

The Role Of Compensation, Work Overload, And Career Development On Sustainable Employee Performance Through Job Satisfaction

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ABSTRACT

Purpose – This study aims to analyze the influence of compensation, excessive workload, and career development on job satisfaction and their impact on sustainable employee performance among educational support staff at Universitas Pertamina. **Methodology/approach** – A quantitative approach with a causal-associative design was used. The study population consisted of 110 active educational support staff members. Using a saturation sampling technique (census), 101 valid responses were obtained and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0. **Findings** – The results indicate that compensation and career development have a positive and significant effect on job satisfaction and sustainable employee performance. Conversely, excessive workload has a significant negative effect on both. Job satisfaction positively influences sustainable employee performance and acts as a partial mediator in the relationship between the three independent variables and sustainable performance. **Novelty/value** – Unlike most studies in higher education that focus on academic lecturers, this research highlights the critical role of educational support (non-academic) staff and links human resource practices to long-term sustainability outcomes.

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INTRODUCTION

Human resources are strategic assets that determine the success and long-term sustainability of higher education institutions. In this sector, educational support staff (non-academic employees) play an important role in maintaining the administrative, academic, and operational services that support the university's core mission. Therefore, institutional excellence depends not only on academic staff but also on the sustained performance of educational support staff who ensure the continuity and effectiveness of university operations. Within the framework of Sustainable Human Resource Management (Sustainable HRM), employee performance is viewed as a long-term organizational resource that must be maintained without compromising employees' physical and psychological well-being. This perspective aligns with the United Nations Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education) through the strengthening of institutional and administrative capacity, SDG 8 (Decent Work and Economic Growth) through the promotion of employee well-being

and decent working conditions, and SDG 16 (Peace, Justice, and Strong Institutions) through the development of transparent and fair organizational practices and career opportunities.

Despite the importance of these goals, Universitas Pertamina has experienced a continuous decline in the performance of its non-academic staff. Annual reports show that the average Key Performance Indicator (KPI) achievement of educational support staff declined from 101% in 2022 to 89% in 2023 and further to 81% in 2024. This decline indicates the need to examine factors that may influence employees' ability to maintain their performance over time. According to Robbins and Judge (2019), employee performance is influenced by factors including motivation, competence, and organizational support. Therefore, understanding the organizational conditions experienced by educational support staff is important for identifying factors that may contribute to sustainable employee performance.

To investigate the conditions underlying this decline, a preliminary survey was conducted in September 2025 among 30 educational support staff at Universitas Pertamina. The survey examined several work-related conditions, including leadership, work motivation, organizational communication, career development, work environment, compensation, work overload, work-life balance, organizational culture, and job satisfaction. The results are presented in Table 1.

Table 1. Preliminary Survey Results: Variables Affecting Employee Engagement

No.	Variable	Indicator	Positive Response	Negative Response
1	Leadership	My supervisor is able to motivate the team with clear direction.	78% (23)	22% (7)
2	Work Motivation	I receive recognition for the results of my work and achievements.	88% (26)	12% (4)
3	Organizational Comm.	Coordination among colleagues runs effectively.	92% (22)	8% (8)
4	Career Development	I have clear opportunities for promotion and career paths.	11% (3)	89% (27)
5	Work Environment	Workplace conditions support employee health and safety.	90% (27)	10% (3)
6	Compensation	I feel the compensation matches my professional contributions.	14% (4)	86% (26)
7	Work Overload	I rarely feel overwhelmed with the volume of assigned tasks.	22% (7)	78% (23)
8	Work-Life Balance	The organization values the balance between work and personal life.	89% (27)	11% (3)
9	Organizational Culture	The culture encourages continuous learning and innovation.	67% (20)	33% (10)
10	Job Satisfaction	Overall, I am highly satisfied with my current job and duties.	42% (13)	58% (17)

Source: Pre-survey Data (September 2025)

The preliminary survey reveals several practical problems concerning the management of educational support staff at Universitas Pertamina. The most prominent issues are related to compensation, career development, work overload, and job satisfaction. Only 14% of respondents perceived that their compensation matched their professional contributions, while 86% reported the opposite. Similarly, only 11% of respondents perceived clear opportunities for promotion and career development, while 89% did not. In terms of workload, only 22% of respondents stated that they rarely felt overwhelmed by the volume of assigned tasks, indicating that excessive workload may be an important concern among educational support staff. Furthermore, only 42% of respondents reported being highly satisfied

with their current jobs and duties, while 58% reported otherwise. These findings, together with the declining KPI achievement, indicate a practical problem concerning the organization's ability to create working conditions that enable employees to maintain their performance sustainably.

From a practical perspective, these conditions suggest that Universitas Pertamina needs to identify and strengthen human resource practices that can support the long-term performance of educational support staff. Inadequate perceptions of compensation may reduce employees' perceptions of organizational appreciation, while unclear career development opportunities may limit employees' expectations for professional growth. At the same time, excessive workload may place continuous demands on employees' physical and psychological resources. These conditions may subsequently influence job satisfaction, which is an important employee attitude that can contribute to the ability to maintain performance over time. Therefore, the practical research problem addressed in this study is how compensation, work overload, and career development can be managed to improve job satisfaction and support sustainable employee performance among educational support staff.

In addition to the practical problem, this study addresses a theoretical and empirical research problem. Although studies concerning strategic human resource management in higher education are relatively abundant, previous research has predominantly focused on academic staff or lecturers, while educational support staff remain comparatively underrepresented. This creates a contextual gap because non-academic employees have different responsibilities and work characteristics from academic staff and play an important role in supporting the administrative and operational continuity of higher education institutions.

