

### THE EFFECT OF WORK DISCIPLINE AND WORKLOAD ON SUSTAINABLE EMPLOYEE PERFORMANCE AT PT. KIANJAYA MACHINERY, BANDUNG

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#### Abstract

This study aims to analyze the effect of work discipline and workload on employee performance at PT. Kianjaya Machinery in Bandung City. The background of this study is based on significant fluctuations in employee absenteeism rates (peaking above 40% in April 2024) and the instability of the company's sales throughout 2024, which indicate problems with employee performance. The pre-survey showed that 62.23% of employees felt that their performance was not optimal, 60% showed a lack of work discipline (being late and postponing tasks), and 60% felt a high workload, both mentally and physically. Therefore, this study was conducted to describe the conditions of work discipline, workload, and employee performance, and to measure how much influence work discipline and workload, both partially and simultaneously, have on employee performance at PT. Kianjaya Machinery. The research method used is descriptive and verification analysis with a quantitative approach. Data were collected through questionnaires distributed to 42 employees of PT. Kianjaya Machinery. Data analysis techniques include multiple linear regression, correlation coefficient analysis, and determination coefficient analysis using IBM SPSS. The research findings show that work discipline and workload positively and significantly affect employee performance. The regression equation obtained is  $Y = 1.091 + 0.254 (X1) + 0.378 (X2)$ . The relationship between work discipline and employee performance is classified as "strong" (0.618), while the relationship between workload and employee performance is classified as "very strong" (0.808). Simultaneously, work discipline and workload contribute 65.3% to employee performance, while the remaining 34.7% is influenced by other variables not examined in this study.

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

#### Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh disiplin kerja dan beban kerja terhadap kinerja karyawan di PT. Kianjaya Machinery di Kota Bandung. Latar belakang penelitian ini didasarkan pada fluktuasi yang signifikan dalam tingkat ketidakhadiran karyawan (mencapai puncak di atas 40% pada April 2024) serta ketidakstabilan penjualan perusahaan sepanjang tahun 2024, yang mengindikasikan adanya masalah pada kinerja karyawan. Hasil pra-survei menunjukkan bahwa 62,23% karyawan merasa kinerja mereka tidak optimal, 60% menunjukkan kurangnya disiplin kerja (terlambat dan menunda tugas), dan 60% merasa beban kerja yang tinggi, baik secara mental maupun fisik. Oleh karena itu, penelitian ini dilakukan untuk menggambarkan kondisi disiplin kerja, beban kerja, dan kinerja karyawan, serta mengukur seberapa besar pengaruh disiplin kerja dan beban kerja, baik secara parsial maupun simultan, terhadap kinerja karyawan di PT. Kianjaya Machinery. Metode penelitian yang digunakan adalah analisis deskriptif dan verifikasi dengan pendekatan kuantitatif. Data dikumpulkan melalui kuesioner yang dibagikan kepada 42 karyawan

*PT. Kianjaya Machinery. Teknik analisis data meliputi regresi linier berganda, analisis koefisien korelasi, dan analisis koefisien determinasi menggunakan IBM SPSS. Hasil penelitian menunjukkan bahwa disiplin kerja dan beban kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Persamaan regresi yang diperoleh adalah  $Y = 1,091 + 0,254 (X1) + 0,378 (X2)$ . Hubungan antara disiplin kerja dan kinerja karyawan diklasifikasikan sebagai “kuat” (0,618), sedangkan hubungan antara beban kerja dan kinerja karyawan diklasifikasikan sebagai “sangat kuat” (0,808). Secara simultan, disiplin kerja dan beban kerja berkontribusi sebesar 65,3% terhadap kinerja karyawan, sedangkan 34,7% sisanya dipengaruhi oleh variabel lain yang tidak diteliti dalam penelitian ini.*  
**Kata kunci:** Disiplin Kerja, Beban Kerja, Kinerja Karyawan

## **Introduction**

The machinery manufacturing and textile sectors in Bandung have experienced significant expansion over the past decade, driven by both domestic and export demand. PT. Kianjaya Machinery, a leading distributor of industrial sewing machines since 1990, has played a key role in supporting this industry. However, in 2024, the company faced two significant operational challenges: (1) a high absenteeism rate, which peaked at over 40% in April 2024, and (2) inconsistent monthly sales performance, which disrupted delivery schedules to clients and reduced operational efficiency.

