

**THE INFLUENCE OF WORK DISCIPLINE, LOYALTY, AND WORKLOAD ON  
EMPLOYEE PERFORMANCE AT PT INDOMARCO PRISMATAMA,  
SIMALINGKAR AREA, MEDAN SELAYANG.**

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**Abstract**

This study is titled "The Influence of Work Discipline, Loyalty, and Workload on Employee Performance at PT. Indomarco Prismatama, Simalingkar Area, Medan Selayang." The method used in this research is associative with a quantitative approach. Data collection was done through questionnaires. The sample size for this study was 65 individuals. The data analysis techniques used in this research include descriptive statistical analysis, validity tests, reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, and hypothesis testing with t-tests and F-tests, as well as the determination coefficient test ( $R^2$ ). The results show that partially (t-test), the work discipline variable (X1) has a positive and significant effect on the employee performance variable, with a t-value greater than the t-table value ( $2.815 > 1.99962$ ) and a significance level of  $0.007 < 0.05$ . The loyalty variable (X2) also has a positive and significant effect on the employee performance variable, with a t-value greater than the t-table value ( $2.783 > 1.99962$ ) and a significance level of  $0.007 < 0.05$ . Similarly, the workload variable (X3) has a positive and significant effect on the employee performance variable, with a t-value greater than the t-table value ( $3.811 > 1.99962$ ) and a significance level of  $0.000 < 0.05$ . Simultaneously (F-test), it is known that the variables of discipline, loyalty, and workload together have a positive and significant effect on the employee performance variable, with an F-value greater than the F-table value ( $29.590 > 2.76$ ) and a significance level of  $0.000 < 0.05$ . The suggestion given is that the company should pay attention to the factors of work discipline, loyalty, and employee workload, considering that these factors can influence employee performance by 59.3%.

**Keywords:** *Employee Performance, Loyalty, Work Discipline, Workload.*

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## **1. Introduction**

The strong current of globalization brings both opportunities and challenges for all business players. The opportunity to gain economic benefits from a vast global market can only be achieved when a nation is able to meet the challenge of having high availability and competitiveness (Sembiring & Rohimah, 2019). To face these challenges, high-quality human resources who are creative and innovative are crucial to play an active role in seizing these opportunities and addressing the challenges. The urgency of human resource quality becomes a key factor in winning the global competition, which brings the consequence of increasingly fierce competition amid economic uncertainty (Sugiarto, 2019).

Strengthening human resources in a company is essential, considering that employees are resources with intelligence, talent, energy, desire, knowledge, feelings, and creativity needed to improve their performance to achieve the company's vision and mission (Kisdayanti & Farida, 2023). The growth and development of a company depend on its human resources. No matter how advanced technology is, how developed information is, how available capital is, and how adequate materials are, without human resources, it will be difficult for a company to achieve its goals (Gomes, 2018). Therefore, employees are assets that must be developed effectively and

efficiently to achieve optimal performance (Khalisa, 2022). Employee performance will certainly contribute positively to the company's growth. Discussing employee performance is inseparable from the factors that can influence it. According to Hasibuan (2019), "Performance is essentially the work result achieved by someone in carrying out the tasks assigned to them based on their skills, experience, earnestness, and time."

Therefore, work discipline, loyalty, and workload are factors that influence employee performance. Work discipline is the attitude of employees in following the rules set by the company, such as arriving on time and completing tasks within the specified timeframe (Hasibuan, 2019). Employees with disciplined attitudes will adhere to all norms and regulations within the company (Sinambela, 2018). Well-managed work discipline results in good employee performance and can also enhance their performance (Jufrizen, 2018).

