

The Effect Of Workload And Work Discipline On Employee Performance With Job Satisfaction As An Intervening Variable At Higher Education Service Institutions In Region I

Dhadek Keswary Bangun¹, Sofiyan², Elly Romy³

Universitas Prima Indonesia

*E-mail : dhadekkeswarybagun@unprimdn.ac.id

ABSTRACT

This study aims to determine whether workload and work discipline affect employee performance through job satisfaction as an intervening variable at the Higher Education Service Institution Region I (LLDikti Region I). The research was conducted on permanent employees (PNS) at LLDikti Region I. The population was 62 people, using a saturated sample of 60 people. This study uses primary data in questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t-test and path analysis. The results of this study indicate 1) Workload has a significant effect on job satisfaction, 2) Work discipline has a significant effect on job satisfaction, 3) Workload has a significant effect on employee performance, 4) Work discipline has a significant effect on employee performance, 5) Job satisfaction has a significant effect on employee performance, 6) Workload has a significant effect on employee performance through job satisfaction as an intervening variable, 7) Work discipline has a significant effect on employee performance through job satisfaction as an intervening variable.

Keywords: *workload, work discipline, job satisfaction and performance*

Introduction

The Higher Education Service Institution (LLDikti) Region I North Sumatra is a technical implementation unit of the Directorate General of Higher Education, Research and Technology, which carries out the task of Supervision, Control, and Development of Private Universities in its working area, namely North Sumatra. By the Regulation of the Minister of Education and Culture Number 34 of 2020 concerning the Organization and Work Procedures of the Higher Education Service Institution LLDikti has the main task to help improve the quality of higher education implementation, both public and private universities in its working area. (<https://lldikti1.kemdikbud.go.id/> , 2024).

The tasks of LLDikti include: (1) implementation of higher education quality mapping; (2) implementation of facilitation of quality improvement of higher education administration; (3) implementation of facilitation of quality improvement of higher education management; (4) implementation of facilitation of higher education readiness in external quality assurance; (5) management of higher education data and information; (6) implementation of evaluation and reporting on facilitation of higher education quality improvement; (7) implementation of administration. Thus, the existence of LLDIKTI will help the community get quality education services from all universities in a region because universities will report every performance, study program, education curriculum, and so on to LLDikti. LLDikti will also ensure that all aspects of education implementation are by the Ministry of Education and Culture standards. The existence of LLDikti is undoubtedly essential to ensure that each university can organize quality education (<https://jdih.kemdikbud.go.id>, 2022). LLDikti Region I needs employees with excellent quantity and quality because the duties and obligations that must be accounted for are not easy. Therefore, high employee performance is necessary for carrying out their duties.

Literature

Workload is several processes or activities a worker must complete within a certain period. If a worker can complete and adjust to several tasks, it does not become a workload. However, the tasks and activities become a workload if the worker is unsuccessful. According to Menpan (2010), workload is a set or number of activities an organizational unit or position holder must complete within a certain period. Discipline is an attitude, behavior, and action defined by written and unwritten company regulations. The discipline in question

is the way employees obey company regulations. Management needs to address this employee's disciplinary attitude adequately. Many interpret discipline as when employees always come and go home on time. That opinion is only one of those demanded by the organization. Therefore, discipline can be interpreted as written and unwritten behavior. Hasibuan, (2009: 212).

Workload is something that is felt to be beyond the ability of workers to do their jobs. Workload often occurs in any company. Excessive workload will discourage employees, which will affect their physical condition, such as dizziness, sleepiness, and feeling lazy when completing their work. The workload is also a factor that must be considered, especially regarding employee health. Mangkunegara (2013: 67) defines performance as the quality and quantity of work an employee achieves in carrying out his duties according to his responsibilities. A high workload can make performance decrease. This aligns with research from Fahmi (2016), which states that high work stress reduces performance. Such a heavy workload influences work stress. Employee discipline is a person's behavior according to existing regulations and work procedures. Discipline is an attitude, behavior, and actions that are according to the rules of the organization, both written and unwritten. (Sutrisno, 2010: 94).

According to Mangkunegara (2012: 112), one factor affecting employee performance is employee job satisfaction because employees at work feel comfortable and valued and can develop all their potential. Then, employees can automatically focus and concentrate fully on their work. A high workload results in decreased satisfaction and performance. So that employees are not enthusiastic about carrying it out. This is in line with research conducted by Wijaya (2018), which found that workload negatively and significantly affects employee performance. Work discipline is a tool managers use to communicate with employees so that they are willing to change their behavior and increase one's awareness and willingness to obey all company regulations and applicable social norms. This aligns with Ahmad Saputra and Relly Rotua Turnip (2018) research. There is a positive and significant influence between work discipline and job satisfaction. Other research conducted by Maniar Fitriasari (2016) showed that work discipline positively and significantly affects performance.

