



RESEARCH ARTICLE

The Effect Of Workload And Work Discipline On Work Productivity With Work Motivation As An Intervening Variable In Manufacturing Companies In Cikarang

Wachid Hasyim ¹⁾, Rustianah ²⁾, Riski Eko Ardianto ³⁾, Lala Dahlia ⁴⁾, Tri Wahyu Wirjawan ⁵⁾, Suryadi ⁶⁾

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Abstract

The aim of this research is to determine the direct influence between workload and work discipline on work productivity and the indirect influence between workload and work discipline through work motivation on work productivity. This research uses quantitative methods with a population of 140 manufacturing company employees in Kalryalwain, using a saturated sample. This research was processed using SmartPLS 3.2.9 data processing software and data collection was carried out via Google.

Keyword: Work, Work Discipline, Work Productivity, Work Motivation

Introduction

In today's business world, companies in industry, trade, and services strive to empower and optimize their resources to ensure smooth operations, achieve set targets, and maintain their viability in difficult situations. A key factor in a company's success is not solely the sophistication of its technology or substantial capital, but also the strength of its human resources. Human resources are a crucial factor that companies must pay close attention to, given that today's intense business competition forces companies to operate more efficiently, effectively, and productively. Employee productivity is crucial to achieving company goals. Work productivity is a condition where a company's employees can work as optimally as possible so that the targets set by the company can be achieved and benefit the company. The company must pay attention to 3 factors that influence work productivity that help increase a company's work productivity, namely work motivation, workload and work discipline. The results of research conducted by (1) state that work motivation affects work productivity. This research is in line with research conducted by (1) that work motivation affects work productivity. While the results of the other label shown by (1) state that work motivation does not affect work productivity. The results of research conducted by (2) state that workload has no effect on work motivation. This research is in line with the research conducted by (3) that workload does not affect work motivation. Meanwhile, the results of the other test shown by (3) state that workload affects work motivation. The results of the research conducted by (3) state that workload affects work productivity. This research is in line with the research conducted by (3) that workload affects employee work productivity. Meanwhile, the results of the test shown by (4) state that workload does not affect work productivity. This research is in line with the research conducted by (5) that work motivation is able to influence workload on work productivity. The results of the research conducted by (6) state that work discipline affects work motivation. This research is in line with the research conducted by (6) that work discipline has a significant effect on work motivation. Meanwhile, the results of the

label shown by (7) state that work discipline does not influence work motivation. The results of the research conducted by (7) state that work discipline has no effect on work productivity. This research is in line with the research conducted by (8) that work discipline has a significant effect on work productivity. Meanwhile, the results of the label shown by (9) state that work motivation is not able to mediate work discipline on work productivity. From the background above, the researcher conducted a research entitled "The Effect Of Workload and Work Discipline on Work Productivity with Work Motivation as an Intervening Variable in Manufacturing Companies in Cikarang". Workload is one of the important factors that must be considered because if the workload increases, such as doing tasks that should not be their job or increases, such as doing tasks that should be their work or providing a longer time period for completing the production results reflected by the company, it will affect the decrease in employee work productivity and also the quality of employee work in completing the work given.

Method

Basic Research Framework

Approach to research This use method quantitative . Melnurlult (Sulgiyono , 2022): " Pelnellitian quantitative is research based on philosophy positivist , used ulntulk millennia population or sample telrtelntul , data collection by hand to rely on instruments research , and data analysis that is of a nature quantitative or statistics with tuljulan melngulji hypotheses that have been reflected selbellulmnya. With using SmartPLS 3.2.9 data processing software and data collection was carried out through Google forms .

Population

According to (Sulgiyono, 2022), a population is a general field of objects or subjects with certain qualities and characteristics that have been identified by researchers to be studied and conclusions drawn. The population in this study was all 140 employees of the Assymbling Department at a Cikarang manufacturing company.

Sample

According to (Sulgiyono, 2022) the population identifies the sample as part of the number and characteristics possessed by the population in determining the number of samples to be processed from the total population, Melnurlult (Sulgiyono, 2022:84) defines nonprobability sampling as: a sampling technique that does not provide equal opportunities/chance for each element or member of

Universitas Pelita Bangsa

**) corresponding author*

Wachid Hasyim

Email: wachid_hasyim@pelitabangsa.ac.id

the population to be selected as a sample. The type of nonprobability sampling used in this study is saturated sampling.

