EFFECT OF WORKLOAD AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE OF PT. XX WITH JOB SATISFACTION AS INTERVENING VARIABLE

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Abstract: The purpose of this study is to examine the effect of workload and work discipline on performance with job satisfaction as an intervening variable. The number of respondents involved in this study reached 107 respondents. All respondents are employees at PT. XX, both employees who occupy staff positions and employees who have positions as leaders/managers of the company. This research is a quantitative research. Research data obtained from the results of filling out the questionnaire. The research data was then analyzed through the Partial Least Square analysis technique with the SmartPLS program. The results of the analysis using the PLS analysis technique provide the following conclusions: (1) Workload has a negative effect on job satisfaction; (2) work discipline has a negative effect on job satisfaction; (3) Workload has a negative effect on performance; (4) Work discipline has a positive effect on performance; (5) Job satisfaction has a positive effect on performance; (6) Workload can affect performance through job satisfaction; (7) Work discipline can affect performance through job satisfaction.

Keywords: workload, work discipline, job satisfaction, performance, *Partial Lease Square*

INTRODUCTION

In the field of organization or company, human resources are one of the most important factors for increasing the effectiveness and efficiency of an organization or company so that it must be managed properly. Companies that have a lot of resources, facilities and other infrastructure, without human resources, the company's activities will not run well. Therefore, it can be said that the achievement of company goals is also determined by the quality of human resources.

Before conducting the research, the author first conducted a pre-survey to determine the factors that influence employee performance and the problems that occur by distributing questionnaires to 30 respondents. From the results of a pre-survey of 30 employees of PT. XX regarding the factors that affect employee performance, it can be concluded that the workload ranks first, namely the average achievement of 3.44, then work discipline ranks second with an average achievement of 3.3, the third rank is the work environment with an

average achievement of 3.03 and the fourth is job satisfaction with an average achievement of 2.53 (Likert scale).

From the results of the pre-workload survey, it can be seen that as many as 70% or 21 employees stated that they were often asked to do tasks in a short or sudden time, in the second place as many as 67% or 20 employees stated that they often got jobs that were not under the authority of the employee. For the third place as many as 57% or 17 employees stated that they often get work exceeding the target of the work unit.

The results of the pre-survey on work discipline indicate a phenomenon where the company is still not firmly applying the regulations with the results of 76% or 23 employees, in the second order the pre-survey results found that the severe and light punishments given were still not in accordance with the results of 50% or 15 people. then in the third place it is stated that the punishment for those who are not disciplined is still not done fairly with a result of 47% or 14 people.

Furthermore, the results of the pre-survey on job satisfaction show that the opportunity to get training is still not evenly distributed to all employees, this is indicated by a statement by 60% of employees who state that employees have not been given the opportunity to get self-development training, as well as promotions or promotions that have not done objectively. Meanwhile, support in completing work among co-workers is quite good.

LITERATURE REVIEW
Performance

Based on Kasmir's opinion, (2016: 182) Performance is "the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period". In line with Kasmir, the term performance according to Mangkunegara (2016: 67) comes from the word "Job Performance or Actual Performance (work achievement or actual achievement achieved by someone)". It is undeniable that performance is the most important thing for the company, especially regarding the performance of employees who can change the company to carry out its goals as expected where good or bad performance from employees can have an influence on good or bad company performance.

Workload

Workload is an activity or process that must be completed by a worker within a predetermined period of time. Several definitions and definitions of workload according to several experts as stated by Munandar, (2014) stated that "workload is a condition of work with job descriptions that must be completed within a certain time limit by using the skills and potential of the workforce". Tarwaka, (2014) states "the definition of workload is something that arises from the interaction between the demands of the tasks of the work environment where it is used as a workplace".

Work Discipline

According to Hasibuan, (2016), discipline is "the operative function of Human Resource Management (HRM), the most important thing is that the better the employee discipline, the higher the work performance that can be achieved". It can be said that if there is no good disciplinary attitude, the organization or company will find it difficult to achieve maximum work results, therefore it is very necessary for the willingness and awareness of employees to obey company regulations as a whole.