Furthermore, previous empirical studies have produced inconsistent findings regarding the relationships examined in this study. First, research on compensation and job satisfaction has shown contradictory results. Pham (2025) reported a significant positive relationship between compensation and job satisfaction, whereas Riswandi et al. (2025) found no significant effect. Second, findings regarding work overload and job satisfaction are also inconsistent. Broskowski et al. (2025) demonstrated a strong negative effect, while Singh and Agarwal (2024) observed a non-significant relationship. Third, studies concerning career development and job satisfaction have generated different results, with Riswandi et al. (2025) reporting a positive effect, whereas Broskowski et al. (2025) found no significant relationship. Finally, the mediating role of job satisfaction has also produced inconsistent evidence, as Pham (2025) supported its mediating role, whereas Riswandi et al. (2025) did not provide similar evidence.

These theoretical and empirical inconsistencies indicate the need for an integrated framework that can explain how organizational resources and job demands jointly influence employee attitudes and sustainable performance. Social Exchange Theory (SET) provides a theoretical basis for understanding how organizational resources, such as fair compensation and career development opportunities, may be perceived as forms of organizational support that encourage positive employee attitudes and reciprocal behavior. In contrast, the Job Demands-Resources (JD-R) model explains how excessive workload can function as a job demand that continuously consumes employees' physical and psychological resources. By integrating these two perspectives, this study examines both organizational resources and job demands and their relationships with job satisfaction and sustainable employee performance.

Based on these practical and theoretical problems, this study aims to analyze the effects of compensation, work overload, and career development on job satisfaction and sustainable employee performance among educational support staff at Universitas Pertamina. Specifically, this study aims to: (1) examine the effects of compensation, work overload, and career development on job satisfaction; (2) examine the effects of compensation, work overload, and career development on sustainable employee performance; (3) examine the effect of job satisfaction on sustainable employee performance; and (4) examine the mediating role of job satisfaction in the relationships between compensation, work overload, career development, and sustainable employee performance. These objectives correspond to the direct and indirect relationships examined through the ten hypotheses developed in this study.

The novelty of this study lies in several aspects. First, this study focuses specifically on educational support staff in a higher education institution, addressing a group that has received less attention than academic staff in previous higher education research. Second, this study integrates compensation, work overload, and career development within a single research model and examines job satisfaction as a mediating mechanism linking these organizational factors to sustainable employee performance. Third, this study uses sustainable employee performance as the main outcome rather than conventional short-term employee performance. Sustainable employee performance emphasizes employees' ability to maintain work engagement, psychological resilience, well-being, adaptability, and productivity over an extended period.

Accordingly, this study contributes theoretically by extending the application of Social Exchange Theory and the Job Demands-Resources model to explain sustainable employee performance among educational support staff in higher education. The study also contributes empirically by addressing inconsistent findings concerning the relationships between compensation, work overload, career development, job satisfaction, and sustainable employee performance. From a practical perspective, the findings are expected to provide evidence for Universitas Pertamina and other higher education institutions in developing fair compensation practices, managing employee workload, and strengthening transparent career development opportunities to improve job satisfaction and support sustainable employee performance.

LITERATURE REVIEW

This study is theoretically grounded in Social Exchange Theory (SET) (Blau, 1964) and the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017). Social Exchange Theory explains that employment relationships are built on reciprocal commitments and mutual trust (Cropanzano & Mitchell, 2005). When employees perceive fair compensation and career development opportunities, they are more likely to reciprocate through higher job satisfaction and sustainable performance (Helena & Widigdo, 2025). Conversely, unfair treatment may reduce employee well-being and performance. This study also adopts the Sustainable Human Resource Management (Sustainable HRM) perspective. According to Widigdo et al. (2026), Human Resource Management is a strategic function that includes compensation, performance management, career development, and employee maintenance to support organizational sustainability. Therefore, compensation, workload management, and career development are viewed as strategic HR practices that enhance employee well-being and long-term performance. Furthermore, this study integrates Sustainable HRM (Kramar, 2014) with the United Nations Sustainable Development Goals (SDGs), particularly Goals 4, 8, and 16, to explain that sustainable employee performance reflects long-term productivity achieved without compromising employees' physical and psychological well-being (Opatha, 2019).

Compensation (X1)

Compensation comprises all financial and non-financial rewards that employees receive in exchange for their contributions to the organization (Milkovich et al., 2020). According to Widigdo et al. (2026), compensation is a strategic Human Resource Management practice that reflects organizational appreciation for employee contributions while supporting employee well-being and organizational sustainability. Fair and competitive compensation strengthens employees' perceptions of organizational support, thereby enhancing job satisfaction and encouraging sustainable employee performance. This is supported by Helena and Widigdo (2025), who found that equitable compensation reduces work-related anxiety and creates the psychological security needed to sustain job satisfaction and long-term performance.

Work Overload (X2)

Work overload refers to a condition in which job demands exceed employees' physical, cognitive, and temporal capacities (Schaufeli & Bakker, 2004). According to the Job Demands–Resources model, excessive workload consumes employees' physical and psychological resources (Bakker & Demerouti, 2017). Widigdo et al. (2026) emphasize that Human Resource Management should ensure an appropriate balance between job demands and available organizational resources to maintain employee well-being and organizational sustainability. Consistent with this perspective, Helena and Widigdo (2025) reported that unmanaged work overload reduces employee comfort, administrative accuracy, and sustainable performance accuracy, directly undermining long-term performance sustainability.

Career Development (X3)

Career development is a continuous process of improving employees' competencies and providing opportunities for career advancement aligned with organizational objectives (Greenhaus et al., 2010). According to Widigdo et al. (2026), career development is a strategic Human Resource Management function that prepares employees for future organizational needs through competency development, training, and fair promotion systems. Within the Social Exchange Theory framework, these practices signal organizational commitment, encouraging employees to reciprocate through greater job satisfaction and sustained performance. Likewise, Helena and Widigdo (2025) argue that transparent career opportunities strengthen employees' confidence, commitment, and long-term performance.

