



## The Influence of Workload and Work Discipline on Employee Performance in Companies in Bekasi City

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**Abstract:** This study aims to determine the effect of workload and work discipline on employee performance at companies in Bekasi City. The population in this study were employees with a population of 57 respondents and the sample taken in this study were employees with a population of 43 people. The sampling technique was carried out using a simple random sampling technique which means that each element of the population has the same opportunity to be sampled. This research uses quantitative methods, where the data collection methods used are observation, questionnaires, and documentation. The data quality test uses validity, and reliability tests. Classical assumption test using normality, multicollinearity and heteroscedasticity tests. The analysis method used is multiple linear regression analysis and t test (partial test). The results showed that the Workload variable had a significant effect on employee performance at companies in Bekasi City, while Work Discipline had a significant effect on employee performance. This is shown from the calculation results, namely workload has an effect of 0.332 and work discipline has an effect of 0.639 on employee performance.

**Keyword:** Workload, Work Discipline, Employee Performance

### INTRODUCTION

Humans are the main asset of the organization, so human resources (*HR*) must be managed and humane. One of the resources needed is human resources. With the development of increasingly advanced times, employees must be able to adjust in all conditions. Success in the workplace is highly dependent on effective human resources, because human resources play an important role in organizational or work activities. Evaluation of human resources can be seen from the work of the work that has been done. Therefore, it can be said that effective human resources produce good performance. To achieve satisfactory performance in accordance with company expectations, of course, supporting factors are needed to achieve maximum employee performance (Daulay et al., 2019). Excessive workload is generally bad for employees, causing physical and mental fatigue, as well as eliciting emotional reactions such as

headaches, indigestion and irritability. Boring or too little work can lead to a lack of focus on work, which can be detrimental to employees. In addition to workload, work discipline is also something that needs to be considered in the work activities in the company.

Discipline as an ideal situation in supporting the implementation of tasks according to the rules in order to support work optimization. One of the conditions for discipline to be fostered in the work environment, there is a complete division of labor to employees or their duties, how to do it, when the work starts and finishes.

Employee performance with workload and work discipline are related to each other, because in an organization to give the right position to its employees can be seen from the workload and work discipline first. This is done so that employee performance can improve and be comfortable with the work they have and achieve effective and efficient company goals.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Workload

(Mahawati, 2021), workload is the work capacity that burdens each employee physically and mentally and the tasks that the employee must perform. Each job requires its own weight and is the responsibility of each actor. This means that responsibilities can be physical, mental and social labor. There are two factors that influence the workload variable:

1. External Factors
2. Internal Factors

One of the load indicators is the work environment that surrounds workers and affects work performance (Koesomowijoyo, 2017). Integrated workload is generated from the number of activities or tasks that must be completed by an employee systematically using skills that must be completed based on time, with physiological indices, physical biomechanical body, attention, concentration, performing two or more tasks simultaneously with speed.

### Factors that Affect Workload

(Hartet al, 1988), physical and mental workload is divided into six dimensions, with physical workload measures including physical stress and effort. The magnitude of mental load includes mental strain, time strain, achievement, and frustration levels.

3. Physical strain, which is the amount of physical activity required to perform a task (e.g. pushing, pulling, twisting, controlling, running, etc.).
4. Effort, the physical and mental effort required to achieve an employee's performance level.
5. Mental demand. This is the amount of mental activity and perception required to see, remember and search. The work is easy or difficult, simple or complex, loose or hard.
6. Duration. In other words, the amount of time-related pressure you feel at work. Work can be slow, relaxing, or fast and grueling.
7. Frustration level. This indicates how anxious, discouraged, frustrated and worried you are. feel compared to feeling safe, content, comfortable, and satisfied.
8. Achievement, which is how successful a person is at work, how satisfied he is with his job.

Too high a workload leads to physical fatigue and erosion, while too low a workload makes work produced by repetitive movements boring. Boredom in routine due to too few tasks or duties is potentially detrimental to workers as it leads to a lack of attention to their work.