Job satisfaction

Job satisfaction as something that affects the performance, productivity and morale of employees, therefore a lot of research has been done on job satisfaction carefully. Badriah, (2015) argues that job satisfaction is "employees' emotional attitudes or feelings in viewing pleasant or unpleasant aspects of work that are appropriate according to the assessment of each worker". For this achievement the needs of employees must be considered as well as remuneration for good employee performance so that employees will carry out their work with joy, enthusiasm and pleasure.

Based on the background of the problem and the theoretical study that has been put forward, this study uses two independent variables, one intervening variable. The variables used in this study are independent variables consisting of Workload (X1) and Work Discipline (X2), the Intervening Variable is Job Satisfaction (Z) and the dependent variable (Y). For the framework of thought as presented below:
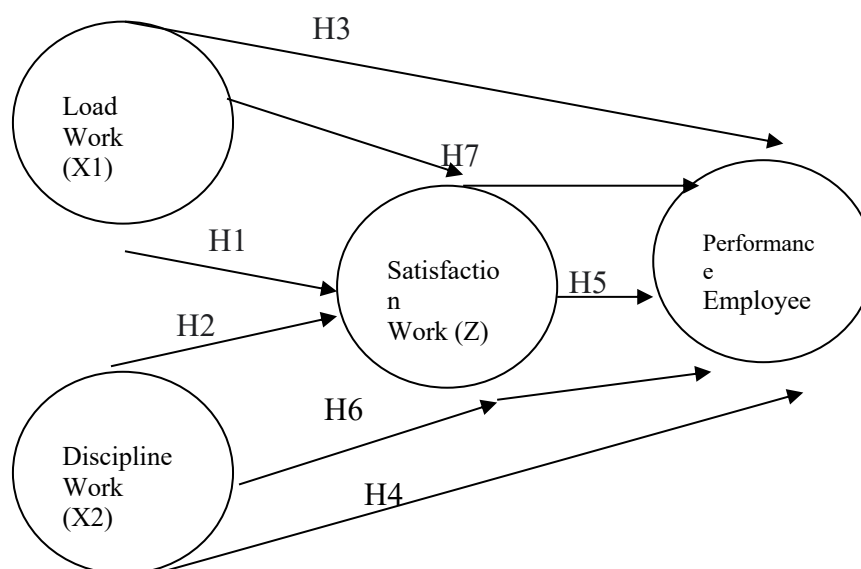

Figure 1. Thought Framework Image

RESEARCH METHODS

The method of collecting data through questionnaires is a data collection technique by submitting questions (written) to be answered by respondents related to research problems and must be filled in by the respondents themselves which aims to obtain data that is in accordance with the subject of research on the influence of workload and work discipline on the performance of employees of PT. XX with job satisfaction as an intervening variable.

Arikunto (2012:104) states in terms of the research population "if the total population is less than 100 people, then the total sample is taken as a whole, whereas if the population is greater than 100 people, then 10% - 25% of the total population can be taken". The sampling technique used in this research is the saturated sample (census) as a technique for determining the sample. Saturated sampling technique (census) is a sampling technique where the use of all members of the population as a sample and the population of this study reached 107 people.

Measurement of research inferential analysis through Smart PLS software, starting from measuring data quality (outer model), model structure (inner model) and hypothesis testing. Before the model is declared eligible for further analysis, it is necessary to look at the loading factor value.

FINDINGS AND DISCUSSSION

Descriptive analysis of research variables aims to see the description of workload, work discipline, job satisfaction and employee performance at PT. XX. The use of descriptive analysis in this study by calculating the average value (mean) and standard deviation for further categorization based on low, medium and high categories according to the categorization technique by Uma Sekaran (2012).

