

# The Effect Of Workload, Work Motivation And Work Discipline On Civil Servant Performance During Remote Working Period

Nadyasyifa Annisa Syakur<sup>1</sup>, Zackharia Rialmi<sup>2\*</sup>

<sup>1,2</sup> Faculty of Economic and Business, Universitas Pembangunan Nasional Veteran Jakarta – Indonesia

e-mail: na.syakur@upnvj.ac.id<sup>1</sup>, zac\_rialmi@upnvj.ac.id<sup>2</sup>

\*Corresponding Author: [zac\\_rialmi@upnvj.ac.id](mailto:zac_rialmi@upnvj.ac.id)

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## ABSTRACT

This research is a quantitative research, the purpose of this research is to know the influence of workload, motivation and work discipline on employee performance in the field of utilization division of center for data and information at ministry of education and culture Republic of Indonesia, during the implementation of Remote working. This study used a sample of 65 employees using saturated sample techniques. Data analysis techniques used in this study is partial least square (PLS). Test results obtained in this study first, workload positively and significantly affect the performance of employees in the field of utilization division of center for data and information at ministry of education and culture during remote working. Second, motivation positively and significantly affect the performance of employees in the field of utilization division of center for data and information.

## Introduction

Human resources represent a pivotal asset for any organization, fundamentally influencing its capacity to achieve strategic objectives and sustain competitive advantage. To maximize organizational effectiveness, continuous evaluation and enhancement of employee performance are imperative. This process not only involves monitoring individual contributions but also necessitates the ongoing adaptation of work systems to align with evolving environmental and contextual demands. Such dynamic reassessment fosters a work environment conducive to both employee well-being and organizational development [1].

The Ministry of Education and Culture of Indonesia enacted a remote working program policy based on the Secretary General's Circular No. 36603/A.A5/OT/2020, effective from March 16, 2020, until further notice. This directive aimed to mitigate covid 19 virus transmission while maintaining operational continuity. The rapid transition to remote work, although facilitated by advancements in information and communication technology, introduced new challenges that affect employee performance and well-being.

Within the Ministry, the Information Technology and Information Center, responsible for the management, design, and utilization of ICT (Information Communication Technology) systems supporting educational and cultural functions, experienced observable declines in employee performance during the remote working period, as evidenced by comparative analyses of work output between remote and office-based arrangements. Based on an interview with the Coordinator of the Utilization Division at the Center for Data and Information Technology, Ministry of Education and Culture, the implementation of the remote working system has brought various challenges experienced by employees, particularly in the Utilization of Information and Communication Technology (ICT) sector. Several issues contributing to increased workload during remote working include: (1) Differences in employees' knowledge and skills in using technology that supports remote work implementation. (2) Blurred working hours—normally 8 hours per day—have become irregular due to the flexible nature of working from home, allowing work to extend beyond standard hours. (3) Remote working, perceived as more flexible, often results in task accumulation and overlapping schedules for virtual meetings or video conferences. These challenges have become significant obstacles in the implementation of remote working for employees in the ICT Utilization Division at the Center for Data and Information Technology. As tasks must be completed remotely on a daily basis, employees frequently experience schedule clashes between task execution and virtual meetings, which may lead to a decline in their overall performance.

Despite an expanding literature on remote work's impact on employee performance, a critical gap persists regarding the combined influence of workload, motivation, and work discipline on civil servants' performance in public sector organizations during compulsory remote working conditions. previous research often isolates these variables or focuses on private sector contexts, lacking integrated analysis within government institutions confronting sudden operational shifts caused by the pandemic [2]. This study addresses this deficiency by empirically investigating these factors within the Ministry of Education and Culture, thereby contributing novel insights into adaptive human resource strategies vital for sustaining employee performance amid crisis-driven remote work environments. Such findings enrich the literature by elucidating the complex interplay between workload management, motivational dynamics, and disciplinary practices under unprecedented working conditions, thereby filling an important gap in public sector HR management scholarship.

