

## The Influence of Work Discipline and Workload on the Performance of Employees in the Project Division of PT Gala Karya Surabaya



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**ABSTRACT:** This study aims to determine the effect of work discipline and workload on employee performance. In this study, the population is employees of the project division of PT Gala Karya, with a saturated sampling technique where the entire population is sampled, so that a sample size of 60 respondents is obtained. The data collection method in this study uses the survey method and uses partial least square as a data analysis tool. From the results of the study it was found that work discipline on employee performance where the better the employee's work discipline, it will affect the performance produced by employee employees, workload also has a significant effect on employee performance where the higher the workload felt by employees, the less good the performance produced by employees.

**KEYWORDS:** Work Discipline; Work Overload; Employee Performance

### I. INTRODUCTION

The influence of work discipline and workload on the performance of employees in the project division of PT Gala Karya Surabaya is a critical area of study that has garnered attention in recent research. Several studies have delved into the impact of work discipline, work motivation, leadership, and workload on employee performance in various organizational settings. For instance, research by (Kusuma & Zef Rizal, 2023), has explored the role of leadership style and work discipline on employee performance, shedding light on the interconnectedness of these factors. Similarly, (Darojat et al., 2019) has investigated the effect of work discipline, work motivation, and leadership on employee performance, emphasizing the multifaceted nature of these influences. Furthermore, (Hustia et al., 2021) have examined the influence of work motivation, job satisfaction, and work discipline on employee performance, employing multiple linear regression analysis to uncover significant relationships. Moreover, (Hendy Tannady, 2023) has analyzed the effect of workload and work motivation on employee performance, highlighting the positive impact of work motivation on employee performance. Additionally, (Nasution & Priangkatara, 2022) have presented research results from various studies, indicating the dominant influence of work discipline on employee performance, while also acknowledging dissenting views on the matter. Furthermore, (Munawaroh et al., 2020) have explored the interplay between motivation, job satisfaction, and employee performance through work discipline, providing insights into the complex relationships among these variables. Additionally, (Allah & Heryanto, 2018) have focused on the effect of work motivation and leadership style on work discipline and its impact on employee performance, underscoring the intricate dynamics at play in organizational settings. Furthermore, (Semarang et al., 2022) have established the positive and significant influence of work discipline on employee performance, contributing to the growing body of evidence on this subject have investigated the influence of the work environment on employee performance through work discipline, employing a quantitative approach to uncover the mediating role of work discipline (Putri et al., 2019) have assessed employee workload in the service and manufacturing industry, shedding light on the complex relationship between workload and employee performance (Pramestari et al., 2022). Additionally, (Filliantoni et al., 2019) have highlighted the mediating role of job satisfaction in the influence of work discipline on employee performance, adding depth to the understanding of these factors.

In summary, the influence of work discipline and workload on employee performance is a multifaceted and dynamic area of research, as evidenced by the diverse studies that have explored this topic. These studies have contributed valuable insights into

# The Influence of Work Discipline and Workload on the Performance of Employees in the Project Division of PT Gala Karya Surabaya

the complex interplay of work discipline, work motivation, leadership, workload, and job satisfaction on employee performance, providing a rich foundation for further exploration in this field.

## II. GRAND THEORY

### Employee performance

According to (Priansa, 2016), performance, or job performance/actual performance, is the level of employee success in completing their work. Performance is not an individual characteristic such as talent or ability, but rather a manifestation of that talent or ability. According to (Robbins & Stephen, 2006) there are three performance indicators: (1) Quality of work, (2) Quantity of work, and (3) Timeliness.

### Work Discipline

According to (Sinambela, 2018) work discipline is a person's ability to work regularly, diligently, and in accordance with applicable regulations without violating established rules. When employees follow company guidelines, adhere to established standards, and are responsible for their work, this will help realize the company's vision and mission through their performance. (Agustini, 2011) identified indicators of work discipline, including: (1) Leadership Example, (2) Remuneration, and (3) Compliance with Regulations.

