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WORKLOAD, WORK DISCIPLINE, AND ORGANIZATIONAL COMMITMENT AND THEIR EFFECTS ON EMPLOYEE PERFORMANCE: EVIDENCE FROM PT BONOFACTUM, BALI

Ni Luh Pudak Sari[1*], Made Ika Prastyadewi[2], Putu Pradiva Putra Salain[3]

[1,2,3]Universitas Mahasaraswati Denpasar, Bali, Indonesia
*correspondence: pudaksarii517@gmail.com

ABSTRACT

Employee performance can be influenced by many factors such as workload, work discipline, and organizational commitment. Problems with employee performance have a significant impact on the sustainability of a company. There are many cases related to employee performance faced by PT. Bonofactum Kerobokan Badung. PT. Bonofactum Kerobokan Badung experiences fluctuations in production target achievement. This study aims to determine the effect of workload, work discipline, and organizational commitment on employee performance. The research method used is quantitative. The population used is PT. Bonofactum employees, and the sample size is 83 people. The results of the study show that workload, work discipline, and organizational commitment each have a negative and significant effect on employee performance. The researcher's suggestion is that PT. Bonofactum should review the number of work targets assigned to employees so that it can set more proportional work target policies that do not cause excessive burdens on employees, give warnings or sanctions to employees who arrive late without acceptable reasons, always appreciating every contribution made by employees to the company so that employees feel valued and motivated to remain committed to the organization, and periodically providing training to improve employees' abilities in meeting their daily/weekly work targets.

Keywords: workload, work discipline, organizational commitment, employee performance

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1. INTRODUCTION

Human resources represent the foundation of an organization's existence. Human resources represent a critical component of an organization's operational effectiveness. Indeed, the success of a company is contingent upon the presence of human resources. Consequently, companies must possess highly disciplined, competent staff members with a wealth of experience and achievements. Furthermore, it is imperative that staff possess not only the requisite knowledge and work skills but also a substantial measure of potential. Regardless of the sophistication of the technology, the attainment of the company's objectives is contingent upon the utilization of human resources.

According to Hustia (2020), performance can be defined as the execution of employee responsibilities, with work results that are in accordance with the quality and quantity established by the company. The importance of high performance for organizations cannot be overstated. When employees demonstrate high performance, they are able to complete their work assignments in a timely manner. The concept of high performance in the workplace has been demonstrated to engender a sense of enthusiasm among employees, thereby fostering a greater sense of job satisfaction and dedication. Employee performance is the result of specific job functions or work activities over a certain period of time, and it can demonstrate the quality and quantity of work.

According to Moeheriono in Nurlita (2023), performance can be defined as the extent to which a program of activities or policies achieves the goals, objectives, vision, and mission of an organization as outlined in its strategic planning. According to the aforementioned definition of performance, it can be concluded

that performance is a comparison of the work results achieved by employees with the standards set in an organization. Performance is defined as the results achieved by employees, both in terms of quantity and quality, in a company in accordance with the responsibilities assigned to them (Nasution, 2020).

Problems with employee performance have a significant impact on the sustainability of a company. A multitude of cases concerning employee performance have been documented in the extant literature, with one notable example being that of PT. Bonofactum Kerobokan Badung. PT. Bonofactum Kerobokan Badung is a company engaged in the production of silver jewelry, located in Badung Regency and established in 2007. This phenomenon is indicative of a decline in employee performance at PT. The underperformance of Bonofactum is evident in the company's failure to attain its 2024 production targets.

Table 1. Silver Production Targets for PT. Bonofactum Kerobokan Badung in 2024

Month	Production Target (Units)	Achievement (Units)	Remarks	Achievement Percentage (Achievement/ Target) (%)
January	48,435	39,921	Not Achieved	82.4
February	60,669	57,285	Not Achieved	94.4
March	66,524	66,714	Achieved	100.3
April	55,718	58,327	Achieved	104.7
May	63,683	60,903	Not achieved	95.6
June	52,486	50,994	Not achieved	97.2
July	69,043	66,726	Not achieved	96.6
August	48,175	46,599	Not Achieved	96.7
September	50,926	46,485	Not Achieved	91.3
October	50,676	47,562	Not Achieved	93.9
November	68,456	69,244	Achieved	101.2
December	58,723	62,111	Achieved	105.8