The textile and garment industry in Bandung has shown significant growth, creating high demand for sewing machines and related equipment. PT. Kianjaya Machinery, founded in 1990, is a leading supplier of industrial sewing machines and accessories. However, the company faces challenges such as fluctuating employee absenteeism rates and inconsistent sales throughout 2024. Previous surveys have indicated low levels of work discipline and high workloads among employees, which are believed to affect overall performance. This study aims to identify and analyze the impact of these factors.

The textile and garment industry in Bandung has shown rapid growth over the past decade, creating a steadily increasing demand for sewing machines and supporting equipment. PT. Kianjaya Machinery, founded in 1990, is a trusted supplier of industrial sewing machines and accessories, serving both large-scale industries and small and medium-sized enterprises (SMEs). Despite its strong market presence, the company faces significant challenges in 2024, including fluctuating employee absenteeism rates—which peaked at over 40% in April 2024—as well as inconsistent sales performance. Employee performance plays a critical role in ensuring operational efficiency, particularly in an industry that relies on high-speed production and on-time delivery. Pre-survey findings indicate that 62.23% of employees feel their performance is suboptimal, 60% report poor work discipline, and 60% experience high workloads—both mentally and physically.

Previous studies have demonstrated that work discipline and workload are critical determinants of employee productivity (Ramadhani et al., 2022; Raymond et al., 2023). Work discipline is essential for ensuring punctuality, compliance with company regulations, and the timely completion of tasks

(Hasibuan, 2023), while workload management is vital for preventing stress and fatigue (Budiasa, 2021). However, empirical research analyzing the combined effects of these factors in Indonesia's textile machinery sector, particularly in Bandung, remains limited. This study aims to fill this gap by analyzing the influence of work discipline and workload on employee performance at PT. Kianjaya Machinery. This study also seeks to provide managerial recommendations to improve productivity through enhanced discipline and workload management.

The manufacturing and textile industries in Bandung, Indonesia, have experienced rapid growth over the past decade, driven by rising domestic and international demand. This expansion has led to increased competition among textile machinery suppliers, including PT. Kianjaya Machinery, which was founded in 1990 and has since become one of the leading distributors of industrial sewing machines and their accessories. Although it has long been active in the market, the company has recently faced significant operational challenges.

One of the most pressing issues in 2024 was a surge in employee absenteeism, which exceeded 40% in April 2024, resulting in production delays and disruptions in meeting client demand. At the same time, sales performance has been fluctuating and has failed to consistently meet monthly targets. Pre-survey findings indicate that 62.23% of employees acknowledge that their work performance is suboptimal, 60% report poor discipline (tardiness, unfinished tasks, non-compliance with regulations), and 60% consider their workload to be too high, both physically and mentally.

Workload, on the other hand, refers to the physical and mental demands placed on employees to complete tasks within a specific timeframe (Budiasa, 2021). Excessive workload can lead to stress, fatigue, and decreased productivity (Qoyyimah et al., 2020). Conversely, a well-managed workload enhances job satisfaction and promotes sustained performance (Kaslinda et al., 2022).

Several studies have examined these variables across various industries. Ramadhani et al. (2022) found that discipline has a significant impact on productivity in manufacturing companies, while Raymond et al. (2023) demonstrated that balancing workloads can reduce fatigue and improve work outcomes. However, empirical research focusing on the textile machinery sector in Bandung remains limited, particularly studies examining the combined effect of discipline and workload on employee performance. Workload, defined as the physical and mental effort required to complete tasks (Budiasa, 2021), has both positive and negative potential. A balanced workload promotes engagement and productivity (Kaslinda et al., 2022), whereas an excessive workload can lead to stress, fatigue, and employee turnover (Qoyyimah et al., 2020). The challenge for managers is to maintain an optimal workload that aligns with employees' capabilities.

## **Research Method**

This study employs a quantitative approach with a descriptive and confirmatory research design. The quantitative approach was chosen because the study aims to examine the relationship and

influence of independent variables on the dependent variable through statistical analysis. This study was conducted at PT. Kianjaya Machinery, involving all employees as respondents. The study population consisted of 42 employees from various departments, namely sales, warehouse, administration, and after-sales service. Given the relatively small population size, the sampling technique used was census sampling, so that all 42 employees in the population were included as the study sample.