Job Satisfaction (M)

Job satisfaction represents a positive, pleasurable emotional state resulting from an employee's Job satisfaction represents a positive emotional state resulting from employees' evaluation of their work experiences and organizational environment (Spector, 2019). Widigdo et al. (2026) explain that effective Human Resource Management practices—including fair compensation, balanced workload, and career development—create a supportive work environment that enhances employee satisfaction. In line with Social Exchange Theory, employees who perceive organizational support are more likely to reciprocate with positive attitudes and higher performance. This relationship is also supported by Helena and Widigdo (2025).

Sustainable Employee Performance (Y)

Sustainable employee performance refers to employees' ability to maintain high levels of productivity, work quality, and well-being over time without compromising their physical or psychological health (Ji et al., 2021). From the Sustainable Human Resource Management perspective, sustainable performance is achieved through Human Resource Management practices that balance organizational objectives with employee welfare (Widigdo et al., 2026). This perspective is reinforced by Helena and Widigdo (2025), who found that organizations implementing fair HR practices are more likely to develop employees who remain engaged, resilient, and capable of sustaining high performance over time.

Hypothesis Development

H1: Compensation has a positive and significant effect on Job Satisfaction.

Within Social Exchange Theory, fair and competitive compensation represents an important organizational resource that encourages employees to reciprocate through positive work attitudes (Cropanzano & Mitchell, 2005). From the Human Resource Management perspective, Widigdo et al. (2026) explain that compensation is a strategic HR practice that reflects organizational appreciation while enhancing employee well-being and satisfaction. Therefore, employees who perceive compensation as fair are more likely to experience higher job satisfaction. Previous studies also confirm that equitable compensation significantly enhances job satisfaction (Pham, 2025; Farida et al., 2024).

H2: Work Overload has a negative and significant effect on Job Satisfaction.

According to the JD-R model, excessive workload represents a job demand that depletes employees' physical and psychological resources (Bakker & Demerouti, 2017). Widigdo et al. (2026) argue that

effective Human Resource Management should balance job demands with organizational resources to maintain employee well-being. When workload exceeds employees' capacity, job satisfaction tends to decline. This relationship is supported by empirical studies showing that excessive workload significantly reduces employee satisfaction (Broskowski et al., 2025; Bellini et al., 2025).

H3: Career Development has a positive and significant effect on Job Satisfaction.

Career development provides employees with opportunities to improve competencies and achieve career advancement (Greenhaus et al., 2010). According to Widigdo et al. (2026), career development is a strategic HR function that demonstrates an organization's commitment to employee growth and long-term sustainability. Employees who perceive fair career opportunities are more likely to feel valued and satisfied with their jobs. Previous studies also demonstrate that career development positively influences job satisfaction (Riswandi et al., 2025; Yazid et al., 2024).

H4: Compensation has a positive and significant effect on Sustainable Employee Performance.

Social Exchange Theory suggests that employees reciprocate organizational support through improved performance (Cropanzano & Mitchell, 2005). Consequently, equitable compensation is expected to enhance sustainable employee performance. This relationship has been supported by previous studies (Pham, 2025; Farida et al., 2024).

H5: Work Overload has a negative and significant effect on Sustainable Employee Performance.

Within the JD-R framework, excessive workload continuously drains employees' physical and psychological resources, reducing their ability to sustain performance over time (Bakker & Demerouti, 2017). Therefore, unmanaged work overload is expected to reduce sustainable employee performance, as supported by previous findings (Broskowski et al., 2025; Bellini et al., 2025).

H6: Career Development has a positive and significant effect on Sustainable Employee Performance.

Career development equips employees with the competencies and confidence needed to perform effectively (Greenhaus et al., 2010). Empirical evidence also indicates that career development positively influences sustainable employee performance (Yazid et al., 2024).

H7: Job Satisfaction has a positive and significant effect on Sustainable Employee Performance.

Social Exchange Theory explains that employees who experience positive work attitudes are more likely to reciprocate through improved performance (Cropanzano & Mitchell, 2005). Previous studies have consistently found that job satisfaction positively affects sustainable employee performance (Pham, 2025; Farida et al., 2024).

H8: Job Satisfaction significantly mediates the relationship between Compensation and Sustainable Employee Performance.

From the Social Exchange Theory perspective, employees first interpret fair compensation as organizational support before responding with positive work attitudes. Therefore, job satisfaction is expected to mediate the relationship between compensation and sustainable employee performance. This mediating role has been supported by previous studies (Pham, 2025).

H9: Job Satisfaction significantly mediates the relationship between Work Overload and Sustainable Employee Performance.

Excessive workload weakens employees' physical and psychological resources, thereby reducing job satisfaction and performance (Bakker & Demerouti, 2017). Thus, job satisfaction is expected to mediate

the relationship between work overload and sustainable employee performance, consistent with the findings of Broskowski et al. (2025).

H10: Job Satisfaction significantly mediates the relationship between Career Development and Sustainable Employee Performance.

Career development reflects organizational investment in employees' long-term growth (Greenhaus et al., 2010). Consequently, satisfied employees are more likely to sustain high performance over time. This mediating mechanism is supported by previous research (Yazid et al., 2024).

