

The Effect of Work Motivation, Work Discipline and Workload on Employee Performance at PT Batam Bahari Sejahtera

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ABSTRACT

In today's era, competition between business actors is increasingly competitive, thus requiring every business actor to have quality resources in order to remain superior in facing challenges and competing with other competitors, changes in the business environment affect major companies in facing competition. This study aims to analyze the effect of work motivation, work discipline, and workload on employee performance at PT Batam Bahari Sejahtera. The population used is employees of PT Batam Bahari Sejahtera. This research uses a quantitative approach with sampling techniques based on saturated samples, with a total of 107 respondents. Data collection was carried out through the distribution of questionnaires and data analysis using data quality tests, such as validity tests, reliability tests, and classical assumption tests including normality tests, multicollinearity tests, and heteroscedasticity tests. The influence test involved multiple linear regression analysis and determinant coefficient analysis, while the hypothesis test involved the t-test. The results showed that work motivation had a positive and significant partial effect on employee performance, work discipline had a positive and significant partial effect on employee performance, workload had a positive and significant partial effect on employee performance, work motivation, work discipline and workload had a positive and significant simultaneous effect on employee performance.

Keywords: Employee Performance, Workload, Work Discipline, Work Motivation

INTRODUCTION

In today's era, competition between business actors is increasingly competitive, requiring every business actor to have quality resources in order to remain superior in facing challenges and competing with other competitors. Changes in the business environment affect major companies in facing competition. An organization can successfully achieve its goals depending on how the organization manages its human resources. Resources owned by an organization or agency such as capital, methods and machines cannot provide optimal results if they are not supported by good and efficient human resources. In other words, the business world needs employees who can work faster, better, and with high efficiency (Anggun Marsalina et al., 2024).

Motivation is a stage of external influence on individuals or groups to make them do something decisive, external influence encourages an employee to perform well. From the understanding of experts, motivation is a stage that influences individual choices regarding various forms of desired actions, and can be interpreted as encouragement that comes from outside a person, which aims to influence the attitude or decision taken. This encouragement can be in the form of positive support or certain pressures that encourage someone to act or make certain decisions (N. Harahap et al., 2022). According to (Hemakumara, 2020), motivation affects productivity, performance, and persistence. Motivation is basically aimed at accelerating behavioral changes that enable a person to act in a way that is conducive to achieving certain goals.

Work discipline is very important in a company because good work discipline shows employee credibility. Based on the results of observations conducted by researchers, many employees are still not aware of discipline because many employees come late to the office even though they have been given a one-hour delay and when they go home early even though it is not actually time to go home from work, so employees are not aware of it, which has an impact on decreasing employee performance (Andriyani et al., 2023).

Workload can be understood as the difference between an individual's ability to complete tasks and the demands of the work faced. Because work includes physical and mental aspects, each type of activity has a different level of burden. If the workload is too high, individuals can experience excessive fatigue to stress due to continuous pressure. Conversely, a workload that is too low can actually cause boredom, lack of motivation, and loss of focus due to lack of challenges (Zysman & Costinot, 2022).

Employee performance is the level of achievement or performance of a person's work in relation to the goals that need to be achieved and must be achieved according to the responsibilities of each person within a certain period of time. The performance of an organization will increase if there is good cooperation and relationships between managers and employees (Ardianto, 2022). The definition of performance according to (Dwi Antika et al., 2021) is the work results that can be achieved by a person or group of people in a company. Employee performance is the result of carrying out tasks carried out, both in terms of quantity and quality, in accordance with the responsibilities that have been given. states that performance is the result of work achieved by a person based on job requirements or job recruitment.

PT Batam Bahari Sejahtera (BBS) is a company engaged in various maritime-related fields, such as port management, provision of logistics and marine transportation services, development of maritime infrastructure, and various other supporting services.

