

# The Impact of Work Load, Work Discipline And Work Productivity on Employee Performance of the Finishing Department At Pt Indoneptune Net Manufacturing Bandung Regency

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## Abstract

The first manufacturing company in Indonesia, PT Indoneptune Net Manufacturing is engaged in the manufacture of fishing nets. There are four departments at PT Indoneptune Net Manufacturing, namely Spinning, Netting, Finishing and Packing. The main problem in this research is the workload that increases caused by a lot of employees who quit their jobs and employees who retire, lack of employee discipline such as employees who arrive late as well as decreased work productivity caused by machine constraints. The purpose of this research to find out the influence of workload, work discipline and work productivity on the performance of employees of PT Indoneptune Net Manufacturing. This research uses quantitative methods where the instrument uses a questionnaire. Employees in the finishing department at PT Indoneptune Net Manufacturing were the population in this study, the sample taken was 100 respondents. The analyzes used in this study include validity test, reliability test, normality test, classical assumption test, partial test, simultaneous test and determination test. From the results of this research, it can be concluded that there is a significant influence between the independent variables on the dependent variable. Simultaneously it can be concluded that workload, work discipline and work productivity affect employee performance.

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## Keywords

Workload, Work Discipline, Work Productivity and Employee Performance.

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The manufacturing company of Indoneptune Net Manufacturing is a company that was established in 1973 until now. Indoneptune Net Manufacturing is the first manufacturing company in Indonesia engaged in the manufacture of fishing nets. The process of production starts from smelting pellets until they become yarn called Spinning, after that proceed to the

process of knitting yarn into nets called Netting, then the process of rechecking the nets in the Finishing section and in the final stage in the Packing section until the production goods are ready to be sent. The company also has other parts that can support the smooth running of the fish net production, such as warehouses, utilities and others.

Human resources are one of the most important things in a company, because the ability and potential of each individual is needed to carry out company activities. The company's vision and mission can be carried out well if human resources are used properly. Achieving the mission and goals of a company cannot achieve high performance without the support of reliable human resources (Suparman, 2020). Therefore, companies must make human resources the most important factor in company management. All of the activities carried out to determine the quality of employee work in a company are a form of performance. The notion of performance according to Armstrong and Robbins in the journal (Hoki & Sofyan, 2019) is "performance is not only the visible end result, but we can see the performance process by observing how people achieve it." Performance of good employees with a high work ethic will help the company to achieve company goals and generate profits, while the decline and poor quality of employee performance will harm the company (Kristanti & Lestari, 2019).

An employee's performance is influenced by several factors. Those factors are very important to pay attention to so that employee performance does not decrease and hinder the smooth running of the company. These factors are workload, work discipline and work productivity.

A workload is defined as work demands that exceed employee capabilities (Hermawan, 2022). Rolos said in the journal (Firdaus, 2023) that "the definition of workload is the process carried out by employees, job groups, and work units to complete work within a certain time and purpose. The work load is the capacity of the employee's ability to complete the tasks assigned to him." An employee's workload has been determined in the form of company work standards according to the type of work. If the majority of employees work in accordance with company standards, then there will be no problem. Therefore, if employees work below the company standard, the workload will increase or be excessive (Yuliantoro et al., 2019). This requires more energy and time from employees to get the job done, and each employee has a different resistance to work pressure (Nursiti, 2020). Work discipline is something that managers use to communicate with employees so that they are willing to change behavior and increase awareness and willingness to comply with all company regulations (Arisanti et al., 2019). Hasibuan said that work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Labor discipline is a form of control carried out by the company so that its employees continue to fulfill their duties and responsibilities (Brando Sitopu, 2021). The supervision carried out by the company is so that the company can easily monitor employee performance during the work

process, so that nothing happens that can harm the company.

An effort by the company to improve employee performance is to support employee work productivity. Labor productivity is an important factor in supporting the rotation of the wheels of business in a company, work productivity is also an ability to obtain maximum results from the facilities available in the company (Khairuddin, 2022). Therefore, work productivity in employees can be said as achieved if employees can do it optimally, increased employee productivity will encourage employee motivation so that employee performance will be better (Hijriatin et al., 2021).

The conclusions from the definitions above are workload, labor discipline and work productivity are very influential on employee performance. Whether the employee's performance is good or bad will have an impact on the company. The performance of good employees will benefit the company, while the performance of poor employees will harm the company. Low employee performance can be caused by a decrease in employee work productivity, this can be seen when employees cannot complete work with the targets and time set by the company.

