

Original Article

Workload, Work Discipline and Its Impact on the Performance of Leasing Company Employees

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Abstract: Every company must raise its performance in order to survive in the face of increasing commercial rivalry, notably from non-bank financial organisations. The purpose of this study was to examine how employee performance is impacted by workload and work ethics. The methodologies employed in this study are quantitative, verifiable, and descriptive. The distribution of questionnaires to 65 employees served as the study's sample. The validity, reliability, and assumption test procedures were used to the questionnaire data. Multiple linear regression, multiple correlation, determination coefficient, and hypothesis testing are all analysed using ordinal scales. Workplace behaviour, work discipline, and employee performance are all interpreted very highly. This includes how employees respond to the burden. The findings demonstrated that employee performance was positively and significantly impacted by workload and work discipline. Bogor MCF. Performance is partially negatively and significantly impacted by workload, whereas performance is positively and significantly impacted by work discipline.

Keywords: Workload, Work Discipline, Leasing Company, and Employee Performance.

I. INTRODUCTION

A company must have goals to achieve. In achieving these goals, the company cannot be separated from the contribution of employees. Human Resources (HR) are the people who work for a company and are crucial to its operations. Employee performance is crucial to a company's success since it demonstrates how well people are able to accomplish their jobs. Employee performance refers to things that employees accomplish, job outcomes that they care about, and workability connected to the use of corporate resources, [1]. Employee performance is influenced by a variety of variables, including workload and work ethic. Workload is defined as all tasks assigned to HR that must be finished in a specified amount of time, [2]. A good workload is one that matches the employee's capabilities. Overcapacity and undercapacity will have an impact on work inefficiencies so the performance of these employees will not be optimal. A high workload will cause a lack of employee performance, while a workload that matches the employee's ability will increase employee performance, [3].

Workplace discipline is another element that influences employee performance in addition to workload. Work discipline is an attitude of willingness and willingness on the part of an individual to obey and obey the regulatory norms that apply around him. This attitude is influenced by a number of indicators, such as obeying the rules of time, obeying company regulations, obeying the rules of behaviour at work, and obeying other regulations in the company [4]. Work discipline can be used as a tool to inspire and punish employees in carrying out work both individually and in groups, which makes it crucial for the development of the business. In order to generate quality work, discipline is also helpful for teaching employees to abide by current rules, practises, and policies.

PT Mega Central Finance is one of the companies that operate in the field of two-wheel financing and cash fund loans that have been in place since September 24, 2007. The company has a great duty and responsibility to provide good service to its customers and have good quality. In addition to providing services that have good quality, SDM has quality, productivity and loyalty to the company. Programmes offered by the company's management include incentives and bonuses, training, prizes, and career levels in an effort to raise staff performance, which is predicted to increase production outcomes, however employee performance is still not meeting expectations. The following Table 1 shows the target credit sales for new motorcycle goods from New Motor Cycle (NMC) and Multi Guna financing or Mega Solutions (MS) from 2018 to 2020.

Table 1: Recapitulation of Sales Targets for 2018-2020

Years	Targets (unity)		Sales (unity)		Achievment (unity) (%)	
	NMC	MS	NMC	MS	NMC	MS
2018	2240	2000	2050	1789	91,51	89,45
2019	2240	1832	1950	1520	87,05	88,42



2020	2220	1620	1836	1398	82,70	86,29
Average	2233	1817	1945	1569	87,08	88,05

Source: PT MCF, 2021

According to Table 1, PT MCF Bogor has been achieving fewer sales goals between 2018 and 2020. The target reduction seen from the most significant target failure occurred in 2020 at 82.70% (NMC) and 86.29% (MS). This decrease in target achievement indicates an un-optimal employee performance. Failure to the target triggers a decrease in employee performance, i.e. work that is too overloaded due to sales targets that are not achieved with the company's established. Employees always work too hard to meet their lesser goals. High overtime work depicts that the workload is high.

Based on HRD data. MCF in 2018-2020 the average number of overtime employees of 77.24 hours per month and its value is high and does not comply with Government Regulation Number 35 Year 2021 paragraph 1 on Working Agreement for a Certain Time, Overtime, Working Time, Work Relationships and Working Relationship Rest and Termination Time, that is, overtime can only be done for a maximum of 72 hours in a month. If the workload given is higher and not comparable to the ability of the employee then there will be more fatigue or understress. Effective workload delivery, enables the company to know to what extent employees can be given the maximum workload and to what degree it affects the performance of the company itself. Effective and non-excessive workload treatment is the expectation of every employee, but in reality, there is still a workload that exceeds the ability of the employee. Based on observations and joint interviews with Managers of the Human Resources (HR) department, it is known that approximately 57.6% of employees stated that the given workload is high and does not correspond to their abilities.