Data collection was conducted using primary data through the distribution of a structured questionnaire to all respondents. The research instrument was designed to measure three main variables: work discipline (X1), workload (X2), and employee performance (Y). The work discipline variable was measured through several indicators, including punctuality, task completion according to schedule, and compliance with company regulations. The workload variable was measured based on mental demands, time demands, and physical demands associated with performing the job. Meanwhile, the employee performance variable was measured based on indicators of work quality, quantity of work output, and timeliness of task completion.

The data obtained were then analyzed using IBM SPSS software. The analysis stages included validity and reliability tests of the instruments to ensure that the data used met standards for consistency and measurement accuracy. Next, a multiple linear regression analysis was conducted to determine the effects of work discipline and workload on employee performance. Correlation coefficient analysis was used to determine the strength of the relationship between variables, while the coefficient of determination ( $R^2$ ) was used to measure the extent to which the independent variables contribute to changes in the dependent variable. The results of the analysis yielded the following multiple linear regression equation:  $Y = 1.091 + 0.254(X1) + 0.378(X2)$ . This equation indicates that work discipline and workload have a positive relationship with employee performance at PT. Kianjaya Machinery.

## **Results and Discussion**

Based on the results of the research data analysis, it was found that work discipline and workload have a significant influence on the performance of employees at PT. Kianjaya Machinery. This study aims to determine the extent to which work discipline and workload can explain variations in employee performance within the organization. The results of the multiple linear regression analysis indicate that both independent variables make a positive contribution to improvements in employee performance. The regression equation obtained is  $Y = 1.091 + 0.254(X1) + 0.378(X2)$ . This equation shows that when work discipline and workload increase, employee performance also increases.

The constant term of 1.091 indicates that if the work discipline and workload variables are held constant or set to zero, the baseline level of employee performance is 1.091. The regression coefficient

for work discipline of 0.254 indicates that a one-unit increase in work discipline will increase employee performance by 0.254 units, assuming all other variables remain constant. Meanwhile, the regression coefficient for workload of 0.378 indicates that a one-unit increase in workload will increase employee performance by 0.378 units. These results suggest that workload has a relatively greater contribution than work discipline in explaining changes in employee performance.

The results of the correlation analysis show that work discipline has a strong positive relationship with employee performance, with a correlation coefficient of  $r = 0.618$ . This means that the higher the level of work discipline demonstrated by employees, the higher their performance will be. Meanwhile, the workload variable has a very strong positive relationship with employee performance, with a correlation value of  $r = 0.808$ . This indicates that workload is one of the key factors related to employee performance at PT. Kianjaya Machinery.

The coefficient of determination indicates that the work discipline and workload variables together account for 65.3% of the variation in employee performance. Thus, 34.7% of the variation in employee performance is influenced by other factors outside the research model, such as leadership style, work motivation, compensation, work environment, organizational culture, and job satisfaction. These findings indicate that although work discipline and workload are dominant factors in this study, the organization still needs to pay attention to other aspects of human resource management to improve productivity sustainably.

### **Descriptive Analysis of Research Variables**

Based on the results of the descriptive analysis, it was found that employees' perceptions of work discipline fall into the moderate category with an average score of 3.2. This indicates that the implementation of work discipline at PT. Kianjaya Machinery is proceeding fairly well, but there are still several aspects that need improvement, particularly regarding punctuality, adherence to work procedures, and the completion of tasks in accordance with the targets set by the company. The results of the initial survey indicate that work discipline issues still exist. A total of 66.7% of employees reported having been late to work, while 53.3% admitted to being late in completing specific tasks. These findings suggest that discipline remains a challenge for the company. Work discipline is a key element in human resource management because it is directly linked to employees' adherence to organizational rules and the achievement of company goals (Hasibuan, 2023).

According to Sutrisno (2020), work discipline reflects an individual's willingness to consciously adhere to organizational rules and norms without external pressure. Employees with high levels of discipline tend to demonstrate greater responsibility toward their work, maintain consistency in their work habits, and are able to complete tasks in accordance with company standards. Therefore, improving work discipline is a crucial strategy for enhancing organizational effectiveness. Regarding the workload variable, the analysis results show an average score of 3.6, which falls into the "high"

category. This indicates that the majority of employees feel significant work demands—mentally, in terms of time, and physically. Preliminary survey results reinforce this finding: 60% of employees reported experiencing a fairly heavy workload due to high job demands. Workload does not necessarily always have a negative impact on performance. A workload that aligns with an employee's capabilities can serve as a driver of productivity by providing challenges and boosting motivation to achieve work targets. However, if the workload consistently exceeds an individual's capacity, it can lead to physical exhaustion, psychological stress, decreased motivation, and an increased risk of work errors (Budiasa, 2021).