Source: PT. Bonofactum Kerobokan Badung, 2024

In consideration of the data presented in Table 1 with respect to PT Bonofactum. As illustrated by PT Bonofactum Kerobokan Badung's Production Targets for 2024, there was significant variation in employee performance throughout the year. Out of a total of 12 months, a mere five months succeeded in meeting or surpassing production targets. These months were March, April, November, December, and most of May. Conversely, in the remaining seven months of the fiscal year, production targets were not met, particularly in the early to mid-year months, including January, February, June, July, August, September, and October. The lowest achievement was recorded in January, with an 82.4% percentage, while the highest achievement was observed in December, with a percentage of 105.8%. This phenomenon is indicative of an underlying instability in employee performance.

In the context of a company's organizational structure, human resources are fundamentally a form of capital and play a pivotal role in achieving the company's objectives. Consequently, it is imperative for the company to manage its human resources in an optimal manner. The underlying reason for this phenomenon is that a company's success is not solely determined by its technological superiority and access to financial resources. The human factor is paramount in this regard, given that humans possess behaviors, feelings, and thoughts.

One factor that has the potential to influence the performance of employees is workload, defined as the tasks assigned to employees to be completed using their skills and potential at a given time. A high workload has been demonstrated to improve employee performance; however, an excessive workload can lead to a decline in employee performance. Workload can be defined as the set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. As

stated by Huda and Shony Azar (2021), the ability of an employee to successfully complete and adapt to a series of assigned tasks does not result in the accumulation of excessive workloads. Workload is defined as the number of activities that must be completed by workers within a limited timeframe. The ability of workers to manage their work effectively and adapt to the number of responsibilities assigned by their superiors is crucial. When workers are able to manage their work well and adapt to the number of responsibilities assigned by their superiors, these responsibilities become obligations for the workers, and these activities become excessive responsibilities for the workers. According to Egarini & Prastiwi (2022), workload can be defined as the discrepancy between an employee's capacity or ability and the demands of their job. Recognizing the dual nature of human work as both mental and physical, it is evident that these two facets vary in terms of their respective workload levels (Ohorela, 2021).

The results of observations and preliminary interviews conducted by the researcher with 10 employees indicate the presence of issues related to workload at PT. Bonofactum Kerobokan Badung is the result of elevated production demands that are disproportionate to the number of available workers. Employees frequently find themselves obliged to extend their working hours beyond the standard boundaries in order to align with the production targets set by the company. This condition is indicative of an excessive workload, characterized by both the quantity of work and the time required to complete tasks. The high workload has been shown to result in physical fatigue, stress, and decreased concentration among employees. This phenomenon has been shown to have a significant impact on the probability of errors in work and delays in task completion.

In accordance with the findings of Soelto et al. (2021), it has been determined that workload exerts a negative and significant influence on employee performance. This indicates that a reduction in workload is conducive to enhancing employee performance. Concurrent research by Cao et al. (2024) also found that workload has a negative and significant effect on employee performance, meaning that high workload is significantly associated with decreased work effectiveness due to increased emotional exhaustion. Concurrent with this, prior studies have demonstrated a negative and significant relationship between workload and employee performance, thereby indicating that a reduction in workload can enhance employee performance. However, in contrast to the results of research conducted by Kusuma et al. (2022), which found that workload has a positive and significant effect on employee performance, Raudha Maurika Sari and Bachruddin Saleh Luturlean (2022) found the same result, namely that workload has a positive and significant effect on employee performance, meaning that the higher the workload, the greater the impact on employee performance.

The second factor that affects employee performance is work discipline. Discipline in performing a job can be interpreted as respectful, obedient, and compliant behavior with various established rules, which can be verbal or written. It can also be defined as the ability to carry out and not avoid various sanctions imposed on individuals if they violate the obligations and duties entrusted to them. According to Muslimat and Wahid (2021), discipline constitutes the most critical operational function of human resource management. This assertion is supported by empirical evidence demonstrating a direct correlation between employee discipline and subsequent achievements and work performance. Work discipline, as defined by Hendrayani (2020), is a managerial tool employed to communicate with employees, thereby encouraging behavioral modification and enhancing awareness of, and compliance with, company regulations. As posited by Salain et al. (2022), discipline is defined as the volition and cognizance to adhere to organizational protocols and societal standards. Consequently, discipline emerges as a pivotal conduit for achieving objectives, underscoring its critical role within managerial functions.

