

The influence of work discipline and workload on employee performance Andi Djemma RPH, North Luwu Regency

Deby Zaskia¹, Sukri Sukri², Adil Basir³

Universitas Muhammadiyah Palopo, Sulawesi Selatan, Indonesia^{1,2&3}

debyzaskia19@gmail.com¹, sukri@umpalopo.ac.id², adil@umpalopo.ac.id³



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Abstract

Purpose: This study aimed to determine whether work discipline and workload affect employee performance at the Andi Djemma Regional Public Hospital (RSUD) in North Luwu Regency.

Research/methodology: This study used a quantitative method. The study was conducted at the Andi Djemma RPH, North Luwu Regency, from October to November 2023. Data were collected by distributing questionnaires to 100 participants. The collected data were tested using multiple linear regression analysis with SPSS statistical software version 23 to examine the influence of the two independent variables on the dependent variable.

Results: The results of the t-test show that the work discipline variable has a partial effect on employee performance at Andi Djemma RPH, North Luwu Regency, and the workload variable also has a partial effect on employee performance. The F-test results indicate that the calculated F-value is $38.376 > F\text{-table}$, with a significance value of $< 0.001 < 0.05$, which means the result is statistically significant. This proves that work discipline and workload positively and significantly affect employee performance.

Conclusions: The results suggest that strengthening tax knowledge and optimizing the accessibility and usability of digital platforms can enhance tax compliance among MSMEs. While perceived risk does not directly affect compliance, it may still play an indirect role through its interaction with other behavioral factors.

Limitations: This study is limited to MSMEs in Palembang and uses self-reported data, which may introduce bias. Future research could expand to broader regions and include longitudinal data to better capture behavioral changes over time.

Contribution: This study contributes to the literature by integrating behavioral and technological factors in understanding MSME tax compliance. It also offers practical insights for tax authorities to design targeted education and digitalization strategies to increase voluntary compliance.

Keywords: *Employee Performance, Work Discipline, Workload*

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1. Introduction

Human resource management (HRM) can be understood as a strategic effort carried out by an organization or company to improve the quality of the individuals involved within it. This quality improvement encompasses various aspects, including the knowledge, skills, attitudes, and competencies of employees. By systematically and continuously enhancing and developing human resources, employee performance and productivity will increase. Ultimately, this leads to a workforce that not only demonstrates high levels of discipline but also shows optimal performance in carrying out its duties and responsibilities. In this process, the role of organizational leadership is crucial, as success in building a productive and disciplined

work culture is heavily influenced by the leadership style and managerial policies applied.

To comprehensively improve employee performance, organizations need to conduct in-depth analyses of the various factors that affect performance, including understanding and addressing the needs of employees. Another essential factor is the establishment of a positive, healthy, and well-coordinated work culture across all units of the organization. A constructive organizational culture fosters a supportive work environment that encourages professional growth and effective collaboration. In this context, companies must be responsive and adaptive to various changes occurring both internally and externally. These changes may involve technology, work systems or evolving employee expectations. Therefore, organizations must be capable of undergoing transformations aligned with contemporary demands, especially in the management of human resources, which is one of the most vital and decisive elements in an organization's success. The effectiveness and efficiency of organizational processes are largely determined by the implementation of HRM. If human resource management is not carried out effectively, the organization is highly likely to fail to achieve its expected outcomes (Sedarmayanti & Rahadian, 2018).

It is also important to recognize that each individual within an organization possesses unique characteristics and traits. These differences in personality and character serve as distinguishing features that set individuals apart from each other. In human resource management, these distinctions must be considered, as they significantly influence how a person works, interacts with others, and responds to situations in the workplace. Humans are important organizational assets because they possess the abilities, energy, and ideas that support the achievement of goals. Human resources drive all other resources and are the key to improving performance; thus, they need to be continuously developed (Asfar & Anggraeni, 2020). Hospitals are organized health institutions that provide continuous medical services and play a vital role in both social and health systems. With the rapid development of hospitals in recent years, competition among them has increased significantly. The success of a hospital largely depends on the skills and capabilities of its employees, whether they are in medical or non-medical roles (Pomaranik & Kludacz-Alessandri, 2024).

