

The Influence of Workload and Employee Income Supplement (TPP) on Employee Performance: A Scoping Review

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Abstract

Employee performance, particularly among State Civil Apparatus (ASN), plays a crucial role in supporting effective governance and delivering quality public services. Various studies have examined the impact of workload and Employee Income Supplements (TPP) on employee performance. However, findings from these studies are scattered across various agencies and contexts, thus not providing a complete picture. Using a scoping review methodology, this study aims to map and synthesize scientific evidence on the impact of workload and TPP on employee performance in the public sector. Publications were selected based on predetermined inclusion criteria and were sourced from national scientific journals published between 2019 and 2025. Analysis using narrative synthesis methods was conducted on 22 publications to identify research characteristics, patterns of findings, and emerging trends. The results showed a consistent correlation between employee performance, TPP, and workload. Providing TPP has been shown to increase employee incentives, discipline, and productivity, while proportionally managed workloads generally support improved performance. Furthermore, several studies indicate that other factors, such as job satisfaction, work motivation, and work discipline, also influence this relationship. This study highlights that the implementation of an objective, performance-based TPP system, along with balanced workload management, are complementary elements in supporting improved civil servant performance. The research findings are expected to serve as a foundation for future studies that integrate these two factors into a single research model, as well as provide input for formulating human resource management policies.

Keywords: Workload, Employee Income Supplement (TPP), Employee Performance, State Civil Servants (ASN).

Introduction

Improving the performance quality of state civil servants (ASN) is a priority focus in the implementation of bureaucratic reform in Indonesia. ASN performance not only determines the effectiveness of government administration but also serves as an indicator of the success of public services provided to the community. Therefore, the government has continuously undertaken various efforts to strengthen the performance management system through regulatory and policy improvements. This commitment is reflected in various policies introduced since the implementation of regional autonomy, including Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment, which explains that performance assessment is a crucial part of civil servant human resource management.

Employee performance trends are fundamentally influenced by a number of interrelated elements, stemming from both personal characteristics and the work environment. Employee effectiveness in achieving organizational goals depends on

a variety of factors, including ability, motivation, and the work environment. Given its direct link to employee productivity, workload and compensation systems particularly Employee Income Supplement (TPP) are also key concerns. While TPP serves as an incentive to increase motivation, dedication, and enthusiasm in carrying out tasks, workload indicates the magnitude of the demands on the job that are the responsibility to fulfill within the limits of the employee's physical and mental capabilities.

In government agencies, workload management remains a challenge that requires serious attention. An unbalanced workload has various consequences for performance. If the workload is too low, employees may experience a lack of challenge, thus hindering optimal productivity. Conversely, an excessively high workload can lead to physical and psychological fatigue, increase job stress levels, and ultimately reduce the quality and quantity of work output. This situation demonstrates that managing a proportional workload is crucial for achieving effective organizational performance.

Several studies have demonstrated a relationship between workload variables and employee performance. A study by Mochamad Kemal Abizar and Wiwin Wianti (2025) showed that workload had a positive and significant effect on employee performance in the South Kembangan Subdistrict, West Jakarta. These results are supported by research by Tiara Atika Putri, Achmad Efendi, and Damingun (2025), which also found that workload had a positive and significant effect on employee performance, both partially and simultaneously. These findings indicate that managing workload appropriate to employee capacity can be a contributing factor to performance in public sector organizations.

In addition to workload, the Employee Income Supplement system is also a key factor in shaping the performance of civil servants. One form of compensation implemented in government is the Employee Income Supplement (TPP), an incentive given as a form of appreciation for employee performance, responsibility, and contribution in carrying out official duties. The provision of TPP in each regional government refers to policies established by considering the fiscal capacity of each region. Through this policy, the government hopes to improve employee welfare while encouraging work motivation and better productivity. The results of research by Hasnawati, Pasrun Adam, and Asraf (2023) show that TPP has a significant positive effect on employee performance at the Regional Secretariat of Southeast Sulawesi Province. These findings demonstrate that the provision of incentives accompanied by an appropriate performance appraisal system can be a factor supporting improved civil servant performance.

