

THE INFLUENCE OF JOB SATISFACTION AND WORKLOAD ON EMPLOYEE WORK DISCIPLINE AT PT. TASYA GASINDO

Netofa Gamaliel Liluka ^{1*}, Tika Nirmala Sari ²

^{1,2} Faculty of Economic and Business, Management Study Program / Universitas Potensi Utama, Medan, Indonesia

E-mail: netofagamaliel@gmail.com^{1*}, t.nirmalasari@gmail.com²

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Abstract

This study aims to determine and analyze the effect of job satisfaction and workload on employee work discipline at PT. Tasya Gasindo, both partially and simultaneously. This study employed an associative quantitative method involving 36 employees as both the population and sample through a saturated sampling technique. Data were collected through questionnaires, observation, and interviews, and analyzed using multiple linear regression, t-test, F-test, and coefficient of determination with the assistance of SPSS. The results showed that, partially, job satisfaction had a positive and significant effect on work discipline, with a t-count of $3.705 > t\text{-table of } 2.034$ and a significance value of $0.001 < 0.05$. Meanwhile, workload had no significant effect on work discipline, with a t-count of $0.775 < t\text{-table of } 2.034$ and a significance value of $0.444 > 0.05$. Simultaneously, job satisfaction and workload had a positive and significant effect on employee work discipline, with an F-count of $31.893 > F\text{-table of } 3.28$ and a significance value of $0.000 < 0.05$. The Adjusted R Square value of 0.638 indicates that 63.8% of the variation in work discipline can be explained by job satisfaction and workload, while the remaining 36.2% is influenced by other factors outside this study.

Keywords: Job Satisfaction, Workload, Work Discipline

INTRODUCTION

The world of management faces increasingly complex challenges driven by rapid technological advancements, dynamic social changes, and market uncertainty. Organizations are required to adapt quickly, given that digitalization and globalization have significantly altered how companies conduct their operations. In this context, Human Resource Management emerges as a crucial aspect of enhancing overall organizational performance. According to Sutrisno (2021), Human Resource Management entails the planning, organizing, directing, and controlling of workforce acquisition, development, compensation, integration, maintenance, and separation, with the aim of achieving organizational goals effectively and efficiently. Human resource management is a key aspect across various regions of Indonesia, particularly in North Sumatra Province. As one of the major economic hubs in western Indonesia, the province—with Medan serving as its capital—acts as a center for trade, services, and industry, encompassing a wide range of business sectors. The rapid growth of these economic sectors necessitates a high-quality workforce to ensure that business operations run effectively and efficiently.

One company contributing to this economic growth is PT Tasya Gasindo; operating in the gas distribution sector, it plays a vital role in meeting the energy needs of both the general public and businesses in Medan. The company partners with PT Pertamina as its primary gas supplier, meaning the reliability of Pertamina's supply directly impacts the smooth distribution of gas to local distribution points. To date, PT Tasya Gasindo operates a network of 71 distribution points to support these operations. As a company engaged in LPG gas distribution—handling everything from sourcing supplies from Pertamina to distributing them to distribution points—PT. Tasya Gasindo requires a workforce that is not only competent but also disciplined in carrying out its duties and responsibilities. This is because any delay in operational processes—whether during supply procurement from Pertamina or distribution to the outlets—can directly impact the smooth functioning of the company's operations.

Work discipline refers to the attitudes and behaviors of employees in adhering to all regulations and norms applicable within a company. According to Afandi (2018), work discipline is a tool used by managers to modify employee behavior, fostering a willingness to comply with all company rules and provisions. This highlights work discipline as a crucial factor in ensuring orderliness and the smooth execution of work within the organization. Afandi (2018) identifies key indicators of work discipline, including punctuality, adherence to c Based on observations conducted by the researcher at PT. Tasya Gasindo, several issues regarding employee work discipline were identified. One indication of poor work discipline at the company is the persistent issue of employee tardiness, particularly among staff responsible for LPG transport operations. This situation stems from a habit among drivers of frequently arriving late at the LPG Bulk Filling and Transport Station (SPPBE); this causes longer queues of transport vehicles, as the filling process cannot proceed according to schedule. Consequently, the loading of LPG cylinders onto transport trucks takes longer, leading to delays in distribution to distribution points and affecting the punctuality of LPG delivery. company regulations, work responsibility, proper use of work facilities, and employee attendance levels.