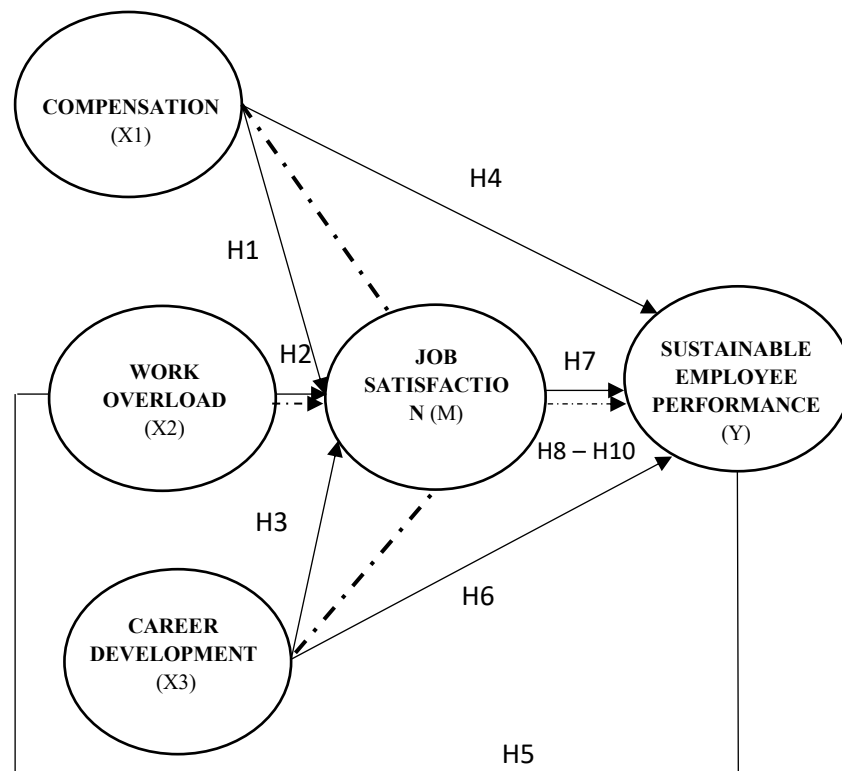


Figure 1. Conceptual Research Framework

METHOD

Research Design and Population

This study adopts a quantitative research approach with a causal-associative research design to evaluate the structural relationships between the exogenous variables (Compensation, Work Overload, and Career Development), the mediator (Job Satisfaction), and the endogenous variable (Sustainable Employee Performance). The target population consists of all active, full-time educational support staff (tenaga kependidikan non-akademik) at Universitas Pertamina, totaling 110 employees. Due to the highly manageable and compact size of the population, a saturated sampling (census) technique was applied, where all members of the population were invited to participate as respondents (Sugiyono, 2019). Out of the 110 questionnaires distributed via digital platforms, a total of 101 fully completed, valid responses were obtained, representing an exceptionally high response rate of 91.8%.

Measurement and Instrumentation

Primary data were collected using a self-administered structured questionnaire. The measurement instruments for all five latent variables were adapted from validated scales in established human resources and organizational behavior literature, specifically: (1) Compensation (X1, 5 indicators:

adequacy, fairness, appropriateness, timeliness, and motivational factors) adapted from Milkovich et al. (2020); (2) Work Overload (X2, 5 indicators: excessive demands, time pressure, fatigue, task overload, and resource imbalance) adapted from Schaufeli and Bakker (2004); (3) Career Development (X3, 5 indicators: training opportunities, managerial support, promotion fairness, career path clarity, and program alignment) adapted from the career management framework of Greenhaus et al. (2010); (4) Job Satisfaction (M, 5 indicators: satisfaction with compensation, tasks, coworker relationships, promotions, and supervision) adapted from Spector (2019); and (5) Sustainable Employee Performance (Y, 5 indicators: engagement, resilience, well-being, adaptability, and consistency in productivity) adapted from the E-SuPer scale developed by Ji et al. (2021). All questionnaire items were evaluated using a standard 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 2. Operationalization of Research Variables

Variable	Theoretical Basis	Measurement Indicators	Scale
Compensation (X1)	Social Exchange Theory (Milkovich et al., 2020)	Adequacy, internal/external fairness, appropriateness, timeliness, and motivational influence.	5-Point Likert
Work Overload (X2)	Job Demands-Resources (Schaufeli & Bakker, 2004)	Excessive demands, time pressure, fatigue, task complexity, and resource imbalance.	5-Point Likert
Career Development (X3)	Career Management (Greenhaus et al., 2010)	Training opportunities, managerial support, promotion fairness, career path clarity, and program alignment.	5-Point Likert
Job Satisfaction (M)	Two-Factor Theory (Spector, 2019)	Satisfaction with compensation, task enjoyment, coworker support, promotion opportunities, and supervision.	5-Point Likert
Sustainable Performance (Y)	Sustainable HRM (Ji et al., 2021)	Work engagement, psychological resilience, employee well-being, adaptability, and productivity consistency.	5-Point Likert

Data Analysis Method

Data analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) through SmartPLS 4.0 software. The PLS-SEM approach is highly suitable for this study as it effectively handles complex path models with multiple simultaneous direct and indirect mediation relationships, without requiring strict normal distribution assumptions for small-to-medium sample sizes (Hair et al., 2022). The empirical evaluation follows a rigorous two-step process: (1) evaluation of the measurement model (outer model) to establish indicator reliability, internal consistency, convergent validity (using factor loadings and AVE), and discriminant validity (using Fornell-Larcker Criterion and HTMT ratios); and (2) evaluation of the structural model (inner model) using R-Square, Q-Square, and path analysis. Significance testing for all hypothesized direct and mediating paths was conducted using the bootstrap resampling procedure with 5,000 resamples (Hair et al., 2022).

RESULT AND DISCUSSION

Respondent Characteristics

Prior to conducting structural modeling, a descriptive analysis was performed to identify the demographic characteristics of the 101 valid respondents. The characteristics examined in this study

include gender, age, and length of employment (tenure). The distribution of respondents is presented in Table 8.

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Female	70	69.3
	Male	31	30.7
Age	< 25 years	19	18.8
	25–34 years	65	64.4
	35–44 years	13	12.9
	45–54 years	4	4.0
Tenure	< 1 year	13	12.9
	1–3 years	18	17.8
	4–6 years	20	19.8
	7–10 years	50	49.5
Total		101	100

Source: Primary Data, processed by the researcher (2026)

As shown in Table 8, female employees dominated the sample, accounting for 69.3% (70 respondents), while male employees represented 30.7% (31 respondents). Regarding age, the majority of respondents were between 25 and 34 years old, representing 64.4% (65 respondents). Respondents under 25 years old accounted for 18.8% (19 respondents), followed by those aged 35–44 years at 12.9% (13 respondents), and those aged 45–54 years at 4.0% (4 respondents).