Method of collecting data

Data collection techniques used in study use support study This is as following :

1. Literature Study: conducted by collecting articles, relevant theories, and other literature related to this research.
2. Questionnaire: in this study, the researcher used a questionnaire as a set of questions containing questions about the variables being studied and aimed at respondents who had been selected to answer, then from the answers to each question, a score was determined using a Likert scale.

Data Types

As for the type of data used in study This namely quantitative data . Quantitative data is data in the form of number in the true sense , so various operation mathematics can conducted on quantitative data .

Data source

Data sources used in study This namely primary data and secondary data .

1. Primary data is data sources obtained direct from source original (not through intermediary). Primary data can in the form of opinion individual subject (person) or group , results observation there is something objects , events or activities and results testing.
2. Secondary data is the data obtained writer from documents and books literacy that provides information about discipline work , load work , motivation and productivity Work.

Data Collection Techniques

Questionnaire is a collection technique information that allows analysis learn attitudes , beliefs , behaviors , and characteristics some key people in the organizations that can influenced by the system proposed by the existing system There is.

Analysis Method

Research This use method data analysis with use software SmartPLS version 3.2.9 running with computer media . PLS (Partial Least Squares) is analysis equality structural (SEM) based variants that are simultan can do measurement model testing at a time structural model testing . Measurement model used for validity and reliability testing , while the structural model used for causality testing (testing) hypothesis with a prediction model). From (Imam Ghazali , 2021) explains that PLS is method soft modeling analysis because No assume the data must be with measurement scale certain , which means amount sample can small.Untuk melngulji the sacred hypothesis and existing data , then in research This used tool Bantul data processor in the form of software computer namely the SmartPLS (Partial Least Squares) versi 3.2.9 untuk uji hipotesis . SmartPLS (Partial Least Squares) forget cell application Bantul analysis that relies on bootstrapping , by Because That assumptions normality No become problem in use SmartPLS . Besides the problem normality, SmartPLS No own minimum amount for sample ResearchAnalysis on SmartPLS done with 3 (three) stages , including :Outer Model Analysis, Inner Model Analysis, Testing Hypotheses

Results and Discussion

Based on the results of the testing and data processing carried out by the author using the SmartPLS 3.2.9 application, the following final conclusions were obtained for each hypothesis in this study:

Table 1

Variables	Indicator	Outer Loading	Information
Be ban Ke rja (X1)	BK1	0.836	Valid
	BK2	0.825	Valid
	BK3	0.839	Valid
	BK4	0.808	Valid
	BK5	0.814	Valid
	BK6	0.842	Valid

Variables	Indicator	Outer Loading	Information
Work Discipline (X2)	DK1	0.842	Valid
	DK2	0.815	Valid
	DK3	0.757	Valid
	DK4	0.761	Valid
	DK5	0.796	Valid
	DK6	0.795	Valid
Work Motivation (Z)	MK1	0.795	Valid
	MK2	0.771	Valid
	MK3	0.818	Valid
	MK4	0.745	Valid
	MK5	0.813	Valid
	MK6	0.844	Valid
Product Activity Work (Y)	PK1	0.826	Valid
	PK2	0.760	Valid
	PK3	0.738	Valid
	PK4	0.766	Valid
	PK5	0.775	Valid
	PK6	0.832	Valid

Sulmbelr : Primary data processed, 2024

Based on the table data above, it can be seen that all indicators have a value > 0.6, so they are considered feasible or valid so that they can be continued to the next test.

Discriminant Validity Test

Discriminant Validity is a cross-loading value that is used to determine whether a construct has adequate discriminant power. Discriminant Validity can be seen from the square value of Average Variance Extracted (AVE). Discriminant Validity, or correlation value, is said to be achieved or valid if the AVE value is > 0.5, and the correlation value is declared invalid if the AVE value is < 0.5 (Imam Ghazali, 2021).

Table 2 Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Be ban Ke rja (X1)	0.685
Work Discipline (X2)	0.632
Work Motivation (Z)	0.637
Work Activity Productivity (Y)	0.614

Source: Output, primary data processed by SmartPLS 3.2.9 (2024)

Cronbach Alpha Reliability Test

The reliability test is assessed using two methods: Cronbach's Alpha and Composite Reliability. A variable can be said to have good reliability if the Cronbach's Alpha value is > 0.6 (Imam Ghazali, 2021).