A phenomenon occurring at Andi Djemma Regional Hospital (RSUD), North Luwu, is the low level of employee work discipline, as many tend to arrive later than the designated starting time. Employee tardiness can harm an organization and team, as it leads to unmet targets, neglected tasks, and increased workloads for coworkers. Performance is the work behavior of employees that reflects their achievements based on their roles in the organization. It is a key indicator of success and sustainability. Good performance is defined as a performance that consistently complies with all the rules and procedures established by the company. However, performance must also meet reasonable standards to increase labor productivity as desired by the business. Performance success is measured based on both team and individual employee performance and is evaluated by assessing employees' behavior.

Employee performance significantly impacts a company's success. Good performance brings positive outcomes for the company, whereas poor employee performance has negative consequences. A company's productivity depends on its employees' performance. The more motivated employees feel, the better they are at carrying out their work. Motivation, defined as a driving force Ariadi, Relawati, Szymoniuk, and Khan (2021); Nataliningsih, Suseno, and Genta (2020) in Basir et al. (2025), employee performance is intended to assess an employee's past performance. It also serves to analyze individual skills and to better understand their capabilities. According to Prawirosentono in Sinambela (2016:481), performance is the achievement of an individual or team in carrying out responsibilities legally and ethically (Herlambang, TH, & Setiawati, 2022).

Employees are vital assets for an organization because, without their involvement, operational activities cannot run smoothly (Asfar & Anggraeni, 2020). Employee performance is the result of work that is strongly influenced by various factors or specific variables related to an individual's abilities, behavior, and sense of responsibility in completing assigned tasks. In other words, an employee's work performance cannot be separated from the elements that affect their effectiveness and efficiency in carrying out their duties. Therefore, all parties involved in work collaboration, including organizational partners and related institutions, must act wisely and carefully in managing and paying attention to the human resource assets they possess. One of the key variables that has a significant impact on employee performance is work

discipline. Discipline not only reflects punctuality and responsibility but also functions as a form of empowerment that can encourage employees to work in a more structured, consistent, and professional manner, thereby contributing positively to the direction and quality of their performance. Work discipline is the attitude of obedience to rules and standards applied within the organization Sutrisno (2017) dalam Idris (2023). Employees may be subject to sanctions if these rules are violated. Therefore, implementing work discipline is essential to ensure that tasks are completed on time and with full responsibility (Alhusaini et al., 2020; Cesilia et al., 2018; Darmawan, 2013, in (Ariesni & Asnur, 2021). Without discipline, the organization will struggle to achieve optimal results (Suyuti and Siraj 2019) in (Mika, Basir, & Syamsuddin, 2024). Discipline is a crucial function and key factor in achieving goals because without good discipline, it is difficult to attain optimal results. Discipline refers to a sense of obedience and adherence to values that are believed to be one's responsibility, such as completing office tasks and being present at work during the designated hours set by the company. The higher the level of discipline, the better the employees' performance, which in turn encourages them to willingly work as best as they can to help achieve the company's objectives (Jepry & Mardika (2020) (Pranitasari, 2021). Work discipline is a tool used by managers to communicate with employees, encouraging them to change certain behaviors and serving as an effort to increase individuals' awareness and willingness to comply with all company regulations (Purba, Lengkong, & Loindong, 2019).

The workload assigned to employees must also be a concern for the company. If the workload exceeds employees' capacity, it can disrupt their performance and productivity. Good leadership leads to good employee performance, which can be observed through low employee turnover and the number of employees who have remained with the company for a long time. To meet organizational targets, employees are assigned workloads that reflect the balance between their capacity and job demands. Workload is influenced by work activities and is measured based on the volume of work and time norms (Azhar, Harahap, & Lestari, 2023). An appropriate workload is essential for assessing how well employees can perform at their maximum capacity and how it affects organizational performance (Tinambunan, Sipahutar, & Manik, 2022).