Based on the employee attendance records of PT Tasya Gasindo for the years 2023–2025, the annual incidence of tardiness is notably high: 75% in 2023, 69.44% in 2024, and returning to 75% in 2025. These figures indicate that punctuality, adherence to company regulations, and employee attendance levels are not yet optimal. This situation highlights the need for the company to focus on improving employee compliance with established regulations to ensure that operations run more effectively and efficiently. Based on PT Tasya Gasindo's gas distribution data for the 2023–2025 period, delays in the gas distribution process to distribution points (depots) were still observed. Analysis of the data indicates that while the rate of delivery delays trended downward between 2023 and 2025, delays in deliveries to PT Tasya Gasindo's partner depots persisted. These distribution delays suggest a need to improve punctuality and operational accountability in gas distribution to ensure that service to depots is optimized and adheres to established schedules. If this situation continues, it could negatively impact distribution targets and the quality of service provided to customers.

Based on the results of a preliminary survey, employee work discipline at PT. Tasya Gasindo remains low. This is evident from ongoing issues regarding punctuality—specifically concerning arrival times and the completion of tasks according to established schedules. Furthermore, adherence to company regulations and procedures has not yet reached an optimal level. Regarding responsibility, some employees have not fully demonstrated the commitment required to execute their duties and deliver work of the highest quality. The use and maintenance of company facilities also require improvement to better support operational activities. Nevertheless, the majority of employees demonstrate an awareness of the importance of not leaving work without a valid reason. Overall, these conditions indicate a need to enhance employee work discipline to ensure that work is carried out more effectively and in accordance with the standards set by the company. One factor believed to play a significant role in supporting and enhancing employee work discipline is job satisfaction; it can motivate employees to adhere more closely to company regulations, act responsibly in their work, and carry out their duties in an orderly and timely manner.

According to Sutrisno (2021), job satisfaction is an emotional state characterized by a positive attitude toward and affection for one's work; consequently, employees with high levels of job satisfaction tend to exhibit positive work behaviors, including rule compliance and the maintenance of work discipline. This is further supported by research conducted by Kurnia Sari and Ikhsan Maulana (2019), which demonstrates that job satisfaction has a positive and significant impact on employee work discipline—meaning that the higher the level of job satisfaction experienced by employees, the higher the level of discipline they demonstrate in performing their duties. Job satisfaction is a crucial aspect of human resource management, as it reflects an employee's emotional attitude toward their work. High levels of job satisfaction tend to foster better work discipline, adherence to company rules, and a strong sense of responsibility and commitment. Conversely, low job satisfaction can lead to diminished morale, a lack of responsibility, and poor work discipline among employees.

An analysis of PT. Tasya Gasindo's employee payroll data reveals the base salary amounts currently received. The company's payroll practices do not yet fully meet the Medan City Minimum Wage (UMK) standards. The Medan City government has set the 2025 minimum wage at Rp4,014,072 per month, in accordance with the Decree of the Governor of North Sumatra Number 188.44/833/KPTS/2024. Furthermore, the absence of additional bonuses or overtime compensation may impact employee job satisfaction. Interview results indicate that some drivers feel the compensation they receive is not commensurate with their workload and the occupational risks they face. This situation is believed to affect the drivers' work motivation, hindering optimal performance and impacting the punctuality of gas deliveries to distribution depots. Consequently, job satisfaction is thought to be closely linked to employee work discipline—specifically regarding rule compliance, punctuality, and professional responsibility. This

is crucial for PT. Tasya Gasindo's operations, which require consistency and precision in the LPG distribution process to ensure effective and smooth business operations.

Based on the results of a preliminary survey, employee job satisfaction at PT Tasya Gasindo remains suboptimal. Regarding the work itself, while some employees feel their tasks align with their capabilities, the work does not fully offer the challenges needed to foster personal development. Furthermore, employees have expressed dissatisfaction with their compensation, citing issues with both the alignment of pay to workload and the fairness of the company's remuneration system. In terms of promotion and supervision, the lack of advancement opportunities within the company has contributed to declining employee satisfaction. Meanwhile, regarding workplace relationships, collaboration among colleagues is generally good, though overall working relationships still require strengthening. These conditions indicate that employee job satisfaction at PT Tasya Gasindo warrants attention to create a more positive work environment that supports the achievement of company goals. Consequently, it can be concluded that employee job satisfaction at PT Tasya Gasindo is not yet optimal—a situation that may potentially impact employee work discipline within the company.