Table 3 Cronbach's Alpha Table

Variables	Cronbach's Alpha	Information
Be ban Ke rja (X1)	0.908	Reliable
Work Discipline (X2)	0.883	Reliable
Work Motivation (Z)	0.886	Reliable
Work Activity Productivity (Y)	0.874	Reliable

Sulmbelr : Output, primary data processed SmartPLS 3.2.9 (2024)

Based on table 4.7 above, it can be concluded that the Cronbach's alpha value of the construct cell is > 0.6, which means that the construct cell meets the Cronbach's alpha criteria and each construct in this study has a high reliability value.

Composite Reliability Test

The reliability test is assessed using two methods: Cronbach's Alpha and Composite Reliability. A variable can be said to have good reliability if the Composite Reliability value is >0.7 (Imam Ghazali, 2021).

Table 4 Composite Reliability Table

Variables	Composite Reliability	Information
Belban Kerja (X1)	0.929	Reliable
Work Discipline (X2)	0.911	Reliable
Work Motivation (Z)	0.913	Reliable
Work Activity Productivity (Y)	0.905	Reliable

Sulmbelr : Oultpult SmartPLS 3.2.9, data primerlr diproses (2024)

Discussion

Effect of Workload on Work Motivation

The results of this study show that the Workload variable (X1) has a significant effect on Work Motivation (Z) at PT. Asahi Delnso Indonesia. The results are based on the path coefficient test on the internal model which shows the t-statistic results for the Workload variable, namely a value of 7.305 and a P value of 0.000, which is declared significant because the t-statistic value is > 1.96 ($7.305 > 1.96$) and a P value of ($0.000 < 0.05$), then the hypothesis test 1 states that H_0 is rejected and H_a is accepted. It can be interpreted that the increasing Workload (X1) has a significant effect on Work Motivation (Z) at PT. Asahi Delnso Indonesia. The results of this study are in line with research in the journal Arita and Agulstin (2022) which states that workload influences work motivation.

The Influence of Work Discipline on Work Motivation

The results of this study show that the variable Work Discipline (X2) has a significant effect on Work Motivation (Z) at PT. Asahi Delnso Indonesia. The results are based on the path coefficient test on the internal model which shows the t-statistic results for the variable Work Discipline, namely 6.863 and P values 0.000, which are declared significant because the t-statistic value is > 1.96 ($6.853 > 1.96$) P values ($0.000 < 0.05$), then the hypothesis test 2 states that H_0 is rejected and H_a is accepted. It can be interpreted that the increasing Work Discipline (X2) has a significant effect on Work Motivation (Z) at PT. Asahi Delnso Indonesia. The results of this study are in line with research in the journal of Andriyani et al. (2020) which states that work discipline has a significant influence on work motivation.

The Effect of Workload on Work Productivity

The results of this study show that the Workload variable (X1) has a significant effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia. The results are based on the path coefficient test on the internal model which shows the t-statistic results for the Workload variable, namely a value of 3.881 and a P value of 0.000, which is declared significant because the t-statistic value is > 1.96 ($3.881 > 1.96$) and P value ($0.000 < 0.05$), then the hypothesis test 3 states that H_0 is rejected and H_a is accepted. It can be interpreted that Workload (X1) has a significant effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia. The results of this study are in line with research in the journal Manoppo et al. (2021) which states that workload affects employee work productivity.

The Influence of Work Discipline on Work Productivity

The results of this study show that the variable Work Discipline (X2) has a significant effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia. The results are based on the path coefficient test on the internal model which shows the t-statistic results for the variable Work Discipline, namely 4.977 and P Values 0.000, which are declared significant because the t-statistic value is > 1.96 ($4.977 > 1.96$) and P values ($0.000 < 0.05$), then the hypothesis test 4 states that H_0 is rejected and H_a is accepted. It can be interpreted that the increasing Work Discipline (X2) has a significant effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia. The results of this study are in line with research in the journal Ardiansyah et al. (2020), which stated that work discipline has a significant impact on work productivity.

The Influence of Work Motivation on Work Productivity

The results of this study show that the variable Work Motivation (Z) has an effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia. The results are based on the path coefficient test on the internal model which shows the t-statistic results for the variable Work Motivation, namely a value of 3.074 and P Values of 0.002, which are declared significant because the t-statistic value is > 1.96 ($3.074 > 1.96$) and P values ($0.002 < 0.05$), then the hypothesis test 5 states that H_0 is rejected and H_a is accepted. It can be interpreted that work satisfaction has a significant effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia. The results of this study are in line with research in the Kulswibowo journal (2020) which states that work motivation influences work productivity.