The observed decline in employee performance during remote working is purportedly attributable to several interrelated challenges, including increased workload demands, diminished work motivation, and reduced levels of discipline [3]. These factors collectively contribute to a significant deterioration in employee productivity and effectiveness. The urgency of this study stems from the unprecedented rapid implementation of remote work policies in response to the covid 19 pandemic, which caught many public sector organizations unprepared to effectively manage their workforce under remote working conditions. The Ministry of Education and Culture of

Indonesia presents a critical case study due to its pivotal role in overseeing education and cultural programs nationwide.

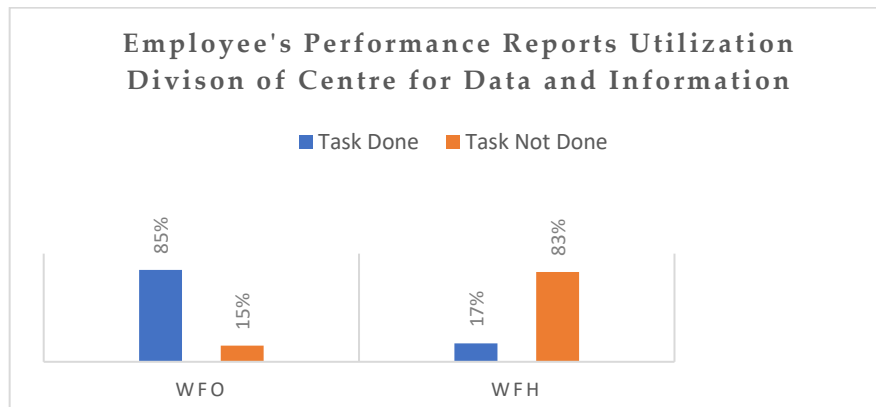


Figure 1. Employee Performance

(Source: Division of Utilization, Center for Daya and Information of the Ministry of Education, Culture, Research and Technology Republic of Indonesia, Data processed)

The decline in employee performance during this period poses substantial risks to the continuity and quality of public service delivery affecting millions of citizens. Despite these high stakes, there remains a conspicuous lack of empirical research and actionable guidance on managing workload, motivation, and discipline to sustain or enhance employee performance in such disrupted work environments. Bridging this knowledge gap is essential for developing agile and effective human resource management strategies that can uphold operational continuity, efficiency, and resilience within government institutions during ongoing and future crises.

This research addresses this critical gap by examining how workload [3], motivation [4], and discipline [5] collectively impact civil servant performance during the remote working period imposed by the covid-19 pandemic, focusing on the Ministry of Education and Culture, Indonesia. Unlike prior research that examines these variables separately or outside crisis contexts, this study adopts an integrated approach within a public sector environment facing operational disruption. The findings aim to contribute to the state of the art by elucidating adaptive strategies that can support employee effectiveness in remote settings, offering valuable insights for human resource management policies tailored to emergency and transitional scenarios in government agencies. Organizations and companies fundamentally depend on human resources to carry out their operational activities. Human resources can be understood both from macro and micro perspectives, where they represent the essential factor driving organizational success [6].

More than just a functional element, human resources are increasingly viewed as a critical source of competitive advantage, enabling organizations to achieve greater efficiency and effectiveness in their business processes. Consequently, human resources are recognized not merely as expendable inputs but as valuable capital assets for institutions and companies. The management of human resources aims to support decision-making processes related to HR policies to ensure the organization has

personnel who exhibit high motivation and performance, thereby fulfilling their work obligations effectively. Additionally, human resource management facilitates the implementation of policies and procedures that align with organizational goals, and it plays a crucial role in organizational development, particularly in aspects that pertain to managing and optimizing human capital [7].

According to [8] performance is an achievement or result achieved from a task or activity that comes from the company. Performance can also be said to achieve goals for the capabilities possessed by the company by empowering human resources in it effectively and efficiently through critical thinking and creativity [9]. Performance is the main influence for the company. According to [10] that performance is the result of work that has been achieved by an employee which can be in the form of goods or services that are used as calculations or assessments of employees in a company that can reflect the employee's knowledge. So if the quantity and quality of employee work is higher, it means that the performance is also getting higher.

Factors that can affect employee performance is strongly influenced by internal and external factors [11]. In addition, factors that can influence employee performance are individual factors and work situation factors. Individual factors can be in the form of interests, attitudes and types of needs and others. The differences that occur in individual factors will affect the performance of an employee which can be referred to as the characteristics of each individual employee.

