



Literature Review Company Policy: Workload, Work Time and Employee Compensation

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Abstract: This study discusses the workload given by the company or organization to its employees, working hours, and compensation provided to employees. However, the company's policies regarding workload, working hours, and compensation violate existing rules. In this study, researchers used descriptive qualitative methods and library research by conducting an analysis based on articles relevant to the variables above. Then collect data from Google Scholar related to previous research articles and use Mendeley as a reference. The study results are 1) Workload related to company policy, 2) working time related to company policy, and 3) employee compensation related to company policy.

Keywords: Workload, Work Time, Employee Compensation, Company Policy

INTRODUCTION

The policies made and determined by each company are different. Some follow the regulations set by the government, and some companies do not follow the existing rules. Workers who work in companies that are obedient and obedient to company regulations will undoubtedly carry out work and get their rights according to what has been done. For workers who work in companies that violate government policies, it is very detrimental to our rights as workers in these companies.

This article discusses Company Policy: Workload, Work Time and Employee Compensation.

Formulation of problem

Based on this background, the researchers determined the formulation of the problem as follows:

1. Is the Workload related to Company Policy ?.
2. Is the Work Time related to Company Policy ?.
3. Is the Employee Compensation related to Company Policy ?.

LITERATURE REVIEW

Company Policy

Company policy is an action or activity carried out by the company to determine the direction and goals. According to Edi Suharto (2012), the policy is a principle of how to act decided to direct decisions. According to Elau and Prewitt (2012), a policy is a valid and consistent provision or repeated by those who make policies or implement policies. According to Noeng Muhadjir, a policy is a way of solving social problems for the benefit of the community with the principle of justice. (Theonaldo & Rasyid, 2021)

Furthermore, Muhadjir said that the policies were divided into two, namely: substantive procedures and implementing policies. It can take substantive policies by choosing alternative ways that are considered correct to solve problems. The follow-up to substantive policies is implementing policies, namely decisions in the form of efforts that it must make to enforce substantive policies. (Kristin et al., 2021)

Workload

The workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period. By providing an effective workload, the company can find out to what extent its employees can be given the maximum workload and the importance of its influence on the performance of the company itself because the workload is significant for a company/institution. (Tjiabrata et al., 2017)

A workload is several activities that must be completed by an organizational unit or position holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period to obtain information about an organizational unit's work efficiency and effectiveness. (Anita et al., 2013)

The workload is the amount of work carried out by a position/organizational unit and is the product of the work volume and the time norm. If the worker's ability is higher than the job demands, a feeling of boredom will arise. On the other hand, more fatigue will appear if the worker's power is lower than the job's demands. The workload charged to employees can be categorized into three conditions: a workload that meets the standards, a workload that is too high (over capacity), and a workload that is too low (under power). (Neksen et al., 2021)

Workload measurement provides several advantages for organizations. Cain (2017) explains that a fundamental reason for measuring workload is to quantify the mental costs incurred in doing a job to predict system and worker performance. The ultimate goal of these steps is to improve working conditions, improve the design of the work environment, or produce more effective work procedures. (Neksen et al., 2021)

Work Time

Working hours are the time specified for doing work. Employees usually have the normal ability to complete assigned tasks. The abilities possessed are related to expertise, experience, and time. Indicators in working hours are working hours in the morning, afternoon, and evening.

Working Hours are the time to do work. It can carry it out during the day and at night. Planning for future work is a step in improving time management. With good management, someone can save time and work. Working hours are part of the four organizational factors that

are potential sources of stress for employees at work. Several jobs and work environment characteristics contain work stress, one of which is limited time to do work. (Prihatminingtyas, 2019)

In general, working hours can be interpreted as the time devoted to work. In addition, working hours are the period expressed in hours to work. It can assume that the more hours of work used, the more productive the job done. (Nursyamsu et al., 2020)

Employee Compensation

According to Schuler and Jackson (1999), in principle, compensation can be divided into intrinsic and extrinsic compensation. Inherent compensation is the reward that employees receive for themselves. Usually, this reward is a positive value or employee satisfaction with himself because he has completed a task that is quite challenging for him. Job enrichment techniques, such as assigning a role in decision-making, greater responsibility, greater freedom, and discretion at work to increase employee self-esteem, are intrinsically rewarding for the employee. (Muljani et al., 2002)

