

The Effect of Workload and Work Discipline on Employee Productivity at CV. Wahana Sejahtera Food, Jombang Regency (A Study of Production Division Employees)

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Abstract

Employee productivity is one of the key determinants of organizational success in achieving corporate objectives. This study aims to analyze the effect of workload and work discipline on employee productivity at CV. Wahana Sejahtera Food, Jombang Regency, both partially and simultaneously. The study employs a quantitative approach with a causal associative research design. The research sample consisted of 131 production division employees selected through proportionate stratified random sampling. Data were collected using a Likert scale questionnaire and analyzed through validity testing, reliability testing, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination using IBM SPSS Statistics version 30. The results indicate that workload and work discipline have a positive and significant effect on employee productivity, both partially and simultaneously. Furthermore, both variables are capable of explaining a portion of the variation in employee productivity, while the remainder is influenced by other factors beyond the scope of this study. These findings suggest that workload aligned with employee capacity, along with strong work discipline, plays an important role in enhancing employee productivity at CV. Wahana Sejahtera Food, Jombang Regency.

INTRODUCTION

Human resources constitute a strategic asset that plays a critical role in determining the success of an organization in achieving its corporate objectives. The success of a company is not solely determined by technological sophistication or the availability of capital, but is also significantly influenced by the quality of its human resources. Therefore, companies must manage their human resources optimally in order to produce high performance and work productivity. Work productivity serves as one of the key indicators in assessing employees' ability to generate optimal output through the effective and efficient use of time, energy, and resources. A high level of productivity not only benefits the company by enhancing its competitive advantage, but also reflects employees' capacity to meet work targets in accordance with established standards.

CV. Wahana Sejahtera Food is a company engaged in the processed food industry, particularly in the production of processed chicken meat products that have implemented food safety and halal product standards. The characteristics of the production process at this company require each employee to work swiftly and meticulously while maintaining product quality in accordance with standard operating procedures (SOPs). Consequently, work productivity becomes a critically important aspect as it is directly related to the achievement of production targets, product quality, and the continuity of the company's operations. Nevertheless, employee work productivity may be influenced by various factors, both from the work environment and from the individual employees themselves.

One of the factors that influences work productivity is workload. Workload refers to the totality of work demands that must be completed by employees within a given period, as reflected by task volume, level of responsibility, and the time allocation required to complete work optimally (Tarwaka, 2011 in Rahayu, M. et al., 2021). Workload is also understood as a certain volume of work that must be completed in accordance with the work demands and responsibilities assigned to employees (Rohman, 2021 in Pratama, D et al., 2024). Furthermore, Indrayana (2024) in Pratama, N et al. (2024) explains that workload is the process of determining the amount of working time required by a person to complete a job within a specific period. Workload that is commensurate with employee capacity can enhance work effectiveness and productivity, whereas excessive workload has the potential to cause fatigue, thereby reducing productivity (Suta and Sutriani, 2025). From the perspective of Job Demands–Resources Theory, workload is regarded as one of the job demands that affects employees' physical and psychological conditions, thereby impacting individuals' ability to achieve optimal work productivity (Bakker & Demerouti, 2024 in Masri, et al., 2026).

In addition to workload, work discipline is also a factor that contributes to improving work productivity. According to Siagian (2016) in Nawir et al. (2024), work discipline is an attitude that reflects employees' compliance, obedience, and willingness to adhere to the rules prevailing in the company. Husein et al. (2025) explain that work discipline is formed through behavior demonstrating compliance, orderliness, and responsibility in carrying out work. Sutrisno (2021) in Taroreh et al. (2025) also states that a high level of discipline reflects an individual's sense of responsibility toward their work and is positively correlated with work productivity. Employees who adhere to working hours, complete tasks on time, and comply with standard operating procedures (SOPs) tend to work more effectively and efficiently, thereby improving productivity (Tjahjana et al., 2023; Almunawwar et al., 2025).

Various prior studies have demonstrated that workload and work discipline are associated with work productivity, although the results obtained remain varied. Fidianingsih et al. (2023) and Pratama, D et al. (2024) found that workload and work discipline have a positive and significant effect on work productivity. Similar results were also reported by Nainggolan and Sudjiman (2022). However, Umamah et al. (2025) found that work discipline did not have a significant effect on employee productivity. These divergent findings indicate that the relationship among workload, work discipline, and work productivity continues to be influenced by organizational characteristics, job types, and the work environment, making research at CV. Wahana Sejahtera Food, Jombang Regency, still relevant to conduct.

