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The Effect of Work Discipline and Workload on Employee Performance

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ABSTRACT

This study evaluates how work discipline and workload affect employee performance at CV. Karya Tani Kamanre. This study focuses on the importance of organizational success in managing adequate human resources to improve organizational performance, with work discipline and workload as the main factors. This study uses a quantitative approach, where data is obtained through observation and questionnaires distributed to 30 employees using saturated sampling techniques. The results of this study indicate that the work discipline variable (X1) has a positive and significant effect on employee performance (Y). This indicates that high work discipline can improve employee performance. Workload (X2) negatively and significantly affects employee performance (Y). This indicates that an increase in the workload given to employees can decrease employee performance. Work discipline (X1) and workload (X2) have a simultaneous effect on employee performance (Y). This result indicates that both factors contribute to influencing employee performance. Therefore, H3 is accepted. This finding indicates that discipline at work is essential to improve employee performance.

Keywords: Work Discipline, Workload, Employee Performance.

JEL Code: M12, M54, J24.

I. Introduction

A group's success depends on its ability to manage its various resources, particularly human resources. Professional human resources are considered essential for every company. Human resource management (HRM) is a highly strategic and crucial factor within a company. Unlike other factors, human resources are the most valuable asset. Therefore, achieving a company's strategic goals and objectives requires competent, reliable, and qualified individuals or human resources. High-quality human resources will significantly assist in achieving company goals, as they manage, regulate, and drive the company's resource activities. Every company must have goals to achieve. Achieving these goals is inseparable from the contribution of its employees. Employees are human resources (HR) who play a vital role in a company's operations. The importance of HR in an organization or company is due to its role in determining the success of an organization or company in achieving its goals. The success or failure of a company in achieving its goals depends heavily on the ability of HR or employees to carry out their assigned tasks. An employee's ability to carry out their duties can be seen through their performance, making employee performance crucial to a

company's success. Every employee needs to overcome various obstacles, workloads, and changes. Performance encompasses more than personality traits demonstrated through work results (Prasetya et al., 2025). As key players in achieving company goals, employees have thoughts, feelings, and desires that can influence their attitudes toward performance. Positive attitudes should be fostered to impact the company positively, and negative attitudes should be avoided to prevent them from negatively impacting the company (Noer Septiani & Ayu Pramestidewi, 2025). In managing human resources, companies need to obtain competent employees who can carry out their duties and responsibilities as well as possible so that they can improve company performance to achieve the planned and targeted achievements of the company within a specific period (Nurul Aulia Pratama et al., 2024). Organizational performance influences the organization's success in achieving its goals, which are influenced by internal and external elements. Performance results from a correlation between three key elements: capacity, employee enthusiasm for carrying out their duties, and work ethic and level of responsibility. Reduced employee abilities and skills will negatively impact employee performance and productivity, as well as negatively impact the company. To achieve a high level of employee performance, companies can do many things, including implementing discipline, because disciplined employees will do their jobs well. Work discipline is respecting, obeying, and complying with all company regulations. Work discipline greatly influences employee performance because it helps employees follow various rules and standards to prevent errors. To create discipline in a company, not only is clear order or regulations needed, but there must also be a clear description of duties and authorities, procedures, or work procedures that each employee easily understands.

Another factor that influences performance is workload. Employees are required or demanded to meet company goals and targets. Employee performance will be affected if they are given too many tasks. Conversely, if an employee is given too few tasks, it will also make the company inefficient. The number of employees a company needs to achieve its goals can be calculated based on the output or work results each employee can produce. This can be achieved by measuring the workload so employees can work to the best of their ability. In other words, companies must consider the workload that will be given to their employees, and the company must analyze the workload experienced by their employees to help reduce stress and work-related pressure, as well as workload related to the quality and quantity of products produced by employees (Lestari Siregar et al., 2022). The more significant the factors, the better the employee's performance. Discipline is a person's awareness and willingness to comply with all company regulations established by management to maintain organizational standards. These regulations bind all company employees, whether consciously or through coercion. (Indriani et al., 2023).