In accordance with the results of filling out the questionnaire, the description of the respondents' characteristics by gender, age and education level of the respondents is shown in the table below:

Table 1. Responden Gender Table

Gender	Frequency (f)	(%)
Man	67	62.6
Woman	40	37.4
Total	107	100.0

Source: processed data (2021)

The results of the analysis are known from 107 respondents, dominated by male sex (62.6%) while the remaining 37.4% of respondents are female.

Table 2. Respondent Age Table

Age	Frequency (f)	(%)
18 – 25 Years	19	17.8
26 – 40 Years	50	46.7
>40	38	35.5
Total	107	100.0

Source: processed data (2021)

In accordance with the age range of the respondents, it shows that of the 107 respondents studied, most of the respondents are employees aged 26-40 years (46.7%), while 35.5% of respondents are employees aged > 40 years and the rest are employees aged 18 – 25 years as much as 17.8%

Table 3. Education Level Table

Education	Frequency (f)	(%)
Senior High School	25	23.4
Diploma	20	18.7
Bachelor degree	59	55.1
Graduate	3	2.8
Total	107	100.0

Source: processed data (2021)

In accordance with the level of education, it shows that most of the respondents are employees with an undergraduate education level of 55.1% while 23.4% of employees with a high school education level, 18.7% of employees with a D3 education level and the rest are employees with a master's education level as much as 2.8%.

Table 4. Description of Employees' Perceptions of Workload

No	Statement	SD	D	N	A	SA	Mean	Criteria
	Time							
1	The target time (deadline) for the completion of the work given is not too fast	44	45	0	11	7	1.99	Low
2	I never get a job that is sudden and must be completed quickly	31	36	24	8	8	2.31	Low
3	I have enough time to finish the work	44	43	2	11	7	2.01	Low
	Average time dimension						2.10	Low
	Quantitative							
4	I rarely get a large number of jobs that are not my duties and responsibilities	10	6	2.5	32	37	22	Medium
5	The work assignments given are not too many	12	4	2.5	31	41	19	Medium
6	I can complete the work given by the company well	12	6	2.5	28	46	15	Medium
	Quantitative dimension average						18.66	Medium
	Qualitative							
7	The job given is in accordance with the skills I have	9	7	2.5	29	44	18	Medium
8	My ideas can be accepted in completing the tasks assigned by the company	12	5	2.5	33	38	19	Medium
9	Relationships between fellow employees help me at work.	8	8	2.5	34	39	18	Medium
10	Cooperation between departments is very good	11	7	2.5	28	42	19	Medium
	Qualitative dimension average						18.50	Medium
	The overall average of the answers to the workload variable						**13.08**	**Medium**

Source: Processed data (2021)

Table 5. Description of Employees' Perception of Work Discipline

No	Statement	SD	D	N	A	SA	Mean	Criteria
	Obey the Rules of Time							
1	I come to work early or on time	6	29	28	36	8	3.10	Medium

No	Statement					Mean	Criteria
2	I rest no more than the company's set time	12	20	31	30	14	3.13	Medium
3	I come home from work according to the company's terms	18	12	27	39	11	3.12	Medium
	The average dimension obeys the rules of time						3.11	Medium
	Obeying Organizational Rules							
4	I wear work clothes/uniforms properly and politely	4	12	37	43	11	3.42	Medium
5	I always prioritize politeness in dealing with fellow employees and superiors	2	12	31	52	10	3.52	Medium
6	I always obey the rules set by the company	5	10	40	36	16	3.45	Medium
7	I carry out the task of following the jobdesk given by the company	7	9	37	43	11	3.39	Medium
	The average dimension of obeying the organization's regulations						3.44	Medium
	Comply with other regulations in the organization							
8	I am able to complete the tasks and responsibilities of the work in accordance with the time set.	4	12	37	43	11	3.42	Medium
9	Avoiding conflicts of personal interest with the obligation to carry out work professionally	7	9	34	44	13	3.44	Medium
10	Sanctions given for employee mistakes are in accordance with applicable rules aturan	4	12	33	42	16	3.50	Medium
	The average dimension of compliance with other regulations in the organization						3.45	Medium
	The average overall answer to the work discipline variable disiplin						3.33	Medium