Efforts to improve civil servant (ASN) performance are also an integral part of the implementation of bureaucratic reform in Indonesia. Law No. 5 of 2014 concerning the State Civil Apparatus (Civil Servants) stipulates that civil servants are required to work professionally, maintain neutrality, uphold integrity, and provide quality public services. To achieve these goals, every agency needs to implement effective human resource management, including through balanced

workload arrangements and a fair, transparent, and performance-based compensation system.

However, the implementation of these two aspects still faces various challenges. In some government agencies, the workload received by employees is not fully balanced with the compensation provided. This condition can affect motivation and job satisfaction, ultimately leading to decreased performance. On the other hand, some agencies have implemented the provision of TPP, but the benefits are not optimal because they are not supported by objective performance assessment, monitoring, and evaluation mechanisms. Therefore, the effectiveness of TPP is determined not only by the size of the incentives received, but also by the quality of the performance management system implemented within the organization.

Numerous studies have been published on the influence of workload and Employee Supplemental Income (TPP) on employee performance. However, many of these studies still examine each variable separately or are limited to a specific organizational context. Consequently, a comprehensive picture of how these two factors influence employee performance is not yet available based on existing empirical findings. This situation indicates a gap in the synthesis of scientific evidence that could provide a more comprehensive understanding of the relationship between workload, TPP, and employee performance. Therefore, this study was conducted using a scoping review approach that maps, categorizes, and synthesizes the results of published research to obtain an overview of the development of research on this topic.

Research gaps are also evident in the methodological approaches commonly used in previous studies. Most studies employ quantitative methods with survey designs and regression analyses conducted within a single agency or region. While these approaches are capable of explaining the relationships between variables within each research context, the results are fragmented and therefore do not provide a complete picture of the patterns of relationships emerging across various public sector organizations. Through a scoping review, various research findings can be systematically compiled and analyzed to identify trends in findings, similarities and differences between research findings, and areas requiring further study.

Furthermore, previous studies have found that there is not always a direct relationship between workload, performance-based benefits (PPB), and employee performance. Various studies indicate that this relationship can be explained through additional intermediary variables, such as work motivation, job satisfaction, and work discipline. For example, a study conducted at the Mappi Regency Inspectorate Office, South Papua Province, by Adnan, Arius Andreas Kambu, and Ikhwan HS (2024) found that work motivation mediates the influence of PBP and work discipline on employee performance. These results demonstrate the complex interrelationships between these factors in the context of public sector human resource management. Therefore, a study is needed that not only summarizes current research findings but also identifies knowledge gaps, maps

potential research directions, and lays the foundation for future research and policy development in civil service management.

Based on the background description and research gaps outlined above, this study aims to map and synthesize scientific evidence regarding the relationship between workload, Employee Income Supplement (TPP), and employee performance in the public sector. In more detail, the objectives of this study are: (1) to identify and synthesize research results that discuss the influence of workload on employee performance; (2) to identify and synthesize research results regarding the influence of providing Employee Income Supplement (TPP) on employee performance; (3) to examine trends, similarities, and differences in findings reported in previous studies; and (4) to formulate theoretical implications and practical recommendations that can form the basis for developing human resource management policies in government agencies.

Method

This study employed a scoping review approach to systematically map and synthesize evidence from previous studies on workload, Employee Income Supplement (TPP), and employee performance. A scoping review is a literature synthesis method that aims to systematically and comprehensively map and summarize research evidence on a particular topic. The methodological framework used refers to the framework developed by Arksey and O'Malley (2005), later refined by Levac, Colquhoun, and O'Brien (2010), and further guided by the Joanna Briggs Institute (JBI) Manual for Evidence Synthesis (Peters et al., 2020). The framework consists of several stages, namely identifying research questions, identifying relevant studies, selecting studies, charting the data, and collecting, summarizing, and reporting the results. In addition, the reporting of this scoping review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses Extension for Scoping Reviews (PRISMA-ScR) guideline (Tricco et al., 2018). This approach aims to answer the research questions that have been established by collecting, classifying, and synthesizing findings from previous studies (Nurhamsyah, Trisyani, & Nuraeni, 2018).

