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The Influence of Work Discipline, Workload and Work Motivation on Employee Productivity PT. BPR Kerta Raharja KPO

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Abstract: The goal of this studies is to look at the person and collective influences of workload, paintings discipline, and work pressure on worker overall performance at PT BPR Kerta Raharja KPO. people have been interviewed and given surveys a good way to collect data. members were selected thru non-probability sampling for the observe. the usage of the SPSS software, facts changed into analyzed the use of a couple of linear regression. The observe discovered that the productiveness of PT BPR Kerta Raharja KPO people changed into significantly impacted by way of paintings motivation in a terrible manner and by using workload and work field in a high quality way. The performance of PT BPR Kerta Raharja KPO employees turned into favorably and extensively impacted by work subject, workload, and motivation whilst evaluated collectively. additionally, the findings validated that eighty two. nine% of the have an effect on on how properly PT BPR Kerta Raharja KPO employees carry out their duties can be attributed to workload, work subject, and paintings motivation, with the remaining 18. 1% being encouraged through additional factors not explored in this examine.

Keyword: Work Discipline, Workload, Work Motivation, Productivity.

INTRODUCTION

It has been repeatedly emphasized that Indonesia will receive a demographic bonus in the 2040s. The demographic bonus means that 70% of Indonesia's population is of working age. If more than 100 million people of working age are trained according to current needs, this will not only be a solution but also a solid foundation for the country's sustainability aspects (Tribunnews).

Therefore, the calculation of the demographic dividend in the 2040s should be seen as a warning and encouragement to pay more attention to the development of the workforce from a young age. It adapts to the changing times and is based on estimates or assessments of future capabilities and competency requirements (Tribunnews.)

According to Rivai, et al (2018) Human resource management, or HRM for short, is a science or method for effectively and efficiently managing the relationship and role of

resources (labor) owned by individuals, and it can be used to maximize the achievement of the company's common goals.

Every company has goals that it hopes to accomplish. As a result, firms will increasingly rely on the quality of their workforce. Therefore, a firm will be able to achieve its objectives if it manages its quality human resources effectively, which is one of its strengths.

Handoko states in Busro (2020) that "Productivity is the mental attitude of humans and their efforts to achieve better results by using resources as effectively as possible which is ultimately measured by the input used to achieve optimal results." Researchers discovered that the output produced at PT BPR Kerta Raharja KPO fell short of the target in 2023, based on interviews with employees and staff in the Human Resources Management (HRD) division. There has been a decline in employee productivity at PT BPR Kerta Raharja KPO.

The fundamental reason for low productivity is thought to be disciplinary action against employees. One of the problems that could affect both individual and organizational productivity is work discipline. Employees who can successfully apply work discipline in line with company rules and processes will do well. This illustrates how work discipline might affect employee productivity. Rivai claims that managers employ work discipline as a technique to interact with employees in order to increase understanding and compliance with all company policies (Khaeruman et al., 2021). This is supported by and consistent with the research findings of Irna Lisnawati and Fanji Wijaya (2024), which demonstrate a strong correlation between work discipline and employee productivity. According to the study's findings, which point to a considerable link between work discipline and employee productivity, employees with strong work discipline are likely to be more productive. This importance suggests that the connection between work discipline and productivity is not random but rather constant and dependable. Work discipline includes factors like punctuality, adherence to company rules, consistency in task execution, and concentration on work. This is supported by studies done by Iqlal Muhammad Luthfi and Fanji Wijaya (2024) that show that work discipline has a fairly good and considerable impact on employee productivity at PT Multi Garmen Jaya. As a result, there is a strong link between work discipline and work productivity, where increased work discipline will lead to a corresponding increase in output, and vice versa.