2. Literature Review

2.1 Work Discipline

Work discipline reflects an attitude of obedience, loyalty, compliance, and order in carrying out duties (Apriyanti & Syahid, 2021) in Putri, Suardi, and Basir (2024). According to Terry in Sutrisno (2014), discipline functions as a driver to ensure that employees' work runs smoothly. Therefore, it is important for everyone to remain disciplined to ensure that tasks are completed effectively. Enforcing work discipline is crucial for companies. Work discipline ensures the maintenance of order and smooth execution of company operations, leading to optimal results. For employees, work discipline fosters a pleasant working environment, thereby boosting their enthusiasm and motivation to carry out their duties (Andayani, 2020). According to Sudarsono et al. (2023), work discipline is a managerial effort to enforce the organizational guidelines. Bagaskara and Rahardja (2018) defined discipline as an individual's ability to work in an orderly, consistent, and diligent manner while complying with established rules (Banne, Sukri, Dirham, & Pratiwi, 2023).

Discipline is a form of behavior that is highly important to instill and habituate in every individual, whether within an organizational environment or outside of it. Disciplined behavior reflects a person's willingness to consciously comply with all forms of rules, regulations, and norms that have been established and mutually agreed upon. Every individual is expected to possess a strong commitment to consistently adhere to these rules, as well as the mental readiness to accept any consequences or sanctions that may arise from violating them. By continuously practicing disciplined behavior, this conduct gradually develops into a positive habit that becomes an integral part of one's personality. As a result, the values of discipline are not only manifested in concrete actions but also deeply rooted in a person's heart, attitude, and soul as a reflection of personal integrity (Ariani, Ratnasari, & Tanjung, 2020). In real workplace conditions, it is often observed that some employees still fail to meet discipline standards and experience a high workload. Excessive workload can lead to work-related stress. Therefore, it is necessary to implement proper work discipline and workload management in organizations to improve employee performance in a quality and professional way.

Work discipline is a crucial component in the development of human resource management. Therefore, discipline is essential within an organization to prevent negligence, deviations, or carelessness, which can ultimately lead to inefficiencies and waste in task execution. Hasibuan (2017) outlined five key indicators of work discipline. These include punctual attendance, compliance with rules and work standards, alertness in carrying out tasks, and ethical behavior, such as showing respect to colleagues and maintaining good relationships within the workplace (Estiana, Karomah, & Saimima, 2023).

2.2 Workload

Workload arises from the interaction between task demands, the work environment in which the job is performed, and the skills, behaviors, and perceptions of the workers. Workload can also be defined operationally based on various factors, such as task demands or the efforts made to complete the work. Every task performed by an employee essentially carries its own burden for the individual performing it, whether in the form of physical, mental, or social strain. Workload refers to the total pressure or responsibility that an employee must bear while fulfilling their assigned duties. In this context, employees are required to manage and complete their tasks effectively to meet the demands and targets set by the company's operational system. In many types of jobs, mental capability is necessary, and physical involvement plays a significant role. These two aspects—physical and mental—are interconnected and can directly impact a person's performance, particularly in terms of processing information, making decisions, and completing tasks efficiently. In other words, the higher the perceived workload, the greater the challenges employees face in maintaining productivity and optimal job performance (Rizky & Afrianty, 2018).

According to Irawati and Carrollina (2017), workload is a critical factor that directly affects both the quality and quantity of an employee's performance. In general, workload can be defined as a set of activities or a number of tasks that must be completed by a work unit or an individual within a predetermined period of time. In practice, an excessive workload characterized by a large number of tasks and responsibilities assigned to an employee can create pressure and time constraints that hinder the optimal completion of those tasks. Consequently, employees' performance output tends to be less than optimal, as they may lack sufficient time and energy to complete each task at the expected level of quality. If such conditions occur repeatedly or continuously, they are highly likely to have a negative impact on employees' overall performance, including a decline in productivity, work motivation, and even mental and emotional well-being.