A. Identifying Research Questions

The first stage in Arksey and O'Malley's (2005) framework is to formulate research questions that will serve as a reference in the literature search and selection process. Based on the objectives outlined previously, the research questions in this study are formulated as follows: (1) how does workload affect employee performance in government agencies as reported in previous studies; (2) how does the provision of Employee Income Supplements (TPP) affect employee performance in government agencies; (3) to what extent are the similarities and differences in findings between studies regarding these two variables; and (4) what factors influence the correlation between workload, TPP, and employee performance based on published evidence. These four questions are then used as a

basis for determining search keywords and inclusion and exclusion criteria for articles.

B. Identifying Relevant Studies

After identifying the research questions, the next step is to develop criteria to determine which articles are relevant for further review. These criteria are designed to ensure a consistent and accountable literature selection process, focusing on the year of publication, language, research topic, publication type, research context, methodological clarity, and the availability of complete manuscripts. The inclusion and exclusion criteria used in this study are presented in Table 1. below.

Table 1. Inclusion and Exclusion Criteria

Aspect	Inclusion Criteria	Exclusion Criteria
Year of publication	Articles published in the period 2019–2025.	Articles published outside the 2019–2025 period.
Language	The article is written in Indonesian.	Articles written in languages other than Indonesian.
Research topics	Discussing workload and/or TPP (independent variables) with employee performance (dependent variable)	Does not discuss those variables.
Publication type	Research articles in nationally accredited scientific journals or indexed journals.	Opinions, editorials, or non-scientific publications without empirical data.

C. Article Selection

A comprehensive literature search was conducted using various sources, electronic databases and indexing platform, including Google Scholar and Garuda. Keywords used included workload, additional employee income, and employee performance.

A multistep selection process was applied to the articles obtained from the initial search. The first step involved screening based on title and abstract to determine initial relevance. The second step involved reading the full text to ensure compliance with the established inclusion and exclusion criteria. A total of 22 articles, consisting of 12 publications on TPP and employee performance and 10 articles on workload and employee performance, met all selection criteria and were used as the primary data sources in this research study. The article selection process followed the PRISMA-ScR flow to ensure a transparent and systematic screening procedure.

