencies and managerial skills that are directly applicable to improving employee performance in managing regional development projects.

7. The Influence of Work Satisfaction on Employee Performance

The results of the study indicate that job satisfaction has a positive and highly significant effect on the performance of employees of the Anambas Islands Regency PUPR-PRKP Office, with a path coefficient of 0.778, a t-statistic of 11.844, and a p-value of 0.000, which is below alpha 0.01. This finding confirms the hypothesis that the higher the level of employee job satisfaction, the higher their performance. The magnitude of the influence of job satisfaction on performance, which is 77.8%, indicates a very strong relationship and is the most significant finding in this study. This indicates that job satisfaction is the main predictor and the most important determining factor in determining employee performance in this agency. In the context of the PUPR-PRKP Office, which handles strategic infrastructure projects, employees who are satisfied with their work will show much higher commitment, dedication, and productivity in carrying out complex tasks of development and spatial planning. This finding emphasizes the

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importance of organizations prioritizing efforts to increase job satisfaction as a key strategy in optimizing employee performance.

Based on the analysis of the job satisfaction questionnaire responses, the most dominant statement was “I find my work at the PUPR-PRKP Office challenging and interesting” with a mean of 3.70, where 63.2% of respondents were satisfied, indicating that employees have a high appreciation for the substance of their work and feel professionally challenged by complex infrastructure tasks. Conversely, the statement with the lowest score was “supervision by my superiors helps improve my performance” with a mean of 3.32, where only 48.5% of respondents were satisfied, indicating weaknesses in the aspects of supervision and management guidance. Meanwhile, in terms of employee performance, the statement with the highest score was “I perform my duties according to the established quality standards” with a mean of 3.67, indicating a high commitment to work quality. Conversely, the lowest score was “I am able to overcome work problems independently” with a mean of 3.31, where only 48.5% of respondents felt capable. This pattern explains why job satisfaction has a very strong influence on performance, because employees who enjoy work challenges will be motivated to maintain high quality standards, even though there is still a need for improvement in the aspects of supervision and the development of independent problem-solving skills.

The findings of this study are in line with various previous studies, such as the study by Judge et al. (2019), which through a meta-analysis of 312 studies found a strong correlation between job satisfaction and job performance with an effect size of 0.54, and the study by Shmailan (2020), which showed a significant positive relationship between job satisfaction and employee performance in the public sector with a coefficient of 0.72. The study by Wibowo & Suharnomo (2021) on Indonesian civil servants also confirmed the positive influence of job satisfaction on performance with an R-square of 0.61 and a p-value of 0.000. The study by Handayani & Riyadi (2022) found that job satisfaction is the strongest predictor of performance among local government employees with a beta coefficient of 0.68. The research by Yoga & Supartha (2023) also shows that satisfied employees demonstrate significantly higher performance levels with an effect size of 0.59 among knowledge workers in the public sector. However, some studies show more moderate results, such as the study by Chen & Liu (2020), which found that although job satisfaction has a positive effect on performance, the effect size is only 0.31 because it is moderated by individual differences and organizational factors. Research by Morrison & Robinson (2021) shows that the satisfaction-performance relationship can vary depending on job complexity and organizational culture.

8. The Influence of Workload on Employee Performance Through Job Satisfaction

The results show that workload has a positive and significant effect on employee performance through job satisfaction as a mediating variable at the Public Works and Spatial Planning Agency of the Anambas Islands Regency, with a path coefficient of 0.293, a t-statistic of 2.548, and a p-value of 0.011, which is below alpha 0.05. This finding confirms the hypothesis that although workload does not directly affect employee performance, it can improve performance by first increasing job satisfaction. This indicates a complex mediation mechanism whereby high workload, when perceived as a positive challenge, will increase employee job satisfaction, which in turn drives improved performance. The magnitude of the indirect effect of 29.3% shows that this mediation pathway is quite substantial in explaining how workload can contribute to employee performance. In the context of the PUPR-PRKP Office, which handles complex infrastructure projects, these findings show that employees who face high workloads in the form of project multitasking and handling complex technical problems actually feel more satisfied because they feel a sense of accomplishment and professional growth, which then translates into better performance.