Extrinsic compensation includes direct compensation, indirect compensation, and non-monetary compensation. Included indirect compensation are basic salary, overtime pay, incentive payments, allowances, and bonuses, while indirect compensation comprises, among others, social security, insurance, pensions, severance pay, work leave, training, and vacations. Non-monetary compensation is the satisfaction that employees receive from the work itself or the psychological and physical environment in which the employee works. Includes non-monetary compensation such as security, or a comfortable work environment, self-development, career flexibility, opportunities for increased income, status symbols, praise, and recognition. (Muljani et al., 2002)

Table 1: Previous Research

No	Author (year)	Previous Research Results	Similarities with this article	Difference with this article
1	(Nabawi, 2020)	The Influence of Work Environment, Job Satisfaction and Workload on Employee Performance	Discussing Workload	Discussing the Work Environment, Job Satisfaction on Employee Performance
2	(Anita et al., 2013)	The Influence of Placement and Workload on Work Motivation and Their Impact on Work Performance of Employees of the Manpower Service and Mobility of the Acehese Population	Discussing Workload	Discussing about Placement on Work Motivation and Its Impact on Work Performance of Employees of the Aceh Manpower and Population Mobility Service
3	(Dhini Rama Dhania, 2010)	Effect of Job Stress, Workload on Job Satisfaction (Study on Medical Representatives in Kudus City)	Discussing Workload	Discussing the Effect of Job Stress on Job Satisfaction
4	(Neksen et al.,	The Effect of Workload and	Discussing Workload	Discussing

	2021)	Working Hours on Employee Performance at PT Global Sumatera Group	and Working Hours	Employee Performance at PT Global Sumatera Group
5	(Irvianti & Verina, 2015)	Analysis of the Effect of Work Stress, Workload and Work Environment on Employee Turnover Intention at PT XL Axiata TBK Jakarta	Discussing Workload	Discussing about Work Stress and Work Environment on Employee Turnover Intention at PT XL Axiata TBK Jakarta
6	(Azhar et al., 2020)	The Effect of Work Discipline and Compensation on Employee Job Satisfaction	Discussing Employee Compensation	Discussing Work Discipline on Employee Job Satisfaction
7	(Riyadi, 2011)	The Effect of Financial Compensation, Leadership Style, and Work Motivation on Employee Performance in Manufacturing Companies in East Java	Talking about Compensation	Discussing Leadership Style and Work Motivation on Employee Performance in Manufacturing Companies in East Java
8	(Wijaya & Andreani, 2015)	The Effect of Motivation and Compensation on Employee Performance at PT Sinar Jaya Abadi Bersama	Discussing Employee Compensation	Discussing the motivation for employee performance at PT Sinar Jaya Abadi Bersama
9	(Kasenda, 2013)	Compensation and Motivation Its Effect on Employee Performance at PT Bangun Wenang Beverages Company Manado	Talking about Compensation	Discussing the influence of motivation on employee performance at PT Bangun Wenang Beverages Company Manado

RESEARCH METHODS

This research uses the descriptive qualitative method and library research by reviewing previous articles relevant to this research variable: Workload, Working Hours, Employee Compensation, and Company Policy. Researchers collected data sourced from Google Scholar and used Mendeley as a reference. Then this research is discussed in detail in the Theory Study section as the basis for formulating theory which is then used to compare previous research.

DISCUSSION

Based on the background and theoretical study above, the researchers discussed the following variables:

1. Relationship of Workload to Company Policy

The workload is a demand or obligation given to employees by the company to complete the work that has been given. The government has regulated the workload given by the company to its employees to be following labor rights. Some companies make policies without paying attention to the workload given. (Andini, 2010)

Each company determines the workload given to each employee in the hope of achieving company goals. The workload must follow the division and salary previously agreed upon between employees and the company. So the workload is related to company policy because the workload in each company is determined in advance by each company. (Irvianti & Verina, 2015)

2. Relationship of Work Time to Company Policy

Working hours is the time that has been determined by the government in regulating working time and is applied by each company internally. Working hours that are used correctly and adequately will affect employee performance. For example, by not providing excessive working hours because the work produced will not be optimal apart from being assessed. (Sulastio et al., 2021)

Then if within the specified working hours, the performance results are less than optimal, the company usually determines more hours of work or overtime in the hope of completing the job as soon as possible and achieving the predetermined target. So working hours are related to company policy because company management has determined the marks they will perform with the number of employees and working hours. (Prihatminingtyas, 2019)