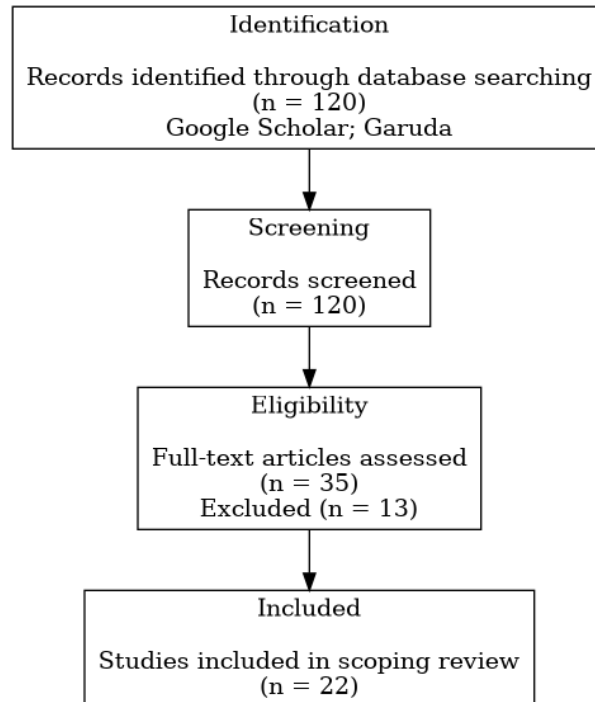


Figure 1. PRISMA-ScR flow Diagram Illustrating the Study Selection Process

D. Data Mapping

In the data mapping stage, the 22 articles that had passed the selection were then compiled and mapped into a data extraction table (charting table) so that information from each article could be compared systematically. Information extracted from each article included the author's name, year of publication, research title, journal name, variables studied, data analysis techniques, and reported research results. This mapping was grouped into two large categories according to the focus of the study: a group of articles discussing the effect of workload on employee performance and a group of articles examining the effect of Employee Income Supplement (TPP) on employee performance. This grouping will make it easier for researchers to identify patterns, trends, and gaps in findings in each theme before entering the synthesis stage.

E. Compilation, Synthesis and Reporting of Research Results

In this final stage, the data mapped in the extraction table was synthesized using a narrative synthesis method. Data from each article were read and compared to identify similarities, differences, and patterns of relationships between the reported variables. The synthesis results were then organized thematically based on two study groups: the effect of workload on employee performance and the effect of TPP on employee performance, before being discussed further to examine the relationship between the two themes. The results were presented descriptively and narratively, supported by summary tables, in keeping with the characteristics of a scoping review, which emphasizes evidence mapping over statistical hypothesis testing.

Results

Based on the data mapping results in Table 2, the 22 articles that met the selection criteria were divided into two study groups: 10 articles discussing the influence and relationship between workload and employee performance, and 12 articles discussing the influence and relationship between Employee Income Supplement (TPP) and employee performance. All of these articles were published in national scientific journals between 2019 and 2025, and most used a quantitative approach with a linear regression analysis model. A description of the study results for each theme group is presented in the following two subsections.

Table 2. Data Collection Results

No	Author and Year	Article Title	Journal	Analysis Technique	Main Findings
WORKLOAD AND EMPLOYEE PERFORMANCE					
1	Mochamad Kemal Abizar & Wiwin Wianti (2025)	The Influence of Workload and Work Environment on Employee Performance in Kembangan Selatan Urban Village, West Jakarta	Journal of Management, Economics and Accounting	Multiple linear regression	Workload and work environment had positive and significant effects on employee performance.
2	Annisa Nurhandayani (2024)	The Influence of Work Environment, Job Satisfaction, and Workload on Employee Performance	Jurnal Smartindo	Multiple linear regression	Workload had a statistically significant partial effect on employee performance.
3	Dyah Ayu Hananing Tyas & Indra Prasetyo (2024)	The Effect of Workload and Job Stress on Employee Performance Through Job Satisfaction as an Intervening Variable at Pegadaian Syariah, Bangkalan Branch	MAP: Journal of Management and Public Administration	Multiple linear regression	Workload had a positive and significant effect on employee performance.
4	Yogi Ivan Wicaksono & Lie Liana (2024)	Job Stress, Workload, and Work Environment in Relation to Employee Performance	Jurnal E-Bis	Multiple linear regression	Workload had a positive and significant effect on employee performance.
5	Hesti Sugesti & Hafiz Akbar (2023)	The Effect of Workload on Employee Performance in the International Export Section of the Indonesian Post Office, Bandung MPC	Journal of Business and Marketing	Multiple linear regression	Workload affected employee performance.

