

The Relationship between Workload and Employee Work Discipline at the Regional Civil Service Agency of West Sumatra Province

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ARTICLE INFO

Article history:

Received May 20, 2026

Revised May 22, 2026

Accepted May 24, 2026

Available online June 30, 2026

Keywords:

Workload, Work Discipline, Employees



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ABSTRACT

This study aims to describe the relationship between workload and work discipline among employees at the Regional Civil Service Agency of West Sumatra Province. This study was motivated by issues indicating that the management of employee workload and work discipline has not been optimal. The research method used is quantitative with a correlational approach and a sample size of 50 employees selected using proportional stratified random sampling. Data was collected through a Likert scale questionnaire with five response options that have been tested for validity and reliability. Data analysis was conducted using descriptive statistics, prerequisite tests, and hypothesis testing. The results of this study indicate that work load falls into the high category at 86.01%, while work discipline also falls into the high category at 86.48%. The results of the hypothesis test indicate that there is a significant relationship between work load and work discipline with a significance level of $0.000 < 0.05$. The Pearson correlation coefficient was 0.787, indicating that the relationship between the two variables is strong and positive. This finding suggests that the more balanced the workload, the higher the level of employee work discipline. Therefore, effective workload management is crucial for building employee work discipline.

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1. INTRODUCTION

Human resources are a key factor that significantly determines an organization's success in achieving its established goals. The presence of high-quality human resources serves not only as implementers but also as the primary drivers guiding the organization's operations to ensure they run effectively and efficiently. If human resources are able to perform their duties well, then the organization's objectives can be achieved effectively, and the institution's success can be sustained over the long term (Yuliantini and Suryatiningsih, 2021).

Every organization, particularly government agencies, is required to operate professionally, effectively, and efficiently. In the effort to achieve organizational goals effectively and professionally, employee work discipline becomes one of the most important determining factors. According to Khaeruman (2021), discipline refers to an attitude, behavior, or action that is in accordance with established regulations, where violations may result in sanctions. Hasibuan (2019) also explains that work discipline is a conscious attitude and willingness of individuals to obey organizational rules and social norms within the workplace. In addition, Siswanto in Farida and Hartono (2016) defines work discipline as an individual's attitude that reflects obedience, respect, and compliance with both written and unwritten regulations.

Furthermore, work discipline is a characteristic that enables employees to consistently demonstrate responsibility, perseverance, and compliance with workplace policies and values.

Work discipline also reflects employees' appreciation of the importance of teamwork in achieving common organizational goals (Dewi & Basrowi, 2024). Employees with high work discipline tend to complete tasks responsibly, comply with organizational procedures, and maintain effective cooperation with colleagues to support organizational performance. According to Sutrisno (2019), several factors can influence employee discipline in the workplace, including the amount of compensation provided, leadership example, supervision from supervisors, leaders' firmness in taking action, and the attention given by leaders to employees.

According to Tarwaka (2019), workload refers to the amount of tasks or work that must be completed by an individual within a certain period of time, either in the form of physical or mental demands. Likewise, Suwatno in Azhari and Nieamah (2024) emphasizes that workload is a collection of tasks that must be completed by individuals or work units within a specific timeframe. In addition, Vanchapo (2020) explains that workload can generally be divided into two main types, namely quantitative workload and qualitative workload. Quantitative workload relates to the number of tasks that must be completed, while qualitative workload refers to the level of difficulty or complexity of the work being performed.

However, in practice, various issues related to employee work discipline still persist. Based on observations during the field internship at the Badan Kepegawaian Daerah Provinsi Sumatera Barat, there are still employees who do not fully comply with working hours, delay task completion, and fail to attend scheduled organizational activities such as morning roll calls and prayer sessions. These conditions indicate that employee work discipline has not yet reached an optimal level and requires serious organizational attention. Low work discipline may reduce service effectiveness and hinder the achievement of organizational objectives.

One factor suspected to influence employee work discipline is workload. Workload refers to the number of tasks or responsibilities that employees must complete within a specific timeframe (Saptaputra et al., 2023). According to Hermawan (2024), workload is one of the important concepts in the world of work, education, and also mental health. An excessively heavy workload can lead to physical and mental fatigue, increase work-related stress, and reduce employees' focus while working. Conversely, a workload that is too light can also lead to boredom and a lack of work motivation. Therefore, proper workload management is essential so that employees can work optimally and maintain work discipline.