This study has novelty in that it simultaneously examines the effect of workload and work discipline on employee productivity at CV. Wahana Sejahtera Food, Jombang Regency, which has work characteristics demanding high precision, strict production targets, and the implementation of standard operating procedures in the production process. Unlike previous studies that were generally conducted in the service sector or government agencies, this study focuses on the food processing industry, thereby expected to provide empirical insights into the factors influencing work productivity in the food manufacturing sector.

Based on the foregoing, this study aims to analyze the effect of workload on employee productivity, the effect of work discipline on employee productivity, and the simultaneous effect

of workload and work discipline on employee productivity at CV. Wahana Sejahtera Food, Jombang Regency.

METHODS

This study employs a quantitative approach with a causal associative research design aimed at analyzing the effect of workload and work discipline on employee productivity at CV. Wahana Sejahtera Food, Jombang Regency. The independent variables in this study consist of Workload (X_1) and Work Discipline (X_2), while the dependent variable is Work Productivity (Y).

The study population comprised 195 production division employees of CV. Wahana Sejahtera Food, Jombang Regency. The sample size was determined using the Slovin formula with a 5% margin of error, yielding 131 respondents. The sampling technique used was proportionate stratified random sampling, ensuring that each unit within the production division had a proportional probability of being selected as a research respondent.

Data were collected through the distribution of questionnaires using a five-point Likert scale, ranging from score 1 (strongly disagree) to score 5 (strongly agree). Prior to analysis, the research instruments were tested for validity using the Corrected Item-Total Correlation method and for reliability using Cronbach's Alpha. Classical assumption tests were subsequently conducted, encompassing tests for normality, multicollinearity, and heteroscedasticity. Data analysis employed multiple linear regression analysis using IBM SPSS Statistics version 27, while hypothesis testing was performed through the partial t-test, the simultaneous F-test, and the coefficient of determination (Adjusted R Square).

Table 1. Operational Definition and Variable Indicators

Variable	Operational Definition	Indicators
Workload (X_1)	Workload refers to the totality of work demands that must be completed by employees within a given period, as reflected by task volume, work responsibilities, and the time allocation required to complete work optimally.	1. Work Volume 2. Time Pressure 3. Work Complexity 4. Work Target
Work Discipline (X_2)	Work discipline refers to the attitude and behavior of employees as reflected in attendance, compliance, and adherence to the rules and norms prevailing within the company.	1. Attendance 2. Punctuality 3. Compliance with SOPs 4. Work Responsibility
Work Productivity (Y)	Work productivity refers to the ratio between the quality of results achieved and the effort or work expended to obtain those results within the work process.	1. Work Efficiency 2. Work Effectiveness 3. Work Quantity (Output) 4. Work Quality (Input)

Data Analysis Method

Data analysis was conducted in stages, encompassing descriptive statistical analysis, instrument quality testing consisting of validity and reliability tests, and classical assumption tests including normality, multicollinearity, and heteroscedasticity tests. Multiple linear regression analysis was subsequently performed to determine the effect of workload and work discipline on work productivity. Hypothesis testing was conducted through the partial test (t-test) and the simultaneous test (F-test), while the coefficient of determination (Adjusted R Square) was used to determine the extent to which the independent variables explain the variation in work productivity.

RESULTS AND DISCUSSION

Respondent Characteristics (Descriptive Analysis)

Respondent characteristics were used to provide a profile of the employees comprising the research sample. The respondents in this study consisted of 131 production division employees of CV. Wahana Sejahtera Food, Jombang Regency, selected using proportionate stratified random sampling. Respondent characteristics include gender, age, educational level, length of employment, and work unit.

Table 2. Respondent Characteristics

Criteria	Category	Frequency (n)	Percentage (%)
Gender	Male	76	58.3
	Female	55	41.7
	Total	131	100.0
Age	< 20 years	11	8.3
	20–30 years	75	57.3
	31–40 years	31	23.7
	> 40 years	14	10.7
	Total	131	100.0
Length of Employment	< 1 year	18	13.7
	1–3 years	64	48.9
	4–6 years	32	24.4
	> 6 years	17	13.0
Position	Total	131	100.0
	Production Coordinator	10	7.6
	Production Administration	7	5.3
	Production Employee	114	87.1
	Total	131	100.0

Based on Table 2, the majority of respondents were male (58.3%), aged 20–30 years (57.3%), had a length of employment of 1–3 years (48.9%), and worked as production employees (87.1%). These characteristics indicate that the majority of respondents were operational personnel of productive age with sufficient work experience, and are therefore considered capable of providing relevant information regarding workload, work discipline, and work productivity at CV. Wahana Sejahtera Food, Jombang Regency.