Source: processed data (2021)

Table 6. Description of Employee Perception of Job Satisfaction

No	Statement	SD	D	N	A	SS	Mean	Criteria
	Salary							
1	The amount of salary received according to the position of the employee	8	22	27	28	22	3.32	Medium
2	Payment of salaries given is always on time	2	10	25	40	30	3.80	High
	Average salary dimension						3.56	Medium
	Promotion							
3	The promotion/promotion policy is carried out based on work performance	7	21	28	27	24	3.37	Medium
4	Every employee has the same opportunity in career development	1	9	24	46	27	3.83	High
	Promotion dimension average						3.6	High
	Leader							
5	Superiors provide support in decisions made by subordinates	2	9	27	45	24	3.75	High
6	Superiors are fair in assessing the work	2	10	30	40	25	3.71	High

No	Statemen	SD	D	N	A	SA	Mean	Criteria
	performance of subordinates							
7	The boss is firm in enforcing discipline	2	10	25	46	24	3.75	High
	Leader dimension average						3.73	High
	Work environment							
8	Coworkers provide support in completing work	2	11	22	48	24	3.76	High
9	The job assignments given are in accordance with the employee's jobdesk	1	9	24	51	22	3.79	High
10	The company ensures the safety and comfort of employees at work	2	9	27	47	22	3.73	High
	Average working environment dimensions						3.76	High
	The overall average of job satisfaction variable answers						3.66	High

Source: processed data (2021)

Table 7. Description of Employee Perception of Employee Performance

No	Statemen	SD	D	N	A	SA	Mean	Criteria
	Time							
1	I have the ability to follow the agenda and work schedule	6	29	28	36	8	3.10	Medium
2	I have the ability to complete work in accordance with the given time target	12	20	31	30	14	3.13	Medium
3	I have the initiative to do other work when the main work has been completed	18	12	27	39	11	3.12	Medium
	Average time dimension						3.11	Medium
	Quality							
4	I have accuracy in completing work	4	12	37	43	11	3.42	Medium
5	I make a work plan so that the work targets given by the leadership are achieved	2	12	31	52	10	3.52	Medium
6	Do not do side work during company working hours.	5	10	40	36	16	3.45	Medium
	Quality dimension average						3.46	Medium
	Quantity							
7	Develop creativity in doing and completing the given job	7	9	37	43	11	3.39	Medium
8	Doing work accurately in order to achieve optimal work results	4	12	37	43	11	3.42	Medium
9	Give encouragement to co-workers	1	9	24	51	22	3.79	Medium
10	Have the ability to provide guidance and input to colleagues	2	9	27	47	22	3.73	Medium
	Quantity dimension average						3.58	Medium
	The overall average of performance variable answers						3.38	Medium

Source: processed data (2021)

From the questionnaire data above, it is then processed into Smart PLS with the Path Diagram display below:
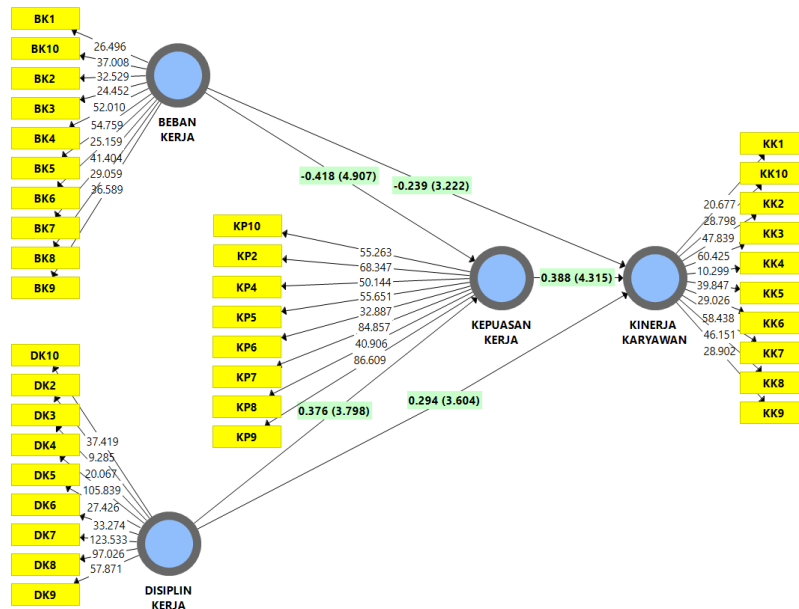
Figure 2. Path diagram

