

Analysis of Workload and Work Discipline on Employee Performance PDAM Tirta Dhaha Kediri City Engineering Division



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ABSTRACT: A company needs maximum performance produced by an employee. Good performance is one of the important factors in the company's success rate. So to support this performance, the company needs to pay attention to the distribution of workload according to the portion and the level of employee discipline applied. This study aims to determine the performance of PDAM Tirta Dhaha Kediri City Engineering Division employees through the influence of workload and work discipline. As one of the companies engaged in services in the Kediri City area, the Company is required to provide maximum service. This often leads to an increase in the workload given so that it has an impact on reducing performance. In addition, the lack of employee discipline will reduce performance. The population of this study were engineering division employees with a sample size of 39 respondents. The sampling method uses saturated sample technique. The data analysis used in this research is Partial Least Square (PLS). Based on the results of the study, it can be seen that workload and work discipline have a contribution to employee performance.

KEYWORDS: Workload; Work Discipline; Employee Performance

INTRODUCTION

In the current era, all aspects of life are required to follow the dynamic development of globalization, one of which is in the industrial sector. The competition that occurs will be wider, the threat of foreign companies requires an organization to have competent human resources to maintain its existence. The existence of superior human resources is used as a reference to achieve the peak of success of an organization. Therefore, the existence of human resources is very important to level the ability of employees effectively and efficiently. Both of these things can certainly be achieved with optimal performance. In this case, a company is expected to create a comfortable working environment so as to enable employees to improve their maximum performance and abilities, especially in terms of performance.

The level of success of the company can be seen from how well the performance has been achieved by human resources in the company. (Sudrajat, 2022). Performance can be interpreted as the results of work or achievements that have been achieved by employees. Performance can be said to be good if the implementation of tasks carried out according to company standards. Vice versa, if the work results obtained are not maximized, the performance carried out by employees can be said to be low. Therefore, it is important to have employees with good work abilities.

The study was conducted at PDAM Tirta Dhaha which is one of the companies in Kediri City and is engaged in clean water sorting services. As one of the companies that stands in the service sector, PDAM Tirta Dhaha is required to provide maximum service to customers, this is because the measure of the success of a company, both goods and services, can be seen through customer satisfaction with what the company has produced. (Iskandar 2018). In addition, the accuracy and speed in handling customer complaints is one of the important aspects needed by service companies. In this case, the company has not been optimal when providing services because there are still unresolved customer complaints. There are problems that customers often complain about, namely the occurrence of disturbances in the quality of water that is not clean, the small discharge of water that comes out at certain hours, the error of officers when reading the water meter and the occurrence of leaks in the pipeline so that this indicates a decrease in performance which is indicated by the non-completion of work targets related to repairing disturbances experienced by customers.

Many factors cause the problem not to be resolved in the disturbance felt by consumers, it is possible that it occurs because of excessive workload where it can be seen from the number of workers who do not match the amount of work performed. The amount of workload given makes technicians often do work outside of working hours or what is usually called overtime work,

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this is because every day there are incoming customer complaints that must be resolved immediately while the previous work is still in the process of being handled. Especially in a certain period of time the company gets mass disturbances which of course requires a lot of technicians to solve it. With excessive workload, of course, it will affect the decrease in work performance produced by an employee. (Hermawan 2022).

In addition to workload factors, employee performance can be influenced by problems with employee discipline as seen from the attendance rate. In a company, both government and private sectors, discipline is one of the keys to success in realizing organizational goals. Based on the data obtained, there is an increase in absenteeism by PDAM Tirta Dhaha employees. In addition, many employees are still late for work and at certain working hours some employees are not at work. If this continues to happen, it will certainly affect performance and hinder the achievement of company goals, this is because the work process requires employees who have a high level of discipline so that the work done can be completed in a timely manner. So it can be concluded that the level of discipline will affect performance. (Hustia 2020)

From several phenomena related to performance, it is considered necessary to conduct research on workload factors and work discipline to solve the problems that occur so that the company is able to maintain the trust given by customers. In addition, this research can also be used as an effort to prepare the company to produce effective and efficient human resources.