In addition to the decline in employee discipline that contributes to the low productivity of PT BPR Kerta Raharja KPO employees, Jumantoro et al (2019) and Ilhami et al (2024) have demonstrated the influence of work discipline, workload, and work motivation on productivity. If these factors are properly applied to employees, it will further increase productivity. The following are the results of discussions with 30 workers from PT BPR Kerta Raharja KPO on their workload and motivation at work. The research by Rico Waskito Nugraha, Palupi Permata Rahmi (2024), which discovered that workload has a negative impact on employee performance with a correlation coefficient of 0.303 and is in the interval 0.20–0.399, falling under the category of "weak," contradicts Mahawati et al. (2021), who state that workload is a task that must be completed by the person responsible, i. e. , the employee, within a specific timeframe. This is consistent with the partial determination coefficient, which is only 3.2% or 0.032. According to research by Anisa Wulandari and Dedi Supriyadi (2024), this indicates that 96.8% of the variation is caused by other factors that were not considered. Based on the findings of the t test, it is clear that workload has no bearing on job satisfaction.

The researcher then gave 30 of the 35 workers at PT BPR Kerta Raharja KPO, which was considered to be a factor in the decline in worker productivity at Toserba Griya Pahlawan, a pre-survey on job motivation. According to Hasibuan (2019), motivation is defined as the supply of a driving force that generates an individual's work enthusiasm so that they want to collaborate, work efficiently, and be integrated with all their power and efforts to achieve satisfaction. Winarno's prior study from 2022 demonstrated that motivation has a major

positive impact on employee productivity. Since workers who are highly motivated may perform well in following company rules, this may increase the company's success.

consequently, it's miles vital for groups to ensure that their group of workers are of the highest caliber. in their 2023 observe, Febrianita et al. determined that paintings motivation averaged inside the poor quarter, lending credence to this conclusion. in keeping with this, PT Masplast's work motivation continues to be really missing. The findings of the speculation take a look at discovered a t cost of one. 483 and a significance cost of zero. 001. due to the fact $2.056 > 1.483$ and zero. 001 < 0.05 , it can be concluded that work motivation has a useful effect on worker productiveness, which leads to the reputation of H1 and the rejection of H0.

The authors are interested in gaining knowledge of this subject matter by way of the usage of the title The effect of labor subject, Workload, and work Motivation on employee productiveness at PT BPR Kerta Raharja KPO enterprise, that's based totally at the aforementioned historical past. From this historical past, the research query may be framed as follows: 1) How does work field have an effect on employee productivity at PT BPR Kerta Raharja KPO?; 2) How does workload affect worker productivity at PT BPR Kerta Raharja KPO?; 3) How does work motivation affect worker productiveness at PT BPR Kerta Raharja KPO?; and 4)How does paintings discipline, workload and work motivation have an effect on worker productiveness at PT BPR Kerta Raharja KPO?.

METHOD

A questionnaire was used to gather the data for this study. A questionnaire become used to gather the facts for this look at. This involves collecting information via asking consumers a list of questions so one can study more approximately the problem being investigated. because this method would not need respondents to provide lengthy responses, it was chosen. It is also highly useful, dependable, cost-effective, and efficient at identifying the core problem. Additionally, primary data was gathered through field research, which involved directly observing the business under study. To gather data from these sources, the activities consisted of reading and evaluating books and articles pertaining to the study subject, as well as doing interviews.

The goal of this study is to quantitatively evaluate specific concepts. Sugiyono (2019: 17) states that quantitative approaches are founded on positivism. They are employed to research particular categories of individuals or objects. Research methods are used to collect data, which is then evaluated using numbers and statistics. The purpose is to put ideas that have already been developed to the test. This research examines work discipline, workload, and motivation using descriptive analysis. Verification is used to evaluate the impact of labor area, workload, and paintings motivation on the overall performance of employees at PT BPR Kerta Raharja KPO.

The research involved 35 workers from PT BPR Kerta Raharja in Bandung Regency. The investigation employed a nonprobability sampling method known as saturation sampling because there weren't many individuals to question. This indicates that the study's research sample included all 35 workers at PT BPR Kerta Raharja KPO.