No	Author and Year	Article Title	Journal	Analysis Technique	Main Findings
6	Arizal Hamizar (2020)	The Effect of Workload on Employee Performance: A Case Study at BPS Maluku	AMAL: Journal of Islamic Economics and Business	Multiple linear regression	Workload had a significant effect on employee performance.
7	Adji Widodo & Lista Kurniawati (2022)	The Effect of Workload and Work Discipline on Employee Performance at the Bogor Regency District Attorney's Office	JIMAWA: Scientific Journal of Management and Entrepreneurship	Multiple linear regression	Workload and work discipline had positive and significant effects on employee performance.
8	Muhammad Nur Deni Musa & Herman Surijadi (2020)	The Influence of Workload and Work Environment on Employee Performance	Journal of Public Policy and Business Applications	Multiple linear regression	Workload had a positive and significant effect on employee performance at the Buru Regency Civil Registry Office.
9	Faujannah & Muhammad Noor Ifansyah (2025)	The Effect of Workload on Employee Performance at Hikun Community Health Center, Tabalong Regency	JAPB: Journal of Public Administration and Business Administration	Multiple linear regression	Workload affected employee performance at Hikun Community Health Center.
10	Tiara Atika Putri, Achmad Efendi & Damingun (2025)	The Influence of Work Discipline and Workload on Employee Performance	Scientific Journal of Management, Business and Entrepreneurship	Multiple linear regression	Workload had a positive and significant effect on employee performance, both partially and simultaneously.
EMPLOYEE INCOME SUPPLEMENT (TPP) AND EMPLOYEE PERFORMANCE					
11	Anas Yalitoba (2019)	The Effect of Additional Income on Employee Performance at the Sigi Regency Regional Secretariat	Journal of Social Welfare	Descriptive analysis, validity and reliability tests, t-test, simple regression	Additional income had a positive and significant effect on employee performance, with a reported contribution of 79%.

No	Author and Year	Article Title	Journal	Analysis Technique	Main Findings
12	Cindy Dwi Millenia, Dina Suryawati & Hermanto Rohman (2023)	The Effect of Additional Employee Income (Incentives) on Employee Performance at the Jember Regency Regional Revenue Agency	Jurnal E-Sospol	Simple regression	Additional employee income had a positive and significant effect on employee performance.
13	Suranto & Tofan Tri Nugroho (2024)	The Effect of Additional Employee Income on Civil Servant Performance at the Kesugihan District Office	Jurnal Syntax Admiration	Descriptive analysis and simple linear regression	Additional employee income influenced employee performance.
14	Nelwan Kasnahadi Mendaun, Kristiawan H. P. Lambe & Mika Malissa (2025)	The Role of Additional Employee Income in Assessing Civil Servant Performance at the Nabire Regency Industry Office	Indonesian Journal of Economics and Business Students	Qualitative research; interactive analysis model	TPP contributed positively to civil servants' motivation, discipline, and responsibility, which are performance indicators.
15	Adnan, Arius Andreas Kambu & Ikhwan HS (2024)	The Effect of TPP and Work Discipline on Employee Performance with Work Motivation as a Mediator at the Mappi Regency Inspectorate	Journal of Economics, Management and Information Systems (JEMSI)	Multiple linear regression	TPP and work discipline had positive effects on employee performance in the Mappi Regency Inspectorate.
16	Irma Sumiaty, Andi Hendra Syam & Amiruddin (2023)	The Effect of Additional Employee Income (TPP) on Employee Performance at the Population and Civil Registration Office of South Sulawesi Province	Jurnal Rimba: Research in Management and Business Accounting	Multiple linear regression	Additional employee income affected employee performance at the provincial Population and Civil Registration Office.
17	Ria Fitri (2025)	The Effect of Employee Income Allowances on Civil Servant Performance: A Case Study at the Central Lampung Regency Regional Secretariat	Journal of Economic Management (Jurnal SIMPLEX)	Multiple linear regression	Employee income allowances had a significant positive effect on civil servant performance.