STUDY OF THEORY AND HYPOTHESES

Performance

In the competitive business world, companies need a high performance. Performance is used as a measure of the success of a company in working relationships with employees to foster a harmonious work environment situation, so that maximum employee productivity can be created. (Rusyana, et al 2023).

Performance is the work achievement of an employee both in quantity and quality when carrying out and completing the tasks assigned to him in accordance with the role within the company and has been determined by his superiors. Meanwhile, according to Wijaya & Milena (2023) performance is the result of work achieved by employees in carrying out tasks on the basis of their abilities, skills, experience and efforts made while in the work environment. Someone who has good performance certainly has a high sense of responsibility, dares to take risks, has optimistic goals and is able to accept and apply the input obtained to improve their performance. So it can be concluded that performance is the result of work or work performance on an employee's work target in completing a job that the leader has assigned to him and done within a certain period of time in accordance with established policies.

To achieve optimal performance, there are several factors that determine it. According to Himma (2020). two factors that affect performance are ability which consists of potential ability (IQ) and ability (Knowledge + Skill) and motivation which arises from the attitude of a person in dealing with work situations. according to Astuti et al in (Gunawan, et al 2023) factors that affect performance are divided into internal factors and external factors. The indicators used in the study are Work Quality, Work Quantity, Effectiveness and Independence.

Workload

A company has determined the workload of employees in the form of work standards in accordance with their field of work. In this case, if an employee works in accordance with the standards that have been set, it is certainly not a problem. But on the contrary, if an employee is unable to meet the standards, it will cause excessive workload. So it is necessary to determine or divide the jobdesk in a job so that employees feel comfortable when carrying out work because it is in accordance with their abilities and certainly will not be a burden for these employees.

Workload is a target that must be completed within a certain time. (Febriana & Kustini 2022). According to Ramadhanty, et al (2023) *workload* is a difference between the quantity and quality of an employee according to the demands of the tasks he gets. So it can be concluded that workload is a set of work that must be completed within a certain period in accordance with company time standards.

Excessive workload will have a negative impact on employee performance. These impacts are decreased work quality, customer complaints and increased absenteeism rates. (Irawati & Carolinna 2017). According to Koesomowidjojo in (Diana 2019) workload indicators are work conditions, working time and work targets that must be achieved.

Work Discipline

Disciplinary attitudes are important to be applied in a company environment, this is because with a disciplinary attitude, the smooth implementation of employee work can be used as a support request to obtain ideal results. (Kusuma & Kustini 2021).

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Work Discipline is an attitude of respect, obedience and obedience to the rules and norms that apply both in writing and not where it is an effort to increase the awareness of an employee to fulfill all company regulations. (Lestari & Permatasari 2023).

According to Sutrisno in (Azhar, et al 2020) several factors that influence work discipline, namely the size of the compensation provided by the company, the presence or absence of a leader's example, the presence or absence of definite rules, the courage of a leader when making decisions and actions, wise leader supervision and attention to employees and the culture created in the company environment related to strengthening discipline.

So it can be concluded that work discipline is the behavior of an employee to obey all applicable rules or social norms in accordance with company provisions and is carried out with full awareness without coercion from outside parties. When an employee does not obey a regulation, of course, the company will impose sanctions according to the customer.

The indicators used in the study are attendance, work procedures and responsibility.

Hypothesis

H1: Workload has negative effect on Employee Performance

H2: Work Discipline has a positive effect on Employee Performance

RESEARCH METHODS

This research was conducted at PDAM Tirta Dhaha Kediri City. The population determined for this study were employees of the engineering division totaling 39 people. In this study using *non probability sampling* technique with saturated sampling technique. For data collection methods used in this study are interviews and questionnaires. The scoring technique used to measure indicators in the research questionnaire is a Likert scale of 1-5. The data analysis technique in this study used *Partial Least Square* (PLS).

RESEARCH RESULTS AND DISCUSSION

The questionnaire used as a data collection method contains statements of each indicator of the variables used in the study, namely Workload (X1), Work Discipline (X2), and Employee Performance (Y). The questionnaire was distributed to 39 respondents.

The Partial Least Square (PLS) measurement model uses exogenous variables that reflect their indicators, namely the workload variable (X1), work discipline (X2), and employee performance (Y) which are loaded by looking at the size of the factor, because all indicators in this model use reflection, so the table used is the *outer loading output*.