From the results of observations that the author observed in the field, it shows that the lack of motivation such as the lack of realization of awards has an impact on employee work motivation. There are no incentives or awards given to employees who arrive on time and no punishment for employees who arrive late. This can trigger a decrease in work enthusiasm and an unfair environment for employees who maintain their discipline. The company does not

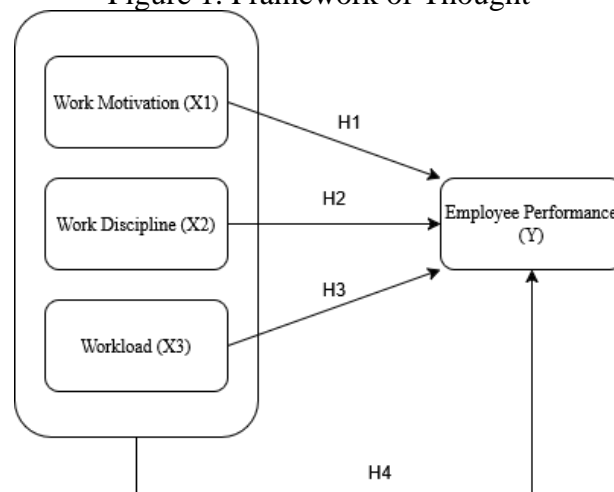
provide incentives even though employees have worked more than 10 hours per week with the aim of providing the best work results, causing disappointment and reluctance to work overtime again so that some employees often delay work hours and cause delays in work that should have been completed right on that day and in some cases there are workers who play their cellphones during work hours so that when work hours are in progress employees become unfocused on their work.

Another factor that can affect employee performance is work discipline. Low motivation can make employees often absent from work on the grounds of illness or permission. It can be seen that employees violate the operating hour regulations set as a form of employee discipline violation. It can be seen that the highest absence was in February 2025 with 19 people being late for a month and 18 people going home earlier than they should have. This greatly affects the company's operating hours, because the higher the level of absence, the workload of other employees will increase. If this is allowed to continue, it will greatly affect employees with good performance.

Another factor that can affect employee performance is workload. It can be seen that ship damage occurred in January 2024 to March 2025 with the highest number of ship damages reaching 19 times in one month while the lowest number of ship damages was 3 times in one month. When there is ship damage, employees have to do additional work (Overtime), this condition can cause employees to experience fatigue which has an impact on disrupting rest time, because the sense of responsibility for the work continues to burden the mind. As a result, the ability to complete tasks tends to decrease. Excessive workload not only reduces performance effectiveness, but also risks reducing the physical and mental condition of employees. If allowed to continue, this can create an unhealthy work environment, where fatigue and decreased productivity become a recurring cycle.

Framework of Thought

Figure 1. Framework of Thought



Hypothesis

The research hypothesis formulated based on identification and formulation is as follows:

1. H1: Work Motivation is suspected to have a significant partial effect on Employee Performance at PT Batam Bahari Sejahtera.
2. H2: Work Discipline is suspected to have a significant partial effect on Employee Performance at PT Batam Bahari Sejahtera.

3. H3: Workload is suspected to have a significant partial effect on Employee Performance at PT Batam Bahari Sejahtera.
4. H4: Work Motivation, Work Discipline and Workload are suspected to have a significant simultaneous effect on Employee Performance at PT Batam Bahari Sejahtera

RESEARCH METHODS

During the implementation of the research, various data are needed which are then processed using a digital system to produce relevant information and in accordance with the objectives of the research. The research used in this study is descriptive research with a quantitative approach, which involves more complex variations because it includes a larger sample. However, quantitative research has advantages in terms of systematics, starting from the planning stage, theoretical analysis, research implementation, discussion, to the conclusion of the results in the form of numerical data (Sugiyono, 2017).

Sample

A sample is a part of a population selected to represent the characteristics of the population as a whole. A sample is considered good if it can reflect the characteristics of the population with a high level of accuracy (Ahyani et al., 2021). The sampling technique used is Non Probability Sampling with a saturated sample method, where all members of the population totaling 107 people are taken as samples. Thus, all employees of PT Batam Bahari Sejahtera totaling 107 people were used as samples in this study.

Data Collection

Data collection in the study was carried out through a questionnaire method that was distributed online using the Google Form platform to employees of PT Batam Bahari Sejahtera. The questionnaire was designed with a systematic and uniform arrangement of questions and statements. This approach aims to ensure that each respondent gets the same questions, so that the data obtained is consistent and structured (Sanusi, 2017).