In addition to the workload, work discipline also affects employee performance. Workplace discipline is put in place to motivate employees to abide by different norms and laws so that deviations can be avoided. In 2020, 65 employees will be late to work for 599 minutes per month exceeding the organization's tolerance limit of 330 minutes a month. (HRD PT.MCF Bogor, 2020). Delayed entry into employment is a mistake that is often violated by employees, because of such violations, the company prescribes the calculation of salary cuts due to delay as a sanction to employees who are less disciplined against the schedule of entry into work. Given the significance of an appropriate workload and employee work ethics, it is essential to boost employee performance in order to produce the finest service, compete, and live up to service consumers' expectations. Based on the findings of the background problems, the author is interested in conducting research with the title "**The impact of labour burden and work discipline on the performance of employees.**"

II. MATERIALS AND METHODS

A) Workload

A workload is a set or a number of activities that must be accomplished by an organisation unit or a post holder within a specific amount of time and are allocated by a leader to an employee. A workload is defined as any form of work that is given to employees for completion within a specified time frame. In carrying out work activities, humans experience two types of workloads, namely physical workload and work stress, [2]. Physical workload shows how much physical activity a person performs during work, such as: pushing, pulling, lifting and lowering loads. The demands of the tasks, the environment in which they are performed, the workers' abilities, attitudes, and behaviours all combine to create the workload [5].

B) Discipline

Discipline is a way of living that displays responsibility for one's actions without the use of outside pressure. Discipline describes an employee's state or attitude of respect for the company's rules and regulations. Work discipline is the willingness or unwillingness of a person to follow and respect the rules that are in place around them. A discipline is a tool used by managers to alter conduct as well as an effort to increase awareness and willingness to follow all laws and social norms that are in place [4].

C) Employee Performance

Employee performance is something that is achieved by the employee, the result of the work observed by the employees, and the ability to work related to the use of the company's slow. The outcome of an employee's performance is what he or she does in carrying out the tasks assigned to him or her based on abilities, experience, truthfulness, and time [6]. Work that closely relates to the strategy goals of the organisation, customer satisfaction, and economic contribution produces performance. The performance thereby emphasises the results of its labour, [7].

D) Development of the Hypothesis

a. Impact of Workload and Work Discipline on Employee Performance

Workload and work discipline are significant considerations for the business when establishing standards and guidelines for its personnel to ensure that workers are at ease and motivated while at work and that the business's work

objectives are met. This demonstrates how employee performance is influenced by workload and work ethics. This is consistent with other research, which found that employee performance is influenced by workload and work ethics, [8], [9].
 H_1 : There is a positive and significant impact of workload and work discipline on employee performance.

b. Impact of workload on employee performance

Employee performance will suffer from high workloads, but performance will increase with workloads that are in line with employees' skills. Employees with heavy workloads will frequently put in extra time to accomplish fewer objectives, [3]. Research findings suggesting the workload has a detrimental indirect impact on employee performance corroborate this, [10], [11].

H_2 : There is a negative impact of workload on employee performance.

c. Impact of Work Discipline on Employee Performance

Work discipline is the most crucial operational component of human resource management because it directly correlates with employee performance; if poor work discipline isn't applied, it will be challenging for the business to achieve its full potential [6]. This suggests that work discipline has an impact on employee performance, which was previously stated to have an impact, [12], [13].

H_3 : There is a positive and significant impact of work discipline on employee performance.

d. Design of Research

Descriptive and verification research are used in the implementation of the study design. By using sample data or a population as it is, descriptive research serves to describe or provide an image of the subject under study [14] without conducting analysis or drawing generalizable conclusions. Study that is verified uses evidence to evaluate a hypothesis based on descriptive study findings and statistical computations to determine if the hypothesis should be accepted or rejected.

III. RESULT AND DISCUSSION

A) Result of Instrument Testing

a. Validity test

The validity test is performed to measure the statements in the questionnaire. The results of the validity test against the statements on the workload variables, work discipline and employee performance are known all indicators on the variable are declared valid because of the $r\text{-test} \geq r\text{-table}$, so it can be concluded that all the indicators are eligible for use in the test of the hypothesis.

b. Reliability test

A trustworthy instrument is one that may be used in the context of data collection and will yield the same results when used again to measure the same thing. The reliability test results on the workload variables, work discipline and employee performance showed the Cronbach Alpha value ≥ 0.60 means the instrument is said to be reliable.