In this study, the validity of indicators is measured by looking at the *factor loading* value (*original sample*). *Factor loading* shows the correlation between indicators and variables, it is said that the validity is sufficient if it is greater than 0.7 and or the *T-Statistic* value is greater than 1.96 (Z value at $\alpha = 0.05$).

Based on the research, it can be seen that all reflective indicators on workload variables and work discipline, as well as employee performance show *factor loading* greater than 0.70 and or significant (T-Statistic value more than Z value $\alpha = 0.05$ (5%) = 1.96), thus the estimation results of all indicators have met convergent validity or validity is considered good.

The next measurement model is the *Average Variance Extracted* (AVE) value which represents a measure of the indicator variance contained in the latent variable. The value of the convergent AVE > 0.5 determines that the validity of the latent variable is sufficient. Reflective indicator variables can be found from the AVE value of each construct (variable). If the AVE value of each structure is > 0.5, a fairly good model is needed.

Based on the research conducted, the AVE value on the workload variable is 0.744, then on the work discipline variable is 0.742, and on the employee performance variable is 0.739, so that all AVE values are > 0.50. So it can be concluded that the measurement has met the criteria for convergent validity and is declared ideal.

Reliability test is conducted to measure the consistency of respondents' answers. A questionnaire can be said to be reliable if the *Composite Reliability* value limit is > 0.70. According to the research results, it is known that the *Composite Reliability* value in all indicators has a coefficient value above 0.70. The result of the *Composite Reliability* value for the workload variable is 0.897, the work discipline variable is 0.896, and the performance variable is 0.918. So it can be concluded that the value gets results > 0.70. This means that all respondents' answers were declared consistent and the research questionnaire was declared reliable.

Furthermore, the model accuracy or fit model is tested by looking at the R-Square value. R-Square testing if it has a value of 0.750 can be known that the model is strong, a value of 0.500 is known to be a moderate model, and if the value is 0.250 the model is weak. The following is the R-Square table:

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Table 1. R-Square

	R ²
Y_Performance	0,553

Source: data processed, 2023

From the table above, it is known that the value of $R^2 = 0.553$. This can be interpreted that the model is able to resolve the phenomenon of employee performance which is influenced by independent variables including workload and work discipline with a variance of 55.3%. While the remaining 44.7% is influenced by other variables.

Hypothesis testing is carried out through a direct effect significance test which aims to test the effect of the independent variable on the dependent variable. Hypothesis testing is carried out through three tests, including *t-statistic*, *p-value*, and *path coefficients*. Hypothesis testing in this study was carried out through direct testing using the SEM PLS analysis method.

Table 2. Path Coefficients

	Path Coefficient	Average Sample (M)	Standard Deviation (STDEV)	T Statistic (IO/STDEV)	P Values
X1_Workload -> Y_Performance	-0,248	-0,261	0,123	2,021	0,044
X2_Work Discipline -> Y_Performance	0,698	0,693	0,109	6,380	0,000

Source: data processed, 2023

From the table above, it can be concluded that the hypothesis stating that workload (X1) has a negative effect on Employee Performance (Y) can be accepted with a path coefficient of -0.248, and a T-statistic value of 2.021 greater than the Z value $\alpha = 0.5$ (5%) = 1.96 and a P-Value of 0.044 < 0.5 so that the results are significantly negative. Work Discipline (X2) has a positive effect on Employee Performance (Y) can be accepted with a path coefficient of 0.698, and a T-statistic value of 6.380 greater than the Z value $\alpha = 0.5$ (5%) = 1.96 and a P-Value of 0.000 < 0.05 so that the results are significantly positive. The results of this study can be described with the PLS measurement model as follows