Employees who feel responsible for their assigned work are considered to have good discipline. Work discipline means respecting, appreciating, obeying, and complying with organizational regulations. This increases a person's awareness and willingness to comply with company regulations. (Rayyan et al., 2021). Besides work discipline, employees inevitably experience workload. Within company work standards, a person's responsibilities are determined by their work type. It is fine if most employees perform according to company standards, but if they perform below their capabilities, it is a problem. (Fajri & Terza Rahman, 2021). Workload is a kind of activity that an employee must complete within a specified period. If an employee can complete a task within a specific time with various tasks given, then this is not a workload; however, if the employee does not effectively complete the work, it can be a burden (Akasyah & Sunarto, 2024). Workload is a collection of several tasks that organizational leaders give to employees, and must be completed at a particular time. Therefore, an employee's level of tasks and responsibilities significantly affects their performance. Production is related to work standards, namely the perception of a person about their work, such as feelings about tasks that must be completed within a specific time (Suryadi et al., 2022). Workload is a factor directly related to employees, so companies need to understand it. Workload is completing tasks for a job or group of jobs, usually carried out within a specific period. One influence that can worsen performance is the presence of an excessive workload that employees must carry out. Workload can be defined as the number of demands that must be met, with significant time constraints. (Nurul Aulia Pratama et al., 2024)

Therefore, work discipline and workload management are crucial to improve employee performance. Leadership that resonates with employees is a necessary component for improving employee performance. Each employee's performance significantly impacts an organization's success, so each work unit must have its performance assessed. This way, the organization's human resources can be measured objectively. (Hidayat et al., 2024). Companies need employees who can deliver high performance. Employee performance is the actions employees take in carrying out the work assigned by the company. Performance can be achieved if the company has good human resources and has high performance, but employee performance in an organization or company does not always increase; sometimes, employee performance in the company also experiences a decline. Creating high employee or staff performance is not easy. If the organization can create conditions that encourage and enable employees/staff to develop and improve their abilities and skills as best as possible, so that employees can make a positive contribution to the company, then employee performance will increase (Shofiyatus Salsabila, 2025).

The Company implements work discipline and assigns workloads to employees to achieve good employee performance. Therefore, it is crucial for a CV. Karya Tani Kamanre should pay closer attention to employee discipline and workload allocation to increase self-awareness and ensure employee compliance with company regulations. PT. Pupuk Indonesia (Persero) distributes subsidized fertilizer through CV. Karya Tani Kamanre. In 2012, PT. Pupuk Sriwidjaja (Persero) officially changed its name to PT. Pupuk Indonesia (Persero). Pupuk Indonesia has ten subsidiaries operating in the fertilizer, EPC, logistics, utilities, food, and trading sectors. CV. Karya Tani Kamanre was established in Luwu Regency, precisely in Cilallang Village, Kamanre District, Luwu, on March 12, 2004. It was established because Luwu Regency is a trading center in the eastern part of South Sulawesi Province and can provide fertilizer to the Provinces of Southeast Sulawesi, Central Sulawesi, Gorontalo, and North Sulawesi. CV. Karya Tani Kamanre also focuses on providing products and services in the agricultural sector, which is facing the challenge of maintaining customer satisfaction amidst increasing competition. CV. Karya Tani can convert customers into retailers and increase sales—currently, CV. Karya Tani Kamanre has 61 retailers across various regions. Therefore, employee discipline is crucial for achieving high employee performance. The researcher wants to research "The Influence of Work Discipline and Workload on Employee Performance at CV Karya Tani Kamanre," based on the problem background above.

II. Literature Review and Hypothesis Development

2.1. Goal-Setting Theory

Goal-Setting Theory, developed by Edwin Locke (1968), is a motivational theory that explains the relationship between established goals and performance outcomes. The central idea is that when individuals clearly understand the organization's desired targets, this understanding influences their behavior at work. In other words, goal-setting highlights the importance of aligning specific, challenging, and attainable goals with individual performance (Nyoman et al., 2024). This theory asserts that setting goals can directly affect employees' actions and efforts in achieving those goals. In organizations, employee success in contributing to company performance depends on their ability to pursue the goals set. Work discipline and workload act as determining factors in this process. The higher the level of discipline and the more appropriate the workload distribution, the greater the likelihood of achieving organizational objectives. A goal, therefore, can be understood as a desired outcome, such as completing a task on time (Trandani et al., 2025).