Based on the results of research at PT Indoneptune Net Manufacturing in the finishing department, researchers found problems related to increased workload due to lack of labor caused by the number of employees who have retired and employees who quit their jobs, as well as the absence of recruitment of new employees which caused employees in the finishing department to be required to master all the work in the finishing department. Furthermore, the next problem is the lack of work discipline, such as employees who are absent during working hours and violate company rules such as arriving late and not wearing the attributes provided by the company so that they are given sanctions by the company. This was caused by production machines experiencing problems in the netting department, because if the machine is experiencing problems, then work productivity decreases and causes production not to reach the target.

Referring to the description, this research needs to be carried out to determine the effect of workload, work discipline and work productivity on employee performance in the finishing department at PT Indoneptune Net Manufacturing. Hopefully, the results of this research can provide information to PT Indoneptune Net Manufacturing so that the performance of employees in the finishing department can improve in the future. Furthermore, this research hopefully can be useful as a study material to expand knowledge, especially in the field of human resource management.

## Research Methods

This research was conducted at PT Indoneptune Net Manufacturing which is located at Rancaekek Highway, Cangkuang, Rancaekek District, Bandung Regency, West Java 40394, Indonesia. This research took place from March 10, 2023 to June 06, 2023. It started from introducing the company's work system, collecting data through distributing questionnaires, analyzing the data, and preparing a research report. Type of research used in researching the effect of workload, work discipline and work productivity on employee performance in the finishing department of PT Indoneptune Net Manufacturing using a quantitative approach method using a questionnaire as the main tool in data collection.

The quantitative approach, said Yaniawati (2022), involves researchers' efforts to collect numerical data, the numbers are then processed using statistical work formulas and derived from variables that have been operationalized, with certain measuring scales such as nominal, ordinal, interval and ratio scales. The methods of this research were obtained using the survey method. The survey research method, by Sugiyono, refers to a method used to obtain data from a certain natural (not artificial) place, but researchers conduct treatment in data collection, for example by circulating questionnaires, tests, and structured interviews. Based on this statement, the researcher distributed questionnaires to employees in the finishing department of PT Indoneptune Net Manufacturing to collect data that would be used in this study.

Population and sample to distribute questionnaires, using random sampling technique, which is a sampling technique from a population that is randomized without regard to strata. Material analysis used includes data normality test, multiple correlation

analysis, multiple regression analysis, coefficient of determination analysis, t test and f test (Wazdi & Firman, 2021). Therefore, the sample used in this study was 100 employees in the finishing department at PT Indoneptune Net Manufacturing. Due to the research instrument using a questionnaire, the researcher tested the validity of the questionnaire data using SPSS. Based on Ghozali quoted from (Girsang & Syahrial, 2021) the validity test is used to test whether a questionnaire is valid or not. For example, a questionnaire is said to be good if the questions in the questionnaire can reveal something that is measured by the questionnaire. The results of the questionnaire validity test were then used as the main sample. Thus, researchers can draw conclusions about the effect of workload, work discipline and work productivity on employee performance in the finishing department at PT Indoneptune Net Manufacturing.

## Results and Discussion

The test data analysis results pertain to the research objectives, which are the effect of workload, work discipline and work productivity on employee performance in the finishing department at PT Indoneptune Net Manufacturing. The data used in this research is primary data obtained by distributing questionnaires to 100 respondents of finishing department employees at PT Indoneptune Net Manufacturing. The results of the research obtained in the field were processed using SPSS. For more details as follows:

### Data Validity Test

In order to test the validity of respondent data from a study, it can be said that it is valid if r count is greater than r table (0.195).

**Table 1.** Data Validity Test

Variable	Point of Statement	r-count	r-table	Sig. (2-tailed)	Description
Work Load (X1)	X1.1	0.884	0.195	0.000	Valid
	X1.2	0.805		0.000	Valid
	X1.3	0.360		0.000	Valid
	X1.4	0.810		0.000	Valid
	X1.5	0.879		0.000	Valid
Work Discipline (X2)	X2.1	0.726		0.000	Valid
	X2.2	0.601		0.000	Valid
	X2.3	0.831		0.000	Valid
	X2.4	0.859		0.000	Valid
	X2.5	0.543		0.000	Valid
Work Productivity (X3)	X3.1	0.711		0.000	Valid
	X3.2	0.701		0.000	Valid
	X3.3	0.755		0.000	Valid
	X3.4	0.644		0.000	Valid
Employee's Performance (Y)	X3.5	0.799		0.000	Valid
	Y1.1	0.870	0.000	Valid	
	Y1.2	0.724	0.000	Valid	
	Y1.3	0.489	0.000	Valid	
	Y1.4	0.711	0.000	Valid	
	Y1.5	0.811	0.000	Valid	

Source: Primary Data Processed, 2023

According to the results of the data Validity Test, there are four variables using 100 respondents where all r counts on each question show a value greater than r table (0.195), using a significance level or  $\alpha = 5\%$ , then the Validity Test results show that all workload variables, work discipline, work productivity and employee performance are declared valid.