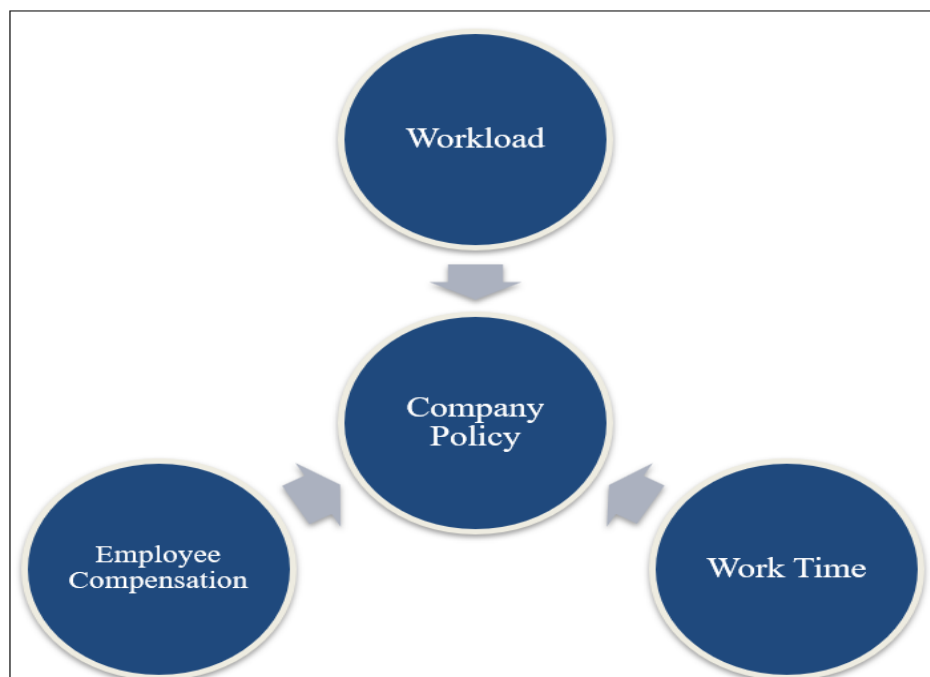
3. Relationship of Employee Compensation to Company Policy

Compensation is a reward given to employees by the company following the employee's performance. The amount of compensation given follows the decision between the employee and the company, and the government has determined the regional minimum wage to provide equal rights between the company and the workforce. (Jufrizen, 2017)

With the stipulation of these rewards, it is hoped that it will improve employee performance. In addition, the compensation given to employees has also been adjusted according to the company's financial condition. If the company has a good and healthy financial situation, the balance shown will be more than the company with less good financial shape. So employee compensation relates to a company policy where any payment that It will give to employees will be adjusted according to the company's financial condition. (Azhar et al., 2020)

Conceptual Framework

Based on the theoretical study and discussion above, the following conceptual framework was created:



Picture 1: Conceptual Framework

This article discusses the Company's Policy: Workload, Hours of Work and Employee Compensation. There are other variables related to Company Policy, including:

- 1) Planning: (Ashshidiqy & Ali, 2019), (Ali et al., 2016), (Saputra & Ali, 2022), (Hendrawan et al., 2018), (Ningsih et al., 2021).
- 2) Leadership: (Ali et al., 2016), (Chauhan et al., 2019), (Rajab & Saputra, 2021), (Saputra & Ali, 2021), (Wiyono et al., 2021), (Huda Kalimullah & Lenny Christina Nawangsari, 2019), (Munawar & Saputra, 2022), (Munawar & Saputra, 2021).
- 3) Work Motivation: (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Prayetno & Ali, 2017), (Masydzulhak et al., 2016), (Putra & Ali, 2022), (Rajab & Saputra, 2021)
- 4) Human Resources: (Saputra, 2022), (Hermawan & Arifin, 2021), (Fua, 2015), (Romli, 2021), (Hikmawan & Santoso, 2020), (Munawar & Saputra, 2022).
- 5) Information System: (Sari & Ali, 2019), (Shobirin & Hapzi Ali, 2019), (Ashshidiqy & Ali, 2019), (Djojo & Ali, 2012), (Sari & Ali, 2019), (Bolung & Tampangela, 2017), (Soekapdjo, 2020).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the theoretical study and discussion above, the researchers conclude that:

1. Workload is related to Company Policy
2. Work Time is related to Company Policy
3. Employee Compensation is related to Company Policy

Recommendation

Based on the conclusion above, there are still other factors related to company policies besides workload, working hours and employee compensation, namely: planning, leadership, work motivation, human resources and information systems.

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