Based on the estimation   results of the PLS Algorithm model, it can be seen that all constructs are known to have met convergent validity if the AVE value of each construct is > 0.5. The AVE value of each construct is then displayed in the table below:

Table 8. of Loading Factor Values and AVE Values

Variable	Indicator	Loading Factor	AVE	Convergent Validity
Workload	WL1	0.861	0.766	Valid
	WL10	0.876		
	WL2	0.877		
	WL3	0.850		
	WL4	0.905		
	WL5	0.909		
	WL6	0.822		
	WL7	0.888		
	WL8	0.878		
	WL9	0.886		
Work Discipline	WD10	0.919	0.801	Valid
	WD2	0.714		
	WD3	0.812		
	WD4	0.960		
	WD5	0.842		
	WD6	0.902		
	WD7	0.968		
	WD8	0.958		
	WD9	0.947		
Employee performance	EP1	0.797	0.849	
	EP10	0.864		
	EP2	0.890		
	EP3	0.913		
	EP4	0.719		

	EP5	0.862		**Valid**
	EP6	0.821		
	EP7	0.912		
	EP8	0.895		
	EP9	0.866		
Job satisfaction	JS10	0.920	0.921	**Valid**
	JS2	0.935		
	JS4	0.930		
	JS5	0.921		
	JS6	0.880		
	JS7	0.944		
	JS8	0.895		
	JS9	0.945		

Source: processed data (2021)

To see the results of the significance between variables by looking at the original sample value and the T-statistical significance value. The results of SmartPLS output using calculate PLS Bootstrapping more fully are shown in the table below:

Table 9. of Partial Effect Tes Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ([O/STDEV])	p Values
WL->JS	-0.418	-0.428	0.085	4.907	0.000
WL->EP	-0.239	-0.241	0.074	3.222	0.001
WD->JS	0.376	0.366	0.099	3.798	0.000
WD->EP	0.294	0.290	0.082	3.604	0.000
JS->EP	0.388	0.389	0.090	4.315	0.000

Source:dataprocessed 2021

Hypothesis test

Based on the results of testing the indirect effect on the results of the PLS analysis, the following is a summary of the results of hypothesis testing that has been carried out in this study:

Table 10. Summary Table of Hypothesis Testing Result

No	Hypothesis	Results	Conclusion
1	Workload has a negative effect on job satisfaction	Path coef = -0,418 Tstat = 4,907 P value = 0,000	Accepted
2	Work Discipline has a positive effect on job satisfaction	Path coef = 0,376 Tstat = 3,798 P value = 0,000	Accepted
3	Workload has a negative effect on employee performance	Path coef = -0,239 Tstat = 3,222 P value = 0,001	Accepted
4	Work discipline has a positive effect on employee performance	Path coef = 0,294 Tstat = 3,604 P value = 0,000	accepted

5	Job Satisfaction has a positive effect on employee performance	Path coef = 0,388 Tstat = 4,315 P value = 0,000	accepted
6	Job satisfaction can mediate the effect of workload on performance	Path coef = -0,162 Tstat =3,477 P value = 0,001	Accepted
7	Job satisfaction can mediate the effect of work discipline on performance	Path coef = 0,46 Tstat = 2,613 P value = 0,009	Accepted

Source: Results of data processing (2021)

The summary of the results of testing the hypothesis above is as follows:

The Effect of Workload on Job Satisfaction

Hypothesis 1 of this study was accepted and concluded that workload had a negative effect on job satisfaction. The results show that on the path that shows the relationship between the influence of workload on job satisfaction, the p value obtained is 0.000 with a T statistic of 4.907 and the path coefficient is negative, namely -0.418. So that the path p value <0.05 T statistic > 1.65 and the path coefficient is negative so that it can be concluded that the workload has a negative and significant effect on job satisfaction, this means that the higher the workload of the employees, the lower the job satisfaction of the employees. This supports hypothesis 1, so hypothesis 1 is accepted.