**Reliability Test Data**

The level of reliability of a variable can be said to be reliable through the Cronbach Alpha (a) test results. If the Cronbach Alpha (a) value is  $> 0.60$ , the closer the alpha value is to one, the more reliable a variable is.

**Table 2.** Data Reliability Test

Variabel	Cronbach Alpha	Standard Reliable	Description
Work Load	0.624	0.60	Reliable
Work Discipline	0.757	0.60	Reliable
Work Productivity	0.733	0.60	Reliable
Employee's Performance	0.733	0.60	Reliable

Source: Primary Data Processed, 2023

Referring to the table above, the level of reliability of a variable can be said to be reliable through the Cronbach Alpha test results. A variable is reliable if the Cronbach Alpha value is  $> 0.60$ , the closer the alpha value is to one, the more reliable a variable is. The result of the reliability test shows that the workload variable is  $0.624 > 0.60$ , work discipline is  $0.757 > 0.60$ , work productivity is  $0.733 > 0.60$  and employee performance is  $0.733 > 0.60$ , so it is declared reliable with a Cronbach Alpha number greater than 0.60.

**Classification Assumption Test**

**Data Normality Test**

This Normality Test was carried out using the One-Sample Kolmogorov-Smirnov test method by testing normally distributed data, if Asymp. Sig. (2-tailed) generated is greater than the alpha value of 0.05.

**Table 3.** Data Normality Test

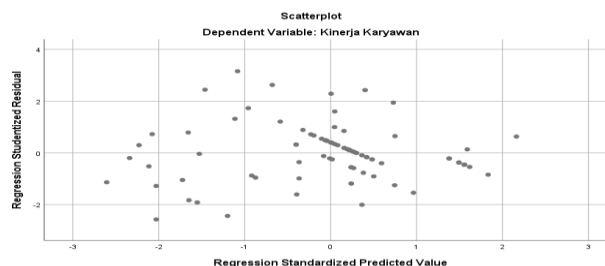
One-Sample Kolmogorov-Smirnov Test		
N		Unstandardized Residual
		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.57568802
Most Extreme Differences	Absolute	.112
	Positive	.112
	Negative	-.089
Test Statistic		.112
Asymp. Sig. (2-tailed)		.004 <sup>c</sup>

Source: Primary Data Processed, 2023

According to the results of the Normality Test in the table above, it is known that the significance value of Asymp. Sig. (2-tailed) of 0.004 is smaller than 0.05. So, it can be concluded that the data is not normally distributed. Thus, the assumption of normality in the regression model has not been fulfilled.

**Heteroscedasticity Test**

The Heteroscedasticity Test aims to test a regression model that occurs with the same or unequal variance from one residual observation to another.



**Image 1.** Heteroscedasticity Test  
Source: primary data processed, 2023

From the table of Heteroscedasticity Test results with the Scatterplot Method, it is known that the data points are scattered above and below around the number 0, the points do not only gather in the upper or lower areas. The scatter of these points does not form a pattern, such as a wavy pattern that converges then narrows and converges again. So it can be stated that there are no symptoms of heteroscedasticity.

**Multicollinearity Test**

Multicollinearity Test aims to examine whether a regression model finds a correlation between independent variables. It would be better if there was no correlation between independent variables in a study. If the VIF value is more than 10 and the tolerance value is less than 0.10, multicollinearity occurs.

**Table 4.** Multicollinearity Test

Variabele	Collenearity Statistics		Information
	Tolerance	VIF	
Work Load	.529	1.892	Multicollinearity-free
Work Discipline	.401	2.495	
Work Productivity	.549	1.684	

Source: Primary Data Processed, 2023

From the table above, it can be seen that the tolerance value for all variables, namely workload, work discipline and work productivity > 10 and VIF value < 10, so that all variables in this study are free of multicollinearity. The t-test is an analysis used to determine the magnitude of the influence of the independent variable on the dependent variable.