2.1. Work Discipline

Work discipline (Shofira et al., 2024) is a tool managers use to communicate with employees to encourage them to change their behavior and to increase their awareness and willingness to comply with all applicable regulations and social norms within a company. Discipline is one of the keys to success for any individual or business. Properly implemented discipline promotes optimal performance. (Indah Dwi, et al.,

2023). Discipline is a specific state in which individuals within an organization willingly comply with existing regulations. On the other hand, work is all human activity undertaken to achieve predetermined goals (Akasyah & Sunarto, 2024). Work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Work discipline is an attitude that is required and needs attention in every job carried out by everyone to improve performance and achieve organizational goals. Work discipline is essential in an organization. The first factor that influences performance is work discipline. Work discipline is a tool managers use to communicate with employees so that they are willing to change their behavior and to increase awareness and willingness of someone to comply with all company regulations and applicable social norms (Shofiyatus Salsabila, 2025).

Work discipline is the level of compliance and obedience to the applicable rules, and the willingness to accept sanctions or punishments if they violate the established rules, either in the form of verbal warnings or written warnings. Work discipline is necessary to support the smooth running of all organizational activities so that organizational goals can be achieved effectively. Work discipline increases employee awareness and willingness to comply with organizational rules. Employees can work more effectively and productively with good discipline, which supports organizational goals (Ayu et al., 2025). Discipline is defined as employees always coming and going home on time, doing their work well, and complying with applicable regulations and norms. The company will get good results if employees are punctual in completing work (Anhar et al., 2025). According to Ana Sichatul Fitria & Limgiani Limgiani (2024), work discipline is a sense of awareness and willingness that arises from within a person to obey all company rules and existing social norms. Work discipline is the behavior of employees who constantly strive to do all their work well and obey all existing regulations in the company. Employees are willing to accept any punishment if they have violated their obligations. A company's discipline is good if most employees obey existing regulations (Fauzia Agustini, 2019). Indicators of Work Discipline are:

- a. Attendance Rate
This refers to the number of employees present to carry out work activities within the company, as indicated by a low absenteeism rate. Disciplined employees tend to arrive at the office on time. Arriving on time demonstrates commitment to the job and respect for others' time. It also helps maintain better workflow and team coordination.
- b. Effective Use of Time
The ability to organize and allocate time effectively to achieve goals efficiently and productively. This encompasses how employees manage their time during work hours. Disciplined employees focus on their tasks and responsibilities without wasting too much time. Effective time management contributes to overall productivity and improved work outcomes. Employees who manage their time effectively can better complete tasks and achieve targets.
- c. Compliance with Company Regulations
This means following the superior's instructions to achieve good results. Disciplined employees will adhere to all rules and policies established by the organization, including behavior, ethics, and work procedures. Complying with organizational regulations creates an orderly and safe work environment. It also demonstrates that employees respect the company's values and culture, which can enhance teamwork and job satisfaction.
- d. Responsible
This refers to the willingness of employees to be accountable for their work results, the facilities and infrastructure used, and their work behavior. Responsibility refers to the attitude and behavior of employees who collaborate with their superiors or coworkers to complete work.

Work discipline reflects the level of employee compliance with company rules and policies. Employees with high work discipline tend to be more responsible, arrive on time, and complete tasks well (Nurjihan et al., 2025). It can be concluded that work discipline is related to arriving and leaving on time, doing

all work well, complying with all applicable regulations, and the company giving sanctions to employees who are not disciplined. Discipline is basically a management action to encourage members of the organization to comply with various provisions and regulations that apply in an organization, including rules or regulations, compliance of followers, and sanctions for employees. (Shofiyatus Salsabila, 2025). (Sari, 2022) Discipline is a mental attitude reflected in the behavior or actions of an individual, group, or society. Discipline can be defined as adherence to rules or regulations established by the government or society's prevailing ethics, norms, and customs for specific purposes. Work discipline has a positive and significant influence on employee performance.

2.2. Workload

A workload is a collection of activities that an organizational unit or position holder must complete within a specific timeframe. Employees, as the backbone of a company, should be allowed to complete their work according to their physical and mental capabilities. Workload analysis determines the number of working hours and the human resources employed, utilized, and needed to complete a task within a specific timeframe. (Ana Sichatul Fitria & Limgiani Limgiani, 2024). Workload is a process in determining the number of hours of work of human resources that are worked, used, and needed to complete a job for a specific period. Workload is a demand or work target that exceeds the employee's capacity. Based on the above definition, it can be concluded that the work target in question is too much of a burden given in the job, so that it causes tension in a person and can cause work stress, which is triggered by the skills required being too high. The volume of work is too much. Workload is a variable that can affect employee work achievement. Too much workload will hurt employees, causing physical and mental fatigue, emotional reactions, and vice versa.