A proper workload standard helps organizations assess employee efficiency and its impact on performance (Nindi, Sukri, & Latif, 2023). According to Hayati Nasution et al. (2018) in Azhar et al. (2023), workload is a set of tasks that must be completed by an employee or team within a specific period based on the organization's needs. Sofiana et al. (2020) defined workload as the total amount of work that must be carried out by an individual as part of their job responsibilities (Maulidah, Ali, & Pangestuti, 2022). According to Munandar (2014) and Tinambunan et al. (2022), workload consists of five main indicators. The first is physical, which relates to work environment conditions that can negatively affect health. The second is physiological, referring to the energy and effort expended at the workplace. The third is environmental, including factors such as temperature, lighting, and noise that influence comfort. The fourth is mental, which arises from the demands of thinking and emotional strain at the workplace. Finally, time pressure refers to the urgency of completing tasks within a specific timeframe that can trigger stress.

2.3 Employee Performance

Performance can be defined as the work outcomes achieved by an individual or a group of employees while carrying out their assigned responsibilities. These outcomes are not merely based on claims but can be demonstrated concretely through measurable indicators, both in terms of quality, such as accuracy, precision, and the value of the work, and quantity, that is, the amount or volume of tasks completed within a specific time frame. Moreover, performance reflects the actual behavior exhibited by employees as they perform their roles and duties within an organization or company. These behaviors represent dedication, discipline, and professionalism in the workplace. In the context of organizational management, employee performance is critical because it directly influences a company's ability to achieve its vision, mission, and

strategic goals. Without strong individual performance, it will be difficult for the company to meet its targets and operate optimally (Nurjaya, Mukhtar, & UA, 2020).

Performance is not only about outcomes but also the process carried out from beginning to end (Mulang, 2023). According to Sinaga et al. (2020:5), performance refers to the work results of individuals or groups, measured according to their assigned responsibilities (Mawardi, Tarwijo, Hanis, & Violin, 2024). Employee performance is the result of fulfilling job demands in accordance with responsibility (Arifin & Sasana, 2022). According to Robbins (2016), employee performance can be measured using five indicators. The first is work quality, which refers to how well employees complete tasks based on their abilities and skills. The second is work quantity, which indicates the volume of work an employee can accomplish within a specific timeframe. The third is timeliness, or the employee's ability to complete tasks on time without disrupting other duties. The fourth is effectiveness, which assesses how efficiently work outcomes align with organizational goals. Finally, independence refers to the employee's ability to perform tasks without relying excessively on supervisors or colleagues (Utari & Mulyanti, 2023).

This study analyzes the research site: Andi Djemma Regional Public Hospital (RSUD), North Luwu Regency, which is recognized as one of the best public hospitals in Luwu. It received full accreditation in 2023 (STARKES) and recently implemented an incentive system based on the BPJS Health claims (Asmawati, Zamli, & Chandra, 2024). This hospital offers specialized and limited subspecialty medical services and serves as a referral center for private hospitals in North Luwu Regency (Batara, Rusydi, & Rahmayanti, 2023). Fundamentally, RSUD Andi Djemma Masamba has a strong vision and mission statement. Its vision is to deliver high-quality service to customers, and its mission includes providing competent and professional human resources, adequate infrastructure, fostering a sense of family, openness, welfare, and optimal hospital management. Employee discipline is also crucial to ensure that the hospital operates in accordance with the set standards.

According to Ganyang (2018) in Abdullah, Husain, and Bahari (2023), work discipline reflects employees' readiness to comply with rules, both formal and informal, that are associated with their duties and responsibilities. Organizations enforce discipline to ensure that employees adhere to rules and contribute to performance improvement (Liana, 2020). Apart from discipline, workload also affects employee effectiveness and performance, so it must be managed properly. Appropriate workloads help employees understand their responsibilities and prevent task shifting among the staff (Sasanti & Irbayuni, 2022). Excessive workloads without attention to occupational health and safety can reduce performance and negatively impact the organization (Maghfira, Joesyiana, & Harahap, 2023).