In terms of tenure, the largest proportion of respondents had worked at Universitas Pertamina for 7–10 years, accounting for 49.5% (50 respondents). This was followed by employees with 4–6 years of tenure at 19.8% (20 respondents), 1–3 years at 17.8% (18 respondents), and less than 1 year at 12.9% (13 respondents). The relatively large proportion of respondents with 7–10 years of tenure indicates that a substantial number of participants have considerable experience within the institution and are therefore familiar with its operational and organizational environment.

Overall, the respondent characteristics indicate that the sample consists predominantly of female employees, employees aged 25–34 years, and employees with 7–10 years of work experience. This demographic composition provides a relevant profile for interpreting perceptions of compensation, work overload, career development, job satisfaction, and sustainable employee performance among educational support staff at Universitas Pertamina.

Measurement Model (Outer Model) Evaluation

To establish reliability and validity, the measurement model was evaluated. Construct reliability is confirmed when both Cronbach's Alpha and Composite Reliability (CR) values exceed 0.70. Convergent validity is satisfied when individual indicator outer loadings are greater than or equal to 0.70, and the Average Variance Extracted (AVE) for each construct exceeds 0.50 (Hair et al., 2022). The restructured measurement metrics are divided into Table 3 (Indicator Loadings) and Table 4 (Reliability & Validity Summary) below:

Table 3. Summarizes the outer model quality metrics.

Variabel	Indicator	Outer Loading	Cronbach's Alpha	Composite Rel. (CR)	Average Var. (AVE)
Compensation (X1)	X1.1	0.787	0.846	0.856	0.617
	X1.2	0.810			
	X1.3	0.743			
	X1.4	0.779			
	X1.5	0.806			
Work Overload (X2)	X2.1	0.796	0.862	0.868	0.643
	X2.2	0.774			
	X2.3	0.810			
	X2.4	0.817			
	X2.5	0.812			
Career Development (X3)	X3.1	0.840	0.858	0.873	0.636
	X3.2	0.810			
	X3.3	0.784			
	X3.4	0.749			
	X3.5	0.802			
Job Satisfaction (M)	M.1	0.813	0.883	0.885	0.681
	M.2	0.842			
	M.3	0.851			
	M.4	0.803			
	M.5	0.815			
Sustainable Performance (Y)	Y1.1	0.775	0.850	0.853	0.626
	Y1.2	0.799			

Y1.3	0.816
Y1.4	0.778
Y1.5	0.785

As shown in Tables 2 and 3, all 25 indicator items exhibited factor loadings well above the 0.70 threshold, with the lowest loading observed for X1.3 (0.743) and the highest for M.3 (0.851). This indicates excellent reliability of the individual indicators. The AVE values for all five constructs are well above the 0.50 threshold, ranging from 0.617 to 0.681, indicating robust convergent validity. Internal consistency reliability is very high, as all Cronbach's Alpha and Composite Reliability values are above 0.80, far exceeding the minimum standard of 0.70 (Hair et al., 2022).

Discriminant validity was established using two rigorous approaches: the Fornell-Larcker criteria and the Heterotrait-Monotrait Ratio (HTMT). According to the Fornell-Larcker criteria, the square root of the AVE for each construct (diagonal values) must exceed the correlation coefficient between that construct and all other latent variables (off-diagonal elements) (Hair et al., 2022). Table 5 presents the discriminant validity matrix based on Fornell-Larcker.

Table 4. Discriminant Validity Matrix (Fornell-Larcker Criterion)

Construct	X1	X2	X3	Y	M
Compensation (X1)	0.785				
Work Overload (X2)	-0.592	0.802			
Career Development (X3)	0.602	-0.571	0.798		
J Sustainable Performance (Y)	0.660	-0.628	0.626	0.791	
Job Satisfaction (M)	0.667	-0.616	0.631	0.687	0.825

In addition, to further validate discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) was evaluated. According to the criteria, the HTMT is the average of all indicator correlations across constructs relative to the geometric mean of the average indicator correlations measuring the same construct (Hair et al., 2022). An HTMT value below the conservative threshold of 0.85 indicates that the constructs are conceptually distinct and represent unique realities. Table 5 presents the results of the HTMT test.

Table 5. Heterotrait-Monotrait Ratio (HTMT) Test Results

Variabel	Compensation (X1)	Work Overload (X2)	Career Development (X3)	Job Satisfaction (M)	Sustainable Performance (Y)
Work Overload (X2)	0,680				
Career Development (X3)	0,689	0,649			
Sustainable Performance (Y)	0,760	0,718	0,711		
Job Satisfaction (M)	0,755	0,693	0,713	0,790	

As shown in Table 5, all reported Heterotrait-Monotrait Ratio (HTMT) values are safely below the conservative cutoff of 0.85, confirming that discriminant validity is fully established. This proves that all five constructs represent distinct conceptual realities and are appropriate for structural equation modeling.