Descriptive Analysis of Research Variables

The variables analyzed in this study include Workload (X_1), Work Discipline (X_2), and Work Productivity (Y).

Table 3. Descriptive Analysis of Research Variables

Variable	Item	Mean	Median	Overall Mean
Workload (X_1)	X1.1	3.82	4.00	3.69
	X1.2	3.54	4.00	
	X1.3	3.63	4.00	
	X1.4	3.56	4.00	
	X1.5	3.57	4.00	
	X1.6	3.76	4.00	
	X1.7	3.85	4.00	
	X1.8	3.70	4.00	
	X1.9	3.74	4.00	
	X1.10	3.65	4.00	
Work Discipline (X_2)	X1.11	3.80	4.00	3.44
	X2.1	3.51	4.00	
	X2.2	3.50	4.00	
	X2.3	3.31	3.00	
	X2.4	3.52	4.00	
	X2.5	3.35	3.00	
	X2.6	3.39	3.00	
	X2.7	3.36	3.00	
	X2.8	3.42	4.00	
	X2.9	3.21	3.00	
	X2.10	3.47	4.00	
	X2.11	3.63	4.00	

	X2.12	3.58	4.00	
Work Productivity (Y)	Y1	3.72	4.00	3.77
	Y2	3.73	4.00	
	Y3	3.80	4.00	
	Y4	3.71	4.00	
	Y5	3.69	4.00	
	Y6	3.82	4.00	
	Y7	3.76	4.00	
	Y8	3.80	4.00	
	Y9	3.92	4.00	
	Y10	3.78	4.00	
	Y11	3.70	4.00	

Based on Table 3, the Workload variable (X_1) obtained a grand mean of 3.69, which falls within the “agree” category. The indicator with the highest mean value was Work Complexity (3.78), indicating that employees’ tasks require high precision and concentration. The Work Discipline variable (X_2) obtained a grand mean of 3.44, which also falls within the “agree” category, with the Work Responsibility indicator yielding the highest mean value (3.56). This suggests that employees demonstrate a strong sense of responsibility in carrying out their work in accordance with company regulations. Meanwhile, the Work Productivity variable (Y) obtained a grand mean of 3.77, categorized as “agree”, with Work Quality (Input) as the highest indicator (3.80). This condition reflects that employees are capable of producing high-quality output while minimizing errors in the production process, thereby supporting the achievement of the company’s targets.

Data Analysis Results

Data analysis was performed using IBM SPSS Statistics version 27 to test the effect of workload and work discipline on employee productivity. The analytical stages encompassed instrument quality testing, classical assumption testing, multiple linear regression analysis, hypothesis testing (t-test and F-test), and the coefficient of determination test.

Instrument Quality and Classical Assumption Test Results

Table 4. Summary of Instrument Quality and Classical Assumption Test Results

Test	Result	Criterion	Conclusion
Validity	0.604–0.791	Corrected Item-Total Correlation > 0.300	Valid
Reliability	Workload (X_1) = 0.918 Work Discipline (X_2) = 0.931 Work Productivity (Y) = 0.974	Cronbach’s Alpha > 0.60	Reliable

Normality	0.200	Sig. > 0.05	Normal distribution
Multicollinearity	0.828 (Tolerance) 1.208 (VIF)	Tolerance > 0.10 and VIF < 10	No multicollinearity
Heteroscedasticity	Workload (X1) = 0.843 Work Discipline (X2) = 0.108	Sig. > 0.05	No heteroscedasticity

Based on Table 4, the test results indicate that all research instruments have satisfied the validity and reliability requirements, making them suitable for use as data collection instruments. Furthermore, the classical assumption test results demonstrate that the regression model fulfills the normality assumption, exhibits no multicollinearity, and is free from heteroscedasticity. Accordingly, the regression model is declared to meet the requirements for use in multiple linear regression analysis and hypothesis testing.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis Results

Variable	B	Std. Error	t	Sig.	Note
Constant	19.003	3.337	5.695	<0.001	
Workload (X1)	0.362	0.064	5.616	<0.001	Significant
Work Discipline (X2)	0.190	0.082	2.303	0.023	Significant

$$Y = 19.003 + 0.362X_1 + 0.190X_2 + \varepsilon$$

The regression equation indicates that the regression coefficients for both Workload and Work Discipline are positive. This suggests that an increase in workload commensurate with employee capacity, accompanied by strong work discipline, tends to be followed by an increase in employee work productivity.