Improved employee performance is an indicator of organizational success. Therefore, employees are expected to work harder, better, and more responsibly (Madyoningrum & Azizah, 2022). Several studies have shown that discipline and workload significantly affect performance. High discipline tends to improve performance (Sari & Hadijah, 2016; Tanjung, 2015), whereas high workloads often reduce performance (Paramita, 2017; Rolos et al., 2018). However, some studies have found that an increased workload may also enhance performance for certain individuals (Yuliantini & Suryatiningsih, 2021). The inconsistency of attendance at RSUD Andi Djemma North Luwu requires the implementation of work discipline for every employee to create an added value. Likewise, workload management must be considered so that employees do not feel overburdened. Based on observations at the research location, the author found that appropriate discipline and workload must be applied to improve efficiency, especially when influenced by the employee performance.

Based on the description above, the researcher is interested in conducting further research titled: *"The Effect of Work Discipline and Workload on Employee Performance at Andi Djemma RPH in North Luwu Regency."*

3. Research Methodology

This research was conducted at the Andi Djemma Masamba RPH, located on Jl. Sultan Hasanuddin No. 23, Kasimbong, North Luwu Regency, Indonesia. The study was conducted from October to November 2024. The method used in this research is quantitative, which indicates a causal relationship with a sample

size of 100 respondents or employees. Of the 800 employees, 100 were selected as the sample using the Slovin formula. This study employed a Likert scale method ranging from 1 (strongly disagree) to 5 (strongly agree). Data were collected by distributing questionnaires to the employees of Andi Djemma RPH in North Luwu Regency. The collected data were then tested using multiple linear regression analysis with the SPSS version 23 statistical application program, which aims to examine the influence of two independent variables on the dependent variable.

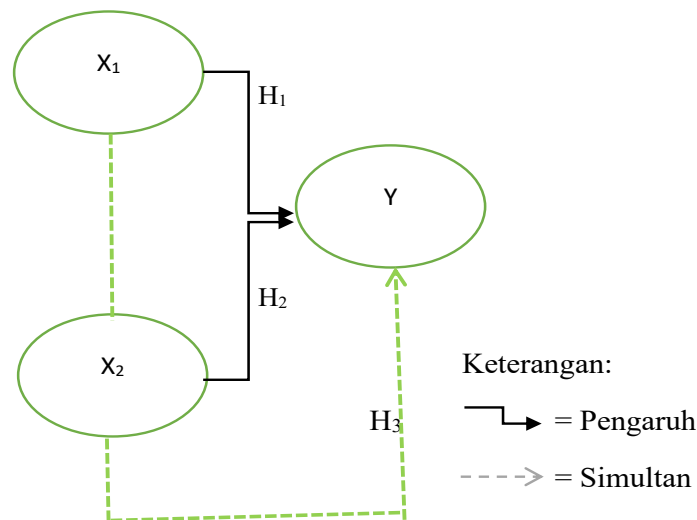


Figure 1. Research Framework

Research Hypothesis

Based on the background of the problem and the theories discussed, the following hypotheses are proposed:

H_1 : It is suspected that work discipline has a significant effect on the performance of employees at Andi Djemma RPH in North Luwu Regency.

H_2 : It is suspected that workload has a significant effect on the performance of employees at Andi Djemma RPH in North Luwu Regency.

H_3 : It is suspected that work discipline and workload have a positive and significant effect on the performance of employees at the Andi Djemma RPH in North Luwu Regency.

4. Results and Discussion

4.1 Results

4.1.1 Data Analysis

4.1.1.1 Validity Test

The validity test was used to determine whether the questions or statements in the distributed questionnaire were valid Sopandi (2022) in (Veritia, Sularmi, & Hayati, 2023). The variables used in this study yielded the following validity test results:

Table 1. Validity Test Results

Variabel	Item	R Count	R Table	Description
Word Discipline	PX1	0,658	0,195	Valid
	PX2	0,829	0,195	Valid
	PX3	0,856	0,195	Valid
	PX4	0,775	0,195	Valid
	PX5	0,886	0,195	Valid
	PX6	0,831	0,195	Valid
	PX7	0,790	0,195	Valid
	PX8	0,768	0,195	Valid
	PX9	0,707	0,195	Valid

