THE EFFECT OF WORKLOAD AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. MULTI MAYAKA IN SURABAYA

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Abstract:

This study aims to analyze the influence of workload and work discipline on employee performance at PT. Multi Mayaka in Surabaya. The research sample consisted of 36 respondents selected using a saturated sampling technique. Data collection was conducted using questionnaires, and the data analysis technique employed was Partial Least Squares (PLS). The results of the study indicate that workload does not have a significant influence on employee performance at PT. Multi Mayaka in Surabaya, whereas work discipline has a significant influence on employee performance at the company.

Keywords: Workload, Work Discipline, Performance

INTRODUCTION

PT. Multi Mayaka is the brand holder and sole distributor of various leading brands in the commercial and industrial hardware sectors. Some of the brands distributed by this company include Bitec (Power tools), MultiPro (Hardware, Cleaning, Welding, and Hand tools), Rogers (Car Audio), Mayaka Premium (Home Appliances), and Mayaka (Home Appliances). PT. Multi Mayaka is responsible for the distribution, sales, and after-sales service for these various products.

Employee performance is a crucial factor in determining a company's success. Optimal performance can be achieved when various factors influencing employee performance are in optimal condition. Among these factors, workload and work discipline play a significant role in determining employee productivity and effectiveness.

The ideal workplace environment is a workload that matches the employee's capacity, enabling them to complete tasks effectively without experiencing excessive stress. Furthermore, the company must maintain optimal work discipline, ensuring adherence to company rules without causing stress or demotivation. It ensures employees are able to work enthusiastically and deliver optimal results for the company.

The results of an initial survey of 36 employees at PT. Multi Mayaka in Surabaya indicates that the reality on the ground does not reflect this ideal situation. Twenty-one employees stated that their workload was very heavy, 10 stated that it was heavy, 4 stated that it was moderate, and only 1 stated that it was light. This data indicates that the majority of employees feel burdened by their duties, which can impact the quality of their work.

Furthermore, employee perceptions of the work rules implemented at PT. Multi Mayaka in Surabaya also indicates that the majority of employees feel the existing rules are very strict. Nineteen employees stated that the work rules were very strict, 12 stated that they were strict, 3 stated that they were moderately strict, and 2 stated that they were loose. Strict rules can impact employee comfort at work and can potentially cause psychological stress that impacts their performance.

Despite this, the level of work discipline at PT. Multi Mayaka in Surabaya is quite good. The survey results showed that 17 employees rated work discipline as excellent, 13 as good, 4 as average,

and only 2 as poor. It indicates that despite strict work regulations, the majority of employees maintain a high level of discipline in carrying out their duties.

This current situation creates several problems that can hinder employee performance. Excessive workloads can lead to fatigue, stress, and decreased motivation. Furthermore, work rules that are perceived as overly strict can create discomfort for employees, ultimately impacting their job satisfaction and increasing the potential for employee turnover.

Various previous studies have shown that workload and work discipline significantly influence employee performance. A high workload can negatively impact employee performance, as overburdened employees tend to experience stress and lose focus at work (Fristy, 2022; Saputri & Farhani, 2024). Meanwhile, research conducted by Anwar et al. (2022) and Basyid (2024) shows that high work discipline has a positive impact on employee performance, as disciplined employees tend to be more responsible and consistent in carrying out their duties.

Therefore, this study was conducted to analyze further the influence of workload and work discipline on employee performance at PT Multi Mayaka in Surabaya. This research is expected to identify solutions that can be implemented by the company to balance employee workloads and improve work discipline without creating excessive stress. This way, the company can sustainably increase employee productivity.

This research is expected to provide insight for PT Multi Mayaka's management to develop more appropriate policies for managing human resources. By understanding the relationship between workload, work discipline, and employee performance, management can take strategic steps to improve work effectiveness and optimally achieve company goals.

Furthermore, the results of this study can serve as a reference for other companies facing similar challenges in managing their employees. Therefore, this research not only benefits PT. Multi Mayaka, but also contributes to the broader development of HRM science.

This research was conducted to identify the influence of workload and work discipline on employee performance at PT. Multi Mayaka in Surabaya. It is hoped that this research will identify solutions that can be implemented to create a more conducive work environment and increase overall employee productivity. Therefore, this research is highly significant in supporting more effective and efficient human resource management.

Human Resource Management. Human Resource Management (HRM) is a strategic approach to managing the workforce to achieve organizational goals effectively and efficiently. HRM encompasses aspects of workforce planning, recruitment, training, development, compensation, and employee performance evaluation, as well as ensuring their well-being (Sedarmayanti, 2020:13).