No	Author and Year	Article Title	Journal	Analysis Technique	Main Findings
18	Hasnawati, Pasrun Adam & Asraf (2023)	The Role of TPP in Mediating the Effect of Motivation on Employee Performance at the Southeast Sulawesi Provincial Secretariat	Journal of Economics, Management and Accounting (Neraca)	Multiple linear regression	Additional employee income had a positive and significant effect on employee performance.
19	Ratna Setyo Rahayu, Eri Yusnita Arvianti & Cahyono Sasmito (2024)	The Impact of TPP Implementation on Civil Servant Performance at the Batu City Agriculture and Food Security Office	Journal of Public Administration	Qualitative method; observation, interviews, documentation	TPP implementation was associated with improved civil servant discipline, motivation, and work completion timeliness.
20	Meriana Madjid (2019)	The Effect of TPP and Work Ability on Employee Performance at the Morowali Regency Regional Development Planning, Research and Development Agency	Jurnal Katalogis	Multiple linear regression	TPP had a significant effect on employee performance.
21	Veni Rikusita, Ronny Malavia Mardani & Fahrurrozy Rahman (2020)	The Effect of TPP and Job Satisfaction on Civil Servant Performance: A Case Study at the Batu City Regional Finance Agency	Journal of Management Research (eJRM)	Multiple linear regression	TPP affected the performance of civil servants at the Batu City Regional Finance Agency.
22	Aspian Suute, Arifuddin Mas'ud & Asraf Yunus (2024)	The Effect of Additional Income and Work Effectiveness on Civil Servant Performance in the East Kolaka Regency Government	Journal of International Accounting Research	Multiple linear regression	Additional income and work effectiveness had positive and significant effects on civil servant performance.

A. Study Results: The Effect of Workload on Employee Performance

A literature search revealed that ten articles specifically examined the relationship between workload and employee performance. Most of the studies used a quantitative approach with multiple linear regression analysis, while the subjects covered various government agencies, such as sub-districts, prosecutors' offices, the Central Statistics Agency, local government agencies, and community

health centers. The diversity of research locations indicates that workload issues are a concern across various types of public sector organizations in Indonesia.

The synthesis results indicate a consistent trend in findings. All reviewed articles reported that workload significantly impacts employee performance. Most studies demonstrated a positive relationship, indicating that a proportionally managed workload can be a factor in improving employee performance. However, the magnitude of the influence found varies across studies, depending on the characteristics of the organization, the conditions and circumstances of the work environment, and other variables analyzed.

Several studies have shown that the influence of workload on performance is not independent. Mochamad Kemal Abizar and Wiwin Wianti (2025) illustrated that in addition to workload, the work environment is also a supporting factor in improving employee performance. Similar results were found by Annisa Nurhandayani (2024) and Yogi Ivan Wicaksono and Lie Liana (2024), who included the work environment and job satisfaction as supporting factors in their research model. Meanwhile, Dyah Ayu Hananing Tyas and Indra Prasetyo (2024) explained that workload and performance are also influenced by job stress and job satisfaction as mediating variables. These findings indicate that the influence of workload on performance is also mediated by organizational conditions and employee psychological factors.

Consistency in research findings is also evident in various other government agencies. Research conducted by Tiara Atika Putri et al. (2025), Adji Widodo and Lista Kurniawati (2022), Arizal Hamizar (2020), Muhammad Nur Deni Musa and Herman Surijadi (2020), Hesti Sugesti and Hafiz Akbar (2023), and Faujannah and Muhammad Noor Ifansyah all demonstrate that workload impacts employee performance. Although the research subjects differ, all of these studies lead to similar conclusions: that managing workload appropriately to employee capacity will support improved organizational performance.

Overall, the synthesis results show that workload is a factor that plays a role in shaping employee performance. However, this influence cannot be separated from other factors within the organizational environment. Therefore, workload management needs to be carried out proportionally, taking into account working conditions, task characteristics, and employee capabilities to optimally achieve organizational goals.

B. Study Results: The Effect of TPP on Employee Performance

A total of 12 articles in this study discuss the relationship between Employee Income Supplement (TPP) and employee performance. The majority used a quantitative approach with linear regression analysis, while several studies employed a qualitative approach to describe the implementation of TPP policies in local government environments. The research objects were also quite diverse, including regional secretariats, regional revenue agencies, regional government agencies, sub-districts, and regional development planning agencies. This diversity demonstrates that TPP policies have been implemented in various types of

government agencies and have become a widely studied instrument in efforts to improve the performance of state civil servants.