The researcher distributed questionnaires to all employees of PT Batam Bahari Sejahtera with the aim of collecting relevant data regarding the impact of work motivation, work discipline, and workload on employee performance. The study used closed questions, which were designed to limit respondents' answer choices, so that they were not allowed to provide open responses (Sanusi, 2017).

The study used a Likert scale as a measurement tool. Based on (Sugiyono, 2017), the Likert scale is used to measure attitudes, opinions, and perceptions of individuals or groups towards a social phenomenon. In this study, the social phenomenon in question has been specifically determined by the researcher and identified as a research variable.

Data Analysis Techniques

The data analysis process is carried out through structured stages, starting from data quality testing to ensure the validity and reliability of the research instrument, followed by classical assumption testing to check the feasibility of the data based on normality, multicollinearity, and heteroscedasticity. Furthermore, influence testing is carried out to analyze the relationship and contribution between variables, followed by hypothesis testing to confirm the findings.

Operational Variables

Table 1. Operational Variables

Variable	Indicator	Scale
Work Motivation (X1)	1. Recognition from superiors 2. Work performance 3. Working conditions 4. Work facilities 5. Rewards	Likert

	(Andriyani et al., 2023)	
Work Discipline (X2)	1. Attendance rate 2. Work procedures 3. Obedience to superiors 4. Work awareness 5. Responsibility (Yuliawati & Oktavianti, 2024)	Likert
Workload (X3)	1. Work conditions 2. Work implementation time 3. Targets to be achieved (Diana, 2020)	Likert
Employee Performance (Y)	1. Work quality 2. Quantity 3. Punctuality 4. Effectiveness 5. Commitment (S. F. Harahap & Tirtayasa, 2020)	Likert

Source: Researcher (2025)

RESULTS

Validity Test

Table 2. Validity Test Results

Variable	Statement	R count	R table	Description
Work Motivation (X1)	X1.1	0,542	0,190	Valid
	X1.2	0,545		
	X1.3	0,711		
	X1.4	0,397		
	X1.5	0,522		
	X1.6	0,502		
	X1.7	0,728		
	X1.8	0,716		
	X1.9	0,310		
	X1.10	0,444		
Work Discipline (X2)	X2.1	0,774	0,190	Valid
	X2.2	0,467		
	X2.3	0,324		
	X2.4	0,503		
	X2.5	0,739		
	X2.6	0,483		
	X2.7	0,686		
	X2.8	0,505		
	X2.9	0,522		
	X2.10	0,466		
Workload (X3)	X3.1	0,483	0,190	Valid
	X3.2	0,665		

	X3.3	0,503			
	X3.4	0,511			
	X3.5	0,538			
	X3.6	0,479			
	X3.7	0,661			
	X3.8	0,416			
	X3.9	0,464			
	Employee Performance (Y)	Y.1			0,498
		Y.2			0,507
Y.3		0,393			
Y.4		0,422			
Y.5		0,665			
Y.6		0,470			
Y.7		0,591			
Y.8		0,508			
Y.9		0,450			
Y.10		0,625			

Source: SPSS 25 Data Processing Results (2025)

The observation results in Table 2 indicate that the calculated r value for all research variable statements exceeds the table r value with a magnitude of 0.1900, which indicates significant validity. Thus, all items are declared valid and can be used in the next analysis stage.

Reliability Test

Reliability testing was carried out using Cronbach's Alpha, showing that the data can be considered reliable if the Cronbach's Alpha value is more than 0.6.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Provision	Description
Work Motivation (X1)	0,722	0,6	Reliabel
Work Discipline (X2)	0,733		
Workload (X3)	0,670		
Employee Performance (Y)	0,686		

Source: SPSS 25 Data Processing Results (2025)

Based on Table 3, the results of the reliability test show that the reliability coefficient for the work motivation variable is 0.722, work discipline 0.733, workload 0.670, and employee performance 0.686. All of these values are above the threshold of 0.6, which indicates that each statement in the questionnaire has consistency and can be relied on. Therefore, this questionnaire is considered suitable as a research data collection tool because it provides stable and valid results.