F-Test and t-Test Results

Table 6. F-Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F-Statistic	F-Table	Sig.
Regression	1242.673	2	621.336	28.737	3.07	.000
Residual	2767.526	128	21.621			
Total	4010.198	130				

The simultaneous test results indicate that Workload and Work Discipline jointly exert a significant effect on Work Productivity. Accordingly, the third hypothesis (H_3) is accepted.

Table 7. t-Test Results (Partial)

Independent Variable	t-Statistic	t-Table	Sig.	Conclusion
Workload	5.616	1.979	0.000	Significant
Work Discipline	2.303	1.979	0.023	Significant

The partial test results indicate that the Workload variable has a significant effect on Work Productivity, and the Work Discipline variable also has a significant effect on Work Productivity. Accordingly, the first hypothesis (H_1) and the second hypothesis (H_2) are both accepted.

Coefficient of Determination (R^2)

Table 8. Summary of Hypothesis Testing Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.557	0.310	0.299	4.650

The Adjusted R Square value of 0.299 indicates that the Workload and Work Discipline variables are able to explain 29.9% of the variation in Work Productivity. The remaining 70.1% is influenced by other factors outside the research model.

DISCUSSION

The Effect of Workload and Work Discipline on Employee Work Productivity

The results of this study indicate that workload and work discipline simultaneously exert a positive and significant effect on employee work productivity at CV. Wahana Sejahtera Food, Jombang Regency. These findings demonstrate that the third hypothesis is accepted, suggesting that improvements in work productivity are not determined solely by one factor, but rather result from the simultaneous management of workload commensurate with employee capacity and the consistent implementation of work discipline.

Based on the descriptive analysis results, the Workload variable obtained a grand mean of 3.69 (categorized as “agree”), the Work Discipline variable obtained a grand mean of 3.44 (categorized as “agree”), and the Work Productivity variable obtained a grand mean of 3.77 (also categorized as “agree”). These results indicate that employees perceive the workload assigned to them as still appropriate to their work capacity, supported by good work discipline, enabling them to achieve high levels of work productivity. This condition demonstrates that the management of workload and the implementation of work discipline simultaneously contribute to supporting the effectiveness of work execution and the achievement of the company’s production targets.

The coefficient of determination results indicate that workload and work discipline are able to explain a portion of the variation in work productivity, while the remainder is influenced by other factors outside the research model. This suggests that work productivity is not solely influenced by workload and work discipline, but may also be affected by other factors such as work motivation, work environment, leadership, compensation, and other organizational factors not analyzed in this study.

These research findings are consistent with the view of Sedarmayanti (2017) in Mualimin et al. (2025), who states that work productivity represents the ratio between results achieved and

resources used in the work process. High productivity can be attained when a company is able to manage the various factors that influence it, including the proportional distribution of workload and the consistent implementation of work discipline. Workload commensurate with employee capabilities enables tasks to be completed effectively, while work discipline encourages employees to work in accordance with the company's established regulations, procedures, and targets, thereby making the work process more efficient. These findings are also consistent with those of Handayani et al. (2023), who demonstrated that variables related to work management and work discipline are jointly capable of exerting a significant influence on performance improvement. Accordingly, the results of this study reinforce the conclusion that employee work productivity at CV. Wahana Sejahtera Food, Jombang Regency, can be improved through proportional workload management and the consistent implementation of work discipline in work execution.

The Effect of Workload on Employee Work Productivity

The results of this study indicate that workload has a positive and significant effect on employee work productivity at CV. Wahana Sejahtera Food, Jombang Regency. These findings demonstrate that the first hypothesis is accepted, suggesting that the more appropriate the workload assigned is relative to employee capacity and capability, the greater the tendency for work productivity to increase.

Based on the descriptive analysis results, the Workload variable obtained a grand mean of 3.69, categorized as "agree." The indicator with the highest mean value was Work Complexity, indicating that the majority of employees perceive their tasks as requiring high precision and concentration. Although the perceived workload is relatively high, this condition remains manageable for employees as it is commensurate with their respective capacities, capabilities, and responsibilities. This suggests that work complexity, when balanced with employees' ability to maintain precision and concentration, can support improvements in work productivity.