RESULTS AND DISCUSSION

Results

The multiple regression test is the next step because the validation test, reliability test, and classical assumption test have all passed and there are no barriers. Classical assumptions, namely 1. (Normality Test), 2. (Heteroscedasticity Test), and 3. (Multicolonierity Test), have all been carried out. The results are normally distributed, do not exhibit heteroscedasticity or multicolonierity, and have all been subjected to and passed the validity test and the san reliability test.

Results of a Multiple Linear Regression Analysis

The table below shows how work discipline, workload, and work motivation influence the performance of employees at PT BPR Kerta Raharja KPO, as determined by a multiple linear regression analysis.

Table 1. Results of a Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	9.105	11.584		.786	.458
Discipline	.417	.131	.356	3.198	.003
Workload	.604	.110	.575	5.491	.000
Motivation	-.136	.091	-.121	-1.488	.147

a. Dependent Variable: Productivity

Source: Primary data 2025

Based totally on table 1, a more than one linear regression equation can be created as follows:

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$$

$$Y = 9,105 + 0,417.X_1 + 0,604.X_2 - 0,136 X_3 + e$$

As seen in the equation above, a number of inferences may be drawn, including the following:

1. A constant of 9,105 indicates that the Work Productivity of Employees of PT BPR Kerta Raharja remains constant at 9,105 units if there is no work discipline, workload, or work motivation (X1=X2=X3=0).
2. The regression coefficient for work discipline is 0.417. We may conclude that work discipline enhances employee productivity at PT BPR Kerta Raharja KPO since the coefficient is positive. The productivity of workers at PT BPR Kerta Raharja KPO will increase by 0.417 units for every increase in work discipline.
3. The regression coefficient for the workload is 0.604. A fine coefficient suggests that process has a beneficial effect at the performance of personnel at PT BPR Kerta Raharja KPO. The paintings output of PT Kerta Raharja KPO personnel will growth through 0.604 gadgets if the workload will increase through one unit.
4. The regression coefficient for paintings motivation is -0.136. due to the fact this variety is bad, we will conclude that paintings motivation has a bad effect on how properly the personnel at PT BPR Kerta Raharja KPO performs their duties. The paintings productivity of the employees at PT BPR Kerta Raharja KPO will decline by -0.136 devices if their paintings motivation will increase by means of one unit

Coefficient of Determination

We can use the coefficient of determination to see how much factors such as work discipline, workload, and work motivation impact the performance of employees at PT BPR Kerta Raharja KPO. Table 2 displays the outcomes of this study:

Table 2. R Square Test Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.829	.812	3.249

a. Predictors: (Constant), Motivation, Workload, Discipline

b. Dependent Variable: Productivity

The R square value for Employee Productivity at PT BPR Kerta Raharja KPO, according to the R square test results in table 2, is 0.829. The implication is that 82.9% of an employee's job productivity at PT BPR Kerta Raharja KPO is influenced by their work discipline, workload, and work motivation. Other causes not addressed in the study account for the remaining 18.1%.

t test

We utilized the SPSS version 26 software to calculate the tcount values in table 3 using the T test, which allows us to analyze how the independent and dependent variables interact independently.

Table 3. t test Results Coefficients

Model	t	Sig
1 (Constant)	.786	.458
Discipline	3.198	.003
Workload	5.491	.000
Motivation	-1.488	.147

a. Dependent Variable: Productivity

Source: Primary Data 2025

If we make use of an importance stage of 0.05 ($\alpha = \text{five}\%$), a two-way test is finished at that stage. the use of the tiers of freedom, which might be $df = nk1 = 3531 = 31$ (n is the range of respondents and k is the quantity of independent variables), a t table fee of 1.695 is produced. the following facts from the SPSS output is proven in table three above:

1. The t cost for the work area variable is three.198, which is lower than the t desk value of one.695. This suggests that the sig price that changed into computed is zero.05, which is less than 0.05, and the t cost is lower than the t table fee. As a result, Ha is everyday and Ho is became down. In conclusion, the overall performance of PT BPR Kerta Raharja KPO's personnel is appreciably stimulated via their work discipline.
2. The t calculated value for the Workload variable is five.491, which is bigger than the t desk cost of 1.695. which means that the calculated importance value is 0.001, that is much less than 0.05, consequently Ha is usual and Ho is rejected. As a result, it could be inferred that the workload at PT BPR Kerta Raharja KPO has a huge effect on the productiveness of its personnel.
3. The t price, 1.488, which was derived from the paintings motivation factor, exceeds the t desk cost of 1.695. consequently, t is less than t desk, and the decided sig fee is 0.05 = zero.05. because of this that Ha is rejected and Ho is customary. As a result, it can be deduced that work motivation does not have a massive effect at the productiveness of people at PT BPR Kerta Raharja KPO.

F test

The use of SPSS model 26, we found the F price in the desk beneath, which aids us in comprehending how independent elements collectively affect the dependent variable.

Table 4. Results of F test ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1578.557	3	526.186	50.007	.000 ^b
	Residual	326.186	51	10.522		
	Total	1904.743	39			

a. Dependent Variable: Priductivity

b. Predictors: (Constant), Motivation, Workload, Discipline

The calculated F value is 50.007, which is greater than the table F value of 2.91, according to the F test. With a significance level of 0. 000 ($p < 0.05$), we reject H_0 and accept H_a . This suggests that the productivity of PT BPR Kerta Raharja KPO workers is significantly impacted by their work ethic, job motivation, and workload.

Discussion

The influence of work discipline on employee productiveness

The consequences of the regression analysis display that there is a sizable positive impact between the work area variable and the work productivity of personnel at PT BPR Kerta Raharja KPO. This shows that every boom in work field truly affects the boom in work productivity of employees at PT BPR Kerta Raharja KPO The results of this examine are in step with previous studies carried out by using Jumantoro et al. (2019) and Ilhami et al. (2024) which determined that work area and workload have a giant impact on paintings productiveness.

The have an effect on of Workload on employee productiveness

According to the regression evaluation, workload factors have a first-rate and tremendous influence on worker productiveness at PT BPR Kerta Raharja KPO. this implies that any increase in workload may have a corresponding effect on the expanded productiveness of the staff at PT BPR Kerta Raharja KPO. The examine's results guide in advance studies by Jumantoro et al. (2019) and Ilhami et al. (2024), which determined that workload and work subject have a vast effect on output.

The have an impact on of labor Motivation on worker productivity

The regression evaluation famous a sizable bad dating between worker work motivation and productiveness at PT Kerta Raharja KPO. This suggests that at PT BPR Kerta Raharja KPO, not all improvements in paintings motivation bring about a corresponding increase in worker work productivity. The findings of this observe contradict Winarno's (2022) in advance studies, which validated that worker productivity is significantly impacted through motivation

The have an impact on of labor area, Workload, and paintings Motivation on worker productivity

In line with the examine's findings, the productivity of people at PT BPR Kerta Raharja KPO will be drastically impacted through steady and disciplined work area, properly-carried out workloads, and a strong supervisory subordinate work motivation. Out of the 3 variables evaluated, workload had the most important affect on employee productiveness at PT BPR Kerta Raharja KPO, as evidenced by using its highest regression coefficient value of 0. 604 while as compared to work area and work motivation

CONCLUSION

Amongst other matters, the following conclusions can be made in mild of the analysis and dialogue that had been formerly defined:

1. Employee productivity at PT BPR Kerta Raharja KPO is positively and notably impacted by paintings area variables.
2. Employee productivity at PT BPR Kerta Raharja KPO is significantly and favorably impacted by the workload variable.
3. Employee productivity at PT BPR Kerta Raharja KPO is significantly and negatively impacted by the work motivation variable.
4. At PT BPR Kerta Raharja KPO, the factors of work motivation, workload, and discipline all have an impact on employees' productivity at the same time.

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