Normality Test

Table 4. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		107
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,78214618
	Absolute	,060

Most Extreme Differences	Positive	,046
	Negative	-,060
Test Statistic		,060
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 25 Data Processing Results (2025)

According to Table 4, the Kolmogorov-Smirnov significance value is 0.200, which means it exceeds the threshold of 0.05. This result indicates that the data used in this study are normally distributed. Therefore, the regression analysis can be continued because one of the main requirements, namely the assumption of normality, has been met.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Work Motivation	,611	1,638
Work Discipline	,283	3,532
Workload	,299	3,349

a. Dependent Variable: Employee Performance

Source: SPSS 25 Data Processing Results (2025)

From Table 5, it shows that the Tolerance value of each independent variable is greater than 0.10, namely work motivation with a value of 0.611, work discipline 0.283, and workload 0.299. In addition, the VIF value for the three variables is also below 10, each of which is 1.638 for work motivation, 3.532 for work discipline, and 3.349 for workload. Based on these results, it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,276	1,173		,235	,814		
	Work Motivation	,021	,033	,080	,649	,518	,611	1,638
	Work Discipline	,071	,046	,283	1,554	,123	,283	3,532
	Workload	-,072	,051	-,250	-1,410	,161	,299	3,349

a. Dependent Variable: ABS_RES

Source: SPSS 25 Data Processing Results (2025)

Referring to Table 6, the results of the heteroscedasticity test using the Glejser method show that the significance value is 0.518 for work motivation, 0.123 for work discipline, and

0.161 for workload. All of these values are above the threshold of 0.05, so it can be concluded that there is no indication of heteroscedasticity problems in this regression model.

Multiple Linear Regression Test

Table 7. Multiple Linear Regression Test Results

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	,821	1,934		,424	,672		
	Work Motivation	,369	,054	,374	6,801	,000	,611	1,638
	Work Discipline	,397	,075	,427	5,284	,000	,283	3,532
	Workload	,230	,084	,215	2,729	,007	,299	3,349

a. Dependent Variable: Employee Performance

Source: SPSS 25 Data Processing Results (2025)

The results of the multiple linear regression analysis presented in Table 7 produce the following regression equation:

$$Y = 0,821 + 0,369X_1 + 0,397X_2 + 0,230X_3 + e$$

The following is an explanation of the regression equation:

1. The constant value of 0.821 indicates that employee performance is at a basic level of 0.821 when other variables are held constant.
2. The regression coefficient for the work motivation variable of 0.369 indicates that every 1% increase in work motivation is associated with a 0.369 increase in employee performance. This positive coefficient indicates that there is a direct relationship between work motivation and employee performance, meaning that the higher the work motivation, the better the employee performance.
3. The regression coefficient for the work discipline variable of 0.397 indicates that every 1% increase in work discipline will affect an increase of 0.397 in employee performance. This positive coefficient indicates that higher work discipline will encourage increased employee performance.
4. The regression coefficient for the workload variable of 0.230 states that every 1% increase in workload will lead to a 0.230 increase in employee performance. This positive coefficient value implies a positive correlation between workload and employee performance, namely that an increase in workload leads to an increase in performance.

Coefficient of Determination

Table 8. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,900 ^a	,810	,804	1,808

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

b. Dependent Variable: Employee Performance

Source: SPSS 25 Data Processing Results (2025)

The results of the determination coefficient (R²) test listed in Table 8 indicate an Adjusted R Square value of 0.804. This means that around 80.4% of the variation in employee

performance can be explained by the independent variables studied. Meanwhile, the remaining 19.6% is likely influenced by other factors not discussed in the study.

Partial Test (T-Test)

Table 9. T Test Results

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	,821	1,934		,424	,672		
	Work Motivation	,369	,054	,374	6,801	,000	,611	1,638
	Work Discipline	,397	,075	,427	5,284	,000	,283	3,532
	Workload	,230	,084	,215	2,729	,007	,299	3,349

a. Dependent Variable: Employee Performance

Source: SPSS 25 Data Processing Results (2025)

The explanation of the partial test results is as follows:

1. With a t-value of 6.801 which is greater than the t table of 1.983 and a significance of 0.000 (<0.05), the hypothesis H₁ on the work motivation variable is accepted, which means that work motivation has a significant effect on employee performance.
2. With a t-value of 5.284 which is greater than the t table of 1.983 and a significance of 0.000 (<0.05), the hypothesis H₂ on the work discipline variable is accepted, which means that work discipline has a significant effect on employee performance.
3. With a t-value of 2.729 which is greater than the t table of 1.983 and a significance of 0.007 (<0.05), the hypothesis H₃ on the workload variable is accepted, which means that workload has a significant effect on employee performance.