In academic literature, HRM is often defined as a set of practices and policies designed to ensure that an organization has competent, motivated, and ready-to-contribute human resources (Widiana et al., 2024). HRM also encompasses strategic aspects such as shaping corporate culture, creating a conducive work environment, and managing change within the organization (Dessler, 2018:5).

Workload. Workload is the number of tasks, responsibilities, and work demands an individual must complete within a specific time period. Workload can be physical, mental, or emotional, depending on the type of work and the work environment. If workload is not managed properly, it can impact employee performance, well-being, and health (Fristy, 2022).

Workload is the number of tasks that must be completed within a given time period and can impact employee performance and well-being. The higher the job demands, the greater the

likelihood of employees experiencing stress. Therefore, proper workload management is essential to maintaining workforce productivity (Asriani, 2018:27).

Work Discipline. Discipline is a person's ability to control themselves and follow established rules, norms, and values. A person with high discipline will be able to regulate themselves and act in accordance with established principles, even in the absence of supervision. Discipline applies not only to the workplace but also to everyday life, such as in education, family, and society. With discipline, a person can achieve goals with more focus and effectiveness. Therefore, discipline is a fundamental value in life that helps a person carry out their activities more orderly and productively (Afandi, 2021:11).

Work discipline is the attitude and actions of employees in complying with the regulations, procedures, and work ethics applicable within an organization. Employees with high work discipline are consistently punctual, complete tasks according to established standards, and demonstrate professionalism. Work discipline reflects an employee's dedication and commitment to their work. Therefore, work discipline is a key factor in creating a productive and effective work environment (Hasibuan, 2019:193).

Performance. Performance is the work results achieved by an individual or group within an organization in accordance with established standards. Performance reflects an individual's effectiveness in carrying out their duties and responsibilities in accordance with predetermined targets. Factors such as skills, motivation, and the work environment significantly influence an individual's performance. With good performance, an organization can achieve its goals more efficiently and productively (Darmiono et al., 2024).

Performance is the level of task accomplishment carried out by individuals within an organization, both in terms of quantity and quality (Kasmir, 2019:182). A person's work results can be measured against predetermined standards, such as speed of task completion, accuracy, and work efficiency. Optimal performance is greatly influenced by a supportive work environment and feedback from management (Darmiono, Harisandi, et al., 2024). Therefore, organizations must have a clear performance evaluation system to ensure each individual is working optimally.

METHODS

Type of Research. This research is an associative quantitative study. Quantitative research is a research method based on the philosophy of positivism, used to examine a specific population or sample with the aim of testing a predetermined hypothesis. The quantitative approach assumes that human behavior is predictable and social reality can be measured objectively (Yusuf, 2019:58).

Research Population. A population is a group or groups of objects targeted by research (Kuddi et al., 2025). The population in this study was all 36 employees of PT. Multi Mayaka in Surabaya.

Research Sample. Siregar (2017:30) defines sampling as a data collection procedure in which only a portion of the population is selected and used to determine the desired characteristics and traits of a population. Because the population in this study was 36, the author chose a saturated sampling technique. Saturated sampling is a sampling technique that uses all members of the population as research samples (Kuddi et al., 2025). It is due to the relatively small population size. Therefore, the sample in this study was all 36 employees of PT. Multi Mayaka in Surabaya.

Research Location and Time. This research was conducted at PT. Multi Mayaka Surabaya, located at Jl. Pahlawan No. 28, Alun-alun Contong Village, Bubutan District, Surabaya City, East Java Province. The research took place over three months, May, June, and July 2025. This time span included instrument preparation, data collection through questionnaire distribution, data analysis, and research report preparation.

Data Collection Techniques. The data collection technique in this study used a questionnaire. A questionnaire is a series of questions/statements used to obtain data from respondents regarding matters that need to be investigated.

Data Analysis Techniques. Data analysis used Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). SEM-PLS was chosen because it can handle complex models with latent variables and multiple indicators, and is suitable for data with relatively small sample sizes. This approach is expected to provide a more comprehensive picture of the contribution of workload and work discipline to employee performance.

RESULT AND DISCUSSION

Company Overview. PT Multi Mayaka is a nationally recognized company specializing in the distribution of engineering products and industrial solutions. Since its inception, the company has demonstrated a strong commitment to providing a variety of superior products that support industrial, commercial, and household activities in Indonesia. With years of experience and an extensive distribution network, PT Multi Mayaka has become a trusted partner for thousands of customers across various sectors.

PT Multi Mayaka is known as the sole distributor for a number of well-known brands with global and national reputations. Some of them include: a) Bitec: Power tools or powerful engineering tools designed for industrial needs and medium to large scale projects; b) MultiPro: A comprehensive brand that includes hardware products, cleaning equipment, welding tools, and hand tools; c) Rogers: Car audio products that provide optimal sound quality and the latest technological features; d) Mayaka & Mayaka Premium: Home electronic equipment brands that prioritize quality, modern design, and energy efficiency.