Structural Model (Inner Model) Evaluation

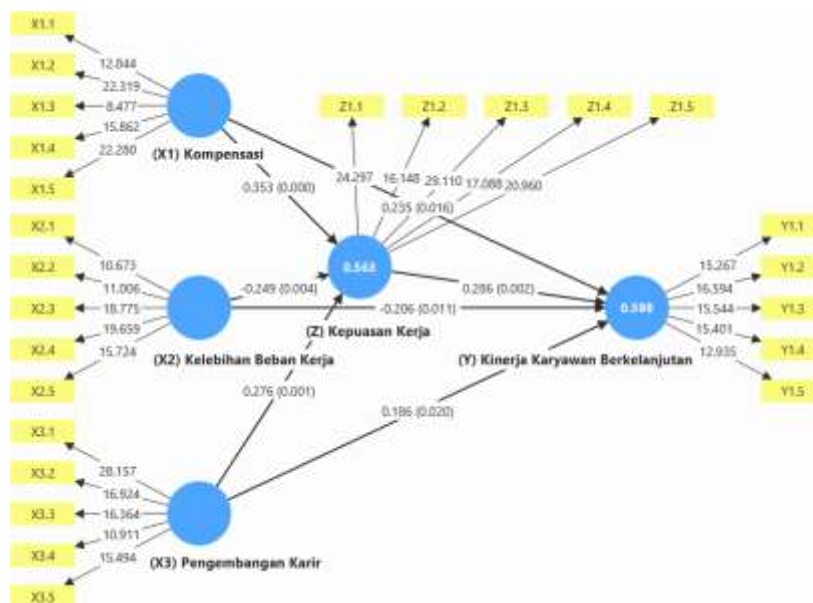


Figure 2. PLS-SEM Bootstrapping Model Results

Following measurement model validation, the structural model (inner model) was evaluated. The R-Square (R^2) value for Job Satisfaction is 0.563, indicating that 56.3% of the variance in administrative job satisfaction is explained by Compensation, Work Overload, and Career Development. The (R^2) value for Sustainable Employee Performance is 0.598, demonstrating that 59.8% of its variance is explained by the independent variables and the mediator, exceeding the moderate threshold (Hair et al., 2022).

Table 6. R Square (R^2) Value of Research Model

Latent Variable	R Square (R^2)	R Square Adjusted
Job Satisfaction (M)	0.563	0.550
Sustainable Employee Performance (Y)	0.598	0.581

Predictive relevance was evaluated using the blindfolding procedure, yielding a Q^2 of 0.360 for Job Satisfaction and a Q^2 of 0.358 for Sustainable Employee Performance. Since both values are substantially greater than 0, the model displays strong predictive relevance. To test the hypotheses, a PLS bootstrap resampling procedure with 5,000 resamples was performed.

Table 7. Path Coefficients and Hypothesis Testing Results (Bootstrapping)

Path Structure	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Direct Effect					
Compensation (X1) -> Job Satisfaction (M)	0.353	0.355	0.097	3.633	0.000
Work Overload (X2) -> Job Satisfaction (M)	-0.249	-0.251	0.093	2.691	0.004
Career Development (X3) -> Job Satisfaction (M)	0.276	0.278	0.093	2.978	0.001
Compensation (X1) -> Sustainable Performance (Y)	0.235	0.238	0.109	2.155	0.016
Work Overload (X2) -> Sustainable Performance (Y)	-0.206	-0.209	0.090	2.298	0.011
Career Development (X3) -> Sustainable Performance (Y)	0.186	0.188	0.091	2.055	0.020
Job Satisfaction (M) -> Sustainable Performance (Y)	0.286	0.289	0.100	2.862	0.002
Indirect Effect					

Path Structure	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Compensation (X1) -> Job Sat. (M) -> Sustainable Perf. (Y)	0.101	0.103	0.051	1.994	0.023
Work Overload (X2) -> Job Sat. (M) -> Sustainable Perf. (Y)	-0.071	-0.073	0.033	2.151	0.016
Career Dev. (X3) -> Job Sat. (M) -> Sustainable Perf. (Y)	0.079	0.081	0.039	2.048	0.020

Table 7 presents the results of hypothesis testing based on the PLS-SEM bootstrapping procedure with 5,000 resamples. The analysis reports the Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T Statistics, and P Values for the direct and indirect effects. The Original Sample represents the estimated path coefficient and indicates the direction and strength of the relationship between constructs. A positive coefficient indicates a positive relationship, whereas a negative coefficient indicates an inverse relationship. The Sample Mean represents the average coefficient obtained from the bootstrap samples, while the Standard Deviation indicates the variability of the bootstrap estimates. Statistical significance is determined based on the T Statistics and P Values. In this study, a one-tailed test is applied with a critical T value of 1.645; therefore, a relationship is considered significant when the T Statistics exceeds 1.645 and the P Value is below 0.05.

The direct effect results indicate that Compensation (X1) has a positive and significant effect on Job Satisfaction (M), with an Original Sample of 0.353, Sample Mean of 0.355, Standard Deviation of 0.097, T Statistics of 3.633, and P Value of 0.000. The positive coefficient indicates that higher perceived compensation is associated with higher job satisfaction. Since the T Statistics exceeds 1.645 and the P Value is below 0.05, H1 is supported. Work Overload (X2) has a negative and significant effect on Job Satisfaction, as indicated by an Original Sample of -0.249, Sample Mean of -0.251, Standard Deviation of 0.093, T Statistics of 2.691, and P Value of 0.004. The negative coefficient indicates that higher work overload is associated with lower job satisfaction, supporting H2. Career Development (X3) has a positive and significant effect on Job Satisfaction, with an Original Sample of 0.276, Sample Mean of 0.278, Standard Deviation of 0.093, T Statistics of 2.978, and P Value of 0.001. This result indicates that better career development is associated with higher job satisfaction, supporting H3.

Regarding Sustainable Employee Performance (Y), Compensation has a positive and significant effect, with an Original Sample of 0.235, Sample Mean of 0.238, Standard Deviation of 0.109, T Statistics of 2.155, and P Value of 0.016. This result indicates that higher perceived compensation is associated with higher sustainable employee performance, supporting H4. In contrast, Work Overload has a negative and significant effect on Sustainable Employee Performance, with an Original Sample of -0.206, Sample Mean of -0.209, Standard Deviation of 0.090, T Statistics of 2.298, and P Value of 0.011. The negative coefficient indicates that greater work overload is associated with lower sustainable employee performance, supporting H5. Career Development has a positive and significant effect on Sustainable Employee Performance, with an Original Sample of 0.186, Sample Mean of 0.188, Standard Deviation of 0.091, T Statistics of 2.055, and P Value of 0.020. This finding indicates that greater career development opportunities are associated with higher sustainable employee performance, supporting H6. Job Satisfaction also has a positive and significant effect on Sustainable Employee Performance,

with an Original Sample of 0.286, Sample Mean of 0.289, Standard Deviation of 0.100, T Statistics of 2.862, and P Value of 0.002. Thus, higher job satisfaction is associated with higher sustainable employee performance, supporting H7.