In addition to job satisfaction, workload is another factor believed to influence work discipline at PT. Tasya Gasindo. Workload is a crucial factor affecting employee work effectiveness, as it relates to the volume of work, the utilization of working time, and the targets that must be achieved within a specific period. According to Koesomowidjojo (2022), a workload analysis is necessary to determine whether the assigned workload aligns with employee capacity, thereby enabling the organization to maintain optimal performance. The phenomenon addressed in this study is the requirement to consistently meet monthly LPG distribution targets—specifically, the delivery of 87,360 cylinders to 71 distribution points throughout the period from January to December 2025. This situation implies that distribution operations demand consistent management of time, effort, and responsibility to ensure targets are met accurately. If the workload exceeds available resource capacity, it can result in a heavy workload for the distribution agent. Consequently, data regarding LPG receipt and distribution can serve as a basis for analyzing workload, particularly concerning work conditions, the utilization of working time, and the targets that must be achieved.

Based on the data in the table above, it is evident that the realized distribution volume failed to meet the established monthly target of 87,360 LPG cylinders for the majority of the year. The company's operational target is 3,360 cylinders per day, utilizing a fleet of seven transport vehicles. The highest achievement rate—100%—was recorded only in December; in the other eleven months, performance fell short of the target, with achievement rates ranging from 82.90% to 91.70%. This instability and the downward trend in target achievement suggest underlying operational issues, likely linked to heavy workloads and a lack of employee discipline in carrying out distribution duties. Research conducted by Ndandara, Manafe, Yasinto, and Man (2023) also found that workload has a positive and significant effect on employee work discipline. A well-managed workload can enhance employee job satisfaction, which in turn fosters better work discipline. The study's results also indicate that job satisfaction acts as a mediating variable between workload and work discipline, demonstrating that these two variables are closely linked in shaping employee disciplinary behavior in the workplace. Furthermore, the same study concluded that job satisfaction and workload simultaneously exert a positive influence on employee work discipline.

Based on the background description, the following issues have been identified:

1. Based on secondary data regarding employee attendance and gas deliveries to partner depots, it can be concluded that employee work discipline is suboptimal; this is evident from poor punctuality regarding arrival and departure times, as well as inefficiencies in gas deliveries to partner depots.
2. Pre-survey results indicate that employee work discipline at PT. Tasya Gasindo is suboptimal. This is reflected in poor punctuality, a lack of adherence to company regulations, and a lack of responsibility in carrying out work duties. Furthermore, the use and maintenance of work facilities require improvement to support work effectiveness.
3. Secondary data regarding employee payroll reveals that PT. Tasya Gasindo's compensation practices are suboptimal, leading to employee perceptions of unfairness; additionally, the wages paid by the company do not align with the government-mandated City Minimum Wage (UMK).
4. Interviews with gas delivery drivers reveal low job satisfaction levels, primarily because the compensation provided is not commensurate with the risks and responsibilities involved in their work.
5. Pre-survey results indicate that employee job satisfaction at PT. Tasya Gasindo is suboptimal. Employees express dissatisfaction with their salaries, citing issues regarding the alignment of pay with workload and the fairness of the compensation system. Moreover, opportunities for promotion and support from superiors

are perceived as inadequate. These conditions indicate that job satisfaction issues require the company's attention.

6. Secondary data on LPG distribution and sales reveals that LPG sales figures have not met established targets. This relates to workload and low employee work discipline; the situation indicates that there are still workload-related issues requiring the company's attention.

LITERATURE REVIEW

Work Discipline

Work discipline is a tool used by managers to communicate with employees to encourage them to modify their behavior, as well as an effort to foster an individual's awareness and willingness to comply with all company regulations (Evi, 2023). It is defined as an individual's awareness and willingness to adhere to all company regulations and prevailing social norms (Berliana et al., 2023). Singodimedjo (2023) posits that work discipline is an individual's willingness and readiness to comply with and adhere to the norms and regulations applicable in their environment.