According to [12], workload is the ability of the human body when receiving a given job, the workload received must be adjusted and balanced with the physical and psychological abilities of a worker who will do the job. [13] explain that workload is a difference between the ability and capacity of the workforce by carrying out the work obligations given. It was stated by [1] that the workload charged to workers in the company has three conditions including the standard workload, the workload is too high, and the workload is too low. Those of three conditions that occurs from time to time will have an impact on the physical and mental health of workers. Changes in the level of workload, whether it is an increase or decrease in workload conditions will have a negative impact on the performance of workers [14] .

[15] The measurement of workload serves to provide insights into the level of effectiveness and efficiency within an organization by assessing the quantity of tasks that must be completed within a predetermined timeframe [10]. This assessment can be examined through three primary dimensions. The first dimension is the physical aspect, which evaluates workload based on the human body's capacity and the physical demands required by the job [15]. The second dimension involves the mental or psychological aspect, encompassing the cognitive effort and psychological considerations involved in performing work tasks. Finally, the temporal aspect pertains to the allocation and management of working time necessary to complete assigned tasks, emphasizing the importance of time utilization in achieving work objectives [16].

Motivation fundamentally derives from the term "motive," which refers to the encouragement, cause, or reason prompting an individual to engage in a particular behavior. According to [17], motivation is defined as a condition that stimulates or becomes the driving force for a person to perform certain activities consciously and

intentionally. It can also be described as a mechanism that provides energy to an individual, directing this energy persistently towards the achievement of specific goals. Furthermore, [18] explains that employee work motivation constitutes a driving force that encourages workers or organizational members to willingly apply their expertise, skills, and available time to fulfill their responsibilities in alignment with the company's objectives [19]. The primary goals of motivation encompass enhancing employees' morale and job satisfaction, increasing productivity, maintaining consistent performance levels, and improving employee discipline within the organizational setting [17].

Discipline, derived from the term itself, refers to the rules and regulations that must be obeyed or followed within an organization. According to [20], discipline is defined as a set of rules and work orders that employees are required to adhere to. Further, [21] describes discipline as compliance with company regulations, serving as a method to address performance issues within the workplace. Good discipline is often regarded as a reflection of an employee's sense of responsibility toward their duties. It significantly influences employee performance, indicating that higher levels of discipline correlate with better performance outcomes. Discipline is therefore considered a fundamental factor in achieving organizational goals and is essential for maintaining order and productivity. Employees are expected to consistently uphold discipline to support organizational standards, which, as noted by [16], involves management activities aimed at implementing these standards effectively. Moreover, discipline plays a crucial role in maximizing efficiency by preventing the waste of time and energy. It also helps in safeguarding assets by preventing damage and loss caused by negligence. Additionally, discipline is instrumental in addressing errors and oversights resulting from inattention or inability and in avoiding delays, thereby supporting overall organizational effectiveness [7].

Discipline comes from the word Discipline which is defined as rules that must be obeyed or followed. According to discipline can be defined as a rule and work order that must be followed. According to [21], discipline is a compliance with the regulations that have been set by the company. Discipline is also a method used in dealing with performance problems within the company. Good discipline can be said to be a reflection of a worker's sense of responsibility towards his work. Work discipline can affect employee performance, which means if a worker's discipline is high, his performance is also high. Work discipline is one of the main factors in achieving goals. Work discipline is very important for employees, employees are expected to always maintain their discipline within the company. according to [22] discipline can be said as a management activity to be able to implement organizational standards [23].

### **Research Methodology**

This study employs a quantitative research approach to empirically examine the influence of workload, motivation, and work discipline on employee performance during the remote working period at the Ministry of Education and Culture, Indonesia. A quantitative method is appropriate as it allows for systematic measurement and analysis of variables through numerical data, enabling objective testing of hypothesized relationships within the study framework.



The population of this research comprises all civil servants working in the Utilization Division of the Data and Information Center at the Ministry, totaling 65 employees. Given the relatively small size of the population and to ensure comprehensive coverage, a saturated sampling technique was employed, meaning that all members of the population were included as respondents. This approach eliminates sampling bias and enhances the representativeness and validity of the findings.