Data Analysis Results and Hypothesis Testing, Outer Model Test Results. In applying analysis using SmartPLS, the measurement model testing stage was conducted to evaluate the extent to which the indicators used accurately and consistently describe the latent construct.

a. Validity Test Results. Validity testing aims to ensure that the measuring instrument used truly reflects the construct or concept being studied.

1. Convergent Validity Test Results with Loading Factors. Convergent validity evaluates the extent to which indicators within a construct consistently reflect the same concept. A loading factor value exceeding 0.50 is considered acceptable and indicates that the indicator is valid in representing the intended construct (Ghozali & Latan, 2020:68).

Table 1. Convergent Validity Test Results

Item	Workload (X1)	Work Discipline (X1)	Performance (Y)	Results
X1-1	0.676			Valid
X1-1	0.910			Valid
X1-1	0.858			Valid
X1-1	0.945			Valid
X1-1	0.775			Valid
X2-1		0.864		Valid
X2-1		0.857		Valid
X2-1		0.918		Valid
X2-1		0.955		Valid
X2-1		0.948		Valid
Y-1			0.827	Valid

Y-1	0.761	Valid
Y-1	0.774	Valid
Y-1	0.894	Valid
Y-1	0.881	Valid

Source: Processed by Researchers (2025)

Convergent validity testing through loading factor analysis showed that all indicators had values above the threshold of 0.5. This result indicates that each indicator has an adequate contribution in representing the construct being measured. In the PLS approach, loading factor values above 0.5 are considered to meet the minimum requirement for convergent validity, meaning the indicators consistently measure the same construct.

2. Validity Test Results Using AVE. AVE represents the proportion of variance in the indicators explained by the main construct it represents. Therefore, the higher the AVE value, the better the construct's ability to explain the indicators it measures. In PLS analysis, an AVE value exceeding 0.50 is considered to meet the criteria for good convergent validity. Therefore, a high AVE value provides confidence that the indicators in the model truly reflect the construct consistently and relevantly. (Ghozali & Latan, 2020:68).

Table 2. AVE Test Results

Variable	Average Variance Extracted (AVE)	Result
Workload	0.703	Valid
Work Discipline	0.827	Valid
Performance	0.687	Valid

Source: Processed by Researchers (2025)

Convergent validity testing based on AVE values indicates that all constructs in this research model have achieved an adequate level of validity. The AVE values obtained are 0.703 for Workload, 0.827 for Work Discipline, and 0.687 for Performance, respectively. All three values exceed the minimum threshold of 0.50, as stated by Ghozali & Latan (2020:68). Thus, it can be concluded that all three constructs have met the requirements for convergent validity.

b. Reliability Test Results. Reliability testing in the PLS method aims to assess the level of stability and consistency of the measurement results obtained from the indicators used in the model.

1. Cronbach's Alpha Test Results. Cronbach's Alpha measures the degree of correlation between indicators within a construct. This measure serves to assess the extent to which a set of indicators performs uniformly in measuring a particular concept or latent variable within a research model. A Cronbach's Alpha value ≥ 0.70 is generally considered a good indicator of reliability (Ghozali & Latan, 2020:71).

Table 3. Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Result
Workload	0.917	Reliable
Work Discipline	0.947	Reliable
Performance	0.886	Reliable

Source: Processed by Researchers (2025)

The Cronbach's Alpha values obtained for each variable were 0.917 for Workload, 0.947 for Work Discipline, and 0.886 for Performance. All three values are well above the minimum threshold of 0.70 recommended by Ghozali & Latan (2020:71), indicating that the indicators in each construct have strong internal consistency and are reliable in measuring the intended concept.

2. Composite Reliability Test Results. Composite Reliability (CR) is an indicator used to assess the reliability or internal consistency of a construct in PLS. This measure indicates the extent to which indicators within a construct consistently measure the same concept. A CR value reaching or exceeding 0.70 is generally considered to meet the requirements for good reliability (Ghozali & Latan, 2020:71).

Table 4. Composite Reliability Test Results

Variable	Composite Reliability	Result
Workload	0.921	Reliable
Work Discipline	0.960	Reliable
Performance	0.916	Reliable

Source: Processed by Researchers (2025)

The results of construct reliability testing using Composite Reliability values indicate that all variables in this study have excellent internal consistency. The CR values obtained were 0.921 for Workload, 0.960 for Work Discipline, and 0.916 for Performance. All three values are well above the minimum threshold of 0.70.