### Work Discipline

Work discipline is the ability and attitude in controlling oneself to obey a certain rule. regulations that have been given by the company in order to achieve goals. Work discipline is the ability of a person to work regularly, diligently continuously and work in accordance with the rules that apply and do not violate the rules that have been set

indicators of work, namely: Purpose and ability, leadership example, reward, justice, waskat, punishment sanctions, firmness, human relations (sinambela, 2018) (Hasibuan, 2017). From the above understanding, it can be concluded that work discipline is important in a job, because if employees have high work discipline, it can improve employee performance. High discipline can reflect the responsibility of employees for the tasks assigned. Discipline is the key to success in the company to achieve a goal.

### **Factors that influence Work Discipline**

The things that affect work discipline are as follows: (Fahraini & Syarif, 2022).

1. The example of a leader.
2. Have definite rules for employees to follow.
3. Leader attention given to employees.
4. Leader supervision of employees.
5. Leaders who dare to take action.
6. The size of the compensation.

### **Principles on Work Discipline**

Some of the principles contained in employee work discipline, namely: (Sugiarto & Ramadhan, 2021).

1. Norm.
2. Attitude or behavior.
3. Employee attendance.
4. Responsibility for work.

### **Employee Performance**

Performance is a result of the work that a person achieves in carrying out his duties on skills, effort and agreement. Based on the explanation above, performance is a result that a person achieves in carrying out tasks based on skills, experience, and seriousness as well as standard time and predetermined criteria. Implementation related to managing the results of work that has been completed by employees. The results that can be achieved in the implementation of the work of each employee who can achieve goals in a company (Sihaloho & Siregar, 2020). There are also objectives of employee performance, namely:

1. Doing the work
2. Settings options
3. Professional structuring
4. Preparing and upgrading needs
5. Changes in remuneration
6. Representative skill stock
7. Open position
8. Strong correspondence between superiors and subordinates
9. Work culture
10. Carry out punishment.

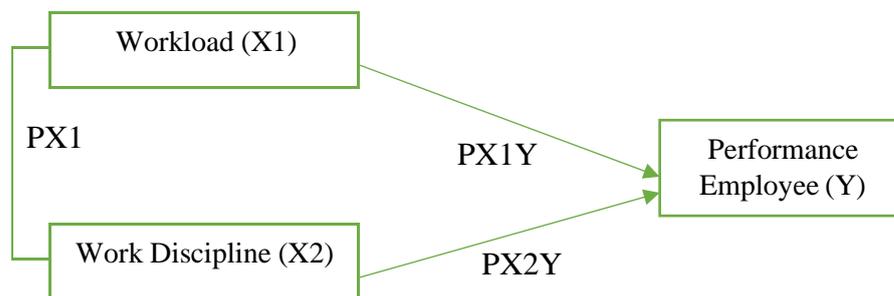
### **Employee Performance Indicator**

The statement of (There are three indicators, namely:

1. Punctual at work
2. Work quantity
3. The quality of work of employee performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given.

## Framework and Hypothesis

### 1. Framework of Thought:



### 2. Hypothesis:

Based on the phenomenon and the existing theoretical basis, the following hypothesis is proposed:

- a. H1: it is suspected that workload has a significant effect on employee performance at companies in Bekasi City.
- b. H2: it is suspected that work discipline has a significant effect on employee performance at companies in Bekasi City.
- c. H3: it is suspected that workload, work discipline have a significant effect on employee performance at companies in Bekasi City.

## RESEARCH METHODS

The object in this research method is qualitative, the skinative method is used to examine a population and sample. Data collection techniques are carried out by collecting samples online, with the aim that respondents can fill out questionnaires anywhere and anytime. This research was conducted on December 16, 2022 to January 1, 2023. Aimed at workers or employees in various companies in the Bekasi city area who are members of the surrounding or community, this study aims to use a study, qualitative data analysis aims to test the hypothesis given. Quantitative research is research that contains a statement and there are answer choices in the form of numbers or *numeric* consisting of each score.

### Research Variables

This research variable is divided into two variables, namely:

#### 1. External Variables (*exogenous variables*)

These variables are often referred to as stimulus, free, predictor, and *antecedent* variables. Variable is a variable that affects or causes changes or the emergence of endogenous variables. In this study there are three independent variables, namely *absorptive capacity*, *scial capital* and *creativity development*.

