

CASE STUDY ON THE IMPACT OF WORKLOAD, MOTIVATION, AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT CATURKARDA DEPO BANGUNAN, TBK.

*Studi Kasus Pengaruh Beban, Motivasi, dan Disiplin Kerja terhadap Kinerja Karyawan
di PT Caturkarda Depo Bangunan, Tbk.*

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Abstract

This study investigates the impact of workload, work motivation, and work discipline on employee performance within the receiving division of PT Caturkarda Depo Bangunan, Tbk., a building materials retailer in Indonesia. A significant decline in this division's performance, from "Excellent" to "Fair" between January and June 2024, prompted this research. The study's novelty lies in examining the interplay of these three factors within this specific organizational context, addressing inconsistencies in prior research regarding their impact on performance. Employing a quantitative approach, primary data were collected through questionnaires (n=85) and interviews with the division manager. Path analysis using SmartPLS 4 was utilized to analyze the data. The findings reveal a significant positive relationship between workload and employee performance ($p=0.008$), supporting hypothesis 1. However, contrary to expectations, work motivation did not significantly influence performance ($p=0.532$), rejecting hypothesis 2. Hypothesis 3 was supported, demonstrating a significant positive relationship between work discipline and employee performance ($p=0.000$). The R-squared value of 0.770 indicates that 77% of employee performance variance is explained by the three examined variables. The study concludes that while workload and work discipline significantly affect employee performance in this context, work motivation requires further investigation and potential intervention strategies to enhance its impact. The results provide valuable insights for the organization to improve its employee performance by focusing on workload management and reinforcing work discipline.

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

Abstrak

Studi ini meneliti pengaruh beban kerja, motivasi kerja, dan disiplin kerja terhadap kinerja karyawan di divisi penerimaan PT Caturkarda Depo Bangunan, Tbk. Penurunan kinerja divisi ini dari "Sangat Baik" menjadi "Cukup" antara Januari dan Juni 2024 menjadi latar belakang penelitian. Kebaruan penelitian ini terletak pada pengkajian interaksi ketiga faktor tersebut dalam konteks organisasi spesifik ini, yang membahas inkonsistensi dalam penelitian sebelumnya mengenai dampak masing-masing faktor terhadap kinerja. Menggunakan pendekatan kuantitatif, data primer dikumpulkan melalui kuesioner (n=85) dan wawancara dengan manajer divisi. Analisis jalur dengan SmartPLS 4 digunakan untuk menganalisis data. Hasil penelitian menunjukkan hubungan positif yang signifikan antara beban kerja dan kinerja karyawan ($p=0,008$), mendukung Hipotesis 1. Namun, bertentangan dengan harapan, motivasi kerja tidak berpengaruh signifikan terhadap kinerja ($p=0,532$), menolak Hipotesis 2. Hipotesis 3 didukung, menunjukkan hubungan positif yang signifikan antara disiplin kerja dan kinerja karyawan ($p=0,000$). Nilai R-squared sebesar 0,770 menunjukkan bahwa 77% varians kinerja karyawan dijelaskan oleh ketiga variabel yang diteliti. Studi menyimpulkan bahwa meskipun beban kerja dan disiplin kerja secara signifikan memengaruhi kinerja karyawan dalam konteks ini, motivasi kerja memerlukan penyelidikan lebih lanjut dan strategi intervensi potensial untuk meningkatkan dampaknya. Hasil penelitian memberikan wawasan berharga bagi perusahaan

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untuk meningkatkan kinerja karyawan dengan fokus pada manajemen beban kerja dan penguatan disiplin kerja.

Kata Kunci: Beban Kerja; Motivasi Kerja; Disiplin Kerja; Performa Karyawan

Introduction

Human resources (HR) are crucial for achieving an organization's vision (Muhani et al., 2024), serving as a company's most valuable asset and the primary driver of smooth operations (Halisa, 2020). Consequently, a company's success hinges on its human capital, making effective HR management paramount. This is particularly true concerning employee performance, which, as defined by Rivai (2020), encompasses individual and collaborative achievements within an organization, reflecting individual responsibilities aligned with company objectives and ethical principles. High performance directly contributes to productivity, efficiency, and goal attainment, while poor performance management negatively impacts service quality, operational costs, and customer trust (Siddiqi, 2024). Therefore, optimizing human capital through effective workforce management and strategic placement of employees is essential for organizational success. This principle is directly applicable to PT Caturkarda Depo Bangunan, Tbk., a building materials retailer established in 1996, whose success is heavily reliant on employee performance. The company's extensive product range, which includes over 97,000 items and a one-stop-shop model, makes the smooth functioning of its receiving division critical. This division's responsibilities, encompassing receiving goods, verification, and data entry, are essential for operational efficiency. However, a recent decline in this division's performance, as illustrated in Figure 1, has been observed, underscoring the need for improved performance to maintain customer satisfaction and overall profitability. This necessitates a detailed examination of the factors influencing employee performance within this crucial department.