Workload is generally defined as the amount of work assigned or expected of an individual, team, or organization in a given period. Therefore, high workload refers to a situation where individuals face cumbersome tasks that exceed their capacity to perform them effectively (Amal A. R et al., 2025). Workload is huge in an organization or company, including the responsibilities and authorities given. (David Sandika Indrayana et al., 2024). Determining the number of hours needed to complete a particular job within a given period is known as workload (Indri Wahyuni et al., 2024). Workload arises from the interrelationship between behavior, skills, coworkers, assumptions, and work obligations. Workload refers to activities that must be completed within a specified period. Balancing the workload with the employee's competencies and abilities is emphasized, as this imbalance can disrupt employee performance and cause future problems. This partial explanation shows that workload arises from work activities that employees must systematically complete within a specified period (Prasetya et al., 2025). According to Ana Sichatul Fitria & Limgiani Limgiani (2024), the factors that influence workload are as follows:

- a. External factors, namely factors that originate from outside the worker's body, including:
 - Tasks, including physical tasks: workstation, workplace layout, workspace conditions, work attitude, and the load being lifted. Mental tasks include responsibility, job complexity, and job emotions.
 - Work organization, including length of working time, rest time, work shifts, and work systems.
 - Work environment: This work environment can provide additional burdens, including the physical workload environment, chemical environment, biological work environment, and psychological work environment.
- b. Internal factors, namely factors originating from within the body as a result of reactions to external workloads that have the potential to act as stressors, including somatic factors such as gender, age, body size, nutritional status, health conditions, and so on.

According to Rika Miftakul (2024), Workload is a collection of activities that an organizational unit or job holder must complete within a specific period. There are three indicators of workload, namely:

a. Work Target

An individual's perception of the magnitude of the work targets required to complete their work. This perception concerns the work results that must be completed within a specific timeframe. A workload coupled with specific targets will increase the workload, resulting in greater pressure on employees. An imbalance between the workload and the allotted time can affect the perceived workload level.

b. Job Standards

For example, an individual's impression of their job arises from the workload that must be completed within a specific timeframe. Each job has its own standards. Lack of attention to these standards will result in an uneven distribution of work and cause some employees to feel a greater workload than others.

c. Working Conditions

It covers individuals' views regarding work conditions, such as making quick decisions when processing goods and dealing with unexpected events, such as doing extra work outside the specified time.

It can be concluded that workload is related to the tasks, responsibilities, and targets that the company gives. Too many tasks and responsibilities given to an employee can lead to less than optimal results because the employee only has a limited time to complete many tasks (Shofiyatus Salsabila, 2025). Company work standards have determined a person's workload based on the type of work. There is no problem if most employees work according to company standards. If employees work below standard, they will be overworked. If an employee exceeds the standards, the standards are lower than their capabilities. Workload has a negative and significant effect on employee performance.

2.3. Employee Performance

Performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities to achieve organizational goals, without violating the law and without conflicting with morals and ethics. (Akasyah & Sunarto, 2024). Performance results from an employee carrying out assigned tasks to achieve desired work targets (Nabawi, 2019). Performance plays a crucial role in a company; employees with high performance will complete their work well and on time (Darmadi, 2019).

Companies with high-performing employees can compete in an unstable business environment and drive progress (Bachri, 2018). Performance-related issues, such as effectiveness and processes, result from the quality and quantity of employees completing their work (Siagin, 2019). Several factors can influence employee performance, such as compensation, work discipline, and workload (Munasib, 2020). According to Putu et al. (2024), Performance is the work results achieved by an individual or group of individuals within a company, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals legally, without violating the law, and without conflicting with morals and ethics. Employee performance influences their contribution to the company. (Nurjaya, 2021). Employee Performance Indicators, according to Albert Budiyanto (2021), are as follows:

a. Quality of Work

Performance is the work results achieved by an individual or group of individuals within a company, per their respective authorities and responsibilities, to achieve organizational goals legally, without violating the law, and without conflicting morals and ethics. This indicator measures how well employees complete their tasks according to established quality standards. For example, employees who consistently produce products or services with few errors can produce results that meet or exceed expectations.

b. Quantity of Work

Quantity is the amount expressed in terms such as the number of units or activity cycles completed. Quantity is measured by employee perceptions of the number of assigned activities and their results. This indicator measures how many or how often employees complete tasks or produce output within a given time period. An example is an employee who consistently meets or exceeds production or project completion targets within a given period.

c. Cooperation

Cooperation is a joint effort between individuals or groups to achieve a common goal. Cooperation is the attitude and behavior of every employee who cooperates with their superiors or coworkers to complete a task. Performance is the total results produced by individuals and teams within a business or organization over a specific period. The extent to which an individual or team achieves the company's objectives can be inferred from these results. Organizational or company objectives must be considered when formulating job criteria (Sihotang & Saputra, 2023). Work discipline and workload together influence employee performance.