#### 2. Inner Variable (*endogenous variable*)

*Endogenous* variables are often referred to as *output* variables, criteria, consequences. In Indonesian, it is often referred to as the dependent variable. The dependent variable is the variable that is influenced or that becomes the result, because of the independent variable (Sugiyono, 2014). In this study, the dependent variable is the performance of the Village Apparatus and *E-tourism*.

### Operational Variables

Variable operationalization is the activity of formulating the actions that need to be taken to measure a variable that has been determined by the researcher beforehand. Each variable determined by previous researchers must have sub-variables whose success rate can be seen from the

indicators contained in the sub.

**Table 1. Operational Variables**

Variables	Dimensions	Indicator	Scale
Exogenous Variable (X1)	Workload	1. Continuous improvement in work	Ordinal
		2. Improved quality of work	
Exogenous Variable (X2)	Work Discipline	3. Work Ethic	Ordinal
		4. Treatment at work	
		1. Obey time rules	
		2. Obey all company regulation	
Endogenous Variable (Y)	Employee Performance	3. Complying with the rules of behavior in the workplace	Ordinal
		4. Obey the rules others.	
		1. Quality of results on performance	
		2. Quantity of results on performance	
		3. Work discipline	
4. Attendance			
5. Ability to work with the team			

**Population and Sample**

The sample is part of the population members (Paramita et al., 2021). With the calculation of Simple Random Sampling using the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

- e = Percentage of allowance for accuracy in tolerable sampling error,
  - n = Sample size or number of respondents
  - N = Population size
- Where, in the Slovin formula there are provisions, including:

The value of e = 0.1 (10%) for a large population The value of e = 0.2 (20%) for a small population So, the range limit on the sample taken from the Slovin technique is around 10-20% of the research population. It is known that the population in this study was 100 employees. So that the percentage of leeway that can be used is 10% and the calculation results can be rounded to achieve suitability, then to find out the research sample, it can be done with the following calculations:

$$n = \frac{1909}{1 + 1909(0,1)^2}$$

$$n = \frac{1909}{20,09}$$

= 95.02 responders or 100 responders

Samples can be taken by *probability sampling* techniques, in each member of the population has similarities to choose from.

**Data Collection Types and Techniques**

The types of data used by researchers in this research are primary data and secondary data. The data set that will be used by researchers is obtained through collecting students'

opinions obtained through *field research* and *library research*.

**Model Fit Test**

To assess whether the data collected is consistent and fits the model, a model fit test is conducted. If the model does not fit the data, it is necessary to find the cause in the model, and find away to modify the model to obtain a better fit to the data. If the model fits the data, it means that the model is correct and *good Goodness of Fit*. Model measurements in PLS can be summarized as shown in the following table

**Table 2. Model fit test**

Measurement Model	Criteria
SRMR	< 0.08 (Henseler et. al, 2014)
NFI	> 0.90 (Lohmöller, 1989)
Theta rms	< 0.12 (Lohmöller, 1989)

Source: <https://www.SmartPLS 3.0 .com/documentation/functionalities/model-fit>

**Research Instrument Test**

Testing is carried out on valid statements. The level of validity and reliability can be seen from the quality of the data obtained. Furthermore, the criteria used to determine a statement can be said to be valid and has an acceptable reliability value, based on the criteria in Table 2.

**Table 3. Rule of Thumb Evaluation of Measurement Model (Outer Model)**

Validity	Parameters	Rule of Thumb
Convergent Validity	Loading factor	> 0.70 for <i>confirmatory research</i>
		> 0.60 for <i>exploratory research</i>
	Communality	> 0.50 for <i>confirmatory and exploratory research</i>
Discriminant Validity	AVE (Average Variance Extracted)	> 0.50 for <i>confirmatory and exploratory research</i>
	Cross Loading	> 0.70 for each variable
	Ave square root and correlation between latent constructs	AVE square root > correlation between latent constructs

Source: Chin, 1998; Hair *et al.*, 2011; Ghazali, 2015

**Validity Test**

A measurement scale is called valid when it does what it is supposed to do and measures what it is supposed to measure. If the measurement scale is invalid then it is not useful to the researcher because it does not measure or do what it is supposed to do. A measuring instrument with high validity will have a small error variance or in other words, the test carries out its size by providing results in accordance with the purpose of the test. So that the data collected is reliable data. Validity shows the extent to which a measuring instrument measures what it wants to measure (Kuncoro, 2003).