Job Satisfaction

Job satisfaction is an employee's attitude toward their work, encompassing aspects such as the work situation, cooperation among colleagues, rewards received, and factors related to physical and psychological conditions (Sutrisno, 2021). According to Afandi (2018), job satisfaction is a general attitude toward one's work that reflects the discrepancy between the rewards a worker actually receives and the amount they believe they ought to receive. It represents an employee's favorable or unfavorable opinion regarding their job—a sentiment manifested in their behavior toward the work itself and their experiences within the work environment (Handoko, 2022).

Workload

According to Koesomowidjojo (2022), workload is the process of determining the number of working hours—in terms of human resources utilized and required—needed to complete a specific task within a given timeframe. Meanwhile, Gibson (2021) views workload in terms of an imbalance between the volume of tasks and the available time; workload arises when an individual faces an excessive number of tasks or insufficient time for their completion. This perspective is reinforced by Sudrajat (2022), who defines workload as the discrepancy between a worker's capacity or ability and the job demands they must meet.

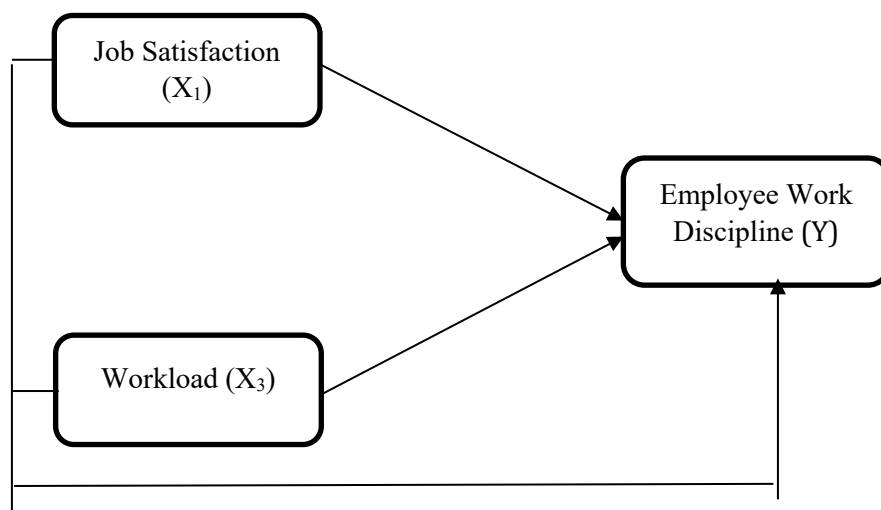


Figure 1. Conceptual Framework
Source: Researcher (2026)

The research hypotheses are:

1. H1: There is a positive and significant partial effect of Job Satisfaction on Employee Work Discipline at PT. Tasya Gasindo.

2. H2: There is a positive and significant partial effect of Workload on Employee Work Discipline at PT. Tasya Gasindo.
3. H3: There is a positive and significant simultaneous effect of Job Satisfaction and Workload on Employee Work Discipline at PT. Tasya Gasindo.

METHOD

The research approach used an associative approach, with a quantitative method. The research was conducted at PT. Tasya Gasindo, located at Jl. Karya No. 218, Karang Berombak Village, Medan Barat District, Medan. The company operates as an LPG distribution agent. The study was carried out from April 2026 to July 2026. The population for this study consisted of all 36 employees of PT. Tasya Gasindo. The entire workforce was selected as the population because they were deemed to possess relevant information regarding the research variables: job satisfaction, workload, and work discipline. Given the relatively small population size of 36 employees, the sampling technique employed was saturated sampling. According to Sugiyono (2023), saturated sampling is a technique in which the entire population serves as the research sample. Consequently, the sample for this study comprised all 36 employees of PT. Tasya Gasindo, meaning every member of the population acted as a research respondent.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test