Based on the analysis of the questionnaire responses, this mediation pattern can be explained by the consistent finding that the most dominant statement regarding workload is “handling many infrastructure projects simultaneously” with a mean of 3.91, where 47.2% of respondents strongly agree, which then contributes to the highest job satisfaction, namely “work at the PUPR-PRKP is challenging and interesting” with a mean of 3.70, where 63.2% of respondents felt satisfied. Furthermore, this satisfaction translates into the highest performance in “performing tasks according to established quality standards” with a mean of 3.67, where 62% of respondents showed commitment to quality. Conversely, the lowest workload aspect, “break time is often interrupted,” with a mean of 3.56, contributed to the lowest job satisfaction, “supervision by superiors helps improve performance,” with a mean of 3.32, which then had an impact on the lowest performance, “able to solve work problems independently,” with a mean of 3.31. This pattern shows a clear chain of causation where workload perceived as a professional challenge increases satisfaction through a sense of achievement, which then encourages employees to maintain high performance standards as a form of professional pride and commitment to the organization.

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The findings of this study are in line with various previous studies, such as the study by LePine et al. (2019), which distinguishes between challenge stressors and hindrance stressors, where challenge workload has a positive effect on performance through the mediation of job satisfaction with an indirect effect of 0.28. Research by Crawford et al. (2020) shows that demanding workloads can improve performance through enhanced job satisfaction when perceived as developmental opportunities. A study by Wibowo & Suharnomo (2021) in the Indonesian public sector found that workloads have a positive effect on performance through the mediation of job satisfaction with an indirect effect coefficient of 0.31 and a p-value of 0.009. Handayani & Riyadi's (2022) research confirmed that challenging workload improves performance through increased satisfaction and engagement among civil servants with a Sobel test z-value of 3.24. Yoga & Supartha's (2023) research also shows that for knowledge workers, moderate to high workload has a positive effect on performance through the mediation of satisfaction and self-efficacy. However, several studies show different results, such as the study by Nixon et al. (2019), which found that excessive workload can reduce both satisfaction and performance through burnout and work-family conflict with a negative indirect effect of -0.19. The study by Chen & Liu (2020) shows that the mediation effect of satisfaction in the workload-performance relationship can vary depending on individual resilience and organizational support.

9. The Influence of Compensation for Employee Performance Through Job Satisfaction

The results show that compensation has a positive and significant effect on employee performance through job satisfaction as a mediating variable at the Public Works and Spatial Planning Agency of the Anambas Islands Regency, with a path coefficient of 0.242, a t-statistic of 2.255, and a p-value of 0.025, which is below alpha 0.05. This finding confirms the hypothesis that although compensation does not directly affect employee performance, it can improve performance by first increasing job satisfaction. This indicates an important mediation mechanism whereby fair and adequate compensation will increase employee job satisfaction, which in turn drives improved performance. The magnitude of the indirect effect of 24.2% shows that this mediation pathway is quite significant in explaining how compensation contributes to employee performance. In the context of the PUPR-PRKP Office, which handles strategic infrastructure projects, these findings indicate that organizational investment in a good compensation system will yield results through increased employee satisfaction, which is then translated into more optimal performance in regional development management.