c. Classical Assumption Test

To test the hypothesis, the results will be estimated using Ordinary Least Square (OLS), in the IBM SPSS 22.0 program as follows:

d. Normality test

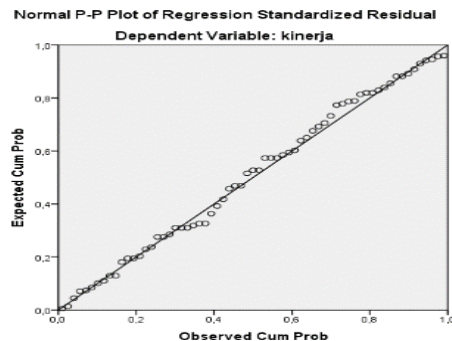


Figure 1: Graphics of Normal Probability plot

Sources: Primary Data, 2022

In order to understand how a regression model can be used to examine the effects of workload and work discipline on employee performance, it is helpful to understand how points that spread around the diagonal line and the spread of data

points in the diagonals do so. This is illustrated in Figure 1.

Table 2: Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	0,89597360
Most Extreme Differences	Absolute	0,069
	Positive	0,061
	Negative	-0,069
Test Statistic		0,540
Asymp. Sig. (2-tailed)		0,933 ^{c,d}

Asymptotic Significance Value (2-tailed) is $0.933 > 0.05$. Thus, based on the test criteria, it can be concluded that the distribution of data has been distributed normally.

e. Multicollinearity test

In this study's regression model, multicollinearity was not present because the tolerance value for each variable was greater than 0.05, the variance inflation factor (VIF) value for the variable workload was $1.218 < 10$ and the value for the work discipline was $1.209 < 10$.

f. Heterosynthesis test

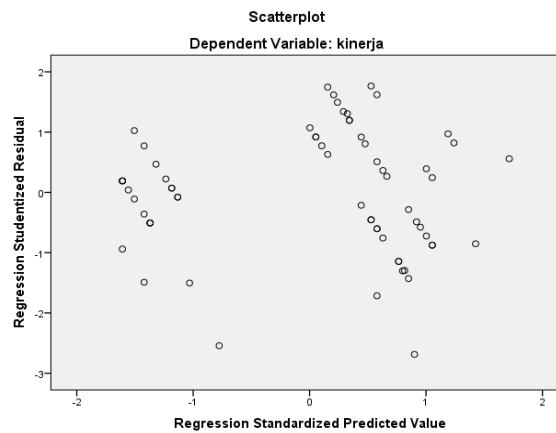


Figure 2: Graphics Scatterplot

Sources: Primary Data, 2022

According to Figure 3.3, the scatterplot chart's points spread out in an illogical fashion below the value 0 at the Y point. Therefore, it may be inferred that since heterosexuality is not included in the regression model, it is worthwhile to use it to predict each research variable.

B) The Characteristics of Employees

PT. MCF is a fast-growing motorcycle financing company, founded on September 24, 2007. In this study, the questionnaires were distributed directly to 65 employees. Here is a recapitulation of the characteristics of PT Mega Central Finance Bogor employees who were respondents in the study as follows:

Table 3: Recapitulation of Employee Charactersitics

Number	Charactersitics	Mayority	Quantity (People)	Presentation (%)
1	Gender	Man	47	72
2	Age	25-34 Years	29	45
3	Last Education	High School Equal	37	57
4	Tenure	1-3 Yeras	31	48
5	Income	Rp3.100.000 – Rp4.000.000	39	60

Sources: Primary Data, 2022

Based on Table 3, it can be concluded that the majority of employees of PT. MCF Bogor is a man, aged 25-34 years with the last education in High School Equivalent and long work for 1-3 years with an income of Rp3.100.000 – Rp4.000.000.

C) Result of Research and Discussion

a. The Estimate of the Regression Equation

Through the use of multiple-linear regression analysis, the equation's form is derived. The equation depicts how employee performance is impacted by workload and work ethics.

Table 4: Koefisien Regresion and Signification Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,716	,895		3,034	,004
Workload	-,133	,066	-,209	-2,024	,047
Disipliner	,487	,057	,750	7,244	,000

a. Dependent Variable: employee performance (Y)

Sources: Primary Data, 2022

The results can be interpreted as follows :

1. The workload regression coefficient (β_1) = -0.133 which means that workload negatively affects employee performance. Assuming a constant work discipline variable, employee performance will decline as workload increases. This is a result of the employee's incapacity to complete a large number of activities and the high workload expectations that cause fatigue and stress and lower productivity. On the other hand, when the workload decreases, the employee's performance increases. This is because of the workload given according to the employee's ability to work, then employees will be able to increase the productivity of work so that employee performance increases.
2. The labour discipline regression coefficient (β_2) = 0.487 means that work discipline has a positive effect on employee performance. Assuming a constant workload variable, employee performance will also increase if work discipline improves. This is due to the fact that if employees follow the company's policies and standard operating procedures, both the company's goals and the performance of the employees will be accelerated. On the other hand, when work discipline deteriorates, so does employee performance. This is due to the fact that if the company's rules and regulations are disregarded or frequently broken, the employees lack proper work discipline, which has a negative influence on the company's objectives and lowers employee performance.

b. Multiple Correlation Analysis

To determine the association between workload and discipline and employee performance, multiple correlation analysis is utilised.