Besides discipline, employee loyalty also affects performance. According to Ronaldy (2019), "Loyalty can be defined as an employee's readiness based on their abilities, skills, thoughts, and time to contribute to achieving goals, maintaining confidentiality, and fully adhering to regulations without actions that cause harm to the company." This underscores that employee loyalty can influence performance. Additionally, workload is another factor influencing employee performance. Workload refers to the conditions of the job and the responsibilities that one must complete within a specified timeframe (Paramitadewi, 2017). Gopher and Doncin (2016) define "workload as a concept arising from the limited capacity to process information. When faced with a task, individuals are expected to complete it to a certain level. If the individual's limitations hinder or prevent achieving the expected results, there is a gap between the expected ability level and the capacity possessed. "Considering the importance of employee performance, it is crucial for companies to pay attention to the influencing factors. This is also true for PT. Indomarco Prismatama. As a large retail company established in 1988, the productivity of the company heavily depends on its employees' performance. PT. Indomarco Prismatama, which operates in the sale of FMCG (Fast Moving Consumer Goods) products, initially established Indomaret stores near residential areas, providing essential and daily needs. Over time, and in response to market demands, Indomaret has expanded its stores to various residential, office, commercial, tourist, and apartment areas across Indonesia, including the Medan Selayang area. PT. Indomarco Prismatama Area Simalingkar Medan Selayang has a wide network of stores and strives to provide various essential and daily needs for the community in the Simalingkar Medan Selayang area. To meet these needs, the company must improve employee performance by considering factors such as work discipline, loyalty, and workload. Observations have revealed issues related to discipline, loyalty, and workload among employees at PT. Indomarco Prismatama Area Simalingkar Medan Selayang. Regarding work discipline, some employees do not adhere to the specified working hours, indicating a low level of discipline.

Data shows that in 2023, several employees at PT. Indomarco Prismatama Area Simalingkar Medan Selayang were absent from work almost every month due to leave/sickness or without any explanation. This recurrent issue suggests a lack of work discipline among employees. High discipline positively impacts both the company and the employees who adhere to it. Another observed issue is the lack of enthusiasm among some employees in performing their tasks, which affects the company's performance. This raises questions about the employees' loyalty to the company. Low loyalty adversely impacts both employee and company performance. Data indicates that many stores experience declining margins, with many categorized as loss-making due to decreasing margins. Additionally, the company aims to meet sales targets and increase cashback redemption, but actual field performance has not met these expectations, with a significant decline in 2024 compared to the previous year. This issue highlights low employee loyalty to the company, which can be attributed to high workloads. Excessive workloads cause physical and mental fatigue, negatively impacting work quality and company performance.

Based on these phenomena, the researcher is interested in conducting a study titled "The Influence of Work Discipline, Loyalty, and Workload on Employee Performance at PT. Indomarco Prismatama Area Simalingkar Medan Selayang."

## **2. Research Methodology**

The method used in this research is associative with a quantitative approach. The data source used is a questionnaire. The population in this study includes all employees of PT. Indomarco Prismatama, specifically in the Simalingkar Area. The sample for this study consists of 65 respondents. Instrument testing was conducted using validity and reliability tests. Data analysis techniques include Descriptive Statistical Analysis, classical assumption tests, and hypothesis testing with the help of the SPSS application.

## **3. Results and Discussion**

### **3.1. The Influence of Work Discipline on Employee Performance**

Based on the results of the partial hypothesis test (t-test) conducted, it is known that the work discipline variable (X1) has a positive and significant effect on the employee performance variable (Y). This is evident from the test results showing that the t-value is greater than the t-table value ( $2.815 > 1.99962$ ) with a significance level of  $0.007 < 0.05$ . This test result also proves that the first hypothesis (H1) stating the influence of work discipline on employee performance is accepted. This result is understandable considering that work discipline is crucial to uphold because its implementation allows employees to perform their tasks according to established procedures and rules, thereby achieving optimal results. Work discipline and employee performance are interconnected; by enforcing discipline, issues of poor performance can be addressed and the influence of employee work behavior can be strengthened. If discipline can be implemented effectively and without delays, performance issues will not worsen, and any problems that arise can be addressed promptly and easily. This study supports findings from previous researchers such as Syafrina (2017), Astadi Pangarso (2016), Farisi et al. (2020), Liyas & Primadi (2017), Susanty & Baskoro (2012), Arif et al. (2019), Farisi & Fani (2019), Hasibuan & Handayani (2017), Hasibuan & Silvya (2019), Jufrizen (2018), Prayogi et al. (2018), Yusnandar et al. (2018), and Arda (2017), wherein each study confirms the significant influence of work discipline on employee performance.