Table 2. Validity Test Results Job Satisfaction, Workload, Work Discipline

Statement Items	r-count	r-table	Description
JS1	0,404	0,361	Valid
JS2	0,710	0,361	Valid
JS3	0,447	0,361	Valid
JS4	0,552	0,361	Valid
JS5	0,775	0,361	Valid
JS6	0,413	0,361	Valid
JS7	0,486	0,361	Valid
JS8	0,611	0,361	Valid
JS9	0,548	0,361	Valid
JS10	0,567	0,361	Valid
W1	0,381	0,361	Valid
W2	0,666	0,361	Valid
W3	0,661	0,361	Valid
W4	0,757	0,361	Valid
W5	0,716	0,361	Valid
W6	0,369	0,361	Valid
WD1	0,710	0,361	Valid
WD2	0,597	0,361	Valid
WD3	0,520	0,361	Valid
WD4	0,605	0,361	Valid
WD5	0,485	0,361	Valid
WD6	0,858	0,361	Valid
WD7	0,606	0,361	Valid
WD8	0,389	0,361	Valid
WD9	0,395	0,361	Valid
WD10	0,462		

Sources: SPSS version 25 (2026)

Based on Table 1, the results of the validity test above show that all statement items are $> r$ table 0.361, so they are hereby declared valid/legitimate.

Table 2. Reliability Test Results Job Satisfaction, Workload, Work Discipline

Variable	Cronbach Alpha	Provision	Description
Job Satisfaction	0,751	0,60	Reliable
Workload	0,643	0,60	Reliable
Work Discipline	0,771	0,60	Reliable

Sources: SPSS version 25 (2026)

It is known that the Cronbach's alpha value for all research variables of job satisfaction, workload and work discipline is > 0.60 , so it can be said that the results of the reliability test for all variables are reliable.

Table 3. Results of the One Sample Kolmogorov Normality Test

Description	Value
N	36
Mean	0.0000000
Std. Deviation	2.96550549
Absolute	0.086
Positive	0.074
Negative	-0.086
Test Statistic	0.086
Asymp. Sig. (2-tailed)	0.200

Sources: SPSS version 25 (2026)

It is known that the asymp. sig. (2-tailed) value is $0.200 > 0.05$ significance value so it can be concluded that the data tested is normally distributed.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
(Constant)	-	-
Job Satisfaction	.300	3.334
Workload	.300	3.334

Sources: SPSS version 25 (2026)

It is known that the results of the multicollinearity test for the job satisfaction and workload variables have a tolerance value of > 0.10 and $VIF < 10$, so this study is declared free from multicollinearity problems.

Table 5. Gletsjer Test Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	12.550	4.278	-	2.933	0.004
Job Satisfaction	-0.050	0.081	-0.045	-0.619	0.537
Workload	0.467	0.092	0.369	5.073	0.000

Sources: SPSS version 25 (2026)

Based on the table showing the results of the heteroscedasticity test using the Glejser method, the Job Satisfaction variable (X1) has a significance value of 0.906, while the Workload variable (X2) has a significance value of 0.095. Both significance values exceed 0.05. Therefore, it can be concluded that the regression model in this study does not exhibit heteroscedasticity, making it suitable for further analysis.

Table 6. Multiple Linear Tegeression Test Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	11.243	3.858		2.914	.006
Job Satisfaction	.643	.174	.688	3.705	.001
Workload	.196	.253	.144	.775	.444

Sources: SPSS version 25 (2026)

Based on the multiple linear regression analysis results using SPSS—as presented in the Coefficients table—the following regression equation was obtained:

$$Y = 11.243 + 0.643X_1 + 0.196X_2 + e$$

This equation can be interpreted as follows:

1. The constant value is 11.243. This value indicates that if the variables Job Satisfaction (X_1) and Workload (X_2) are assumed to be zero or remain unchanged, the value of Work Discipline (Y) is estimated to be 11.243 units. This figure represents the baseline value of Work Discipline predicted by the model when both independent variables are at zero.
2. Job Satisfaction (X_1) has a regression coefficient of 0.643. The regression coefficient for Job Satisfaction (X_1) is 0.643 and is positive. This indicates that for every one-unit increase in Job Satisfaction—assuming the Workload variable (X_2) remains constant—Work Discipline (Y) is estimated to increase by 0.643 units. A positive coefficient indicates a direct relationship; that is, higher Job Satisfaction tends to lead to higher Work Discipline. To determine whether this effect is statistically significant, one can refer to the significance value from the t-test.
3. Workload (X_2) has a regression coefficient of 0.196. The regression coefficient for Workload (X_2) is 0.196 and is positive. This indicates that for every one-unit increase in Workload—assuming the Job Satisfaction variable (X_1) remains constant—Work Discipline (Y) is estimated to increase by 0.196 units. A positive coefficient indicates a direct relationship between Workload and Work Discipline. Thus, an increase in Workload within this research model is accompanied by a tendency for Work Discipline to increase. To determine whether this effect is significant, one can refer to the results of the t-test.