These research findings are consistent with the Job Demands–Resources Theory proposed by Bakker and Demerouti (2024) in Masri, W. et al. (2026), which explains that workload constitutes one of the job demands that affects employees' physical and psychological conditions. Workload commensurate with employee capability can enhance work effectiveness and productivity, whereas workload exceeding employee capacity has the potential to cause work-related stress and reduce productivity (Tarigan & Zulaspan, 2021 in Masri, W. et al., 2026). Therefore, companies need to align workload with employee capability so that work demands can be fulfilled optimally without generating excessive work pressure. This condition aligns with the work characteristics at CV. Wahana Sejahtera Food, Jombang Regency, which require employees to work meticulously, maintain focus, and attend carefully to each stage of the production process. High levels of precision and concentration are necessary to minimize work errors, maintain product quality, and ensure that production targets can be achieved in accordance with company standards. Conversely, if employees' levels of precision and concentration are low, the risk of work errors, product defects, and delays in task completion will increase, potentially obstructing the achievement of the company's targets and reducing work productivity.

These findings are consistent with those of Tarigan and Zulaspan (2021) in Masri, W. (2026), which demonstrated that workload has a significant effect on employee work productivity. Accordingly, the results of this study reinforce the conclusion that workload management aligned with employee

capacity constitutes one of the important factors in improving work productivity at CV. Wahana Sejahtera Food, Jombang Regency.

The Effect of Work Discipline on Employee Work Productivity

The results of this study indicate that work discipline has a positive and significant effect on employee work productivity at CV. Wahana Sejahtera Food, Jombang Regency. These findings demonstrate that the second hypothesis is accepted, suggesting that the better the work discipline exhibited by employees, the greater the tendency for work productivity to increase.

Based on the descriptive analysis results, the Work Discipline variable obtained a grand mean of 3.44, categorized as “agree.” The indicator with the highest mean value was Work Responsibility, suggesting that the majority of employees demonstrate a strong sense of responsibility in carrying out their tasks and completing the assignments given by the company. Furthermore, a high level of work discipline is also reflected in attendance, punctuality, compliance with standard operating procedures (SOPs), and adherence to company regulations. This condition indicates that the majority of employees have adopted work behaviors in accordance with company provisions, thereby supporting the smooth operation of the production process.

Furthermore, the descriptive analysis results indicate that the Work Productivity variable obtained a grand mean of 3.77, categorized as “agree.” The indicator with the highest mean value was Work Quality (Input), reflecting that employees are capable of minimizing the rate of errors or product defects in the production process. This high level of work productivity can be supported by strong work discipline. Employees who arrive on time, comply with SOPs, and take responsibility for their work tend to be more capable of completing tasks effectively and in accordance with company standards. Conversely, low levels of work discipline may cause delays in task completion, violations of work procedures, and an increased risk of errors in the production process, which may ultimately impede the achievement of the company’s targets.

These research findings are consistent with the view of Almunawwar et al. (2025), who state that individuals with high work discipline tend to demonstrate greater responsibility, are more capable of working effectively, and contribute to improved productivity. Adherence to working hours, timely task completion, and compliance with company regulations can drive work efficiency, thereby increasing employee productivity. Almunawwar et al. (2025) further explain that compliance with workplace rules and procedures is capable of creating a more orderly work environment, minimizing the risk of errors, and effectively supporting the achievement of corporate objectives.

These findings are also consistent with those of Astuti et al. (2021) in Almunawwar et al. (2025), who found that work discipline has a significant effect on employee productivity, particularly when supported by a high level of job satisfaction. Accordingly, the results of this study reinforce the conclusion that work discipline—as reflected in attendance, punctuality, compliance with SOPs, and work responsibility—constitutes a factor capable of improving employee work productivity at CV. Wahana Sejahtera Food, Jombang Regency.

CONCLUSION

Based on the research findings, it can be concluded that workload and work discipline exert a significant effect on employee work productivity at CV. Wahana Sejahtera Food, Jombang Regency, both partially and simultaneously. Workload managed in accordance with employee

capacity, along with work discipline reflected through compliance with regulations, punctuality, and responsibility, is capable of supporting improvements in work productivity. Therefore, the company needs to maintain proportional workload management and consistently implement work discipline as an effort to enhance employee work productivity.

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