In relation to the goal setting theory, work discipline is also related because adhering to company rules requires strong behavior and commitment. This is consistent with Hasibuan's (2018) opinion that discipline must be upheld in a company because without good employee discipline support, it is difficult for the company to achieve its goals. Thus, discipline is the key to employee performance success. If discipline can be implemented well by employees, employee performance will certainly be achieved. The goal setting theory emphasizes the importance of the relationship between set goals. The basic concept is that someone who understands the goals expected by the company will affect their work behavior (Purnamasari, 2019). This theory also asserts that one characteristic of goal-oriented behavior is that it must persist until the behavior reaches completion, meaning that when someone starts a task, they will be ambitious and have a strong commitment to completing it and will continue to push until the goal is achieved.

### **3.2. The Influence of Loyalty on Employee Performance**

Based on the results of partial hypothesis testing (t-test) conducted, it is known that the variable of job loyalty (X2) has a positive and significant effect on the variable of employee performance (Y). This can be seen from the test results which show that the t-value  $>$  t-table =  $2.783 > 1.99962$  with a significance value (sig) of  $0.007 > 0.05$ . This research result also proves that the second hypothesis (H2) stating the influence of job loyalty on employee performance is

accepted. This result is understandable considering that employees who are loyal and committed to the company tend to be motivated to give their best performance for the benefit of the company where they work. High loyalty will have a positive impact on increasing employee performance. The level of loyalty greatly influences employee performance, and a company can function well if loyalty can be managed as maximally as possible because job loyalty significantly affects building employee comfort in a company.

Research conducted by Rusyana et al. (2023), Kuncorowati et al. (2022) prove that loyalty significantly influences employee performance. This is in line with research conducted by Basry et al. (2022) stating that loyalty is the most dominant variable affecting employee performance. The loyalty variable has a positive and significant effect on employee performance. In relation to goal-setting theory, according to Locke (in Matana, 2017), individual behavior is regulated by ideas and intentions, while goals can be seen as the objectives or levels of work that an individual wants to achieve. This implies that an individual is committed based on a goal, and when an individual is able to commit to achieving their goal, it will influence their actions and subsequently affect the consequences in performance. Loyalty itself is one form of commitment of an employee which includes love and responsibility to strive to provide the best service and behavior. This is evidenced by positive work attitudes and behaviors, which are then manifested in the increased performance of the employee. Thus, it can be understood that in goal-setting theory there must be commitment. In this case, commitment can be interpreted as a form of loyal action by employees towards the company. Loyalty towards goals can increase employee performance. If loyalty increases, then employee performance will certainly also increase.

### **3.3. The Influence of Workload on Employee Performance**

Based on the results of partial hypothesis testing (t-test) conducted, it is known that the workload variable (X1) has a positive and significant effect on the variable of employee performance (Y). This is evidenced by the test results showing that the  $t\text{-value} > t\text{-table} = 3.811 > 1.99962$  with a significance value (sig) of  $0.000 < 0.05$ . This test result also proves that the third hypothesis (H3) stating the influence of workload on employee performance is accepted. This result can be understood considering that if employees intentionally or unintentionally procrastinate in completing their tasks, it will inevitably lead to the accumulation of work and burden in the following days, which will certainly affect their performance. Therefore, to prevent a decline in performance, employees must be able to perform their tasks well so that they do not become burdensome for themselves. Because the higher the workload, the lower the performance. Conversely, the lower the workload, the higher the performance. Research by Adityawarman et al. (2016), Tjiabrata et al. (2017), Paramitadewi (2017), Astuti & Lesmana (2018), Nabawi (2019), and Mahfudz (2017) explain that there is a positive and significant influence of workload on employee performance. Similarly, the research conducted by Putri (2019) shows that workload has a positive and significant effect on employee performance. Similarly, research by Dewi (2020) and Kirana (2020) states that workload has a positive and significant effect on employee performance.