### Workload

According to (Nisa et al., 2019) workload is a work condition with a description of tasks that must be completed within a certain time limit. There are three workload conditions: according to standards, too high (over capacity), and too low (under capacity). Companies can pay attention to the workload imposed on employees and analyze the quality and quantity of work produced to achieve good performance (Raymond et al., 2023). According to (Munandar, 2010) indicators in workload include working conditions, use of working time, and targets that must be achieved.

## III. RESEARCH METHODS

The research method used to carry out this research is quantitative methods. In this study, the population was employees of PT Gala Karya in the construction division, and a saturated sampling technique where the entire population was sampled so that a sample size of 60 respondents was obtained. Data was obtained from a questionnaire which contained several statements related to the research. Data analysis method using the PLS (Partial Least Square) method with SmartPLS (Ghozali, 2014).

## IV. RESULT AND DISCUSSION

Based on the results of distributing questionnaires, it was found that the largest age group in this study were employees aged >30 years with a total of 30 respondents or 50%, the largest number of respondents in the construction division were male with a total of 57 respondents or 95% and it was found that the employees had the most years of service. of employees who have worked 1-5 years, there are 43 employees or 71.6%.

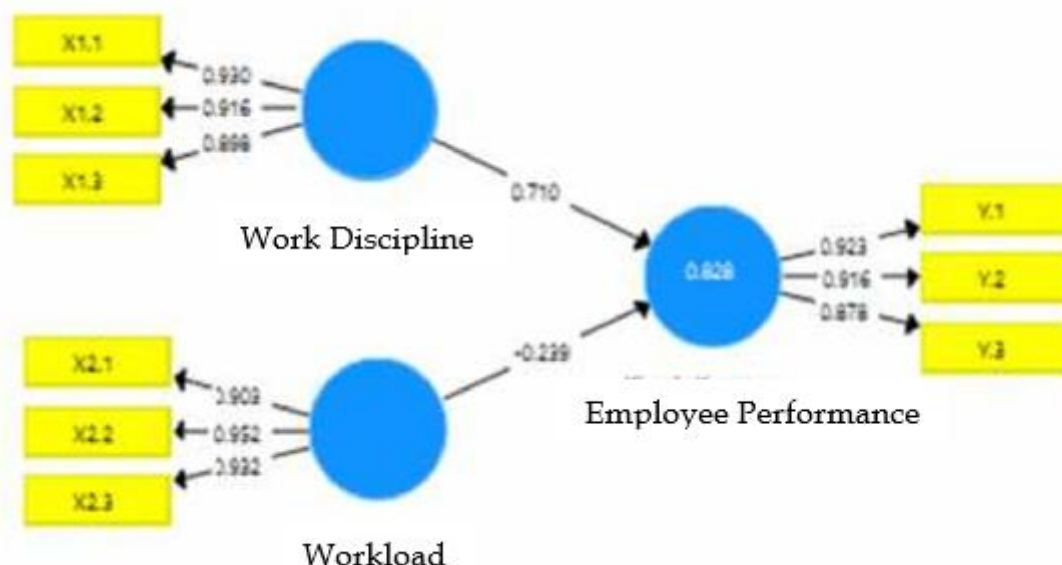


Figure 1. Research Model

## The Influence of Work Discipline and Workload on the Performance of Employees in the Project Division of PT Gala Karya Surabaya

According to the outer loading figure above, the loading factor (original sample) of all indicators of the variables of work discipline (X1), workload (X2), employee performance (Y) is greater than 0.50 and or significant. So all indicators used in this study have met convergent validity, which means that the validity is good.

### Data Analysis

**Table 1. Composite Reliability**

	Composite Reliability
Workload	0,950
Work Discipline	0,939
Employee Performance	0,932

(Source: Data Processing Results)

The results of the Composite Reliability test show that the work discipline variable (X1) is 0.939, the workload variable (X2) is 0.950, and the employee performance variable (Y) is 0.932, the three variables show a Composite Reliability value above 0.70 so that it can be said that all variables in this study are reliable.

