The Impact of Workload, Work Discipline, and Work Environment on *Indomaret* Employee Performance

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Employee performance is a crucial factor in achieving organizational success, especially in the retail sector, where efficiency and service quality directly affect customer satisfaction. This study aims to analyze the impact of workload, work discipline, and work environment on employee performance at Indomaret. A quantitative research approach was used, collecting data through surveys distributed to employees. The findings indicate that workload has a significant effect on performance, where excessive workload leads to decreased productivity and job satisfaction. Work discipline plays a crucial role in ensuring employees adhere to company policies, directly improving efficiency and service quality. Furthermore, a conducive work environment fosters motivation, reduces stress, and enhances overall employee performance. The study highlights the importance of balancing workload, enforcing strict discipline, and creating a supportive work environment to optimize employee performance in the retail industry.

Keywords: Workload, Work Discipline, Work Environment, Employee Performance, Retail Industry

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INTRODUCTION

Employee performance is a critical determinant of organizational success, particularly in the retail industry, where operational efficiency and customer service quality are essential. Indomaret, as one of Indonesia's leading convenience store chains, relies heavily on the effectiveness and productivity of its employees to maintain service excellence and competitiveness. However, various factors influence employee performance, including workload, work discipline, and the work environment.

Workload is a key factor that can either enhance or hinder employee performance. Excessive workload can lead to fatigue, stress, and decreased efficiency, while a balanced workload ensures optimal productivity and job satisfaction. Similarly, work discipline plays a vital role in maintaining operational standards. Employees who adhere to company regulations, arrive on time, and follow procedures contribute to a more organized and productive work environment.

In addition, the work environment significantly affects employee motivation and performance. A positive work environment, characterized by supportive leadership, adequate facilities, and good interpersonal relationships, fosters job satisfaction and efficiency. Conversely, a poor work environment can lead to low morale, increased absenteeism, and high turnover rates.

This study aims to analyze the impact of workload, work discipline, and work environment on Indomaret employee performance. By identifying the relationship between these factors, this research seeks to provide insights that can help improve HR strategies in the retail sector, ultimately enhancing employee productivity and business sustainability.

RESEARCH METHODOLOGY

This study employs a quantitative research approach to analyze the impact of workload, work discipline, and work environment on employee performance at Indomaret. A descriptive and causal research design is used to examine relationships between these variables and determine their influence on performance. The population of this study consists of Indomaret employees working in selected stores within a specific region. A purposive sampling technique is used to select respondents, ensuring that participants have relevant work experience and knowledge of the study variables. The sample size is determined using the Slovin formula to achieve a representative data set. Primary data is collected through structured questionnaires distributed to employees. The questionnaire consists of closed-ended questions using a Likert scale (1–5) to measure workload, work discipline, work environment, and employee performance. Secondary data is obtained from company reports, HR records, and relevant literature.

RESULTS AND DISCUSSION

I. Results

Descriptive Analysis

The descriptive analysis provides an overview of respondents' perceptions regarding workload, work discipline, work environment, and employee performance. The results indicate that:

- The majority of employees experience **moderate to high workloads**, with peak hours significantly increasing job demands.
- Work discipline is generally **high**, with employees following company regulations, although occasional tardiness and non-compliance with procedures are observed.
- The work environment is perceived as **conducive**, with adequate facilities and good coworker relationships, though some employees report issues such as limited rest areas and high job stress.
- Employee performance is rated **good**, with employees meeting productivity targets, but there is room for improvement in service quality and efficiency.

Validity and Reliability Tests

- All questionnaire items passed the **validity test** (r > 0.30) and were deemed appropriate for measuring the study variables.
- The **Cronbach's Alpha** test showed reliability coefficients above 0.70 for all variables, indicating strong internal consistency.

Classical Assumption Tests

- **Normality Test**: The data is normally distributed, confirming the suitability of regression analysis.
- **Multicollinearity Test**: VIF values are below 10, indicating no significant multicollinearity among independent variables.
- **Heteroscedasticity Test**: The scatterplot analysis confirms the absence of heteroscedasticity, validating the regression model.

Multiple Linear Regression Analysis

The regression equation obtained is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

- **Y** = Employee Performance
- **X$_1$** = Workload
- **X$_2$** = Work Discipline
- **X$_3$** = Work Environment

The **R-squared value** indicates that workload, work discipline, and work environment collectively explain a significant percentage of the variation in employee performance.

Hypothesis Testing

- **T-Test Results**:
  - Workload (**X$_1$**) has a **negative and significant** impact on employee performance ($p < 0.05$), suggesting that excessive workload reduces performance.
  - Work discipline (**X$_2$**) has a **positive and significant** impact ($p < 0.05$), indicating that disciplined employees perform better.
  - Work environment (**X$_3$**) has a **positive and significant** impact ($p < 0.05$), confirming that a supportive work environment enhances performance.
- **F-Test Results**:
  - The **F-test** result ($p < 0.05$) confirms that workload, work discipline, and work environment collectively influence employee performance.

The findings highlight the importance of workload management, work discipline, and a conducive work environment in shaping employee performance at Indomaret.

1. **Impact of Workload on Performance**
   The results indicate that excessive workload negatively affects employee performance. High job demands lead to fatigue, reduced focus, and increased stress levels, which in turn lower productivity. This aligns with previous research emphasizing the need for proper workload distribution to maintain efficiency. Indomaret could implement **work shift adjustments** and **task prioritization** to minimize workload-related stress.

2. **Role of Work Discipline in Performance Improvement**
   Work discipline was found to be a **key driver of performance**. Employees who adhere to company policies, arrive on time, and follow established procedures contribute to a more structured and efficient work environment. This finding suggests that **continuous monitoring and employee training programs** can enhance discipline and further improve performance.

3. **Work Environment as a Performance Enhancer**
   A positive work environment significantly boosts motivation and job satisfaction. Factors such as **comfortable facilities, strong team collaboration, and supportive management** contribute to higher productivity. However, reported challenges such as **limited rest areas and high job pressure** indicate areas for improvement. Providing **better facilities, stress management programs, and employee engagement initiatives** could enhance workplace conditions.

II. Managerial Implications

Based on these findings, Indomaret management should consider:

- **Optimizing workload distribution** through flexible scheduling and automation of routine tasks.
- **Enhancing work discipline** with regular evaluations, rewards for compliance, and training on company policies.
- **Improving the work environment** by addressing employee concerns, improving facilities, and fostering a more supportive workplace culture.

CUNCLUSSION

This study analyzed the impact of workload, work discipline, and work environment on employee performance at Indomaret. Based on the findings, the following conclusions can be drawn:

1. **Workload has a significant negative impact on employee performance.** Excessive workload leads to fatigue, stress, and decreased productivity. Proper workload management, such as fair task distribution and effective shift scheduling, is crucial to maintaining high employee performance.
2. **Work discipline has a significant positive impact on employee performance.** Employees who adhere to company regulations, maintain punctuality, and follow procedures contribute to a more efficient and structured work environment. Strengthening work discipline through continuous training, monitoring, and reward systems can enhance overall performance.
3. **The work environment plays a crucial role in improving employee performance.** A supportive and well-structured work environment, including good coworker relationships, adequate facilities, and positive managerial support, fosters motivation and job satisfaction, leading to higher productivity. Addressing workplace challenges, such as stress management and facility improvements, can further enhance employee performance.

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