Simultaneous Test (F Test)

Table 10. F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1431,059	3	477,020	145,942	,000 ^b
	Residual	336,661	103	3,269		
	Total	1767,720	106			

a. Dependent Variable: Employee Performance

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

Source: SPSS 25 Data Processing Results (2025)

Table 10 shows that the calculated F value of 145.942 is greater than the F table value of 2.69 with a significance level of 0.000 (F. Sig 0.000 < α 0.05), which indicates that together the variables of work motivation, work discipline, and workload significantly affect employee performance. Therefore, the regression model is suitable for use in predicting dependent variables based on independent variables.

DISCUSSION

The Influence of Work Motivation on Employee Performance

Hypothesis testing indicates that work motivation has a partial significant impact on employee performance at PT Batam Bahari Sejahtera. Statistical review through the t-test shows that there is a significant relationship between work motivation and employee performance, indicated by the calculated t value of 6.801 which is greater than the t table of 1.983, and a significance value of 0.000 which is below the threshold of 0.05. This finding shows that work motivation plays an important role in driving employee performance. The higher the level of motivation an employee has, the greater their contribution to improving performance in the company.

The results of this study indicate that it is consistent with previous findings (Yuliawati & Oktavianti, 2024) dan (N. Harahap et al., 2022). Work motivation has been shown to have a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

Hypothesis testing (H2) indicates that work discipline has a partial significant effect on employee performance at PT Batam Bahari Sejahtera. The results of statistical analysis through the t-test show that work discipline has a significant effect on employee performance. This is indicated by the calculated t value of 5.284 which is greater than the t table of 1.983, and the significance value of 0.000 which is below the 0.05 limit. This finding shows that work discipline has an important role in improving employee performance. The higher the level of discipline applied in the company, the more employee performance tends to increase.

The results of this research are consistent with previous findings conducted by (Ardianto, 2022) dan (Frizilia et al., 2021). In conclusion, work discipline has a positive and significant impact on employee performance.

The Effect of Workload on Employee Performance

The results of the hypothesis test (H3) state that the workload variable is suspected of having a significant partial effect on employee performance at PT Batam Bahari Sejahtera. The results of the statistical analysis through the t-test show that workload has a significant effect on employee performance. This can be seen from the calculated t value of 2.729 which is greater than the t table of 1.983, and the significance value of 0.007 which is below the threshold of 0.05. This finding indicates that workload is one of the factors that influences employee performance levels. Effective workload management can contribute to increased productivity and overall employee work results.

The results of this study are consistent with previous studies conducted similarly (Hutabarat et al., 2023) dan (Zysman & Costinot, 2022). Workload has been shown to have a positive and significant effect on employee performance.

The Effect of Work Motivation, Work Discipline and Workload on Employee Performance

Hypothesis testing (H4) indicates that the variables of work motivation, work discipline, and workload are suspected to simultaneously have a significant effect on employee performance at PT Batam Bahari Sejahtera. Simultaneous test analysis shows a calculated F value of 145.942, which is greater than the F table value of 2.69, with a significance level of 0.000 ($F. Sig 0.000 < \alpha 0.05$). This finding indicates that work motivation, work discipline, and workload simultaneously have a positive and significant effect on employee performance.

CONCLUSION

Referring to the results of the study and previous explanations, the conclusions that can be drawn are:

1. The work motivation factor has a positive and significant effect on employee performance at PT Batam Bahari Sejahtera.
2. The work discipline variable has a positive and significant effect on employee performance at PT Batam Bahari Sejahtera.

3. The workload variable has a positive and significant effect on employee performance at PT Batam Bahari Sejahtera.
4. The work motivation, work discipline, and workload variables simultaneously have a positive and significant effect on employee performance at PT Batam Bahari Sejahtera.

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