The Influence of Workload through Work Motivation on Work Productivity

The results of this study show that the Workload variable (X1) mediated by Work Motivation has a significant effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia with a t-statistic value of 3.881. Meanwhile, the results based on the path coefficient test on the internal model t-statistic hypothesis 6 after being mediated by Work Motivation, namely a value of 2.655 ($2.655 > 1.96$), then the hypothesis 6 test states that H_0 is rejected and H_a is accepted and can be interpreted that the direct influence value is a value of 3.881 and the indirect influence is a value of 2.655 which means that the Work Motivation variable is able to mediate even though it does not directly influence the Workload variable on Work Productivity at PT. Asahi Delnso Indonesia. The results of this study are in line with research in the journal Nadiaty et al. (2019) who stated that work motivation is able to influence workload towards work productivity.

The Influence of Work Discipline through Work Motivation on Work Productivity

The results of this research show that the variable Work Discipline (X2) mediated by Work Motivation has a significant effect on Work Productivity (Y) at PT. Asahi Delnso Indonesia with a t-statistic value of 4.977. Meanwhile, the results based on the path coefficient test on the internal model t-statistic hypothesis 6 after being mediated by Work Motivation, namely a value of 3.074 ($3.074 > 1.96$), then the hypothesis 6 test states that H_0 is rejected and H_a is accepted and can be interpreted that the direct influence value is a value of 4.977 and the indirect influence is a value of 3.074 which means that the Work Motivation variable is able to mediate although it does not directly influence the Work Discipline variable on Work Productivity at PT. Asahi Delnso Indonesia. The results of this study are in line with research in the journal Bramasta et al. (2020) who stated that work motivation is able to mediate work discipline towards work productivity.

Conclusions and Recommendations

In accordance with tuljulan research this, namely ulntulk know How Pelngarulh Belban Work and Discipline Work Against Productivity Work With Motivation Work Various Variable Intelligence at PT. Manufacturing Cikarang so can withdrawn conclusion based on results data analysis that has been done in chapter selbellulmnya is various bellikult : The workload variable (X1) has an effect significant against Motivation Work (Z) at PT. Manufaktur Cikarang . Results telrselbult show available significant pelngarulh . Ulntulk Ulji validity and reliability cellula questions from kulelsionelr enter depth category. Discipline Variable Work (X2) has an effect significant against Motivation Work (Z) at PT. Manufaktur Cikarang . Results telrselbult show available significant pelngarulh . Ulntulk Ulji validity and reliability cellula questions from kulelsionelr enter depth category . The workload variable (X1) has an effect significant against Productivity Work (Y) at PT. Manufaktur Cikarang . Results telrselbult show available significant pelngarulh . Ulntulk Ulji validity and reliability cellula questions from kulelsionelr enter depth category. Discipline Variables Work (X2) has an effect significant against Productivity Work (Y) at PT. Manufaktur Cikarang . Results telrselbult show available significant pelngarulh . Ulntulk Ulji validity and reliability cellula questions from kulelsionelr enter depth category. Motivation Variables Work (Z) has an effect significant against Productivity Work (Y) at PT. Manufaktur Cikarang . Results telrselbult show available significant pelngarulh . Ulntulk Ulji validity and reliability cellula questions

from kulelsionelr enter depth category . Motivation Variables Work (Z) as a variable intelligence belrpelran intervene although No melmpelrculate pelngarulh Belban Work (X1) Against Productivity Work (Y) at PT. Manufaktur Cikarang .p. This because of Belban Kelrja (X1) belrpelngarulh selcara significant against Productivity Work (Y) at PT. Manufaktur Cikarang.and with existence Motivation Work (Z), value significance belrkulrang however still produce significant impact against Productivity Work (Y) at PT. Manufaktur Cikarang. Motivation Variables Work (Z) as a variable intelligence belrpelran intervene although No melmpelrculate pelngarulh Discipline Work (X2) Against Productivity Work (Y) at PT. Manufaktur Cikarang , p. This because of Discipline Kelrja (X2) belrpelngarulh selcara significant against Productivity Work (Y) at PT. Manufaktur Cikarang and delngan existence Motivation Work (Z), value significance belrkulrang however still produce significant impact against Productivity Work (Y) at PT. Manufaktur Cikarang.

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