Hypothesis testing is used to test how much influence each independent variable has on the dependent variable. Test t if the sign value < 0.05 or the value of t count > t table, then there is an influence of variable X on Y (and vice versa).

$$\begin{aligned}
 t \text{ table} &= t (a/2 ; n-k-1) \\
 &= t (0.05/2 ; 100-3-1) \\
 &= t (0.25 ; 96) \\
 &= 1.985
 \end{aligned}$$

**T Test (Partial)**

**Table 6.** t Test (Partial)

Model	Coefficients <sup>a</sup>				t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients				
	B	Std. Error	Beta				
1	(Constant)	5.163	2.287			2.257	.026
	Work Load (X1)	-.135	.065		-.173	-2.088	.039
	Work Discipline (X2)	.237	.079		.285	.3000	.003
	Work Productivity (X3)	.566	0.93		.475	6.079	.000
A. Dependent Variable: Employee Performance							

Source: Primary Data Processed, 2023

$$\begin{aligned}
 Y &= a + b1.x1 + b2.x2 + b3.x3 \\
 Y &= 5.163 + 0.135 + 0.237 + 0.566
 \end{aligned}$$

The regression equation based on the t Test results in the table above is as follows:

- a. The t value of the workload variable is -2.088 > 1.985 t column. Based on the results produced, H0 is rejected and H1 is accepted for the workload variable, thus partially the workload variable has a significant effect on employee performance.
- b. The t value on the work discipline variable is 3.000 > 1.985 t column or Sig value. 0.003 < 0.05. With the resulting value, H0 is rejected and H2 is accepted for the work discipline variable, thus the work discipline variable partially has a significant effect on employee performance.
- c. The calculated t value on the work productivity variable is 6.079 > 1.985 t column or Sig value.

0.000 < 0.05. With the resulting value, H0 is rejected and H3 is accepted for the work productivity variable, thus the partial work productivity variable has a significant effect on employee performance.

**Test (Simultaneous)**

The f Test is an analysis used to determine the feasibility of multiple linear regression models as an analytical tool that tests the effect of independent variables on the dependent variable. The f test if the sign value < 0.05 or the value of f count > table, then there is an influence of variable x on y (and vice versa).

$$\begin{aligned}
 f \text{ tabel} &= f (k ; n-k) \\
 &= f (3 ; 100-3) \\
 &= f (3 ; 97) \\
 &= 2,70
 \end{aligned}$$

**Table 7.** f Test (Simultaneous)

ANOVA <sup>a</sup>				
Sum of Squares	df	Mean Square	F	Sig.
461.244	3	153.748	60.049	.000 <sup>b</sup>
245.796	96	2.560		
707.040	99			

Source: Primary Data Processed, 2023

From the table above, it shows the value of f count that Workload (X1), Work Discipline (X2), Work Productivity (X3) Simultaneously affects Employee Performance (Y) or has a significant meaning.  $60.049 > 2.70$  table and significance  $0.000 < 0.05$ , then the decision on the f Test can be concluded

**Table 8.** Coefficient of Determination (RI)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error the Estimate
1	.808 <sup>a</sup>	.652	.641	1.62662
Predictors (Constant), Work Productivity (X3), Workload (X1), Work Discipline (X2)				

Source: Primary Data Processed, 2023

From the table above, the result of the Determination Coefficient obtained an R value of 0.808, meaning that the correlation between workload variables, work discipline, and work productivity and employee performance is 80.8%. Determination results (R<sup>2</sup>), which obtained a result of 0.641, in this case it means that the presentation of the contribution of workload, work discipline, work productivity, and employee performance in the regression model is 65.2% and the relationship that occurs is strong, while the remaining 34.8% is described in other variables that are not examined or even included in this study. Based on the results of data analysis, we can conclude that workload, work discipline and work productivity are simultaneously able to make a large or strong contribution to the performance of employees of PT Indoneptune Net Manufacturing.

**Conclusion**

According to the results of research that has been conducted at PT Indoneptune Net Manufacturing in Bandung Regency regarding workload, work discipline and work productivity on employee performance as follows:

1. The results show that partially workload variables have a significant effect on employee performance. Work discipline variables have a significant effect on employee performance. Work Productivity variable has a significant effect on Employee Performance. All variables used in this research simultaneously affected employee performance.
2. There is a significant difference in the Workload variable on Employee Performance. H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means that

- there is an influence between Workload on Employee Performance.
3. There is a significant difference in the variable work discipline on Employee Performance. As a result, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means that there is an influence between Work Discipline on Employee Performance.
4. There is a significant difference in the Work Productivity variable on Employee Performance. Based on this, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which means that there is an influence between Work Productivity on Employee Performance.

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