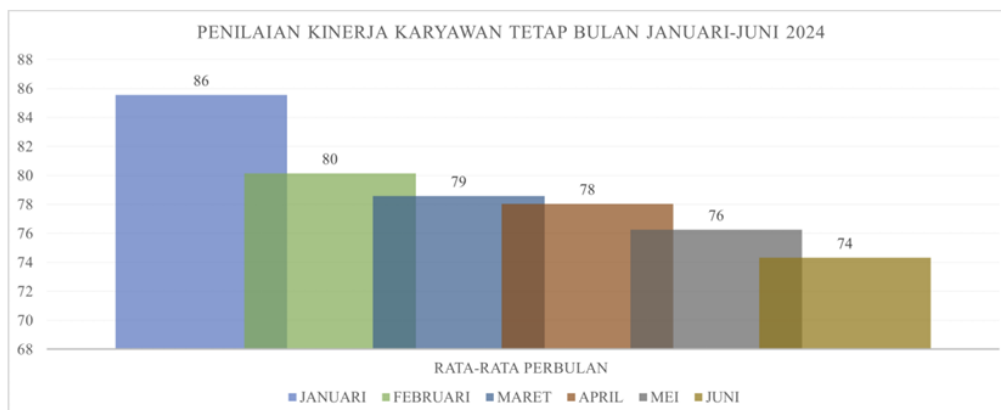


Figure 1. Employee Performance Evaluation (January–June 2024)

Source: Receiving Division Coordinator, PT Caturkarda Depo Bangunan, Bekasi Branch, 2024

This study, therefore, evaluates the performance of employees in the receiving division at the company's Bekasi branch, utilizing the company's established performance appraisal system. This evaluation considers three key aspects: Achievement (50%), encompassing work quality, quantity, and job knowledge; Dedication (25%), encompassing attendance, motivation, reliability, and initiative; and Potential (25%), encompassing communication, teamwork, adaptability, and commitment. These aspects provide a comprehensive assessment of employee contributions and

areas for improvement. Employee performance scores are calculated as a cumulative average and categorized into four levels: Poor (0–65), Fair (66–75), Good (76–85), and Excellent (86–100). The company sets a “Good” performance target, requiring a minimum average score of 76; scores below this threshold indicate substandard performance.

Analysis of the data (see Figure 1) reveals a concerning trend: a gradual decline in the Receiving Division’s performance from January to June, with the average score dropping from 86 (Excellent) in January to 74 (Fair) in June. This significant six-month decline, falling short of the company’s “Good” performance target (76–85), necessitates immediate attention and corrective actions to ensure future performance improvements. To gain a deeper understanding of this decline, further investigation was undertaken. To further investigate this performance decline, supplemental data were gathered through an on-site interview conducted on November 12, 2025, with Mr. Dani Pahrudin, the store manager. This interview, along with the performance data, revealed several underlying issues contributing to the observed decline. The company is currently experiencing performance-related problems, primarily stemming from decreased productivity in several divisions, which negatively impact overall operational efficiency. The receiving division, in particular, faces significant challenges, as evidenced by reports and evaluations showing a decline in key performance indicators. This includes frequent delays in completing tasks, inconsistent work quality, and inefficiencies in processes.

Furthermore, other departments have voiced concerns about delays in receiving essential documents, highlighting the interconnectedness of departmental performance within the organization. These challenges are multifaceted and require a multi-pronged approach to address effectively. Firstly, the workload for employees in the receiving division is excessively high; the volume of tasks has increased while staffing levels remain unchanged, resulting in an overwhelming workload for employees. This is further compounded by the need for meticulous attention to detail, making the situation even more demanding. Secondly, disciplinary issues are prevalent, with many employees arriving late or failing to adhere to established procedures. This lack of discipline disrupts workflow and contributes to inefficiencies. Thirdly, employee motivation appears to be significantly decreasing, potentially due to a lack of recognition for their hard work and a perceived lack of opportunities for advancement. The combination of these factors creates a challenging work environment and contributes to the overall performance decline.