The results of this study are in accordance with the results of research by Safitri L. N. Astutik M, (2019) which shows that workload has a negative effect on job satisfaction. The results of Mahendrawan I. Indrawati A, (2015) research also show the results that workload can reduce employee satisfaction at the company PT. The Five Gods of Denpasar. Hasyim's research results, (2020) also show the results that "a workload that is too high can reduce the job satisfaction of PT. Yaskawa Electric Indonesia".

The Effect of Work Discipline on Job Satisfaction.

Hypothesis 2 of this study is proven and concluded that work discipline has a positive effect on job satisfaction. The results of the analysis of this study indicate that on the path that shows the relationship between the influence of work discipline on job satisfaction, the p value obtained shows 0.000 with a T statistic of 3.798 and a positive path coefficient is 0.376. Due to the path p value <0.05 T statistic > 1.65 and the path coefficient is positive, so the conclusion is that work discipline has a positive and significant effect on job satisfaction, this means that the higher the employee's work discipline, the higher the employee's job satisfaction.

The results of this study are in accordance with the results of research by Lucky Meilasari L. E. Parashakti R. D.Wahyuni E. (2020) which shows "there is a positive influence of work discipline on job satisfaction". The results of Hasanah H. Harisantoso J. (2020) research also show the results that "the higher the employee's work discipline, the higher the employee's job satisfaction."

Effect of Workload on Performance

Hypothesis 3 in this study is proven and concluded that workload has a negative effect on employee performance. The results of the analysis of this study indicate that on the path that shows the relationship between the influence of workload on employee performance, the p value obtained shows 0.001 with T statistic is 3.222 and the path coefficient with a negative sign is -0.239. Because the path p value <0.05 T statistic > 1.65 and the path coefficient is negative, so the conclusion is that the workload has a negative and significant effect on employee performance, this means that employee workloads that are too high can reduce employee performance.

The results of this study are in line with the results of research by Lukito L. H. Alriani I. M. (2018) which shows a negative effect of an excessively high workload on employee performance. The results of Pramudia A.Samdin Ramdhani F, (2019) research also show that a high workload can reduce the quality of employee performance. performance".

The Effect of Work Discipline on Performance

Hypothesis 4 of this study states that work discipline has a positive effect on job satisfaction. The results of the analysis of this study indicate that on the path that shows the relationship between the influence of work discipline on employee performance, the p value obtained shows 0.000 with a T statistic of 3.604 and a positive path coefficient of 0.294. Because the path p value <0.05, T statistic > 1.65 and the path coefficient is positive, it can be concluded that work discipline has a positive and significant effect on employee performance, this means that the higher the employee's work discipline, the higher the employee's performance.

The results of this study are in line with the results of Herdinawan F. (2018) research which shows "work discipline has an effect on performance". Hanan M (2020) also produced research showing that "high work discipline can improve performance".

The Effect of Job Satisfaction on Performance

Hypothesis 5 in this study is proven and concluded that job satisfaction has a positive effect on employee performance. The analysis in this study shows that on the path that shows the relationship between the influence of job satisfaction on employee performance, the p value obtained is 0.000 with a T statistic of 4.315 and the path coefficient is positive 0.388. Because the path p value <0.05 T statistic > 1.65 and the path coefficient is positive, it can be concluded that job satisfaction has a positive and significant effect on employee performance, this means that the higher the employee's job satisfaction, the higher the employee's performance.

