

The Effect of Workload and Work Discipline on Employee Performance in PT Hirose Electric

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DOI: <https://doi.org/10.52403/ijrr.20230874>

ABSTRACT

This research was encouraged by competition in today's industrial world. Producers must think more creatively and innovatively so that their companies or organizations can achieve targets effectively. The research method used in this study was Associative Descriptive involving a quantitative approach. The population consisted of 89 people, sampled using cluster random sampling techniques (random sampling based on area). Data analysis techniques involved the tests of validity, reliability, classical assumptions, multiple linear regression analysis through the coefficient of determination, and hypothesis testing using t-test, f-test, and r-determination test. The t-test results on 89 respondents processed via SPSS version 29 revealed a calculated t-score of the workload variable as $1.529 < t\text{-table value of } 1.988$, indicating that workload did not affect employee performance. Meanwhile, the t-score of the work discipline was $4.477 > t\text{-table value of } 1.988$.

Keywords: Performance, Work Discipline, Workload

INTRODUCTION

The era of globalization has led to rapid development and increased competition in the business world. Companies must adopt specific strategies and cultivate capable human resources to thrive in this environment. In the article by Scientific et al. (2022), employee performance in a company is expected to meet established standards.

To achieve desired company goals,

company leaders can focus on employee compensation to show appreciation and foster a reciprocal relationship between the company and its employees. Providing compensation that aligns with their responsibilities is crucial in fostering good performance. In this regard, everyone works to improve their economic situation. Hence, when employees contribute their thoughts and efforts to help achieve company goals, they should be rewarded to help realize their objectives.

Researchers at PT Hirose Electric Indonesia have observed that employee performance results have decreased due to a lack of employee discipline, particularly when meeting company targets. An essential factor in achieving company objectives is creating a work environment that fulfills the needs and desires of employees. A comfortable work environment contributes to improved employee performance and aids in achieving company targets.

According to Dessler (2000: 41), performance in this context refers to work performance, which involves comparing achieved results with established standards. It is influenced by a person's motivation and ability to complete tasks or jobs, as stated by Hersey and Blanchard (1993). Since employee performance is an individual matter, each worker can fulfill their duties differently. Thus, management should assess their performance based on individual efforts (Damayanti & Ismiyati, 2020).

LITERATURE REVIEW

1. Workload

Workload is defined as a set or number of activities that must be completed by an organizational unit or office holder within a specific period (Sunarso, 2010). *Permendagri* No. 12/2008 states that workload refers to the amount of work that a position/organizational unit must handle and is determined by the product of work volume and time norms. If a worker's ability exceeds the job's demands, they may experience boredom. Conversely, if an employee's ability falls short of the job's demands, they may face increased fatigue. Hence, the workload assigned to employees can be categorized into three conditions: workload that aligns with standards, workload that is too high (over capacity), and workload that is too low (under capacity).

The relevant measurement offers several advantages to organizations. Cain (in Rolos et al., 2018) explains that one fundamental reason for measuring workload is to assess the mental costs associated with job performance to predict system and worker performance. The ultimate goal of these evaluations is to improve working conditions, enhance the design of the work environment, and develop more effective work procedures.

2. Work Discipline

Work discipline is obeying and adhering to values and rules that individuals believe are their responsibility. It serves as a driving force for employees, enabling them to perform their jobs optimally. Work discipline plays a pivotal role in the development of an organization by creating disciplined human resources (Syamsibar, 2022). According to Supomo (2018: 133), good discipline reflects a person's responsibility for assigned tasks. This circumstance, in turn, fosters work passion, morale, and the achievement of company goals, benefiting both employees and society.

According to Hasibuan (2019), in his book

"Human Resource Management," it is suggested that there is a way to measure work discipline, an specific indicators are needed. These indicators are as follows:

1. Exemplary Leaders

The role model of leaders is crucial in determining employee discipline, as subordinates look up to their leader for guidance and inspiration. Hence, leaders must set a good example by being disciplined, honest, fair, and following the company's values. If a leader's behavior is not exemplary (less disciplined), it may negatively affect the discipline of their subordinates.

2. Justice

The principle of justice plays a significant role in encouraging employee discipline. Treating workers fairly and impartially is essential, as individuals inherently desire equal treatment and recognition.

3. Inherent Supervision

Inherent supervision is the most effective concrete action in recognizing employee discipline within a company. This approach emphasizes active supervision by supervisors, monitoring employees' behavior, morale, attitude, work passion, and performance. Supervisors must be present to guide and support subordinates who may face challenges completing their tasks.

4. Assertiveness

The leader's assertiveness in taking action simply impacts the discipline of company employees. Following the established sanctions, leaders must be brave and decisive in enforcing disciplinary measures and punishments when necessary.