The heavy workload in the receiving division is further exacerbated by the need for precise attention to detail, as employees must ensure that all incoming documents and data meet the required standards promptly. The current staffing levels are inadequate to handle the volume of tasks, forcing employees to work overtime. However, this heavy workload could potentially enhance productivity if supported by a well-organized system and adequate managerial support. Discipline is a critical area requiring immediate attention and improvement within the receiving division. Instances of employees frequently arriving late disrupt workflow, and the inconsistent application of standard procedures leads to subpar results. The manager believes that enhanced discipline will significantly improve performance, as adherence to rules promotes efficiency and timeliness. Employee motivation within the receiving division appears to be significantly diminished; many employees exhibit discouragement and a lack of enthusiasm, possibly due to a perceived lack of appreciation for their efforts and limited opportunities for professional development. Nevertheless, the manager is confident that with improved discipline and effective task management, the team can achieve better results. To address these issues, several initial steps have already been implemented, including the redistribution of tasks to alleviate individual workloads and increased monitoring and evaluation of work discipline.

The most noticeable improvement has been observed in work discipline; as employees become more disciplined, their performance improves. However, the issue of excessive workloads requires long-term solutions, such as increasing staff or implementing technology to streamline processes and enhance efficiency. The receiving division plays a crucial role, connecting various processes within the company. Delays or errors from this division directly impact other departments that rely on its data, creating inefficiencies throughout the workflow. Recently, improvements, particularly in work discipline, have been observed. Consequently, overall company performance is showing signs of improvement, and there is optimism that this trend will continue if the remaining issues are effectively addressed. A significant factor contributing to the performance decline is the increase in employee tardiness and absenteeism over the past six months. Attendance data reveals a gradual rise in both late arrivals and absences, negatively affecting productivity and operational efficiency. This increased absenteeism and tardiness can be attributed to several factors, including shift changes, public holidays, annual leave, and sick leave shown in Table 1.

Table 1. Receiving Division Employee Attendance Summary (January–June 2024)

No.	Month	Late Employees (>15 minutes)	Absent Employees (Sick leave/Unpaid leave/Regular leave/No information)
1.	January	2 people (2% of the total employees)	2 people (2%)
2.	February	6 people (7%)	4 people (5%)
3.	March	10 people (12%)	6 people (7%)
4.	April	10 people (12%)	7 people (8%)
5.	May	15 people (18%)	9 people (11%)
6.	June	20 people (24%)	12 people (14%)

Source: PT Caturkarda Depo Bangunan Tbk, Bekasi Branch, 2024

The current shift system, which includes both morning/afternoon and afternoon/night shifts, often leads to employee fatigue, particularly due to an uneven rotation system. Interviews with receiving division employees further illuminated the challenges they face. Employees reported an excessively heavy workload, especially during periods of high delivery volume, often leading to understaffing and increased stress. They also expressed concerns about the excessive workload, noting that even minor errors could lead to reprimands from supervisors, which in turn affected their focus and increased the likelihood of additional mistakes. Time constraints were frequently mentioned, particularly when dealing with technical problems or discrepancies in goods received. Low motivation was also a recurring theme, with employees citing a lack of appreciation for their hard work and limited opportunities for professional development.

This lack of motivation often led to feelings of discouragement, particularly during periods of high workload (Christian and Widhianto, 2021). While employees generally displayed discipline in completing their assigned tasks, occasional technical difficulties, especially during peak periods, did arise. Furthermore, inconsistent teamwork, particularly concerning deadlines and meeting attendance, hindered overall team performance and highlighted the need for improved communication and collaboration within the team. These issues, along with the inconsistencies found in inventory verification procedures, such as errors in waybill data entry, barcode application, and discrepancies between waybills and purchase orders, provide a comprehensive picture of the challenges facing the receiving division. This detailed understanding is crucial for developing effective strategies to address these issues and improve employee performance.