The results of this study are in line with the results of Rosmaini R.Tanjung H. (2019) research which shows "the result that the higher the job satisfaction, the higher the performance". Furthermore, the research results of Wirya K. S. Andiani N. D.T. Telagawati N. L. W. S. (2020) also show "the results that job satisfaction is a factor that affects performance".

Workload Affects Performance Through Job Satisfaction

Hypothesis 6 in this study shows that job satisfaction can mediate the effect of workload on performance. The analysis is on the path that shows the indirect effect of workload on performance mediated by job satisfaction, obtained a significance value of 0.001 with a T statistic of 3.477 and the negative path coefficient is -0.162. So that the p value <0.05 and T statistic > 1.65, it can be concluded that job satisfaction can significantly mediate the effect of workload on performance, this means that the higher the employee's workload, the lower the employee's job satisfaction which can then be reduce the quality of employee performance. This supports hypothesis 6 in this study so that hypothesis 6 is accepted.

Work Discipline Affects Performance Through Job Satisfaction

Hypothesis 7 in this study shows that job satisfaction can mediate the effect of work discipline on performance. The analysis on the path that shows the indirect effect of work discipline on performance mediated by job satisfaction obtained a significance value of 0.009 with a T statistic of 2.613 and a positive path coefficient of 0.146, so that the p value <0.05 and T statistic > 1.65 , it can be concluded that job satisfaction can significantly mediate the effect of work discipline on performance, this means that the higher the employee's work discipline, the employee's job satisfaction will increase which can then increase the quality of employee performance. This supports hypothesis 7 in this study so that hypothesis 7 is accepted.

CONCLUSION AND RECOMMENDATION

Conclusion:

1) Workload has a negative and significant effect on job satisfaction, this means that the higher the workload obtained by the employee, the lower the employee's job satisfaction. Employees with a workload that is too high tend to have low job satisfaction.
2) Work discipline has a positive and significant effect on job satisfaction, this means that the higher the employee's work discipline, the higher the employee's job satisfaction. Employees with high work discipline tend to have high job satisfaction.
3) Workload has a negative and significant effect on performance, this means that the higher the workload obtained by the employee, the lower the employee's performance. Employees with a workload that is too high tend to have low job satisfaction.
4) Work discipline has a positive and significant effect on performance, this means that the higher the employee's work discipline, the higher the employee's performance. Employees with high work discipline tend to have high job satisfaction.
5) Job satisfaction has a positive and significant effect on performance, this means that the higher the employee's job satisfaction, the higher the employee's performance. Employees with high work discipline tend to have high job satisfaction.
6) Workload affects performance through job satisfaction. Job satisfaction can significantly mediate the effect of workload on employee performance. A high workload will reduce employee job satisfaction which in turn will cause a decrease in employee performance.

7) Work discipline affects performance through job satisfaction. Job satisfaction can significantly mediate the effect of work discipline on employee performance.

Suggestion :

1. For PT.XX

   The results of the analysis in this study indicate that there is a negative effect of workload on employee job satisfaction, this means that a high workload can reduce employee job satisfaction and will have an impact on decreasing employee performance. Thus, so that employee job satisfaction remains high and employee performance does not decrease, it is better if the workload given to employees does not exceed the ability and capacity of work that can be done by employees, as in the results of descriptive analysis, the results show that the workload of employees is more felt in terms of completion time. work that is too fast, there is often sudden work and must be completed quickly so that employees do not have enough time to complete the work. This means that to avoid a workload that is too high for employees, all work should be managed properly so that employees can complete well and do not feel that they are getting a workload that is too high which will result in a decrease in employee job satisfaction and will impact on a decrease in performance. employee.

   In addition to workload, it turns out that work discipline is also proven to be one of the factors that affect employee performance. This can be an input for employees to be able to work in a disciplined manner so that there is no accumulation of work which will result in a decrease in job satisfaction and will have an impact on a decrease in performance.

2. For further research

   For further research, it is expected to add variables beyond the variables studied in this study, such as leadership variables, work motivation, work stress, compensation and work environment.

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