**Table 2. R-Square**

	R Square
Employee Performance	0,828

(Source: Data Processing Results)

R Square value = 0.828, It can be interpreted that the model is able to explain the phenomenon of employee performance which is influenced by independent variables including work discipline and workload variance by 82.8%. While the system of 17.2% was explained by other variables outside this study (other than work discipline and workload).

**Table 3. Path Coefficients (Mean, STDEV, T-Values, P-Values)**

	Original Sample (The)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Workload -> Performance Employee	-0,239	-0,236	0,086	2,782	0,006
Discipline Work -> Performance Employee	0,710	0,715	0,075	9,474	0,000

(Source: Data Processing Results)

According to the results of the table above, work discipline has a positive effect on employee performance is acceptable, with path coefficients of 0.710 and a T-statistic value of 9.474 greater than the value of  $Z \alpha = 0.05$  (5%) = 1.96, or P Value  $0.000 < 0.05$ . This means that the better the work discipline possessed by PT Gala Karya employees, the better the performance produced by PT Gala Karya employees.

The results of the study found that the most influencing indicator on the variable of work discipline is employee obedience to the rules. The level of compliance of PT Gala Karya employees in complying with regulations such as carrying out standard operating procedures that have been set in carrying out projects such as employee compliance in carrying out safety in construction work using protection helmets, vests, and safe shoes in carrying out projects so as to minimize the occurrence of work accidents that can lead to sick workers can have an impact on project completion time. In addition, employee compliance in complying with the

## The Influence of Work Discipline and Workload on the Performance of Employees in the Project Division of PT Gala Karya Surabaya

regulations of rest periods that have been determined well, so that PT Gala Karya employees can provide maximum work results effectively and efficiently. So that the level of employee compliance in complying with the regulations that have been determined by the management of PT Gala Karya has the greatest influence on the performance produced by employees.

The results of this study are in accordance with research conducted by (Candana et al., 2020), (Yuliantini & Suryatiningsih, 2021) and (Widarto et al., 2022). Workload positively affects employee performance is acceptable, with path coefficients of -0.239 and a T-statistic value of 2.782 greater than the Z value of  $\alpha = 0.05$  (5%) = 1.96, or P Value  $0.006 < 0.05$ , then Significant (negative). This means that the higher the workload received by employees, it will result in poor performance.

Based on the results of the workload variable study, the indicator that has the highest influence is the target. The phenomenon that occurs in PT Gala Karya employees in the construction division, getting tasks in commercial building construction and also local drinking water pipe construction work based on the estimated time of completion of certain projects. In estimating the time that has been requested from the client but the level of difficulty of work and high volume of work can trigger employees to feel burdened by the work given. Employees must be able to meet predetermined targets but the work done feels heavy so that the results of the work become less optimal or there is a delay in project work time from the estimated time that has been determined. So that the supervisor must be able to understand the level of workload felt by PT Gala Karya employees so that the results of the work produced can be optimal, because the targets that must be met will trigger a high workload and affect the performance of PT Gala Karya employees. The results of this study are in accordance with research conducted by (Rolos et al., 2018), (Masdi, 2021), (Moor & Sujianto, 2022) which supports that workload has a meaningful impact on the performance of PT Gala Karya employees.

### V. CONCLUSION & SUGGESTION

It was concluded that work discipline has a significant influence on the performance of PT Gala Karya employees, which means that the better the level of employee discipline, the better the performance that will be produced by PT Gala Karya employees, as well as the workload which has a significant influence on employee performance, which means the more The high workload felt by PT Gala Karya employees will result in less than optimal performance.

The suggestion given to PT Gala Karya is to improve employee work discipline by understanding the level of employee compliance with established regulations so that the resulting performance becomes more effective, efficient and optimal. PT Gala Karya can also pay attention to the level of workload felt by employees in facing project work targets that have work estimates that are too short, with the workload felt by employees being lower, it will provide more optimal performance and maintain service quality. For future researchers, it is recommended to use other variables that can influence employee performance such as work motivation variables, compensation, work stress and so on to get deeper research results.

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## The Influence of Work Discipline and Workload on the Performance of Employees in the Project Division of PT Gala Karya Surabaya

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