This observation, combined with existing research highlighting the influence of workload, motivation, and work discipline on employee performance (Muhani et al., 2024), suggests a need for a more in-depth investigation into the interplay of these factors within the context of the company's receiving division. While prior research has shown varying results regarding the relationship between workload and performance (Surijadi & Musa, 2020; Gobel et al., 2023; Sitompul & Simamora, 2021), the impact of motivation and discipline on employee performance also remains a subject of debate (Aulia & Tsuraya, 2023; Hidayat, 2021; Hartono & Kusuma, 2020; Bhaskara et al., 2024). Therefore, this research aims to address these inconsistencies and provide a more nuanced understanding of the relationship between workload, motivation, work discipline, and employee performance within the specific context of the company's receiving division. This study will contribute to a more comprehensive understanding of the factors influencing employee performance in this critical area.

Literature Review

Employee Performance

According to Krisnawida et al. (2023), employee performance is intrinsically linked to the quality and quantity of work produced while performing assigned tasks. Therefore, performance can be understood as an individual's achievements within a specific timeframe. Lubis et al. (2022) further define performance as the outcome of a systematic process, evaluated and measured according to norms and agreements between employer and employee, serving as a benchmark for employee success. The purpose of performance appraisal within a company is to inform effective training and development programs to enhance employee performance, enabling individuals to meet established performance standards and encouraging improved work achievements. Increased achievements motivate employees to strive for even higher performance; objective performance measurement influences employee motivation and fosters fairness in the workplace, ensuring equal opportunities for all employees (Aziz & Dewanto, 2022). Furthermore, factors influencing employee performance include individual capabilities (both potential IQ and actual skills and knowledge) and motivation (work ethic influenced by behavior in response to work conditions). This is supported by Dyni and Dewi (2024), stating that performance is also influenced by organizational support, manifested through systematic management, readily accessible resources, and a supportive work environment. Performance measurement itself is based on quality, quantity, timeliness, effectiveness, and organizational commitment (Yani & Andani, 2024).

Workload

Workload is a situation where tasks must be completed within a predetermined timeframe (Creagh et al., 2023). Ali and Beddu (2022) suggest that workload can be measured through various factors, including working hours, perceived stress levels, and the number of tasks to be completed. Furthermore, Ahmad et al. (2023) describe workload as an interaction between job demands, the supportive work environment, and the employee's skills, behavior, and perceptions. This can arise from high skill requirements, excessive work speed, and intense work pressure. Several factors influence workload: 1) External factors, originating from outside the individual worker. These include physical tasks (workspace arrangement, equipment, and facility use) and mental tasks (job complexity and responsibilities). Organizational aspects impacting workload include working hours, rest breaks, task rotation mechanisms, compensation policies, organizational structure, and task and authority distribution. The work environment also contributes to workload, encompassing factors such as lighting, noise, and mechanical vibrations. 2) Internal factors stem from the worker, categorized as somatic (gender, physical condition, age, body size, and nutritional status) and

psychic (perception, motivation, beliefs, desires, satisfaction, and other aspects). Nurhandayani (2022) identifies the following workload indicators: 1) Job conditions, requiring individuals to understand and master their assigned tasks; 2) Work time utilization, reflecting an individual's feelings regarding task completion within established standards; and 3) Target achievement, where assigned targets should be proportionate to the allocated time, as work targets significantly influence employee workload.

Work Motivation

Motivation is a process that drives behavior, sustains effort, and directs action toward achieving specific goals, gradually satisfying or fulfilling needs (Shukla & Nagpal, 2022). Work motivation is the internal drive within employees to perform their jobs, fostering enthusiasm to achieve both individual and organizational goals (Hasyim et al., 2020). Without motivation, employees lack a work ethic, leading to difficulties and problems in their work. Several factors within a company influence work motivation: 1) Supervisors, who provide support and effective communication, serving as a point of contact for reporting work results; 2) Coworkers, where positive social relationships, collaboration, and mutual respect enhance work morale; 3) Physical resources, where a clean and well-equipped work environment increases comfort and productivity; 4) Policies and regulations, where clear and fair policies create a sense of security and stability; 5) Monetary compensation, where competitive salaries and fair bonuses increase motivation by demonstrating appreciation for employee efforts; and 6) Job type, where monotonous or unsuitable work can lead to boredom, a lack of challenge, and decreased motivation due to limited opportunities for personal development. Indicators of work motivation, according to Ndruru et al. (2024), include: 1) Physiological needs (basic needs like food, water, shelter); 2) Safety needs (protection from threats and danger); 3) Social needs (friendship, belonging, interaction); 4) Esteem needs (recognition and appreciation for achievements); and 5) Self-actualization needs (personal growth and development).