### **The Effect of Work Discipline on Employee Performance**

The research results indicate that work discipline has a positive and significant effect on employee performance, with a regression coefficient of 0.254 and a significance level of 0.003 ( $<0.05$ ). This means that an increase in work discipline will lead to improved performance among employees at PT. Kianjaya Machinery. These findings indicate that aspects of discipline—such as punctual attendance, adherence to company rules, and the ability to complete tasks according to targets—are critical factors in supporting employee productivity. Employees with high discipline tend to exhibit a stronger work ethic because they understand their responsibilities and the consequences of every task they perform.

These research results align with Hasibuan's (2023) view, which explains that discipline is a function of human resource management that plays a role in creating work order and improving employee performance. Good discipline fosters a conducive work environment because each individual understands the obligations and work standards that must be met. Research by Ramadhani et al. (2022) also indicates that work discipline has a positive relationship with employee performance. A high level of discipline can improve work efficiency because employees are able to manage their time, follow procedures, and consistently complete their tasks. Based on these findings, PT. Kianjaya Machinery needs to strengthen its work discipline policies through a clear system of rewards and consequences. Implementing a reward system for employees with high levels of discipline, as well as providing guidance for employees who violate rules, can be an effective strategy in building a more professional work culture.

### **The Effect of Workload on Employee Performance**

The research results show that workload has a positive and significant effect on employee performance, with a regression coefficient of 0.378 and a significance value of 0.000. These results indicate that workload has a greater influence on employee performance than work discipline. This phenomenon suggests that employees at PT. Kianjaya Machinery are capable of managing the demands of their jobs, such that a high workload actually drives increased effort and productivity. A

structured workload that aligns with employees' capacity can enhance work focus and promote the achievement of organizational goals.

According to Robbins and Judge (2022), a certain level of workload can provide a positive stimulus because individuals feel challenged to complete tasks. However, organizations must maintain a balance between job demands and employee capabilities. Excessive workload without adequate resource support can lead to work-related stress and reduce performance quality. The findings of this study support the research by Raymond et al. (2023), which explains that effective workload management can boost employee productivity. Organizations need to ensure that work is distributed fairly, taking individual capabilities into account, and providing the necessary support so that employees can meet targets without experiencing excessive fatigue.

### **Managerial Implications**

Based on the research findings, there are several implications that PT. Kianjaya Machinery can implement. First, the company needs to strengthen its disciplinary management system through attendance monitoring, periodic performance evaluations, and the implementation of an objective reward-and-punishment system. These policies are necessary to foster a culture of accountability and improve employee compliance with organizational rules. Second, the company needs to conduct periodic workload evaluations to ensure that the distribution of work aligns with employees' capacity. These evaluations can be carried out through workload analysis, adjustments to staffing levels, and improvements to work systems to maintain optimal productivity.

Third, the company needs to pay attention to employees' mental health. Psychological support programs, open communication between management and employees, and the creation of a healthy work environment can help reduce the risk of stress caused by job demands. Overall, this study demonstrates that work discipline and workload are key factors influencing the performance of employees at PT. Kianjaya Machinery. Proper management of these two factors will help the company improve productivity, operational efficiency, and organizational sustainability.

### **Conclusion**

Based on the research findings, it can be concluded that work discipline and workload have a positive and significant effect on employee performance at PT. Kianjaya Machinery. The analysis results show that these two independent variables together account for 65.3% of the variation in employee performance, while the remaining 34.7% is influenced by other factors outside the research model, such as work motivation, leadership, compensation, and the work environment. Of the two variables, workload has a slightly greater influence than work discipline in improving employee performance.

The research findings indicate that the implementation of good work discipline—such as punctuality, compliance with company regulations, and completing tasks according to targets—plays

a crucial role in enhancing the organization's productivity and operational stability. Additionally, proper workload management tailored to employees' capacities can boost work effectiveness and help employees achieve optimal work outcomes.

Based on these findings, PT. Kianjaya Machinery is advised to improve its human resource management system by implementing an objective reward and sanction system, conducting periodic evaluations of workload distribution, and providing support programs such as team collaboration training and mental health programs. These strategies are expected to create a more productive, balanced, and sustainable work environment.

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