Table 7. Partial Test Results (t-Test)

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	11.243	3.858		2.914	.006
Job Satisfaction	.643	.174	.688	3.705	.001
Workload	.196	.253	.144	.775	.444

Sources: SPSS version 25 (2026)

Based on the table above, the results of the partial test (t-test) can be explained as follows:

1. The Effect of Job Satisfaction on Work Discipline
The calculated t-value (3.705) is greater than the t-table value (2.034), and the significance value (0.001) is less than 0.05; therefore, H_0 is rejected and H_a is accepted. This indicates that job satisfaction has a positive and significant effect on employee work discipline at PT. Tasya Gasindo. It implies that the higher the job satisfaction experienced by employees, the better the work discipline demonstrated in carrying out their duties and responsibilities.
2. The Effect of Workload on Work Discipline
The calculated t-value (0.775) is less than the t-table value (2.034), and the significance value (0.444) is greater than 0.05; therefore, H_0 is accepted and H_a is rejected. This indicates that workload does not have a significant effect on employee work discipline at PT. Tasya Gasindo. Thus, changes in the workload experienced by employees in this study have not shown a significant influence on the level of employee work discipline.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	594.952	2	297.476	31.893	.000 ^b
Residual	307.798	33	9.327		
Total	902.750	35			

Sources: SPSS version 25 (2026)

Based on the F-test results in Table 4.15—conducted at a 95% confidence level or a 5% significance level ($\alpha = 0.05$)—an F-calculated value of 31.893 was obtained with a significance value of 0.000. Since the F-calculated value of 31.893 exceeds the F-table value of 3.28 ($31.893 > 3.28$), this indicates that the variables of Job Satisfaction and Workload simultaneously have a significant effect on Employee Work Discipline at PT Tasya Gasindo. Thus, H_3 is accepted.

Table 9. Results of the Coefficient of Determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.638	3.05405

Sources: SPSS version 25 (2026)

Based on the table above, the R value is 0.812, the R-Square value is 0.659, and the Adjusted R-Square value is 0.638. The Adjusted R-Square value of 0.638 serves as the coefficient of determination, indicating that 63.8% of Work Discipline (Y) can be explained by the variables Job Satisfaction (X1) and Workload (X2). Meanwhile, the remaining 36.2% is explained by other variables outside the research model that were not examined.

Discussion

The Influence of Job Satisfaction on Work Discipline

Based on the partial test (t-test) results, the Job Satisfaction variable yielded a calculated t-value of 3.705 with a significance value of 0.001. Since the significance value is less than 0.05 ($0.001 < 0.05$), it can be concluded that Job Satisfaction has a positive and significant effect on employee work discipline at PT. Tasya Gasindo. This implies that the higher the job satisfaction experienced by employees, the better the work discipline demonstrated in the performance of their duties. Job satisfaction reflects an employee's feelings regarding the work they perform. Employees who are satisfied with their jobs tend to adopt a more positive attitude when carrying out their tasks and responsibilities. Such satisfaction may stem from the work itself, salary or compensation, promotion opportunities, supervision, or relationships with colleagues. These conditions can encourage employees to adhere more strictly to company regulations, maintain proper attendance and work habits, and fulfill their assigned responsibilities. The study results indicate that job satisfaction is a crucial factor in shaping employee work discipline at PT. Tasya Gasindo. When employees have work experiences that align with their expectations and feel valued within their work environment, they are more likely to maintain positive work attitudes and behaviors. Consequently, enhancing job satisfaction can serve as a strategy for the company to foster better work discipline. The findings demonstrate that job satisfaction influences employee work discipline. This suggests that the level of satisfaction employees experience in their roles affects their attitude and behavior regarding compliance with company regulations. Employees who feel comfortable with their work, receive appropriate compensation, obtain support from supervisors, and maintain good working relationships are generally more capable of performing their duties in accordance with company standards. Thus, the higher the job satisfaction experienced by employees, the greater their tendency to demonstrate disciplined work behavior—such as arriving on time, adhering to regulations, and effectively fulfilling their job responsibilities.