The indirect effect results demonstrate the mediating role of Job Satisfaction. Compensation has a positive and significant indirect effect on Sustainable Employee Performance through Job Satisfaction, with an Original Sample of 0.101, Sample Mean of 0.103, Standard Deviation of 0.051, T Statistics of 1.994, and P Value of 0.023. The positive indirect coefficient indicates that compensation contributes to sustainable employee performance through increased job satisfaction, supporting H8. Work Overload has a negative and significant indirect effect on Sustainable Employee Performance through Job Satisfaction, with an Original Sample of -0.071, Sample Mean of -0.073, Standard Deviation of 0.033, T Statistics of 2.151, and P Value of 0.016. This negative indirect relationship indicates that greater work overload is associated with lower sustainable employee performance through reduced job satisfaction, supporting H9. Career Development has a positive and significant indirect effect on Sustainable Employee Performance through Job Satisfaction, with an Original Sample of 0.079, Sample Mean of 0.081, Standard Deviation of 0.039, T Statistics of 2.048, and P Value of 0.020. This result indicates that career development contributes to sustainable employee performance through increased job satisfaction, supporting H10.

Overall, all seven direct effects and three indirect effects are statistically significant because their T Statistics exceed the critical value of 1.645 and their P Values are below 0.05. The results consistently show that Compensation and Career Development have positive relationships with Job Satisfaction and Sustainable Employee Performance, whereas Work Overload has negative relationships with both outcomes. Job Satisfaction, in turn, has a positive relationship with Sustainable Employee Performance. The significant indirect effects further indicate that Job Satisfaction mediates the relationships between Compensation, Work Overload, and Career Development and Sustainable Employee Performance. Because the corresponding direct effects remain significant alongside the significant indirect effects, the mediation relationships are characterized as partial mediation.

DISCUSSION

The Influence of Compensation on Job Satisfaction (H1)

The bootstrapping analysis reveals a positive and significant direct relationship between compensation and job satisfaction, supporting H1. This finding suggests that educational support staff who perceive fair compensation tend to experience higher job satisfaction. According to Social Exchange Theory (Cropanzano & Mitchell, 2005), fair compensation reflects organizational support and encourages positive employee attitudes. From the Human Resource Management perspective, Widigdo et al. (2026) explain that compensation is a strategic HR practice that reflects organizational appreciation and promotes employee well-being. Likewise, Milkovich et al. (2020) and Helena and Widigdo (2025) argued that equitable compensation fulfills employees' financial and psychological needs, thereby enhancing job satisfaction. This finding is also consistent with the Sustainable HRM perspective, which emphasizes fair compensation as a strategic practice to support employee well-being (Kramar, 2014). Empirically, the result supports Pham (2025) and Farida et al. (2024) but differs from Riswandi et al. (2025), possibly due to differences in research context and respondents.

The Influence of Work Overload on Job Satisfaction (H2)

The bootstrapping analysis reveals a negative and significant direct relationship between work overload and job satisfaction, supporting H2. This finding indicates that excessive workload reduces employees' job satisfaction. According to the Job Demands–Resources (JD-R) Theory (Bakker & Demerouti, 2017), excessive job demands continuously deplete employees' physical and psychological resources, leading to lower satisfaction. Widigdo et al. (2026) further emphasize that Human Resource Management should balance job demands with organizational resources to maintain employee well-being and organizational sustainability. Similarly, Schaufeli and Bakker (2004) and Helena and

Widigdo (2025) emphasized that unmanaged workload and overlapping responsibilities increase stress and reduce employees' comfort at work. Empirically, this finding is consistent with Broskowski et al. (2025) and Bellini et al. (2025) but differs from Singh and Agarwal (2024), possibly due to differences in organizational context and workload characteristics.

The Influence of Career Development on Job Satisfaction (H3)

The bootstrapping analysis reveals a positive and significant direct relationship between career development and job satisfaction, supporting H3. This finding suggests that employees who perceive greater career development opportunities tend to report higher job satisfaction. According to Social Exchange Theory (Cropanzano & Mitchell, 2005), career development reflects organizational support that encourages positive employee attitudes. Furthermore, Greenhaus et al. (2010) explained that career development fulfills employees' needs for competence and professional growth. Similarly, Widigdo et al. (2026) describe career development as a strategic HR function that demonstrates organizational commitment to employee growth, thereby strengthening job satisfaction. Empirically, this finding supports Yazid et al. (2024) and Riswandi et al. (2025) but contrasts with Broskowski et al. (2025), which may be attributed to differences in organizational career management practices.

The Influence of Compensation on Sustainable Employee Performance (H4)

The bootstrapping analysis reveals a positive and significant direct relationship between compensation and sustainable employee performance, supporting H4. This finding indicates that fair compensation enables employees to maintain consistent performance over time. According to Social Exchange Theory (Cropanzano & Mitchell, 2005), employees reciprocate organizational support through sustained work performance. Likewise, Milkovich et al. (2020) and Helena and Widigdo (2025) emphasized that equitable compensation enhances employees' psychological security, while the Sustainable HRM perspective considers compensation a strategic resource for sustaining employee well-being and long-term performance (Kramar, 2014). This finding is consistent with Abbas (2025), Pham (2025), and Farida et al. (2024).