Primary data were collected using a structured questionnaire designed based on validated instruments adapted from prior relevant studies. The questionnaire consists of multiple sections, each corresponding to the main variables: workload, work motivation, work discipline, and employee performance. Measurement scales were primarily based on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), enabling respondents to express the degree of agreement with each statement. The workload measurement focused on physical, mental, and temporal demands as per established frameworks, while motivation items captured intrinsic and extrinsic motivational factors. Work discipline was measured by assessing adherence to organizational rules, time management, and self-regulation. Employee performance indicators encompassed quality, quantity, timeliness, and efficiency of task completion.

Prior to full-scale data collection, a pilot test was conducted with a small subset of employees to evaluate the reliability and validity of the questionnaire. Reliability was assessed using Cronbach's alpha coefficients, with all constructs achieving values exceeding the commonly accepted threshold of 0.7, indicating internal consistency. Validity was examined through content validity by expert review and construct validity through exploratory factor analysis, confirming that questionnaire items appropriately represent their intended constructs.

Data collection took place over a period of several weeks, with questionnaires distributed physically and electronically to accommodate remote working conditions. Confidentiality and anonymity were assured to encourage candid responses, and follow-up reminders were issued to maximize response rates.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.0 software. PLS-SEM was selected due to its suitability for small to medium sample sizes, its ability to model complex relationships between latent variables, and its robustness to non-normal data distributions. The analytical procedure comprised two stages: measurement model evaluation and structural model testing.

In the measurement model assessment, the focus was on evaluating reliability and validity of the constructs. Composite reliability (CR) and Cronbach's alpha values were reviewed to assess internal consistency reliability. Convergent validity was confirmed through Average Variance Extracted (AVE) values, with a benchmark of at least 0.5. Discriminant validity was verified using the Fornell-Larcker criterion and cross-loadings analysis to ensure constructs were distinct from one another.

The structural model testing involved examining the hypothesized relationships between workload, motivation, work discipline, and employee performance. Path coefficients ( $\beta$ ), t-statistics, and p-values derived from bootstrapping procedures with 5,000 resamples were used to test the significance of direct effects. The coefficient of

determination ( $R^2$ ) was analyzed to determine the explanatory power of the independent variables on employee performance. Additionally, effect size ( $f^2$ ) and predictive relevance ( $Q^2$ ) metrics were computed to provide further insight into the model's robustness.

This methodological design ensures a rigorous and comprehensive analysis that addresses the research questions and meets the demands of academic rigor stipulated by the reviewing bodies. By integrating robust data collection techniques with advanced multivariate analysis, the study aims to produce reliable and valid conclusions that contribute meaningful insights into human resource management under remote working conditions in the public sector.

## Result and Discussion

### Result

#### Descriptive Analysis

This study uses descriptive analysis with the aim of being able to provide an overview or description related to the data collected, by assessing based on the values of the mean (average), min, max and Standard Deviation. The minimum value or min value means that the value is the lowest value of each variable, while the maximum value or max value is the highest value of each variable in this study. Then, the meaning of the mean value is the average value of all the variables in this study and the standard deviation value is the variation or distribution of data that can show the high or low variation of the data.

#### Inferential Analysis

Convergent validity can be measured by looking at reflective indicators, namely indicators that are considered valid if they have a correlation above 0.7. But based on what was stated by Ghazali that if the value or loading scale is in the number 0.5-0.6, it is said to be sufficient or still acceptable, which means it is still valid [24]