The Influence of Workload Work Discipline

Based on the partial test (t-test) results, the Workload variable yielded a calculated t-value of 0.775 with a significance value of 0.444. Since the significance value exceeds 0.05 ($0.444 > 0.05$), it can be concluded that Workload does not have a significant effect on employee Work Discipline at PT. Tasya Gasindo. This implies that the level of workload assigned to employees does not significantly influence their work discipline. Workload relates to the job demands that employees must fulfill within a specific timeframe. However, the research findings indicate that changes in workload do not directly cause changes in employee work discipline. Employees remain able to adhere to company policies, carry out their duties and responsibilities, and follow workplace rules, even when facing varying job demands. These results suggest that employee work discipline at PT. Tasya Gasindo is influenced more by other factors related to employees' attitudes, awareness, and compliance with company regulations. Consequently, the workload assigned to employees is not the primary determinant of their discipline level. A high workload does not necessarily lead to reduced discipline, provided employees can adapt to job demands and understand the responsibilities they must fulfill. These findings align with the workload theory proposed by Koesomowidjojo (2017), which defines workload as the set of processes or activities a worker must complete within a specific period. Workload concerns job demands that must be met in accordance with the time available and the employee's capabilities. In this study, the job demands placed on employees did not show a significant impact on work discipline. Therefore, while the company needs to manage workloads proportionally, efforts to improve work discipline should also be supported by addressing other factors more closely related to employee behavior and work attitudes.

The Influence of Job Satisfaction and Workload on Work Discipline

Based on the simultaneous test (F-test) results, the calculated F-value was 31.893 with a significance value of 0.000. Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that Job Satisfaction and Workload, when considered together or simultaneously, have a significant effect on employee Work Discipline at PT. Tasya Gasindo. These results indicate that although Workload does not have a significant effect on Work Discipline when analyzed in isolation (partially), when analyzed in conjunction with Job Satisfaction, both variables exert a significant influence on Work Discipline. This demonstrates that employee work discipline is not linked to a single specific factor but is shaped by a combination of conditions and demands within the work environment. Job satisfaction fosters positive feelings among employees regarding their work, whereas workload represents the demands that must be met to complete tasks. By addressing both aspects simultaneously, the company can create a more supportive working environment. Such conditions can ultimately assist employees in performing their duties in an orderly and responsible manner, in accordance with company regulations. In the context of the work discipline theory proposed by Afandi (2018), work discipline refers to the rules or regulations established by management to ensure employees perform their tasks according to set guidelines. Work discipline is reflected through adherence to regulations, punctuality, responsibility, proper use of work facilities, and employee attendance rates. In this study, Job Satisfaction and Workload collectively contribute to the conditions that shape employee disciplinary behavior. Furthermore, the coefficient of determination test yielded an Adjusted R-Square value of 0.638. This indicates that Job Satisfaction and Workload together explain 63.8% of the variation in employee Work Discipline at PT. Tasya Gasindo, while the remaining 36.2% is explained by other factors outside the research model that were not examined. These results indicate that the two independent variables used in this study make a significant contribution to explaining employee work discipline.

CONCLUSION

Based on the research findings and discussion regarding the influence of job satisfaction and workload on employee work discipline at PT. Tasya Gasindo—as outlined in the previous chapter—the following conclusions can be drawn:

1. Job satisfaction has a positive and significant effect on employee work discipline.
2. Workload shows a positive but insignificant effect on work discipline.
3. Job satisfaction and workload simultaneously (collectively) have a positive and significant effect on employee work discipline at PT. Tasya Gasindo.

Based on the discussion and conclusions of this study, the following recommendations are provided:

1. The company is advised to maintain and enhance employee job satisfaction, given that this variable has been shown to significantly influence work discipline. Measures to achieve this include implementing a fairer compensation system, providing transparent opportunities for promotion, and fostering positive working relationships—both between superiors and subordinates and among colleagues.
2. Although workload did not have a significant impact on work discipline in this study, the company is still advised to ensure that workloads are distributed proportionally and aligned with employees' capabilities to avoid negative long-term effects on employee well-being.
3. The company is advised to consider factors beyond the scope of this study that may influence employee work discipline—such as work motivation, compensation, the work environment, and leadership style—given that the two variables examined here account for only 63.8% of the variation in employee work discipline.

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