Work Discipline

Based on research conducted by Hustia (2020), discipline is an attitude demonstrated by an individual to accept and adhere to the prevailing standards and regulations within their environment. Wau (2021) defines work discipline as the behavior of respecting and committing to both formal and informal rules. Failure to fulfill duties or disregard authority will result in consequences and potential sanctions. Individuals violating their assigned duties or authority must accept responsibility and any resulting penalties. This emphasizes not only adherence to rules but also active responsibility and accountability for actions. Adinda (2023) identifies several factors influencing work discipline: the level of compensation, the presence of exemplary leaders, clear guidelines and standards, decisive leadership, company-wide supervision, managerial attention to employees, and activities supporting work discipline. Nurhaliza et al. (2019) identify the following indicators of work discipline: adherence to time regulations, office rules, behavioral rules, and other office regulations.

Hypotheses and Research Framework

Workload is a condition where an individual is required to complete assigned tasks within an agreed-upon timeframe (Gavin et al, 2021). Therefore, workload is closely related to an individual's ability to complete their tasks, directly influencing the quality and outcome of their work. Numerous studies have investigated the impact of workload on employee performance. Nurviana and Lelawati (2022) found that workload has a significant positive effect on employee performance. Consistently, Nurhaliza et al. (2024), also indicated a significant positive relationship between workload and employee performance. Based on this, the following hypothesis is proposed:

H1 : Workload significantly influences employee performance.

Work motivation is the personal drive employees experience while performing their jobs, fostering enthusiasm to achieve both individual and organizational goals Muna and Isnowati, (2022). A lack of employee motivation results in a lack of work ethic, creating problems and difficulties in completing tasks. Numerous studies have examined the impact of work motivation on employee performance. Adinda et al. (2023) found in their research that work motivation has a significant and positive influence on employee performance. Pramukty and Faeni (2020), in their study about the influence of work motivation and workload on employee performance in the automotive industry in Indonesia, also demonstrated a significant positive relationship between work motivation and employee performance. Therefore, it is concluded that:

H2 : Work motivation significantly influences employee performance.

Work discipline reflects an attitude of respect for and consistent adherence to established rules, both formal and informal (Wau, 2021). Deviation from assigned duties or responsibilities results in consequences and sanctions. This highlights the importance of not only rule-following but also active responsibility and acceptance of consequences for any infractions. Many studies have examined the link between work discipline and employee performance. Haddad et al. (2023) and Indriani et al. (2023) similarly revealed on their research a significant positive relationship between work discipline and employee performance. The more disciplined the employees, the higher the likelihood they will fulfill company-assigned tasks, and the higher their work performance will be. This leads to the following hypothesis:

H3 : Work discipline significantly influences employee performance.

Based on the hypotheses, it is tentatively concluded that workload, work motivation, and work discipline may significantly influence employee performance, specifically for employees at PT Caturkarda Depo Bangunan, Tbk. Therefore, the following conceptual framework (Utami & Wahidin, 2020) is proposed in Figure 2.

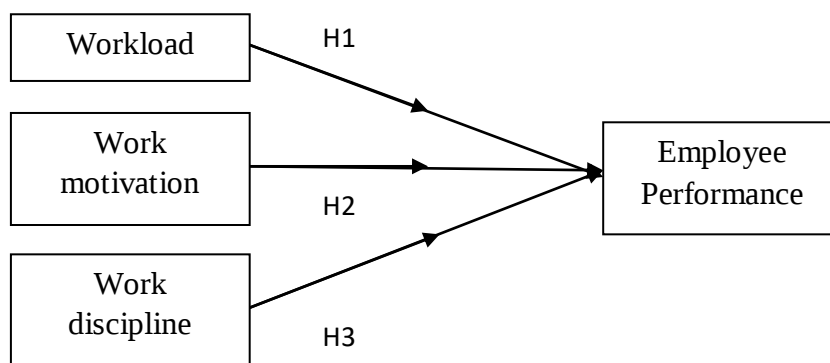


Figure 2. Conceptual Framework
Source: Data Processed by Researchers, 2025

Methods

Sampling

The research subjects in this study are employees working in the receiving division at PT Caturkarda Depo Bangunan, Tbk., Bekasi branch, operating in the building materials retail or supermarket sector. The researchers selected this subject due to issues that have arisen in the

receiving division concerning workload, work motivation, and work discipline—three interrelated factors that are believed to influence employee performance. The data used in this study is primary data, which was obtained directly by the researcher from the main sources. The researchers collected the primary data through interviews conducted with the manager and employees within the receiving division of the company. The data collection techniques employed in this research were interviews (Inayah, 2020) with the company manager and questionnaires (Ali & Beddu, 2022) distributed to the employees in the receiving division.