The synthesis results revealed a highly consistent pattern of findings. All reviewed articles concluded that the provision of TPP positively impacted employee performance, although the magnitude of the effect varied across studies. This consistency was found across various government agencies and regions, demonstrating that TPP plays a significant role as a supporting factor in improving employee performance.

Most studies explain that TPP contributes to improved performance by increasing employee work motivation. Research by Anas Yalitoba (2019), Cindy Dwi Millenia et al. (2023), Irma Sumiaty et al. (2023), Meriana Madjid (2019), Veni Rikusita et al. (2020), Suranto and Tofan Tri Nugroho (2024), and Ria Fitri (2025) all show that employees who receive additional income tend to perform better compared to before receiving the incentive. These findings demonstrate that financial compensation remains a factor capable of motivating employees to work more optimally in carrying out their duties and responsibilities. Similar results were also reported by Aspian Suute, Arifuddin Mas'ud, and Asraf Yunus (2024), who found that additional income, along with work effectiveness, had a significant positive effect on employee performance in local government.

In addition to its direct impact on performance, several studies have shown that the effectiveness of TPP can also be influenced by other factors within the organization. Research by Hasnawati, Pasrun Adam, and Asraf (2023) demonstrated that TPP plays a role in the relationship between employee motivation and performance. Similar results were also reported by Adnan, Arius Andreas Kambu, and Ikhwan HS (2024), who found that work motivation is a variable that explains the relationship between TPP, work discipline, and employee performance. These findings indicate that the benefits of TPP come not only from the additional income received by employees but also from increased motivation to achieve predetermined work targets.

Findings from qualitative research also enrich the synthesis results. Research by Nelwan Kasnahadi Mendaun et al. (2025) stated that the implementation of the TPP can have a positive impact on the motivation, discipline, and responsibility of civil servants. Similar results were also reported by Ratna Setyo Rahayu et al. (2024), who revealed that the implementation of the TPP contributed to improved discipline, motivation, performance, and punctuality in completing work. Although using different research approaches, both studies show that the benefits of the TPP are reflected not only in performance achievements but also in changes in employee work behavior.

Overall, the study results indicate that the TPP is a form of compensation capable of supporting improved employee performance in the public sector. However, various studies also suggest that the success of TPP implementation is not solely determined by the size of the incentives provided. The effectiveness of the policy is greatly influenced by the performance appraisal system, the incentive mechanism, and the organizational conditions in which the policy is implemented.

Therefore, the TPP will provide more optimal benefits when integrated with an objective, transparent, and performance management system based on employee performance achievements.

Discussion

A. Workload, TPP and Employee Performance in Theoretical Perspective

The results of the study on the effect of workload on employee performance can be explained by Yerkes and Dodson (1908) in the Yerkes-Dodson Law, which explains that the relationship between the level of pressure or work demands with performance is not linear, but rather resembles an inverted U-shaped curve. At a workload level that is too low, employees do not receive the stimulus to work optimally, while at an excessive workload level, performance actually decreases due to fatigue and stress. The study shows that the majority of agencies studied are in a workload condition that is still manageable, so that its effect on performance tends to be positive, in line with Munandar's view (2001) that a proportional workload can certainly encourage employees to work more productively.

Meanwhile, a synthesis of the twelve articles on TPP shows a similarity in research findings, indicating a positive relationship between TPP and employee performance. This finding supports Vroom's (1964) Expectancy Theory, which states that employees are motivated to increase their efforts when they believe that good performance will be followed by valuable rewards. In the context of government agencies, TPP serves as a form of recognition for performance achievements to increase motivation to perform better.

However, the study results indicate that the effect of TPP on performance is not direct across all organizational settings. Several studies have shown that work motivation, work discipline, and job satisfaction play a role in strengthening this relationship. This suggests that TPP policies should not be viewed solely as financial incentives, but rather as part of a human resource management system that must be supported by a clear and fair performance appraisal mechanism. Without an objective evaluation system, TPP provision has the potential to lose its primary function as a driver of performance improvement.