### Reliability Test

The reliability test is conducted to determine whether the data collection tool shows the level of accuracy, accuracy, stability or consistency of the tool in revealing certain symptoms from a group of individuals even though it is carried out at different times. A measuring instrument is declared reliable if the tool in measuring a symptom at different times always shows the same results (Nasution, 2003). A construct is said to have good reliability if it meets the value criteria according to the Outer Model Evaluation Rule of Thumb table in Table 3.4, namely Cronbach's alpha above 0.7 and composite reliability above 0.5.

### RESEARCH, RESULT AND DISCUSSION

Evaluation of the Measurement Model (*outer model*) Evaluation of the measurement model is an evaluation of the relationship between variables / constructs and their indicators. The measurement model for the validity and reliability test for the equation model can be obtained by carrying out the PLS Algorithm process in SmartPLS Software, the display results of the PLS Algorithm process can be seen in Figure 1. below:

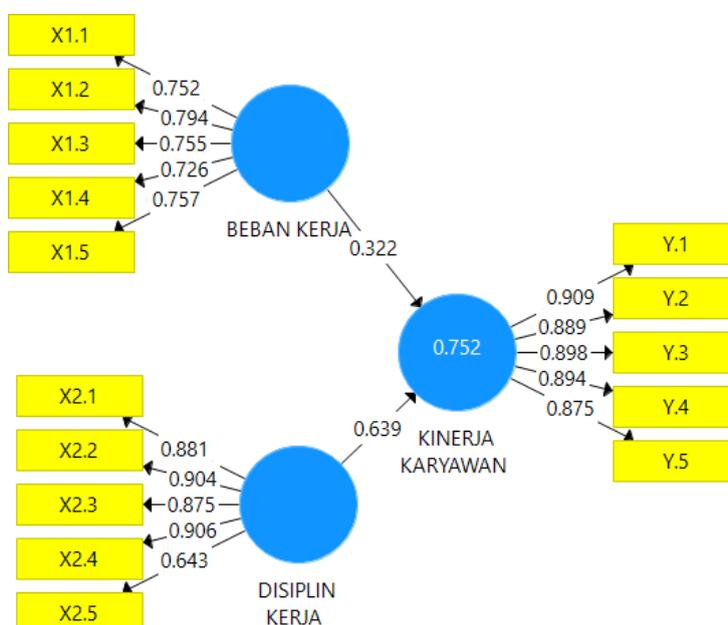


Figure 1. Outer Model Image

### Validity Test Results

Validity test in *SmartPLS 3.0* can be seen from two things, namely convergent validity and discriminant validity. Convergent validity can be measured from the loading factor value, while discriminant validity can be measured from the Average Variance Extracted (AVE) value, square root of AVE and cross loadings.

Table 4. Convergent validity test (Loading factor)

Number Statement	Results Testing	Description Validation
Workload (X1)		
X1.1	0.752	Valid
X1.2	0.794	Valid
X1.3	0.755	Valid
X1.4	0.726	Valid
X1.5	0.757	Valid

Work Discipline (X2)		
X2.1	0.881	Valid
X2.2	0.904	Valid
X2.3	0.875	Valid
X2.4	0.906	Valid
X2.5	0.643	Valid
Employee Performance (Y)		
Y.1	0.909	Valid
Y.2	0.889	Valid
Y.3	0.898	Valid
Y.4	0.894	Valid
Y.5	0.875	Valid

Source: Data Processed using Smart PLS, 2022

Based on the results of the *convergent validity* test in Table 4, it shows that the indicators are declared valid because the value is > 0.5 so that all can be processed.