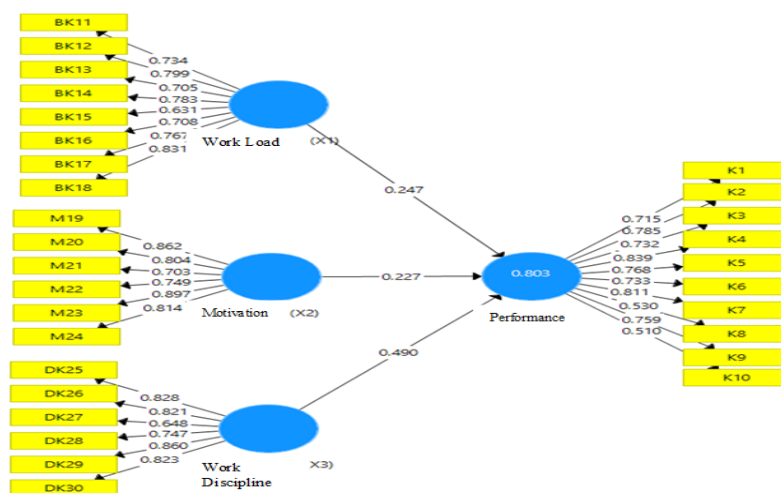


Figure 2 Inferential Analysis  
(Source: SmartPLS 3.0 . Output Results)

### Validity test

The discriminant validity test in this study was conducted to measure the accuracy and accuracy of the variables contained in this study. The output results from SmartPLS 3.0 are the Fornell Lacker Criterium value and the AVE value derived from each statement instrument in indicators related to Performance, Workload, Motivation and Work Discipline.

Table 1 Fornell Lacker Criterium

	Workload (X1)	Dicipline (X3)	Performance (Y)	Motivation (X2)
Workload (X1)	0,747			
Dicipline (X3)	0,870	0,791		
Performance (Y)	0,825	0,873	0,726	
Motivation (X2)	0,671	0,742	0,756	0,807

(Source: SmartPLS 3.0 . Output Results)

In accordance with the table above that the discriminant validity test can be seen through the Fornell-Lacker Criterium table which consists of Performance (Y) which has a value of 0.726, Workload (X1) has a value of 0.747, Motivation (X2) has a value of 0.807, and Work Discipline (X3) has a value of 0.791.

### Reliability Test

The next testing step in this research is the reliability test, where the reliability test is carried out to measure how far the reliability of the research is. This reliability test can be obtained from the output of SmartPLS 3.0, namely the composite reliability (CR) value in each construct, which is as follows:

Table 2 Composite Reliability (CR)

	Composite Reliability
Workload (X1)	0.909
Motivation (X2)	0.918
Dicipline (X3)	0.909
Performance (Y)	0.916

(Source: SmartPLS 3.0 . Output Results)

There is a composite reliability value for all constructs, which has a value  $> 0.7$  which means that all constructs in the estimated model meet the criteria in accordance with the explanation from [25]. The composite reliability value is in the Workload and Work Discipline construct, which is 0.909, and the highest composite reliability value is in the Motivation construct, which is 0.918. Then for the Performance variable that is equal to 0.916. Based on this, it can be concluded that all variables in this study are reliable to each construct, namely Performance, Workload, Motivation, and Work Discipline. Then, in calculating the reliability test in addition to using Composite Reliability, you can also use the Cronbach Alpha value, as follows:



Coefficient of Determination Test ( $R^2$ )

The R-Square values obtained from the SmartPLS 3.0 output are as follows:

Tabel 3 R-Square		
	R Square	R Square Adjusted
Performance (Y)	0.803	0.793

(Source: SmartPLS 3.0 . Output Results)

The table above shows that the influence of workload, motivation and work discipline that contributes to performance is 0.803 or 80.3% while the remaining 19.7% is influenced by other variables which are not included in this study.

## Hypothesis testing

This T statistical test is used to determine the effect of Workload (X1), Motivation (X2), and Work Discipline (X3) on Performance (Y). the results obtained from testing the data for the T statistical test (T test) are as follows:

Table 4 T Statistical Test			
	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Workload (X1) ->Performance (Y)	0,247	2,246	0,025
Motivation (X2) -> Performance (Y)	0,490	4,027	0,000
Dicipline (X3) -> Performance (Y)	0,227	2,645	0,008

(Source: SmartPLS 3.0 . Output Results)

The T table value used in this study is 1.669 which is obtained from the formula  $df = N - 1$  or  $df = 65 - 1 = 64$ , with a degree of confidence or level of truth that is 95% or alpha of 0.05. The table above shows that the test results on the Workload variable on Performance have a positive relationship, it can be seen from the correlation value or the original sample of 0.247. Then, the table above shows that the test results on the Motivation variable on Performance have a positive relationship, it can be seen from the correlation value or the original sample of 0.490. The table above shows that the test results on the Work Discipline variable on Performance have a positive relationship, it can be seen from the correlation value or the original sample of 0.227.