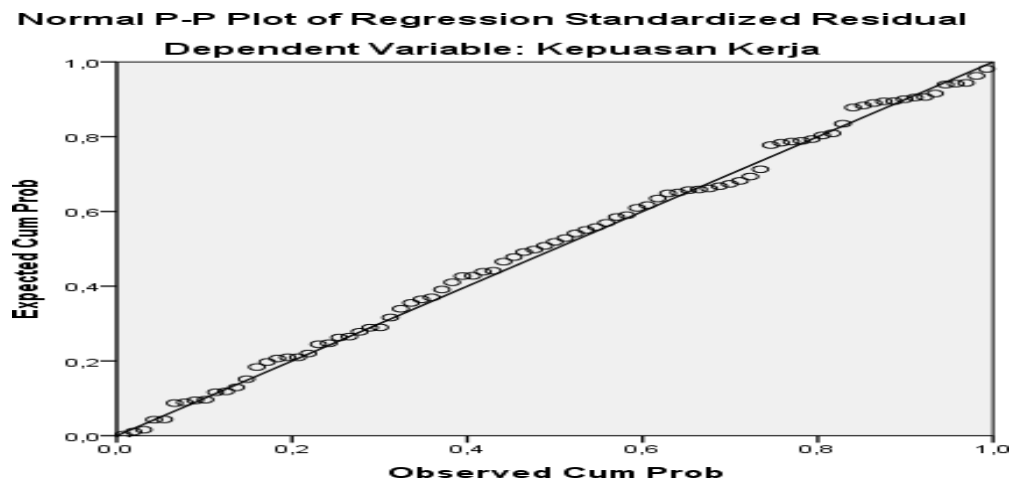
Methods

This study uses associative quantitative research based on data that can be calculated to produce an assessment (Sugiyono, 2014). Associative research tests the relationship/influence of independent variables on the dependent variable. In this study, the

independent variable X1 is workload, X2 is work discipline, Z is performance, and the dependent variable Y is job satisfaction.

Results

Normality Test



Path Analysis of Direct Influence g

To calculate the direct effect or DE, the following formula is used:

1. The effect of workload variables on job satisfaction $X1 \rightarrow Z = -0.436$
2. The effect of work discipline variables on job satisfaction $X2 \rightarrow Z = 0.253$
3. The effect of workload variables on employee performance $X1 \rightarrow Y = -0.170$
4. The influence of work discipline variables on employee performance $X2 \rightarrow Y = 0.100$
5. The effect of job satisfaction variables on employee performance $Z \rightarrow Y = 0.291$

Indirect Effect Path Analysis (IDE)

To calculate the indirect effect or IDE, the following formula is used:

6. The effect of workload variables on employee performance through job satisfaction
 $X1 \rightarrow Z \rightarrow Y = (-0.436 \times 0.291) = -0.126876$

- The influence of work discipline variables on employee performance through job satisfaction

$$X_2 \rightarrow Z \rightarrow Y = (0.253 \times 0.291) = 0.073623$$

Path Analysis of Total Effect

Based on the explanation above, a path diagram can be drawn on

- The effect of workload variables on employee performance through job satisfaction

$$X_1 \rightarrow Z \rightarrow Y = (-0.436 + 0.291) = -0.145$$

- The influence of work discipline variables on employee performance through job satisfaction

$$X_2 \rightarrow Z \rightarrow Y = (0.253 + 0.291) = 0.544$$

Based on the explanation above, a path diagram can be drawn as follows:

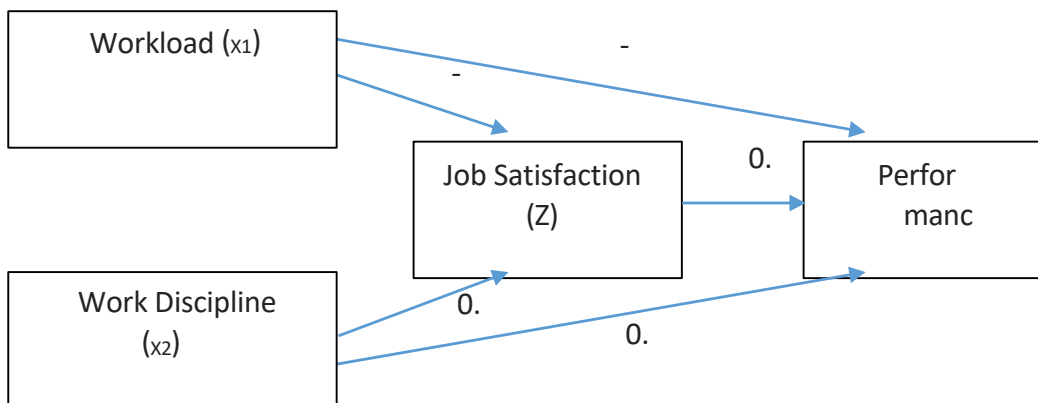


Figure 4.8 Path Diagram

DISCUSSION

Workload has a negative and significant effect on job satisfaction.

Based on the results of data analysis, it is known that the value of $t_{count} > t_{table}$ of workload (x_1) is $-2.962 > 1.99$ and a significant value of $0.004 < \alpha 0.05$; workload has a negative and significant effect on job satisfaction. This indicates that if the workload is increased, it will reduce employee job satisfaction at the Region I Higher Education Service Institution. The workload at the Higher Education Service Institution Region I is in the form of work duties and additional work given by the leadership.

Work discipline has a positive and significant effect on job satisfaction

Based on the results of data analysis, it is known that the t value $>$ t table of work discipline (x_2) is $3.353 > 1.99$ and a significant value of $0.001 < \alpha 0.05$ so that work discipline has a positive and significant effect on job satisfaction. This indicates that work discipline positively and significantly affects job satisfaction.

Workload has a negative and significant effect on employee performance.

Based on the results of data analysis, it is known that the value of t count $>$ t table of workload (x_1) is $-2.057 > 1.99$ and a significant value of $0.043 < \alpha 0.05$ so that the workload variable (x_1) has a negative and significant effect on performance. This indicates that if the workload is increased, it will reduce the performance of employees of the Regional Higher Education Service Institution.

Work discipline has a positive and significant effect on employee performance

Based on the results of data analysis, it is known that the value of t count $>$ t table of work discipline (x_2) is $2.312 > 1.99$ and a significant value of $0.023 < \alpha 0.05$, so that work discipline has a positive and significant effect on performance. This indicates that if work discipline is increased, it will improve the performance of employees of the Higher Education Service Institution Region I.

Job satisfaction has a positive and significant effect on employee performance

Based on the results of data analysis, it is known that the t value $>$ t table of job satisfaction (Z) is $4.906 > 1.99$ and a significant value of $0.000 < \alpha 0.05$, so the job satisfaction variable has a positive and significant effect on performance. This indicates that increasing job satisfaction will improve the performance of the Higher Education Service Institution Region 1 employees.

Workload has a negative and significant effect on employee performance through job satisfaction.

Based on the results of data analysis, it is known that workload has a negative and significant effect on performance through job satisfaction. Although job satisfaction negatively affects performance, the relationship between workload and satisfaction and performance is negative. This indicates that if the workload is increased, it will reduce job satisfaction and impact the performance of employees of the Higher Education Service Institution Region I. In this condition, a decrease will follow increased workload and performance. Conditions where an

increase in workload will be followed by a decline in performance, as seen from the revision of work.

Work discipline positively and significantly affects employee performance through job satisfaction.

Based on the results of data analysis, it is known that work discipline has a positive and significant effect on performance through job satisfaction. This means that the higher the employee's work discipline, the higher the job satisfaction will be. Discipline is a tool used by Ildikti region i leaders to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms

Conclusion

Based on the results of research and discussion conducted by researchers on the effect of workload and work discipline on employee performance with job satisfaction as an intervening variable at the Higher Education Service Institution Region I, the following conclusions can be drawn: 1. Workload has a negative and significant effect on job satisfaction at the Higher Education Service Institution Region I.

1. Work discipline positively and significantly affects job satisfaction at the Higher Education Service Institution Region I.
2. Workload negatively and significantly affects performance at the Higher Education Service Institution Region I.
3. Work discipline positively and significantly affects performance at the Higher Education Service Institution Region I.
4. Job satisfaction positively and significantly affects performance at the Higher Education Service Institution Region I.
5. Workload negatively and significantly affects performance through job satisfaction at the Higher Education Service Institution Region I.
6. Work discipline positively and significantly affects performance through job satisfaction at the Higher Education Service Institution Region I.

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