**Table 5. Average Variance Extracted (AVE) Value**

Variable/Construct	Average Variance Extracted (AVE)
Workload (X1)	0.573
Work Discipline (X2)	0.719
Employee Performance (Y)	0.798

Source: Data Processed using Smart PLS, 2022

In Table 5, it can be seen that the AVE value of each variable is above 0.5 so that it can be said to be discriminantly valid based on AVE.

**Table 6. Reliability test Results for Each Variable**

Variable/Construct	Testing Results		Reliability Description
	Cronbach's Alpha	Composite Reliability	
Workload (X1)	0.815	0.870	Reliable
Work Discipline (X2)	0.899	0.926	Reliable
Employee Performance (Y)	0.937	0.952	Reliable

Source: Data Processed using Smart PLS, 2022

Based on Table 6, it can be seen that the *Cronbach's alpha* value of each variable has a value of more than 0.7 and the *composite reliability* of each variable has a value of more than 0.5 so it can be concluded that all constructs in this study are reliable

**Structural Model Evaluation (Inner Model)**

*Inner* model or structural model testing is carried out to see the relationship between variables / constructs, the significance value of the research model.

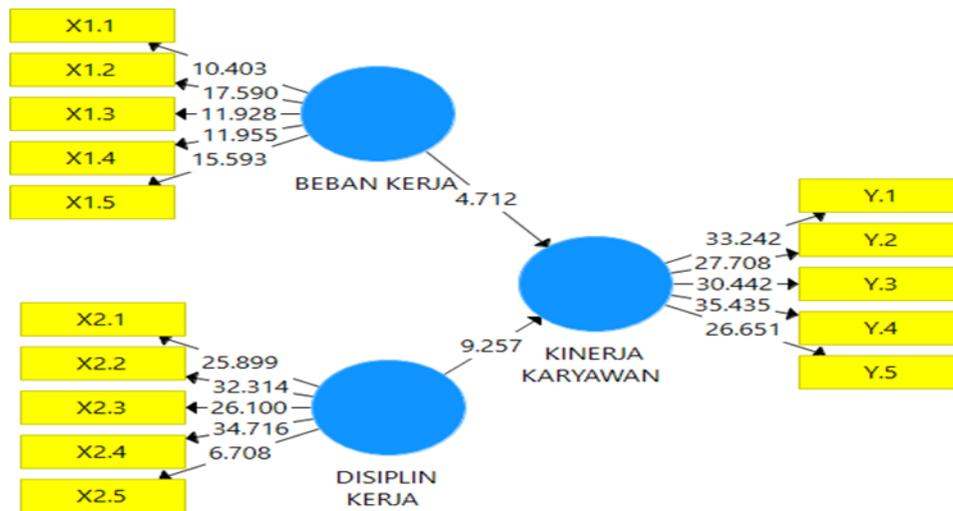


Figure 2. Inner mode image

Table 7. Significance Test Results

Variable. Construct	Indicator	T-statistic	P-Values	Description Significance
Workload (X1)	X1.1 Doing a lot of work work that must be completed every day.	11.480	0.000	Significant
	X1.2 Can complete targeted work with difficulty level high.	18.784	0.000	Significant
	X1.3 Targets that must be achieved in work too high.	12.174	0.000	Significant
	X1.4 Assignments that are always given are sometimes sudden witha time period of time. Brief.	11.877	0.000	Significant
	X1.5 Leaders require employees tohave good work targets inside the office or outside theoffice.	15.510	0.000	Significant
Work Discipline (X2)	X2.1 Able to use work equipmentproperly according to the standards provided by thecompany.	25.032	0.000	Significant
	X2.2 Always wear complete uniforms and attributes in accordance with company regulations.	31.732	0.000	Significant
	X2.3 The company provides strict sanctions for those who violatethe rules that have been set.	25.043	0.000	Significant
	X2.4 Tidy up work equipment afteruse.	31.025	0.000	Significant

Employee performance (Y)	X2.5	Never absent from work without clear reason.	6.689	0.000	Significant
	Y.1	Able to achieve targets work that has been set Company.	34.061	0.000	Significant
	Y.2	Able to complete work in accordance with the time set by the company.	42.784	0.000	Significant
	Y.3	Always optimize energy and mind or concentration fully for work effectiveness.	32.974	0.000	Significant
	Y.4	Employees always work together to achieve company targets that have been set.	32.918	0.000	Significant
	Y.5	Know full well regulations set by the company.	25.059	0.000	Significant

Source: Data Processed using Smart PLS, 2022

Based on the table, it can be seen that all *T-statistic* indicators have a value of more than 1.96 so it can be concluded that all indicators of the variables of school facilities, quality of educators and teaching methods are significant.