The findings of this study also demonstrate the consistent influence of the TPP across various types of government agencies with varying characteristics. This indicates that the TPP policy has broad relevance in supporting bureaucratic reform. However, its effective implementation still needs to be tailored to the needs of the organization, regional fiscal capacity, and the characteristics of the work performed by employees to optimally achieve the goal of improving performance.

B. Integration of Workload and TPP in Improving Employee Performance

The results of the synthesis of all articles indicate that workload and Employee Supplement (TPP) are two factors that both contribute to improving employee performance, although they operate through different mechanisms. Workload is more related to task management and employee capacity to complete work, while TPP serves as a form of reward that encourages motivation to achieve better performance. Thus, improving employee performance is influenced not only by the

magnitude of job demands, but also by the reward system implemented by the organization.

Findings from various studies also show that the relationship between these two factors and performance is not simple. A workload that is appropriate to employee capabilities can increase productivity and work effectiveness, but an excessive workload has the potential to cause fatigue and reduce the quality of work results. On the other hand, providing TPP has been proven to increase motivation and work discipline, but its benefits will be more optimal if supported by an objective, transparent, and consistent performance appraisal system. This indicates that successful performance improvement cannot rely solely on one factor, but requires a balance between workload management and compensation based on performance achievement.

The results of this study also indicate a relationship between organizational and individual factors in shaping employee performance. Several studies have identified that work motivation, job satisfaction, and work discipline play a role in explaining the relationship between workload and TPP with employee performance. These findings indicate that human resource management policies cannot be implemented in isolation but need to be designed in an integrated manner, taking into account organizational conditions, job characteristics, and employee needs. Therefore, workload management and TPP provision should be positioned as part of a single, complementary performance management system to support improved public service quality.

C. Theoretical and Practical Implications

The synthesis of the results in this study contributes to the development of human resource management studies in the public sector, particularly regarding the factors that influence the performance of civil servants. Findings from various articles indicate that workload and Employee Income Supplement (TPP) are consistently related to employee performance, although the mechanism of influence is influenced by organizational characteristics and other variables, such as work motivation, job satisfaction, and work discipline. These results reinforce the view that employee performance is an interaction of various interrelated factors, so it cannot be explained by a single variable. Furthermore, this study demonstrates the limited research that integrates workload and TPP in a single research model, thus opening opportunities for future research to develop a more comprehensive model with mediating and moderating variables.

From a practical perspective, the results of this study are expected to provide input for government agencies in formulating human resource management policies. Workload management needs to be tailored to employee capacity and responsibilities to maintain productivity without creating excessive work pressure. Furthermore, the provision of TPP should be based on an objective, transparent, and measurable performance appraisal process, enabling the awarding of rewards to employees who demonstrate the best performance. Integrating workload management and the compensation system is expected to create a more productive

work environment, increase employee motivation, and support the realization of a professional bureaucracy oriented towards improving the quality of public services.

Conclusion

The findings of this scoping review demonstrate that both workload and Employee Income Supplement (TPP) are important factors influencing employee performance in the public sector. The reviewed studies consistently indicate that the provision of TPP contributes positively to employee motivation, discipline, and productivity, while an appropriate workload supports optimal performance. Conversely, excessive workloads may reduce employee performance, particularly when they are not balanced with available resources and organizational support.

This review also shows that the relationship between workload, TPP, and employee performance is influenced by several organizational and individual factors, including job satisfaction, work motivation, and work discipline. These findings suggest that improving employee performance requires not only financial incentives but also effective workload management and supportive human resource policies.

This study is limited to articles published in national scientific journals between 2019 and 2025 and focuses only on workload and TPP as the primary variables. Therefore, future studies are encouraged to develop integrated empirical models by incorporating mediating or moderating variables, such as work stress, organizational commitment, or organizational culture, to provide a more comprehensive understanding of employee performance in the public sector.

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