Mahawati et al. (2021) state that the workload assigned to employees must be commensurate with their physical abilities, cognitive abilities, and work capacity so as not to cause excessive work-related fatigue. An unbalanced workload has the potential to cause various problems, such as tardiness, delays in task completion, and low compliance with organizational rules. This is supported by Fathika's research (2024), which shows that workload has an impact on employee work discipline. Thus, workload management is a key factor in improving work discipline within an organizational setting.

Workload-related issues were also identified at the West Sumatra Provincial Civil Service Agency, such as suboptimal use of working hours, a tendency to procrastinate, and an uneven distribution of tasks among employees. These conditions have caused some employees to experience a heavy workload, which has negatively impacted work discipline. Additionally, employee attendance data indicates that there are still employees who arrive late, are not present at the workplace when operational hours begin, and do not participate in mandatory organizational activities.

Based on this description, this study aims to analyze the relationship between workload and employee work discipline at the Regional Civil Service Agency of West Sumatra Province. This study is expected to contribute to the development of research in educational administration and human resource management, particularly regarding workload management in enhancing employee work discipline in a sustainable manner.

2. METHOD, DATA, ANALYSIS

This study employs a quantitative research design with a correlational approach. According to Sugiyono (2023), correlational research is a type of quantitative research that aims to determine the extent of the relationship between two or more variables within the same group. The population in this study consists of all employees at the Regional Civil Service Agency of West Sumatra Province, totaling 73 employees. The sample was determined using proportional stratified random sampling based on employee rank, with a 10% sampling error margin, resulting in a sample

of 50 employees. The research instrument used was a questionnaire designed based on the indicators of each research variable. In this study, the questionnaire was designed using a Likert scale with five response options. Data analysis was performed using IBM SPSS Statistics version 26.

3. RESULT AND DISCUSSION

Result

Description of Work Discipline

Data on work discipline variables were collected through the distribution of a questionnaire to 50 employees at the Regional Civil Service Agency of West Sumatra Province. The work discipline questionnaire consisted of 28 items, with a scale ranging from 1 (lowest) to 5 (highest). Based on the overall data analysis, the average score for work discipline was mean of 120.22, a median of 115.50, a mode of 112, a standard deviation of 10.803, a maximum score of 139, and a minimum score of 93.

Table1. Level of Achievement of Work Discipline Indicators (Y)

No	Indicator	Average	%TCR	Category
1	Responsibility in Work	4,31	86,2 %	high
2	Punctuality	4,26	85,2%	high
3	Compliance with Regulations	4,31	86,2%	high
4	Compliance at Work	4,30	86%	high
Average score		4,29	85,8%	high

Based on the tabulation of work discipline data (Y), a total average score of 4.29 was obtained, with a respondent achievement rate of 85.8%, placing it in the high category. When examined by each indicator, responsibility in work and compliance with regulations indicator had the highest achievement rate at 86.2%, followed by compliance at work indicator at 86%. Meanwhile, the indicator with the lowest achievement rate was punctuality indicator at 85.2%, though it still falls within the high category.

Description of Workload

Data on workload variables were collected through the distribution of a questionnaire to 50 employees at the Regional Civil Service Agency of West Sumatra Province. The workload questionnaire consisted of 30 items, with a scale ranging from 1 (lowest) to 5 (highest). Based on the overall data analysis, the average score for workload was mean of 125.58, a median of 122.50, a mode of 117, a standard deviation of 10.955, a maximum score of 146, and a minimum score of 110.

Table1. Level of Achievement of Workload Indicators (X)

No	Indicator	Average	%TCR	Category
1	Use of Working Time	4,13	82,6 %	high
2	The target that must be achieved	4,26	85,2%	high
3	Working Conditions	4,13	82,6%	high
4	Work Standard	4,24	84,8%	high
Average score		4,19	83,8%	high

Based on the tabulation of workload data (X), the total average score was 4.19 with a respondent achievement rate of 83.8%, placing it in the high category. When examined by individual indicators, the target that must be achieved indicator had the highest achievement rate at 85.2%, followed by the work standard indicator at 84.8%. Meanwhile, the indicator with the lowest achievement rate was the use of working time and working conditions indicator at 82.6%, though it still falls within the high category.

Discussion

Based on the results of this study, it was found that there is a significant relationship between workload and employee work discipline at Badan Kepegawaian Daerah Provinsi Sumatera Barat. The correlation test results showed a significance value of $0.000 < 0.05$ with a Pearson Correlation value of 0.787, indicating a strong and positive relationship. This means that the more appropriate and proportional the workload assigned to employees, the higher the level of employee work discipline in carrying out their duties and responsibilities.