**Table 8. Significance Test Results from Variable to Variable (Inner Model)**

Variable/Construct	T-statistic	P-Values	Significance
Workload □ Employee Performance	4.913	0,000	Significant
Work Discipline □ Employee Performance	9.228	0,000	Significant

Source: Data Processed using Smart PLS, 2022

Based on Table 8. it can be seen that the t-statistic value of *Employee Welfare*, and *Work Environment* is more than in accordance with the significance criteria in the *Outer Model Evaluation Rule of Thumb* table in Table 5, so it can be concluded that *Employee Welfare*, and *Work Environment* have a significant effect on Employee Performance Table.

**Table 9: Model fit test**

Measurement Model	Criteria	Testing Results	Description
SRMR	< 0.08 (Henseler et.al, 2014)	0.084	Model Fit
NFI	> 0.90 (Lohmöller, 1989)	0.807	Model Fit
Theta rms	< 0.12 (Lohmöller, 1989)	0.195	Model Fit

Source: Data Processed using Smart PLS, 2022

Based on the test results in Table 9, it is known that the SRMR, NFI and rms Theta values meet the established criteria, so it can mean that the data collected is consistent and fits the *Goodness of Fit* model.

**Hypothesis Testing**

The magnitude of the influence of each exogenous variable individually (partially)

onendogenous variables can be seen from the original sample value on the path coefficient.

**Table 10. Original Sample**

Variable/Construct	OriginalSample
<i>Workload (X1)</i>	0.322
<i>Work Discipline (X2)</i>	0.639

Source: Data Processed using Smart PLS, 2022

Based on Table 10, it can be seen that the value of all variables is positive. Workload has an effect of 0.332 and Work Discipline has an effect of 0.639 on Employee Performance.

**Table 11. R Square and Adjusted R Square**

<i>Endogenous Variable</i>	R Square	Adjusted R Square
<i>Employee Performance</i>	0.752	0.747

Source: Data Processed using Smart PLS, 2022

From the results of data analysis, the R-square value of Employee Performance is 0.752. This R-square value can be used to calculate the influence of exogenous variables on endogenous variables.

## CONCLUSION AND SUGESTION

### Conclusion

From the description and discussion in the previous chapters, the conclusions of this study are based on the results of data analysis that has been carried out and are related to the research problems that have been formulated from the various discussions discussed previously, it can be concluded as follows:

1. Personally, the effect of workload has no significant effect on employee performance at companies in Bekasi City, while work discipline has a positive and significant effect. This is shown from the calculation results, namely the workload regression coefficient value of -0.815 and a significant value that is below 0.5, namely 0.084. Meanwhile, the regression coefficient value of work discipline is 0.899 and a significant value that is below 0.05, namely 0.000.
2. The coefficient of determination shows that the R<sup>2</sup> value is 0.747, this means that employee performance is influenced by the Workload and Work Discipline variables.

### Sugestion

Based on the conclusions that have been described, the suggestions or recommendations that can be given in connection with the title, namely the Effect of Workload and Work Discipline on Employee Performance at companies in Bekasi City are as follows:

1. The company commissioner should authorize work in accordance with the responsibilities given by employees who should be in the company so that employee performance will increase. And work tools to make it easier for employees to complete work in accordance with the time.
2. The company's directors should provide guidance to employees regarding a sense of responsibility for each job assigned to them. So as to foster a sense of willingness of employees to take responsibility for their work.
3. The results of this study can be used as a reference for future researchers to develop research by considering other variables outside the variables in this study. For example, work ability. Thus the expected results can reveal more problems and provide research findings that are more meaningful and useful for many parties.

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