Table 5: Determination Coefficient test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,946 ^a	,895	,891	,91031

a. Predictors: (Constant), discipline (X_2), workload (X_1)

b. Dependent Variable: employee performance

Sources: Primary Data, 2022

The r value is 0.946, which falls into the extremely strong group according to Table 4.49. (0.80 - 1.000). It demonstrates that there is a very substantial correlation between workload and work ethics and employee performance. In other words, an employee's performance will improve as their workload and level of discipline grow. Based on the circumstances in the company, if the workload increases then the performance of the employee decreases and if combined with the increased work discipline then the load of work will decrease and employee performance will increase. This is because the employee is obedient to the rules of entry, obedience to the company's rules, observance of work behaviour and obedience to work procedures. These factors can support the implementation of improved employee performance and reduce the workload so that employees become more productive.

c. Analysis of Determination Coefficients

It is also feasible to see from Table 4.6 that the R Square value is 0.895, or 89.5%. It demonstrates that workload and work discipline had an 89.5% impact on employee performance, with the remaining 10.5% being explained by other variables like work motivation, competence, knowledge, experience, physical condition, work supervision, peers, compensation, training, supervision, and leadership [15].

d. Testing the hypothesis

The results of the simultaneous testing of the hypothesis of the impact of the workload and work discipline on the performance of employees, it is known that the value of F_{calung} is 6.413 and the F_{table} value for $\alpha = 0.05$ with the degree of freedom $V_1 = 3-1=2$ and $V_2 = 65-2-1 = 62$ by 3.15 then it can be seen that the F_{calung} is greater than the F_{table} (6.413 > 3.15) then it may be concluded that H_0 is rejected and H_a is accepted meaning with the confidence level of 95% there is a positive and significant impact at the same time of the load of work and labour discipline upon the employee's performance. This is in line with the research where the results show that workload and work discipline have a positive impact on employee performance, [16], [13].

The partial hypothesis test results are as follows:

1. Effect of workload (X1) on employee performance (Y).

The value t_1 calculated on the workload variable (X1) of -2,024 and the value t_{table} for $\alpha = 0,05$ with a degree of freedom $65-2-1=62$ of -1,669 means $t_1 \text{ calculated} < t_{\text{table}}$ (-2,024 < -1,669). The workload (X1) has a negative and considerable impact on employee performance (Y), hence H_0 is rejected and H_a is accepted. The findings of the research, which show that the workload has a detrimental and considerable impact on employee performance, support this, [10], [11].

2. Impact of Working Discipline (X2) on Employee Performance (Y).

The t_2 value calculated on the working discipline variable (X2) of 7,244 and the t_{table} value for $\alpha = 0,05$ with a degree of freedom $65-2-1=62$ of 1,669 means $t_2 \text{ calculated} > t_{\text{table}}$ (7,244 > 1,669). As a result, H_0 is rejected and H_a is accepted, indicating that work ethics (X2) have a favourable and significant effect on employee performance (Y). The findings of the research, which show that work discipline has a favourable and considerable impact on employee performance, support this, [12], [17].

IV. CONCLUSION

The following conclusions can be derived from the data acquired from the analysis's findings:

1. At PT. MCF Bogor, employees respond as follows to workload, work discipline, and performance:
 - a. Variable workload conditions PT MCF Bogor overall belongs to the high category. The highest indicator is the use of working time, and the lowest is the working environment.
 - b. Variable working conditions in PT. MCF Bogor overall belongs to a fairly high category. The highest indicator of work discipline is obedience to the company's rules and the lowest is obeying the rules of time.
 - c. Variable performance of employees in PT. MCF Bogor overall belongs to a fairly high category. The highest performance indicator is time accuracy and the lowest is quantity.
2. The test's outcomes demonstrated that employees at PT. MCF Bogor perform better when there is a positive and significant impact on their workload and work ethics.
3. The test results are partial, as follows:
 - a. The performance of the staff of PT MCF Bogor is negatively and significantly impacted by the workload.
 - b. The performance of employees at PT MCF Bogor is positively and significantly impacted by working discipline.

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