Inner Model Test Results Using R-Square. According to Sarwono & Narimawati (2021:56), the inner model test is used to confirm whether the relationships established in the model accurately reflect the phenomena occurring in the field. In this study, the inner model was evaluated using the R-Square (R^2 value. The R^2 value describes the proportion of variance in the dependent variable that the independent variables in the model can explain.

Table 5. R-Square Test Results

Variable	R Square	Adjusted R Square
Performance	0.636	0.613

Source: Processed by Researchers (2025)

The results of the inner model test using the R-Square value indicate that the model has an R^2 value of 0.636, equivalent to 63.6%. Based on the interpretation guidelines proposed by Sarwono & Narimawati (2021:56), this value falls into the category of indicating strong predictive power. It means that 63.6% of the variation or change that occurs in the Performance variable can be explained simultaneously by the two independent constructs in this study: Workload and Work Discipline. Meanwhile, the remaining 36.4% is influenced by other factors outside this research model.

Hypothesis Testing Results. Hypothesis testing in Partial Least Squares is the process of evaluating whether the collected data support the hypothesized relationship between the variables in a model. In Smart PLS, hypothesis testing involves several key steps, including testing the significance of path coefficients, estimating t-statistics and p-values, and using bootstrapping to determine the stability of the results.

Table 6. Hypothesis Testing Results
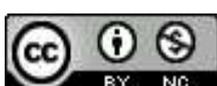
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload -> Performance	0.256	0.237	0.187	1.372	0.179
Work Discipline -> Performance	0.757	0.725	0.102	7.407	0.000

Source: Processed by Researchers (2025)

Based on the results of the hypothesis test in this study using the Partial Least Squares (PLS) approach and referring to the decision-making guidelines from Ghozali and Latan (2020:42), it can be concluded that:

a. The test results for the Workload variable show a P-value of 0.179. This value is above the established significance threshold of 0.05. Based on these results, the conclusion is that Workload does not have a significant effect on Employee Performance.

b. Work Discipline yields a P-value of 0.000, which is significantly lower than the significance threshold of 0.05. These results indicate that Work Discipline has a significant effect on Employee Performance.

The Effect of Workload on Performance. Statistically, workload does not significantly impact employee performance at PT. Multi Mayaka Surabaya. This finding is due to the workload within PT. Multi Mayaka. Based on the researcher's observations, the workload assigned to employees has been adjusted to standard operating procedures and the work capacity of each individual. Furthermore, the company has implemented a job rotation system and an equitable distribution of tasks. It indicates that the workload level at PT. Multi Mayaka does not directly impact employee performance. In other words, although the workload is high, it is not a significant factor affecting performance.

The Influence of Work Discipline on Performance. Work discipline significantly impacts employee performance at PT. Multi Mayaka Surabaya. The rationale for this research is reflected in the conditions at PT. Multi Mayaka Surabaya, where the company implements strict disciplinary rules, particularly regarding attendance, adherence to working hours, and implementation of applicable operational procedures and standards. Based on the researchers' observations, employees who demonstrate high levels of discipline, such as arriving on time, completing tasks by deadlines, and complying with work instructions, generally receive better performance ratings than their less disciplined colleagues.

CONCLUSION

1. Workload does not significantly impact employee performance at PT. Multi Mayaka in Surabaya. Although the workload is quite high, it does not directly impact performance improvement or decline. It is likely because the company's work system is quite efficient, with an even distribution of tasks and adjustments to employee capacity, so workload is not a primary determinant of employee performance.

2. The findings of this study reveal that employee discipline plays a significant role in influencing the quality of their performance. Individuals who demonstrate disciplined behavior, such as arriving on time, complying with company regulations, and completing work responsibly, generally perform more optimally. These findings reinforce the understanding that work discipline is a crucial factor supporting increased workforce productivity at PT. Multi Mayaka.

Recommendations.

1. For PT. Multi Mayaka in Surabaya. The management of PT. Multi Mayaka in Surabaya is advised to continue strengthening a culture of work discipline within the company, given that discipline has been shown to influence employee performance significantly. The implementation of a consistent reward and punishment system, fair supervision, and regular coaching related to discipline will help maintain and enhance employee work commitment. Furthermore, although workload has not been shown to impact performance significantly, management still needs to pay attention to this aspect to prevent excessive work fatigue in the long term. Regularly evaluating workload and adjusting it to individual capacity can create a healthier and more productive work environment.
2. For Further Research. For future research, it is recommended that the scope of variables be expanded to gain a deeper understanding of the various factors that influence employee performance. Beyond workload and discipline, researchers can consider other factors such as motivation, leadership style, work environment, and job satisfaction. Furthermore, because this research was conducted at a single company, further studies should include several different companies or industry sectors to provide more generalizable results and allow for broader applicability. The use of mixed methods can also be an option for exploring more in-depth qualitative data to complement quantitative findings.

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