In relation to goal-setting theory, the concept of workload is related to goal-setting theory because strong behavior and commitment are required to perform a task. If a worker's ability exceeds the demands of the job, it will not create a workload on them. However, conversely, if a worker's ability is lower than the demands of the job, it will lead to workload accumulation and become a burden in the following days, which can cause increased fatigue. Someone who believes and feels that the tasks given are challenges to be overcome, even if they are excessive, will still feel happy about their work. Conversely, if excessive tasks are perceived and felt as burdensome, they will gradually experience both physical and mental fatigue, which can decrease their performance. Therefore, in goal-setting theory, it is emphasized that one characteristic of goal-directed behavior is that it must persist until the behavior reaches its

completion point, meaning that when someone starts a task, they will be ambitious to finish it and continue to push until that goal is achieved. Thus, workload is a form of impetus for achieving the goals and objectives set, namely, increasing employee performance with the best results.

### **3.4. The Influence of Work Discipline, Loyalty, and Workload on Employee Performance**

Based on the results of simultaneous hypothesis testing (F-test), it is known that the independent variables (Work discipline, loyalty, and workload) have a positive and significant effect on the dependent variable (Employee Performance). This is evidenced by the test results showing that the F-value > F-table ( $29.590 > 2.76$ ) with a significance value (sig) of  $0.000 < 0.05$ . This research result also proves that the fourth hypothesis (H4) stating the influence of work discipline, loyalty, and workload on employee performance is accepted. Meanwhile, based on the coefficient of determination test results, it is known that the R Square value is 0.593 or 59.3%. This indicates that the independent variables (Work discipline, loyalty, and workload) influence the dependent variable (employee performance) by 59.3%, while the remaining 40.7% is influenced by other variables not examined in this study. In the context of the goal-setting theory, this concept is related to the drive for both companies and individual employees to improve their abilities in achieving individual and company goals, specifically related to employee performance and company performance. A company certainly hopes that each of its employees can improve their performance, as this will also impact the company's performance. The goal-setting theory is a model that aims to have goals, select goals, and be motivated to achieve those goals.

According to the goal-setting theory, the relationship between goals and performance is explained, stating that employees understanding the goals expected by the organization will influence their work behavior. The concept of the goal-setting theory is commitment to achieving goals. Commitment is the identification of loyalty expressed by employees towards their company. Employees who have high commitment to the company will strive to do their best for the company, thus improving their performance. Conversely, employees with low commitment prioritize personal and group interests over the company's interests. Commitment is shown by acceptance, strong belief in the company's values and goals, as well as a strong drive to maintain membership in the company to achieve goals. In this case, discipline and loyalty towards the company, as well as the ability to handle workload well, are manifestations of commitment to achieve good employee performance as a goal. Based on the goal-setting theory approach, employee performance is assumed as the goal, while work discipline, loyalty, and the ability to handle workload well are determining factors and behaviors that must continue to occur in order to achieve the set goals. If work discipline, loyalty, and workload management are applied well by employees, then employee performance will be achieved.

## **4. Conclusion**

Based on the research results and discussions conducted, the following conclusions can be drawn:

1. Work discipline (X1) has a positive and significant effect on employee performance (Y). The higher the employee's discipline, the higher their performance will be, and vice versa.
2. Work loyalty (X2) has a positive and significant effect on employee performance (Y). The higher the employee's loyalty to their work, the higher their performance will be, and vice versa.
3. Workload (X3) has a positive and significant effect on employee performance (Y). The lower the employee's workload, the higher their performance will be, and vice versa.
4. Simultaneously, the independent variables (Work discipline, Loyalty, and Workload) have a positive and significant effect on the dependent variable (Employee Performance). If

work discipline, loyalty, and workload management are effectively applied by employees, then their performance will be better.

## **5. Suggestion**

After conducting the research, discussions, and drawing conclusions from the research results, the author provides some suggestions related to the research for consideration and input for relevant stakeholders:

1. Companies are encouraged to pay attention to factors such as work discipline, loyalty, and workload since these factors influence employee performance by 59.3%.
2. Companies should pay special attention to high-performing employees by providing praise, recognition, or rewards, thus motivating them to maintain discipline, loyalty, and strong commitment to overcoming workload effectively.
3. Employees are encouraged to maintain or even improve their work discipline, loyalty, and ability to handle workload effectively, as these factors significantly impact their performance.
4. Future researchers are encouraged to further develop this research by adding other independent variables that may influence employee performance, such as work environment, incentives, leadership, motivation, and others.

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