METHOD

1. Type of research

The research conducted in this study adopted a quantitative approach, as described by Sugiyono (2018, p.14). It is grounded in positivism, relying on empiricism to examine specific populations or samples. The sampling technique incorporated was random sampling, in which participants were selected randomly.

The data collection employed objective research instruments, and the data analysis involved numerical or statistical methods. The primary objective of this investigation was to test predefined hypotheses.

The population under analysis comprised 756 employees working in the Process Assembly department at PT Hirose Electric Indonesia. The researchers utilized the Cluster Random Sampling technique to select representative samples based on different parts or divisions within the company. Ultimately, the sample size for this study was 89 individuals. It was determined by operating the *Slovin* formula calculation with an error margin of 10% or 0.1.

RESULTS AND DISCUSSION

Data Description

This study explored the connection between three independent variables: Compensation (X1), Work Discipline (X2) and Work Environment (X3), along with the dependent variable of Employee Performance (Y). A questionnaire was administered as the primary data collection instrument to collect data for the study. It was distributed to 89 employees working in PT Hirose Electric Indonesia, initially selected using the cluster random sampling technique.

2. Data Analysis or Hypothesis Testing

The validity test was conducted to assess the validity or significance of each variable, involving the *SPSS* version 29. The processed data are presented in Table 1 below:

Table 1. The Validity Test Results

Variable	t-score	r-table	Information
Workload (X1)	1.529	1.988	No effect
Work Discipline (X2)	4.477	1.988	Influential

Based on the data above, the results of the hypothesis analysis can be described as follows:

1. Effect of Compensation (X1) on Employee Performance (Y)

The test on the connection between Compensation and Employee Performance obtained a Sig-value of 0.130 and a t-score of 1.529, while the t-table was 1.988. Considering the Sig-value > 0.05 and t-score < t-table, it was suggested that Compensation (X1) did not have a significant effect on Employee Performance (Y).

2. Effect of Work Discipline (X2) on Employee Performance (Y)

The test on the connection between Work Discipline and Employee Performance obtained a Sig-value < 0.001 and a t-score of 4.477, while the t-table was 1.988. Hence, the Sig-value < 0.05 and the t-score > t-table indicated that Work Discipline (X2) had a significant effect on Employee Performance (Y).

1. Normality Test

Data normality testing was carried out using the Kolmogorov-Smirnov significance test. If the p-value obtained from the test is greater than 0.05, the data distribution is normal. On the contrary, the data is considered not normally distributed if the p-value is less than 0.05.

2. Multiple Linear Regression Test

The Multiple Linear Regression Test was used to determine the connection between two or more independent variables and one dependent variable, displayed as a regression equation.

Table 2. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	-1.924	.4311			
Workload (X1)	.160	.105	.113	.569	1.758
Work Discipline (X2)	.353	.079	.383	.427	2.344

a. Dependent Variable: Work Productivity (Y)

Based on the data above, a regression equation obtained presents the effects of variables X1 and X2 on variable Y as follows:

$$Y = -0.1924 + 0.160X1 + 0.353X2$$

The regression model can be interpreted as follows:

Constant = -0.1924

The negative constant value indicates an inverse connection between the variables and employee performance. It implies that when employee performance increases by one score, the variables will decrease by 0.1924, assuming that other variables are constant.

Workload Coefficient = 0.160

It signifies that for every increase of one compensation score, employee performance will increase by 0.160, assuming that other independent variables are held constant.

Coefficient of Work Discipline = 0.353

It suggests that with every increase of one Work Discipline score, employee performance will increase by 0.353, assuming other independent variables are constant.

CONCLUSION

Based on the results of multiple linear regression analysis, it was discovered that Compensation did not significantly affect Employee Performance. In other words, Compensation was not a determining factor for good or bad performance. However, the variable of Work Discipline had a significant effect on Employee Performance. It implied that work discipline played a role in determining good or bad performance. For future researchers interested in this topic, it is recommended to further evaluate and explore the issues within PT Hirose Electric Indonesia by considering other variables that might also impact employee performance. It is necessary to note that while workload and work discipline were essential factors, they were just parts of the overall factors affecting the employees' performance at PT Hirose Electric Indonesia. Therefore, investigating additional variables could provide a more

comprehensive understanding of the factors affecting organizational performance.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

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How to cite this article: Maha Putra, Wira Syuhada. The effect of workload and work discipline on employee performance in PT hirose electric. *International Journal of Research and Review*. 2023; 10(8): 558-562. DOI: <https://doi.org/10.52403/ijrr.20230874>