Table 2. Respondent's Characteristics

Category	Options	Number	Perce
Gender	Male	60	70,6%
	Female	25	29,4%
Age	< 20 years old	4	4,7%
	21-30 years old	59	69,4%
	31 – 40 years old	21	24,7%
	> 50 years old	1	1,2%
Length of Employment	< 5 years	34	40%
	6-10 years	40	47,1%
	11-15 years	8	9,4%
	16-20 years	3	3,5%
	> 20 years	0	0%
Educational Background	Elementary School	0	0%
	Junior High School	0	0%
	High School	65	77,6%
	Diploma	3	2,4%
	Bachelor	17	20%

Source: Data Processed by Researchers, 2025

A total of 85 employees completed the questionnaire. The sampling method used was purposive sampling, with predetermined criteria: the respondents must be permanent employees who are actively working in the receiving division and have a minimum of one year of service. This criterion was set to ensure that the selected employees had a longer involvement in operational activities related to workload, work discipline, and work motivation compared to temporary employees. The respondents' answers in this study were measured using a 5-point Likert scale, where a score of 1 indicates "strongly disagree" and a score of 5 indicates "strongly agree." This scale aims to evaluate respondents' approaches, views, and opinions regarding the statements presented (Wahyuningsih & Kirono, 2023). To analyze the data obtained from the questionnaires, the researcher used path analysis with a Structural Equation Modeling (SEM) approach operated through SmartPLS 4.

Table 3. Average Variance Extracted (AVE)

Variables	AVE
Workload	0.620
Work Motivation	0.648
Work Discipline	0.574
Employee Performance	0.562

Source: Data Processed by Researchers, 2025

Descriptive Analysis

Based on the results of the questionnaire distribution, a 100% response rate was achieved, with all 85 respondents being employees from the receiving division. Of these, 60 individuals (70.6%) were male, and 25 individuals (29.4%) were female. In terms of age, the majority of respondents were between 21–30 years old, totaling 59 people, followed by those aged 31–40 years with 21 respondents, and those under 20 years old with 4 respondents. Regarding length of employment, 40 respondents (47.1%) had worked for 6–10 years, while 34 respondents (40%) had worked for less than 5 years. Based on educational background, the majority of employees held a high school diploma, accounting for 65 individuals (77.6%), followed by those with a bachelor's degree, totaling 17 individuals (20%). Thus, it can be concluded that the majority of respondents in this study were male employees with a high school education background and had been working at the company for 6–10 years (see Table 2).

Table 4. Factor Loading Results

Variables	Indicators	OLS
Workload	BK1 – My daily workload aligns with the standards of my position	0.831
	BK2 – Current staffing levels are adequate to handle the existing workload	0.792
	BK3 – I am proficient in time management	0.783
	BK4 – The allotted in time management	0.762
	BK5 – I occasionally receive urgent tasks with short deadlines	0.807
	BK6 – My work consistently meets established targets	0.747
Work Motivation	MK1 – The company offers bonuses and awards to its employees	0.905
	MK2 – The company provides opportunities for career advancement	0.703
	MK3 – I enjoy positive and supportive relationships with my colleagues	0.856
	MK4 – I have a positive and harmonious working relationship with my supervisor	0.856
	MK5 – My salary adequately meets my living expenses	0.801
	MK6 – The company provides comprehensive health and accident insurance coverage	0.774
	MK7 – My performance is consistently recognized by my supervisor for both quality and quantity	0.727
	MK8 – My supervisor provides positive feedback for timely task completion	0.796
Work Discipline	DK1 – I am punctual in my arrival at work	0.796
	DK2 – I maintain a perfect attendance record	0.764
	DK3 – I adhere to established work procedures	0.724
	DK4 – I utilize office equipment responsibly and effectively	0.774
	DK5 – I am consistently present at my workstation during working hours	0.783
	DK6 – My commute does not affect my work focus or productivity	0.745
	DK7 – I possess a strong sense of personal responsibility in my work	0.714
	DK8 – I always respect the opinions of others	0.759
Employee Performance	KK1 – I am dedicated to completing assigned tasks	0.835
	KK2 – I possess the ability to complete assigned tasks effectively	0.738
	KK3 – I consistently perform company tasks and targets with accuracy and diligence	0.772
	KK4 – I consistently meet the workload established by the company	0.703
	KK5 – I proactively seek ways to improve the quality of my work	0.744
	KK6 – I am a high performer who consistently surpasses company standards	0.760
	KK7 – I consistently meet deadlines	0.719
	KK8 – I am highly motivated and committed to achieving the targets set by my supervisor	0.718