## Discussion

This study examined the effects of workload, motivation, and work discipline on employee performance during the remote working period at the Ministry of Education and Culture. The first hypothesis, proposing a positive relationship between workload and employee performance, was supported by the data ( $\beta = 0.247$ ;  $p = 0.025$ ). This finding suggests that a well-managed workload encourages employees to maintain productivity even under remote working conditions. It aligns with the Job Demands-Resources (JD-R) theory, which argues that appropriate job demands, when balanced with sufficient

resources, can stimulate engagement and improve performance. However, excessive workload without adequate support may negatively impact performance, underscoring the need for careful workload management. This result is consistent with previous research conducted by [26], which also found that workload has an influence on employee performance, supporting the hypothesis proposed in this study.

The second hypothesis posited that motivation positively influences employee performance, and this was confirmed as the strongest predictor in the model ( $\beta = 0.490$ ;  $p < 0.001$ ). This result reinforces Herzberg's two-factor theory, which distinguishes motivators such as achievement, recognition, and growth opportunities as key drivers of job satisfaction and performance. The sustained motivation of employees working remotely indicates that intrinsic and extrinsic motivators remain critical in encouraging commitment and effective work behaviors despite reduced physical supervision. This result is in line with the proposed hypothesis and is consistent with previous research conducted by [10], which found that work motivation has a significant and positive influence on employee performance.

The third hypothesis, which anticipated a positive effect of work discipline on performance, was also supported ( $\beta = 0.227$ ;  $p = 0.008$ ). This confirms that discipline—manifested through adherence to organizational rules, self-regulation, and effective time management—is vital for maintaining productivity during remote work. This finding complements prior research emphasizing discipline as a behavioral mechanism essential for performance continuity, especially in contexts where direct managerial oversight is limited. This result aligns with the proposed hypothesis and is consistent with the previous study conducted by [4], which found that work discipline has a significant and positive influence on employee performance.

From a theoretical standpoint, this study contributes to the literature by integrating these three critical factors—workload, motivation, and discipline—into a comprehensive framework that explains employee performance in a crisis-driven remote working environment. It extends existing theories by applying them within a public sector context during an unprecedented global disruption, thereby filling an important empirical gap. The study highlights how these variables interact synergistically to influence performance under conditions distinct from traditional office settings.

Practically, the findings provide valuable guidance for human resource management in public organizations facing remote work challenges. Policymakers and HR practitioners are advised to monitor and balance employee workload carefully, implement motivation-enhancing programs tailored to remote contexts, and establish clear disciplinary policies that promote self-regulation and accountability. These strategies can mitigate risks of performance decline, enhance employee engagement, and support organizational resilience in times of crisis or transition. Overall, this research informs more adaptive and effective HR practices that ensure sustained service delivery and operational effectiveness in public institutions confronting evolving work environments.

## Conclusion

This study concludes that workload, motivation, and work discipline significantly and positively influence employee performance during the Work From Home (WFH) period at the Ministry of Education and Culture. The findings highlight the importance of balancing workload, fostering strong motivation, and maintaining discipline to sustain productivity and service quality in remote working environments. These insights contribute to the advancement of human resource management theories in public sector contexts, particularly under crisis-driven work arrangements.

However, this study has several limitations. First, the research was conducted within a single government division with a relatively small sample size, which may limit the generalizability of the findings to other public sector organizations or private sector contexts. Second, the cross-sectional design of the study restricts the ability to infer causal relationships or capture changes in employee behavior over time. Third, the study focused on self-reported measures, which may be subject to response bias.

Future research is recommended to address these limitations by expanding the scope to include multiple government agencies or comparative studies across sectors. Longitudinal studies could provide deeper insights into how workload, motivation, and discipline evolve and impact performance during extended periods of remote work. Additionally, incorporating objective performance data and qualitative methods could enrich understanding of the underlying mechanisms influencing employee performance in remote or hybrid work settings.

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