Wordload	PX10	0,687	0,195	Valid
	PX1	0,613	0,195	Valid
	PX2	0,713	0,195	Valid
	PX3	0,443	0,195	Valid
	PX4	0,735	0,195	Valid
	PX5	0,712	0,195	Valid
	PX6	0,766	0,195	Valid
	PX7	0,838	0,195	Valid
	PX8	0,748	0,195	Valid
	PX9	0,682	0,195	Valid
Employee performance	PX10	0,719	0,195	Valid
	PY1	0,763	0,195	Valid
	PY2	0,518	0,195	Valid
	PY3	0,820	0,195	Valid
	PY4	0,658	0,195	Valid
	PY5	0,557	0,195	Valid
	PY6	0,701	0,195	Valid
	PY7	0,875	0,195	Valid
	PY8	0,844	0,195	Valid
	PY9	0,833	0,195	Valid
	PY10	0,689	0,195	Valid

Source: Processed Data SPSS statistics 23

Based on Table 1, it can be concluded that all statements in the questionnaire are valid, as the calculated r-value (r-count) is greater than the r-table value.

4.1.1.2 Reliability Test

Reliability refers to the consistency of the data and is considered reliable if the Cronbach's alpha coefficient is greater than 0.6 (Juliani & Hidayati, 2023). The results of the reliability test on the questionnaire produced a Cronbach's alpha coefficient.

Table 2. Reliability test result

Variable	Cronbach Alpha	Standar	Description
Word Discipline	0,926	0,6	Reliabel
Workload	0,878	0,6	Reliabel
Employee Performance	0,884	0,6	Reliabel

Source: Processed Data SPSS statistics 23

Based on Table 2, it can be concluded that the work discipline and workload variables show Cronbach's alpha values greater than 0.6; therefore, all variables can be declared reliable.

4.1.2 Multiple Linear Regression Analysis

Using multiple linear regression, the influence of work discipline (X1) and workload (X2) on employee performance (Y) can be identified, whether positive or negative. The results of this analysis are presented in Table 4, which illustrates the relationships between these variables.

Table 3. Multiple Linear Regression Analysis Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
1	(Constant)	12.303	2.340	5.257	<001
	Work Discipline X1	652	080	620	<001
	Workload X2	-140	057	-188	016

Source: Processed Data SPSS statistics 23

Based on the information provided, the multiple linear regression equation obtained from the data analysis using SPSS is as follows:

$$Y = 12,303 + 0,652 X_1 - 0,140 X_2 + e$$

The multiple linear regression analysis results are explained below.

1. Constant Value (a):

The constant value of 12.303 indicates that if both independent variables (work discipline and workload) are zero, then employee performance (Y) will be 12.303. This serves as the starting point or baseline for the regression model calculation.

2. Coefficient of Work Discipline (X_1):

The regression coefficient for variable X_1 is positive (+) at 0.652, which means that if work discipline increases, employee performance (Y) will also increase, and vice versa.

3. Coefficient of Workload (X_1): (X_2):

The regression coefficient for variable X_2 is negative (−) at −0.140, which means that if the workload increases, employee performance (Y) will decrease, and vice versa.

4.1.2.1 Hypothesis Test (T Test)

According to Sugiyono (2016), the t-test is used to determine the effect of each independent variable (X) on the dependent variable (Y).

Table 4. Result of the T-test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	12.303	2.340		5.257
	Disiplin Kerja X1	.652	.080	.620	8.132
	Beban Kerja X2	-.140	.057	-.188	-2.464
					.016

Source: Processed Data SPSS statistics 23

4.1.2.2 Partial Test (T-Test)

Based on the hypothesis testing conducted, the results were as follows:

4.1.2.2.1 First Hypothesis Test (H1):

The significance value for the Work Discipline variable (X_1) is < 0.001, which means it has a significant effect on Employee Performance (Y) because it is less than 0.05.

4.1.2.2.2 Second Hypothesis Test (H2):

The significance value for the workload variable (X_2) is 0.016, which also means it has a significant effect on Employee Performance (Y) because it is below 0.05.