Source: Data Processed by Researchers, 2025

Validity and Reliability

In this study, indicator measurement is based on the correlation between item scores estimated using SmartPLS-4 software. The benchmark is that the Average Variance Extracted (AVE) value must be above 0.5 (Ghozali, 2020; Ghozali & Kusumadewi, 2023). Based on data

processing, the AVE value has exceeded the specified threshold (see Table 3), meaning there is no correlation between items that could cause bias in the research. Furthermore, to ensure that each indicator used can represent the chosen construct, a factor loading test was conducted. The results can be seen in Table 4.

Reliability testing in this research was measured using composite reliability and Cronbach's alpha. This was done to ensure that respondents' answers were reliable and consistent. The results show that the composite reliability (CR) is greater than 0.8 and Cronbach's alpha is greater than 0.7, indicating that the variables in this study are reliable and that each statement used as an indicator successfully maintains respondent consistency in their answers. The reliability test results are presented in Table 5.

Table 5. Reliability Test Results

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Workload	0.877	0.880	0.907
Work Motivation	0.894	0.895	0.915
Work Discipline	0.888	0.895	0.911
Employee Performance	0.921	0.932	0.936

Source: Data Processed by Researchers, 2025

Inner Model

To show the strength of the independent variables' influence on the dependent variable, an R-squared test was conducted in this study. The decision criteria for the R-squared test are as follows: a value of ≥ 0.75 indicates that the independent variables strongly explain the dependent variable; a value of $\geq 0.5 - <0.75$ indicates a moderate explanatory power; and a value of $\geq 0.25 - <0.5$ indicates a weak explanatory power of the independent variables on the dependent variable. Based on the data analysis, the R-squared value obtained was 0.770. This shows that employee performance can be explained by the variable workload, work motivation, and work discipline by 77%, while other variables explain the remaining 23%.

Data analysis using path analysis with SmartPLS software in this study used a p-value threshold of less than 0.05. The results of the hypothesis test are shown in Table 6.

Table 6. Hypothesis Testing Results

Variable Relationship	p-value
Workload → Employee Performance	0.008
Work Motivation → Employee Performance	0.532
Work Discipline → Employee Performance	0.000

Source: Authors' SmartPLS data processing results, 2025

Conclusion and Suggestions

Essentially, workload is designed to provide various benefits for an organization. Creagh et al. (2023) explains that the fundamental reason for measuring workload is to quantify the mental effort required by employees in performing a task in order to predict both system and employee performance. This aims to improve working conditions, enhance the design of the work

environment, or develop more effective work procedures. This is in line with the results of this study, which show that workload has a significant influence on employee performance (Wijaya et al., 2024). Proper workload management can optimize employee performance. This can be achieved by assigning tasks that align with the standards and capabilities of the employees. In addition, employee performance measurement must be assessed through the tasks assigned. In doing so, employees can efficiently optimize their capabilities to complete tasks effectively (Pradipta & Winarno, 2023; Stefanny & Hikmah, 2023). Some employees think that workload distribution is not quite fair. therefore, most employees give low agreement on the statement BK1 “My daily workload aligns with the standards of my position.” The company should consider redistributing tasks more equitably among team members. This might involve hiring additional staff, cross-training, or reassigning responsibilities. But with the streamlined workflows, eliminating redundant tasks or implementing new technologies to improve efficiency and reduce the workload may increase employees’ performance (Santoso & Rijanti, 2022). This activity can also be done by assessing whether employees have the necessary resources, such as equipment, software, or support from other staff, to complete their tasks efficiently. Thus, hypothesis 1 is accepted, and it is proven that workload has a significant effect on employee performance.