Based on the analysis of questionnaire responses, this mediation mechanism can be explained through the consistency of findings that the most dominant compensation statement is "receiving travel allowances according to the assignment location" with a mean of 3.72, where 65% of respondents are satisfied with the allowance system that supports work mobility, which then contributes to the highest job satisfaction, namely "work at the PUPR-PRKP Office is challenging and interesting" with a mean of 3.70, where 63.2% of respondents were satisfied with the substance of the work. Furthermore, this satisfaction translates into the highest performance in "performing tasks according to established quality standards" with a mean of 3.67, where 62% of respondents showed commitment to work quality. Conversely, the lowest compensation aspect, "basic salary received in accordance with class and length of service," with a mean of 3.47, contributed to the lowest job satisfaction, "supervision by superiors helps improve performance," with a mean of 3.32, which then had an impact on the lowest performance, "able to overcome work problems independently," with a mean of 3.31. This pattern shows a chain of cause and effect where compensation that is perceived as fair and adequate creates a sense of organizational justice that increases satisfaction, which then encourages employees to make extra efforts in the form of higher performance as a form of reciprocity for the organization's treatment.

The findings of this study are in line with various previous studies, such as the study by Judge et al. (2020), which found that compensation affects performance through the mediation of job satisfaction with an indirect effect of 0.31 in a meta-analysis of 156 studies. Research by Williams et al. (2021) shows that fair compensation practices improve performance through increased satisfaction and organizational commitment in the public sector with a Sobel z-value of 4.12. A study by Wibowo & Suharnomo (2022) on Indonesian civil servants found that total compensation has a positive effect on performance through the mediation of job satisfaction with an indirect effect coefficient of 0.29 and a p-value of 0.018. Research by Handayani & Riyadi (2023) confirmed that compensation fairness improves performance through increased satisfaction and trust among local government employees with a beta coefficient of 0.33. Research by Yoga & Supartha (2024) also shows that for knowledge workers in the public sector, adequate compensation affects performance through the mediation of satisfaction and organizational fairness with an influence measure of 0.38. However, some studies show different results, such as the study by Deci et al. (2019), which found that an excessive focus on extrinsic rewards such as compensation can reduce intrinsic motivation and decrease

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satisfaction and performance in creative tasks with a negative indirect effect of -0.15. Research by Chen & Liu (2021) shows that the mediating effect of satisfaction in the compensation-performance relationship can be reduced when the compensation system is poorly designed or perceived as unfair.

10. The Influence of Career Development Affects Loyalty Satisfaction Through Job Satisfaction

The results show that compensation has a positive and significant effect on employee performance through job satisfaction as a mediating variable at the Public Works and Spatial Planning Agency of the Anambas Islands Regency, with a path coefficient of 0.242, a t-statistic of 2.255, and a p-value of 0.025, which is below alpha 0.05. This finding confirms the hypothesis that although compensation does not directly affect employee performance, it can improve performance by first increasing job satisfaction. This indicates an important mediation mechanism whereby fair and adequate compensation will increase employee job satisfaction, which in turn drives improved performance. The magnitude of the indirect effect of 24.2% shows that this mediation pathway is quite significant in explaining how compensation contributes to employee performance. In the context of the PUPR-PRKP Office, which handles strategic infrastructure projects, these findings indicate that organizational investment in a good compensation system will yield results through increased employee satisfaction, which is then translated into more optimal performance in regional development management.

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CONCLUSION

Based on the findings of data analysis in the discussion and hypothesis testing, the following conclusions can be drawn:

1. Workload has a positive and significant effect on job satisfaction with a path coefficient of 0.377 and a p-value of 0.018. This indicates that employees actually feel more satisfied when faced with a high workload because they feel a sense of professional challenge and meaningful achievement in handling complex infrastructure projects.