4.1.2.3 Simultaneous Test (F Test)

The F-test was used to determine whether all independent variables collectively had a significant effect on the dependent variable in the regression model (Hakim, Brasit, & Khalik, 2022). The F-test results obtained using SPSS are presented below.

Table 5. Result of the F-test

ANOVA ^a					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	1149.995	2	574.998	38.376
	Residual	1453.365	97	14.983	
	Total	2603.360	99		

Source: Processed Data SPSS statistics 23

4.1.2.3.1 Third Hypothesis Test (H3)

A significance value of < 0.001 (< 0.05) indicates that the Work Discipline and Workload variables simultaneously have a significant effect on Employee Performance.

4.1.2.4 Test Coefficient of Determination

The coefficient of determination measures how well the model can explain the variation of the independent variables on the dependent variable Ghozali (2016) in Dewi and Trihudyatmanto (2020). The following are the results of the coefficient of determination analysis using the SPSS.

Table 6. Results of the Coefficient of Determination Test

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error	Off The
1	.665 ^a	.442	.430		3.870	

Source: Processed Data SPSS statistics 23

Based on the results of the analysis, the Adjusted R Square value of 0.430 indicates that 43% of the variation in employee performance (Y) is influenced by two independent variables, namely Work Discipline (X_1) and workload (X_2). This indicates that the remaining 57% is influenced by factors not included in this research model.

4.2 Discussion

4.2.1 The Effect Of Work Discipline On Employee Performance

The SPSS test results showed that work discipline had a positive and significant effect on employee performance. This is indicated by a significance value and a t-count of $8.132 > t\text{-table } 1.66$, which means that work discipline affects employee performance at RSUD Andi Djemma, North Luwu Regency. Work discipline influences employee performance because it is a key function in human resource management; the better the employee's discipline, the higher their performance. This is consistent with the theory of Hasibuan (2019), as cited in Karmana, Puspitawati, and Purnawati (2024), which states that discipline is a vital function in human resource management, where improved employee discipline leads to improved performance.

4.2.2 The Effect Of Workload On Employee Performance

The SPSS results also show that workload has a negative and significant effect on employee performance. This is shown by a significance value of $0.016 < 0.05$ and a t-count of $-2.464 < t\text{-table } 1.66$, indicating that workload impacts performance at Andi Djemma RPH in North Luwu Regency. Changes in workload, whether increasing or decreasing, are correlated with a decline in performance. An increased workload tended to have a more negative impact. Therefore, it is crucial to assign an appropriate workload to maintain optimal and efficient employee performance in the workplace. These findings are supported by Kosim, Wicaksono, Alimi, and Gunawan (2023) and Wellem (2018). Who also found that workload had a significant negative effect on performance, but employees still did not feel burdened even though their work was busy.

4.2.3 The Effect Of Work Discipline and Workload On Performance

Based on simultaneous results, previous researchers have also shown that work discipline and workload significantly affect employee performance, both partially and simultaneously. The F-test results show that the F-count is $38.376 > F\text{-table } 3.09$, with a significance value of $< 0.001 < 0.05$. This indicates that work discipline and workload have a significant positive effect on employee performance at Andi Djemma RPH (RSUD), North Luwu Regency. The better these two variables are implemented within the institution, the higher the employee's performance. Conversely, the lower the discipline and workload standards applied, the lower is the resulting performance. This study also shows an adjusted R Square value of 0.430, meaning that 43% of the performance is influenced by these two variables, and the remaining 57% is explained by other factors not included in this study.

5. Conclusion

5.1 Conclusion

Based on the research results and data analysis, it can be concluded that work discipline significantly influences employee performance at Andi Djemma. The higher the level of discipline, the better is the performance. Similarly, workload significantly influences performance. A suitable workload can improve employee performance and vice versa. Together, discipline and workload positively influence employee performance, as both are essential factors in supporting workplace productivity.

5.2 Future study

Future researchers are encouraged to add or consider other variables not covered in this study, such as motivation, job satisfaction, the work environment, and other relevant factors. This is because many other elements can potentially influence employee performance. In addition, RSUD Andi Djemma employees are expected to improve their discipline to achieve better and more satisfying performance outcomes.

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