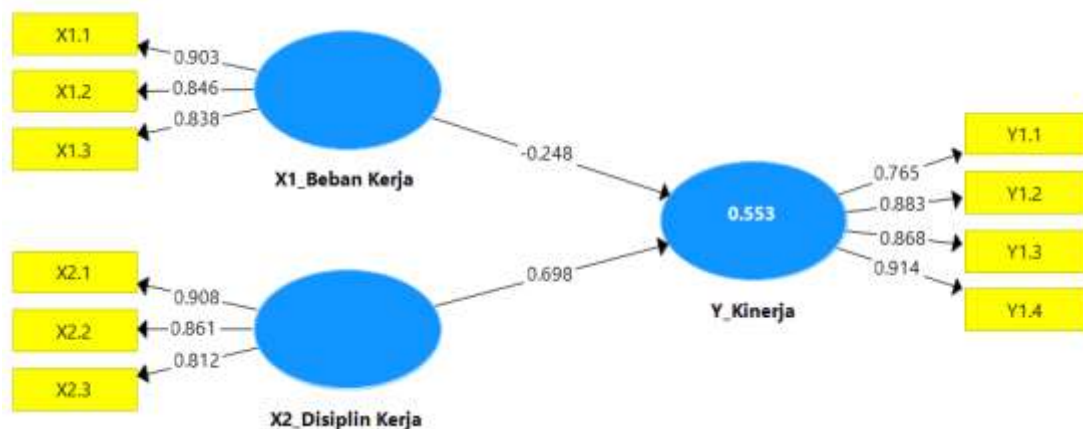


Figure 1. PLS Measurement Model

Source: data processed, 2023

From the PLS output image above, it can be seen the magnitude of the *loading factor* value which is located above the arrow between the variables and indicators. In addition, it is also known the magnitude of the *path coefficients* above the arrow line between the exogenous variables and the endogenous variables. And it can be seen that the amount of R-Square is in the circle of endogenous variables (employee performance variables).

Effect of Workload (X1) on Employee Performance (Y)

Based on the results of research that has been conducted, it is found that workload has a negative and significant influence on the performance of PDAM Tirta Dhaha Kediri City employees. The influence between workload and employee performance means that if there is a high workload, it will cause a decrease in employee performance. Working conditions are the highest

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indicator that affects performance. It shows that the number of technicians at PDAM Tirta Dhaha does not match the amount of work available. So in this case, something is needed in the aspect of giving tasks that are in accordance with the number of employees, their abilities and the working hours given so that in carrying out a job employees will feel more comfortable and the work results obtained are optimal. The results of this study are in accordance with research conducted by Ernanto & Kustini (2022) that workload is able to affect employee performance due to the unbalanced number of human resources. This research is in line with research conducted by, Layuk et al. (2019) and (Rindorindo, et al 2019) with the result that workload has a negative and significant effect on employee performance.

The Effect of Work Discipline (X2) on Employee Performance (Y)

Based on the results of the research conducted, it is found that work discipline has a positive and significant influence on the performance of PDAM Tirta Dhaha Kediri City employees so that the hypothesis can be accepted. The existence of this influence can be interpreted that if work discipline is high, employee performance will also increase. Employee attendance rate is the strongest indicator that can affect employee discipline. In this case, employees of PDAM Tirta Dhaha technical division still often do absent work, besides that employees are absent during morning roll call. This indiscipline will affect performance. The supervision, evaluation and reward system can be applied within the company to overcome the problem of indiscipline. In this case, the role of the head of engineering is needed during the process of improving work discipline. So a company is said to be able to gain success when employees within the scope of the company are able to apply discipline, especially in terms of attendance rates. The results of this study are in line with research conducted by Hardyansyah & Kustini (2023) which states that if employees are able to be responsible for their work, and obey the applicable regulations, the performance in a company will increase. In addition, this research is also supported by the results of research by Yuliadi & Sutioningsih, (2022), Desi & Liantifa, (2023), Dewi & Marpaung (2023) which states that work discipline has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the research conducted, it can be concluded that workload and work discipline have an influence on employee performance. The advice given regarding workload is that cooperation is needed between the head of engineering and human resources to analyze employee needs with a level of workload that is tailored to the competencies and abilities needed by the company so that employee performance and company performance get optimal results. In terms of work discipline, the company is expected to further improve supervision and evaluation related to the level of attendance to employees. The existence of a *reward* and *punishment* given is also needed so that employees in carrying out their duties have motivation and realize how important the value of discipline is and do work with responsibility in accordance with the company's SOP. That way the achievement of targets and company performance will increase. For future researchers it is recommended to add other variables in examining employee performance variables with other relevant objects.

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