Employee work discipline was categorized as high, with a percentage score of 86.48%. The high level of work discipline can be seen from indicators such as responsibility at work, punctuality, obedience to regulations, and compliance in carrying out tasks. According to Hasibuan (2019), work discipline refers to employees' awareness and willingness to comply with organizational rules and regulations. A high sense of responsibility indicates that employees are aware of their obligation to complete tasks according to their assigned duties. This finding is consistent with Khaeruman (2021), who stated that responsible employees tend to complete their work independently and on time.

In terms of punctuality, employees were considered capable of managing their working time effectively. Kurnianingsih et al. (2024) explained that punctuality reflects employees' ability to use time efficiently in achieving organizational work targets. However, several employees were still found arriving late or delaying the completion of tasks. This condition supports the findings of Pranitasari and Khotimah (2021), who argued that tardiness can hinder coordination and reduce organizational effectiveness.

Employee obedience to organizational regulations was also categorized as high. Employees generally attempted to follow work rules and organizational activities according to established schedules. According to Soejono in Asri (2019), obedience to regulations reflects the level of employee discipline in carrying out work procedures appropriately. Nevertheless, some employees were still inconsistent in attending mandatory organizational activities. This indicates that supervision and guidance regarding employee discipline still need improvement.

Furthermore, employee compliance at work was also categorized as high. Employees were generally able to carry out tasks according to supervisors' instructions and established procedures. Sahry et al. (2023) stated that work compliance refers to individual behavior in following organizational policies and instructions. However, some employees experienced difficulties when receiving sudden additional tasks. Mahawati et al. (2021) explained that excessive job demands can affect employees' focus, motivation, and compliance at work.

The workload of employees at Badan Kepegawaian Daerah Provinsi Sumatera Barat was also categorized as high, with a percentage score of 86.01%. The high workload was reflected in indicators such as working time utilization, work targets, work conditions, and work standards. According to Tarwaka (2019), effective use of working time can help employees complete tasks without excessive work pressure. However, the findings revealed that some employees still used working hours for non-work-related activities, such as accessing social media, causing tasks to accumulate.

Regarding work targets, employees were considered to have a good understanding of the targets assigned by the organization. Putra, cited in Budiasa (2021), stated that work targets reflect the level of job demands that employees must complete within a certain period. Realistic work targets can increase work motivation, while excessively high targets may create work pressure. This finding is supported by Maysarah et al. (2025), who explained that work targets that do not match employees' capabilities can increase work stress and reduce productivity.

Work conditions and work standards were also categorized as high. Most employees were still able to complete their tasks according to organizational standards. However, there was still an imbalance in task distribution among employees, causing some employees to receive heavier workloads than others. Budiasa (2021) explained that an unequal workload distribution can increase psychological pressure and reduce employee work effectiveness. In addition, Mahawati et al. (2021) stated that work standards that are too high may lead to work fatigue and decreased quality of work outcomes.

The findings of this study are consistent with the research conducted by Fathika (2024), which stated that workload has a direct relationship with employee work discipline. Workloads that are appropriate to employees' abilities can improve discipline, whereas excessive workloads may reduce discipline due to increased work pressure. Therefore, organizations need to manage

workloads proportionally in order to improve employee work discipline and achieve organizational goals effectively.

4. CONCLUSION

Based on the results described above, it can be concluded that workload has a significant relationship with work discipline at the West Sumatra Provincial Civil Service Agency. Based on the analysis of work discipline data using IBM SPSS Statistics version 26, the mean was 120.22, the median 115.50, the mode 112, and the standard deviation 10.803. Employee work discipline at the West Sumatra Provincial Civil Service Agency falls into the high category with a percentage of 86.48%. Based on the results of workload data analysis using IBM SPSS Statistics version 26, the mean was 125.58, the median 122.50, the mode 117, and the standard deviation 10.955. The workload of employees at the Regional Civil Service Agency of West Sumatra Province falls into the high category with a percentage of 86.01%.

Based on the hypothesis results, it was proven that there is a significant relationship between workload and employee work discipline at the Regional Civil Service Agency of West Sumatra Province with a significance value of $0.000 < 0.05$. The Pearson Correlation coefficient was 0.787, indicating that the relationship between the two variables is strong and positive. Therefore, the hypothesis stating that there is a relationship between workload and work discipline can be accepted.

5. ACKNOWLEDGE

I would like to thank Prof. Dr. Jasrial, M.Pd., my academic advisor, for providing input and advice that were extremely helpful to me in conducting this research. I would also like to thank the Head of the Regional Civil Service Agency of West Sumatra Province for granting me permission to conduct this research, as well as all the employees who were willing to serve as respondents and took the time to complete the research questionnaire.

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