The Influence of Work Overload on Sustainable Employee Performance (H5)

The bootstrapping analysis reveals a negative and significant direct relationship between work overload and sustainable employee performance, supporting H5. This finding indicates that excessive workload reduces employees' ability to maintain long-term performance. According to the JD-R Theory (Bakker & Demerouti, 2017), excessive job demands gradually exhaust employees' physical and psychological resources. Schaufeli and Bakker (2004) and Helena and Widigdo (2025) also highlighted that unmanaged workload decreases work quality and employee well-being. These findings are consistent with the concept of sustainable employee performance proposed by Ji et al. (2021) and are supported by Broskowski et al. (2025) and Bellini et al. (2025).

The Influence of Career Development on Sustainable Employee Performance (H6)

The bootstrapping analysis reveals a positive and significant direct relationship between career development and sustainable employee performance, supporting H6. This finding suggests that employees who receive greater career development opportunities are more likely to maintain sustainable performance. According to Social Exchange Theory (Cropanzano & Mitchell, 2005), career development represents organizational investment that encourages employees to reciprocate through improved performance. In addition, Greenhaus et al. (2010) explained that career development strengthens employees' competencies, while the Sustainable HRM perspective emphasizes its role in

supporting long-term organizational performance (Kramar, 2014). This finding is consistent with Ji et al. (2021) and Yazid et al. (2024).

The Influence of Job Satisfaction on Sustainable Employee Performance (H7)

The bootstrapping analysis reveals a positive and significant direct relationship between job satisfaction and sustainable employee performance, supporting H7. This finding indicates that employees with higher job satisfaction are more likely to maintain sustainable performance. According to Spector (2019), job satisfaction reflects employees' positive evaluation of their work, which encourages stronger commitment and engagement. This finding is also consistent with the sustainable employee performance framework proposed by Ji et al. (2021). Empirically, the result supports Pham (2025) and Farida et al. (2024).

The Mediating Role of Job Satisfaction between Compensation and Sustainable Performance (H8)

The bootstrapping analysis reveals that job satisfaction significantly mediates the relationship between compensation and sustainable employee performance, supporting H8. This finding suggests that fair compensation enhances sustainable employee performance by increasing employees' job satisfaction. According to Social Exchange Theory (Cropanzano & Mitchell, 2005), employees first perceive compensation as organizational support before translating these positive perceptions into improved performance. This finding is consistent with Pham (2025) but differs from Riswandi et al. (2025).

The Mediating Role of Job Satisfaction between Work Overload and Sustainable Performance (H9)

The bootstrapping evaluation of indirect pathways confirms that job satisfaction significantly and negatively mediates the relationship between work overload and sustainable employee performance, supporting the ninth hypothesis. Under this negative mediation pathway, chronic workload stress and task overlap function as severe job demands that first destroy the psychological contract, eroding job satisfaction. This severe reduction in job satisfaction subsequently depletes the employee's affective reserves, culminating in a direct collapse of their psychological resilience, workplace well-being, and capacity to maintain long-term operational quality. Fostering administrative satisfaction thus serves as a vital protective buffer, representing a critical prerequisite for mitigating the destructive effects of workload demands, consistent with Bakker and Demerouti (2017).

The Mediating Role of Job Satisfaction between Career Development and Sustainable Performance (H10)

The bootstrapping analysis reveals that job satisfaction significantly mediates the relationship between career development and sustainable employee performance, supporting H10. This finding suggests that career development improves sustainable employee performance by enhancing employees' job satisfaction. According to Social Exchange Theory (Cropanzano & Mitchell, 2005), organizational investment in employees' career growth strengthens positive work attitudes that ultimately improve performance. This explanation is supported by Greenhaus et al. (2010), Ji et al. (2021), Yazid et al. (2024), and Pham (2025).

CONCLUSION

This study examined the effects of compensation, work overload, and career development on sustainable employee performance through job satisfaction among educational support staff at Universitas Pertamina. The findings demonstrate that compensation and career development positively influence job satisfaction and sustainable employee performance, whereas work overload negatively affects both variables. In addition, job satisfaction has a significant positive effect on sustainable employee performance and partially mediates the relationships between compensation, work overload, career development, and sustainable employee performance.

These findings indicate that sustainable employee performance is shaped by both organizational practices and employees' psychological responses. Fair compensation, effective workload management,

and continuous career development contribute to higher job satisfaction, which subsequently strengthens employees' ability to maintain long-term performance. Therefore, fostering employee well-being through sustainable human resource management practices is essential for improving organizational performance in higher education institutions.

RECOMMENDATIONS

The findings provide practical implications for higher education institutions, particularly Universitas Pertamina, in strengthening sustainable human resource management. Organizations should establish fair compensation systems, implement transparent career development policies, and regularly evaluate employee workload to maintain a balance between job demands and available resources. These practices are expected to improve job satisfaction and support sustainable employee performance, ultimately contributing to organizational effectiveness and long-term institutional sustainability.

RESEARCH LIMITATION AND FUTURE RESEARCH

RESEARCH LIMITATION

This study has several limitations. First, the research was conducted in a single higher education institution, which may limit the generalizability of the findings. Second, the cross-sectional design restricts the ability to examine changes in employee perceptions over time. Third, the study focused on compensation, work overload, career development, and job satisfaction, while other factors influencing sustainable employee performance were not included.

Future studies are encouraged to validate the proposed model in different organizational settings and employ longitudinal research designs to provide stronger evidence of causal relationships. In addition, future research may incorporate other sustainable human resource management variables, such as organizational support, leadership, employee engagement, organizational culture, or work-life balance, to provide a broader understanding of sustainable employee performance.

FUTURE RESEARCH

Future studies are encouraged to validate the proposed model in different organizational settings and employ longitudinal research designs to provide stronger evidence of causal relationships. In addition, future research may incorporate other sustainable human resource management variables, such as organizational support, leadership, employee engagement, organizational culture, or work-life balance, to provide a broader understanding of sustainable employee performance.

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