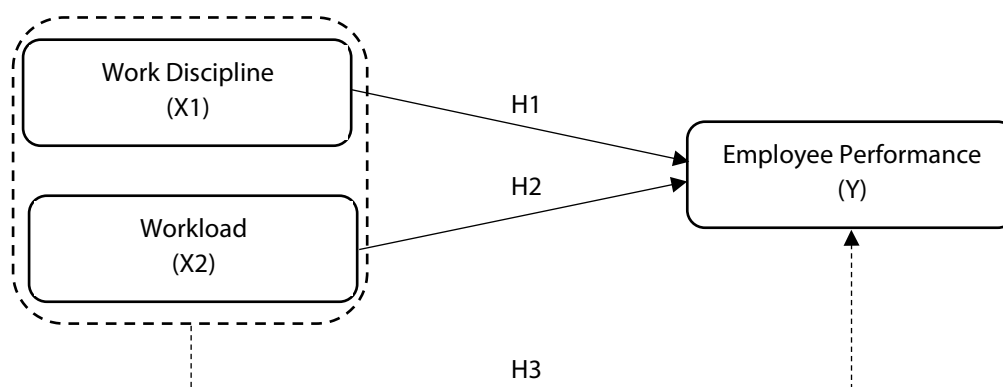


Figure 1. Conceptual Framework

III. Research Method

This research is a quantitative study using multiple linear regression analysis. Data were obtained through observation and questionnaires distributed to 30 employees using a saturated sampling technique. This study evaluates how work discipline and workload affect employee performance at CV. Karya Tani Kamanre. With a quantitative approach, the data obtained can be measured and analyzed statistically to produce valid conclusions. To analyze the collected data, researchers used multiple linear regression analysis (MLS) with the help of SPSS software. This analysis aimed to determine how the independent variables, work discipline and workload, influence the dependent variable, employee performance. Additionally, researchers conducted validity, reliability, T-tests (Partial), and F-tests (Simultaneous).

Table 1. Operational Definitions

Variable	Item	Indicator	Source
Work Discipline (X1)	Presence	DK1	Fauzia Agustini (2019)
	Effective Use of Time	DK2	
	Compliance	DK3	
	Responsibility	DK4	
Workload (X2)	Work Target	BK1	Rika Miftakul (2024)
	Work Standards	BK2	

Variable	Item	Indicator	Source
Employee Performance (Y)	Work Conditions	BK3	Putu et al. (2024)
	Work Quality	KK1	
	Work Quantity	KK2	
	Cooperation	KK3	

IV. Results and Discussion

4.1. Validity Test

One of the goals of this test is to ensure that the measuring instrument can accurately measure the variables to be measured. This validity test is conducted to ensure that the questionnaire items are valid if the validity value of each answer obtained during the questionnaire results in a value > 0.361 .

Table 2. Validity Test

Variable	Statement	r-count	r-table	Description
Work Discipline (X1)	X1.1	0.832	0.361	Valid
	X1.2	0.704	0.361	
	X1.3	0.688	0.361	
	X1.4	0.735	0.361	
	X1.5	0.775	0.361	
	X1.6	0.723	0.361	
Workload (X2)	X2.1	0.784	0.361	
	X2.2	0.798	0.361	
	X2.3	0.777	0.361	
	X2.4	0.812	0.361	
	X2.5	0.871	0.361	
	X2.6	0.871	0.361	
Employee Performance (Y)	Y1	0.777	0.361	
	Y2	0.845	0.361	
	Y3	0.793	0.361	
	Y4	0.813	0.361	
	Y5	0.807	0.361	
	Y6	0.717	0.361	
	Y7	0.793	0.361	

The test results show that all statements related to each variable are valid, because the calculated r value $> r$ table 0.361, so further data testing can be carried out.