Another factor that can influence employee performance at work is the driving force behind why someone performs the work—this is known as motivation. Motivation is the act of encouraging others or oneself to take a desired action (Ayu & Febrian, 2023). If an employee is unable to complete their tasks well and within the given timeframe, this can certainly cause losses for the company. Therefore, work motivation is essential for employees in completing tasks assigned by the company. Most theories and previous research state that employee motivation can improve performance (Basyid, 2024). However, the results of this study do not show such a finding. Although motivation can influence employee attitudes and behaviors, its direct impact on performance is often limited (Akerele, 2023). In the company where this study was conducted, even though a bonus system is in place, and there are good relationships between employees and supervisors, as well as harmonious teamwork among colleagues, these factors are not significant enough to positively impact employee performance.

Providing employees with appropriate training and opportunities for self-development to enhance the skills, knowledge, and abilities required to perform their jobs effectively is beneficial for improving employee performance. This aligns with research by Nohria et al (2008), indicating that high motivation without adequate ability will not yield positive performance outcomes. Employees cannot reach their full potential and demonstrate strong performance without the skills and knowledge gained from training. Furthermore, employees also require adequate resources, such as equipment, technology, and information, to perform their jobs effectively. A lack of resources within the company that are available for employee use can limit employee performance, even if employees possess high work motivation (Lee & Raschke, 2016). Based on indicators of work motivation that have been used in this research, indicator MK5 “My salary adequately meets my living expenses” and MK7 “My performance is consistently recognized by my supervisor for both quality and quantity” showed lower results compared to the others. Therefore, the authors suggest to the company that it is very important to do compensation analysis by conducting a comprehensive salary analysis comparing current compensation to market rates for similar roles in the same geographic area. Moreover, the company openly communicates the salary findings to employees. Explaining the rationale behind current salary structures and any adjustments planned. Transparency builds trust and reduces uncertainty, which enhances employees’ performance. Without motivation as a variable, compensation itself can enhance employee performance (Forson et al., 2021).

In this company, employees are already accustomed to the existing workflow and tend to work only within the scope of their responsibilities. This monotony makes employees feel

unmotivated. Furthermore, the bonuses provided may be considered unattractive by the employees, which leads to a lack of improvement in their performance. A conducive work environment also does not directly increase employees' motivation. Motivation must come from within each individual, meaning that external factors such as the work environment play a relatively small role in motivating employees. Therefore, hypothesis 2 is denied, and it is not proven that work motivation has a significant effect on employee performance. Therefore, this company may need to reconsider what motivates its employees to enhance their performance.

Another variable believed to influence employee performance is work discipline. One of the factors that can affect employee performance is work discipline, which is the understanding and readiness of individuals to comply with all organizational rules and established social norms (Indriani et al., 2023; Aulia & Tsuraya, 2023). Employees who are committed to maintaining discipline at work generally complete tasks on time, adhere to work procedures, and fulfill their responsibilities consistently. Therefore, the higher the level of discipline an employee possesses, the more likely it is that they are fulfilling their job responsibilities, resulting in improved performance. This aligns with past research conducted by Christian and Kurniawan (2021), which found that employees with high work commitment tend to complete tasks on time, follow procedures, and consistently fulfill their responsibilities.

For the work discipline variable, the indicator DK6, "My commute does not affect my work focus or productivity," shows the lowest level of agreement among respondents. This suggests that for employees at PT Caturkarda Depo Bangunan, Tbk. their mode of commuting significantly impacts their performance. Therefore, the company should reconsider its hiring practices, potentially prioritizing candidates who live closer to the company location over those residing further away. Furthermore, the company could explore providing additional compensation, such as separate transportation allowances, or offering alternative transportation options to improve employee commute, which is expected to enhance employee performance. The heavy traffic congestion in Jakarta likely contributes to this issue; long and stressful commutes deplete employee energy and motivation upon arrival, negatively affecting their work performance. Therefore, managers should consider employees' residential locations, their chosen modes of transportation, and offer options that facilitate easier commutes.

In this study, the motivation variable serves as an independent variable. However, previous research indicates that motivation doesn't spontaneously arise in every employee; it's influenced by various factors. Therefore, motivation could also function as a moderating variable, where factors influencing employee performance—such as training, compensation, and communication—can enhance work motivation, enabling employees to complete tasks efficiently and meet company targets. However, the impact of motivation on employee performance can be both positive and negative, depending on individual employee needs.

Future research should consider the motivation variable as a mediating variable between compensation and employee performance. Additionally, other mediating variables between motivation and employee performance could be included, such as job satisfaction (Kumari et al., 2021).

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