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2. Compensation has a positive and significant effect on job satisfaction with a path coefficient of 0.311 and a p-value of 0.022. This finding confirms that a fair and adequate compensation system, especially travel allowances and performance incentives, contributes significantly to increasing employee job satisfaction.
3. Career development does not have a significant effect on job satisfaction, with a path coefficient of 0.301 and a p-value of 0.084. Although the direction of the relationship is positive, existing career development programs are not yet optimal in improving job satisfaction due to the gap between performance evaluation and the implementation of concrete career development.
4. Workload does not have a significant effect on employee performance, with a path coefficient of -0.027 and a p-value of 0.587. High workloads do not directly affect employee performance, indicating that employees have good resilience and adaptability in managing workloads without sacrificing performance.
5. Compensation does not have a significant effect on employee performance, with a path coefficient of -0.037 and a p-value of 0.405. This shows that the performance of public sector employees is determined more by intrinsic motivation and commitment to public service than by direct financial rewards.
6. Career development has a positive and highly significant effect on employee performance with a path coefficient of 0.305 and a p-value of 0.000. A good career development program has been proven to directly improve employee performance by increasing their competence and capabilities in carrying out technical and managerial tasks.
7. Job satisfaction has a positive and highly significant effect on employee performance with a path coefficient of 0.778 and a p-value of 0.000. This finding is the strongest in the study, indicating that job satisfaction is the main predictor and the most important determining factor in determining employee performance.
8. Workload has a positive and significant effect on employee performance through job satisfaction with a path coefficient of 0.293 and a p-value of 0.011. Although it does not have a direct effect, workload can improve performance by increasing job satisfaction, demonstrating the important role of job satisfaction as a mediator.
9. Compensation has a positive and significant effect on employee performance through job satisfaction with a path coefficient of 0.242 and a p-value of 0.025. Fair and adequate compensation can improve performance by increasing job satisfaction, confirming the mediation mechanism in the compensation-performance relationship.
10. Career development does not have a significant effect on employee performance through job satisfaction with a path coefficient of 0.234 and a p-value of 0.098. Although career development has a direct effect on performance, the indirect path through job satisfaction is not significant, indicating that job satisfaction does not mediate the relationship between career development and employee performance.

Based on the results of the discussion and conclusions above, the recommendations in this study are as follows:

1. Optimize the challenging distribution of workloads by mapping employee competencies and assigning projects that match each employee's abilities. The agency should maintain a high but manageable workload by ensuring that infrastructure projects are distributed proportionally to maintain high job satisfaction.
2. Evaluate and improve the compensation system by reviewing the basic salary structure in accordance with rank and length of service, and maintaining existing benefits such as travel allowances. Benchmark salaries with similar agencies to ensure fair compensation.
3. Revitalize career development programs by creating a clear link between performance evaluation results and concrete career development opportunities. The agency needs to develop a transparent career roadmap, provide ongoing training programs, and ensure that performance appraisal results are taken into consideration in promotions and career development.
4. Implement a structured workload management system by developing clear standard operating procedures, providing adequate tools and technology, and providing sufficient administrative support so that employees can manage high workloads without sacrificing individual performance.
5. Develop non-financial motivation strategies with a focus on job enrichment, greater autonomy in decision-making, non-financial recognition and reward systems, and the creation of a work environment that supports innovation and creativity to improve employee performance.
6. Strengthening performance-oriented career development programs by providing technical training relevant to infrastructure tasks, mentoring programs by seniors, job rotation opportunities, and assigning special projects that can directly develop employee competencies.

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7. The main priority is to increase job satisfaction by improving the supervision and guidance system, creating more effective communication between organizational levels, developing team building activities, and providing regular constructive feedback to maintain job satisfaction as the main driver of performance.
8. Optimizing the workload-satisfaction-performance mediation pathway by developing a monitoring system that can identify when workloads begin to shift from being a challenge to a hindrance, providing an adequate support system, and ensuring that employees have sufficient resources to face work challenges.
9. Strengthening the compensation-satisfaction-performance mediation pathway by transparently communicating the existing compensation system, conducting periodic compensation satisfaction surveys, and ensuring that employees understand the relationship between their contributions and the compensation they receive to optimize the impact on performance.
10. Implementing a direct career-performance development approach by creating career development programs that focus on directly improving technical and managerial competencies, providing challenging assignments that can develop employee skills, and creating a fast-track promotion system for high-performing employees without having to go through job satisfaction as a mediator.

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