4.2. Reliability Test

To meet good reliability, a scale is considered reliable if its Cronbach's Alpha value is > 0.60 . Cronbach's Alpha is a standard to measure how a newly created scale correlates with all previous variable scales.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Criteria	Conclusion
Work Discipline (X1)	0.835	$0.835 > 0.60$	Reliable
Workload (X2)	0.900	$0.900 > 0.60$	
Employee Performance (Y)	0.900	$0.900 > 0.60$	

Based on the table above, it can be concluded that the questionnaire used to measure employee performance, workload, and work discipline is reliable and trustworthy. A Cronbach's Alpha value > 0.60 indicates the data is reliable.

4.3. Multiple Linear Regression Test

Table 4. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.220	1.812		-.121	.904
	Work Discipline (X1)	.712	.145	.586	4.898	<.001
	Workload (X2)	.462	.139	.398	3.332	.003

Regression Equation:

$$Y = -0.220 + 0.712X1 + 0.462X2$$

Based on table 4, it can be concluded that:

- The constant is -0.220, meaning that if the work discipline (X1) and workload (X2) variables have a value of zero, then the dependent variable Employee Performance is -0.220.
- Work discipline (X1) shows that work discipline has a positive effect, meaning that if work discipline increases by one unit, employee performance will increase by 0.712 units.
- The workload (X2) of 0.462 shows that the workload hurts employee performance, meaning that if the workload increases by one unit, employee performance will decrease by 0.462 units.

4.4. t-Test (Partial Test)

The partial effect of work discipline and workload on employee performance was measured using a t-test. The t-table value was calculated using the formula:

$$t_{table} = n - k - 1 = 30 - 2 - 1 = 27$$

Where k is the number of independent variables, at a significance level of 5% ($\alpha = 0.05$), the t-table value is 1.703.

Table 5. t-Test (Partial Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.220	1.812		-.121	.904
	Work Discipline (X1)	.712	.145	.586	4.898	<.001
	Workload (X2)	.462	.139	.398	3.332	.003

Interpretation:

- a. The work discipline variable (X1) has a t-count of 4.898 > t-table (1.703), with a significance value of 0.001 < 0.05. This indicates that work discipline (X1) positively and significantly affects employee performance (Y).
- b. The workload variable (X2) has a t-count of 3.332 > t-table (1.703), with a significance value of 0.003 < 0.05. This indicates that workload (X2) also significantly affects employee performance (Y).

4.5. F-Test (Simultaneous Test)

The F-test is used to determine the simultaneous effect of work discipline and workload on employee performance. The F-table value was obtained using the formula:

$$F_{table} = n - k - 1 = 30 - 2 - 1 = 27$$

Where "k" is the number of independent variables. Based on this formula, the F-table value is 3.35.

Table 6. F-Test (Simultaneous Test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	170.614	2	85.307	140.846	<.001 ^b
	Residual	16.353	27	.606		
	Total	186.967	29			

The results show that the calculated F-value (140.846) is greater than the F-table value (3.35), and the significance value is <0.001, which is smaller than 0.05. Therefore, H3 is accepted, indicating that work discipline and workload influence employee performance.

4.6. Discussion

4.6.1. The Influence of Work Discipline on Employee Performance

The results of the analysis show that work discipline affects employee performance; employee performance will increase by 0.712 units. This shows that employees with a high level of discipline tend to be more productive, responsible, and effective in completing their tasks, indicating that the higher the level of work discipline, the better the employee performance. Disciplined employees tend to be more responsible in completing their tasks on time, complying with company regulations, and working more effectively and efficiently (Nurjihan et al., 2025). The results of this study are supported by research (Trandani et al., 2025) stating that work discipline has a positive and significant effect on employee performance, indicating that the better the employee's work discipline, the better the employee's performance will be. This is evident from most respondents agreeing that employee presence significantly influences employee discipline at CV. Karya Tani Kamanre. Disciplined employees will work according to established regulations and procedures, thereby achieving the company's goals. (Almansyah Rundu Wonua et al., 2023).

Meanwhile, according to (Fitria & Limgiani, 2024). Work discipline ensures that tasks are carried out smoothly to achieve optimal results. It also ensures that employees have a pleasant work environment that increases their enthusiasm for doing their jobs, according to Nurjihan et al. (2025). Work discipline is a key factor in improving employee performance. High discipline allows employees to work more regularly, follow established procedures, and complete tasks in a timely manner. In other words, employees with good work discipline tend to have higher productivity levels than those without discipline. It can be concluded that work discipline is related to arriving and leaving on time, doing all work well, complying with all applicable regulations, and the company giving sanctions to employees who are not disciplined. Discipline is a management action that encourages members of the organization to comply with various provisions and

regulations that apply in an organization, including rules or regulations, compliance of followers, and sanctions for employees. (Shofiyatus Salsabila, 2025).

4.6.2. The Effect of Workload on Employee Performance

The results of the analysis show that employee performance is negatively affected by workload. One unit of workload will decrease employee performance by 0.462 Units, meaning that if the workload increases by one unit, employee performance will decrease by 0.462 units. This indicates that increasing the workload does not continually improve employee performance and can even decrease productivity if the workload is too high. This study's results align with research (Nyoman et al., 2024) stating that workload has a negative and significant effect on employee performance, so it can be interpreted that the higher the workload, the lower the employee performance. (Ratna Ningrum et al., 2024) His research stated that workload negatively affects employee performance, and a large workload causes a decline in employee performance. It can be concluded that workload is related to the tasks, responsibilities, and targets that the company gives. Too many tasks and responsibilities given to an employee can result in less than optimal results because the employee only has a limited amount of time to complete many tasks (Shofiyatus Salsabila, 2025).

A person's workload is formed according to the company's work standards and the type of work. If most employees work according to company standards, there is no problem. Conversely, if employees work below standards, then the workload is excessive. Meanwhile, if employees work above standards, the estimated standards are lower than the employee's capacity. Workload is the work an employee must complete within a given time. Too much work can exhaust employees and make them less productive. Conversely, too little work can leave employees feeling unmotivated and lacking a clear sense of purpose (Dava Aji Pratama et al., 2023). The results of this study support the theory that excessive workloads can negatively impact employee productivity. If workloads are not managed properly, employees will experience decreased work quality due to physical and mental fatigue. Therefore, companies must implement a work management system to optimally manage workloads to avoid overload and balance productivity and employee well-being.

4.6.3. The Joint Influence of Work Discipline and Workload on Employee Performance

The study shows that workload and work discipline simultaneously significantly affect employee performance. The high calculated F value (140.846) > F table 3.35 indicates that the regression model used can explain variability in employee performance effectively. These results indicate that both factors contribute to influencing employee performance. Therefore, it can be concluded that the stronger the impact of work discipline and workload, the stronger the influence on employee performance at CV. Karya Tani Kamanre. This study's results align with research (Sara Sinaga, 2021) stating that work discipline and workload significantly affect the dependent variable of employee performance, meaning that if work discipline and workload increase, employee performance will increase. (Ginting & Siagian, 2023) His research stated that work discipline and workload simultaneously positively and significantly affect employee performance, thus further supporting this research. (Idris, 2023) His research showed that work discipline and workload simultaneously significantly affect employee performance.

Companies with high-performing employees can compete in an unstable business environment and drive progress (Bachri, 2018). Performance-related issues, such as effectiveness and processes, result from the quality and quantity of employees completing their work (Siagin, 2019). Several factors can influence employee performance, such as compensation, work discipline, and workload (Munasib, 2020). (Esli Silalahi et al., 2022) says that employee performance is the work that results in the quality and quantity produced by an employee when carrying out his duties according to his responsibilities. The results of this study confirm that work discipline is more influential than workload in improving employee performance. Therefore, companies need to focus more on improving employee discipline through more effective policies, while still paying

attention to workload management to prevent a negative impact on productivity. Thus, the discussion regarding the simultaneous influence of work discipline and workload on employee performance produces better results in achieving performance goals.

V. Conclusion

Based on the research findings, it can be concluded that the work discipline variable (X1) has a positive and significant effect on employee performance (Y). This indicates that higher work discipline can improve employee performance. Conversely, the workload variable (X2) negatively and significantly affects employee performance (Y), meaning an excessive workload can decrease employee performance. Furthermore, work discipline (X1) and workload (X2) simultaneously influence employee performance (Y), which shows that both factors contribute together in shaping employee performance. In relation to these findings, this study suggests that CV. Karya Tani Kamanre emphasizes improving employee discipline, as adherence to company regulations is essential to ensure smooth work processes. Employees are also encouraged to collaborate effectively when completing tasks. To support this, leaders should foster teamwork by creating a culture of mutual respect, trust, and effective communication. This will help minimize misunderstandings in receiving instructions and information, enabling employees to achieve company goals more efficiently.

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