The results of observations and preliminary interviews conducted by the researcher with 10 employees indicate the presence of issues related to work discipline at PT Bonofactum Kerobakan Badung. These findings suggest that one of the primary factors contributing to the deterioration in service quality is a complex problem concerning human resources, particularly the absence of employee discipline. The absence of employee discipline is evident in the employee attendance data (Figure 1).

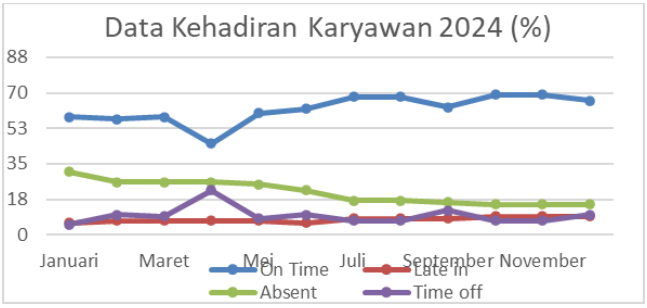


Figure 1. Attendance Data 2024

As illustrated in Figure 1, there are significant issues related to work discipline. The mean rate of tardiness among employees who arrive on time each month is 61.92%. Despite an increase in the proportion of employees arriving on time during several months, such as July to October, the figure remains inconsistent, with a significant decline in April, when only 45% of employees arrived on time. Furthermore, the rate of tardiness is a cause for concern, with an average of 7.58% of employees arriving late each month, and the highest rate reaching 9% in October and November. This high rate of tardiness is indicative of a general lack of adherence to the established working hours. Additionally, the prevalence of absenteeism, defined as employees absent from work without providing a valid explanation, was observed to be substantial, with an average monthly rate of 20.91%. This phenomenon can be interpreted as an indication of a suboptimal level of dedication to job obligations. Concurrently, the quantity of leaves collected is substantial, with an average monthly total of 9.5%. In instances where a significant proportion of the workforce is absent or tardy, the distribution of workloads becomes imbalanced, potentially leading to disruptions in daily operations. This phenomenon has the potential to adversely impact team productivity, prolong task completion times, and diminish service quality or employee performance.

Aulia and Trianasari's (2021) research yielded findings indicating that work discipline exerts a positive and significant influence on employee performance. Consequently, a robust work discipline is associated with enhanced employee performance. Research conducted by Arifin and Sasana (2020) found that work discipline has a positive and significant effect on employee performance. Research conducted by Agustina et al. (2024) found that work discipline has a positive effect on employee performance, meaning that the better the level of employee work discipline, the higher the performance that can be achieved. Research conducted by Dewi, et al., (2023) and Agustina et al. (2024) found that work discipline has a positive effect on employee performance. This means that the higher the level of employee discipline in terms of punctuality and compliance with regulations in an institution, the higher the performance will be. However, in contrast to the research conducted by Muna and Isnowati (2022), it was found that work discipline has a negative effect on employee performance. This suggests that a lack of work discipline may have a detrimental effect on the company's survival, as it can lead to a reduction in the performance of each individual employee.

The third factor that affects employee performance is organizational commitment, which is a work attitude, emotion, and willingness that reflects desire, responsibility, loyalty, and involvement to work hard, the desire to remain in the organization and give one's best effort, energy, and time to a job or activity. Organizational commitment has been shown to play a very important role in an organization because it can be one of the factors directly involved in the implementation of organizational activities and plays a role in improving the organization in achieving its established goals. As posited by Angraini et al. (2021), organizational commitment has the capacity to influence behavior and loyalty, thereby enhancing the vision, mission, and goals of the organization. These elements, in turn, are pivotal to the success of an organization. Employees who demonstrate a high degree of commitment have been shown to positively influence an organization's ability to achieve its objectives. Employees who demonstrate a high degree of commitment will be held to a higher standard of responsibility, and consequently, will be better equipped

to address challenges and difficulties that may arise. Organizational commitment demonstrates the extent to which employees are emotionally invested in aligning with the prevailing values of the organization, thereby facilitating the realization of their objectives and aspirations for continued employment (Badrianto & Astuti, 2023).

The results of observations and preliminary interviews conducted by the researcher with 10 employees indicate the presence of issues related to organizational commitment at PT Bonofactum Kerobokan Badung. Specifically, there is a discrepancy between the organizational structure of the company and the distribution of work, which is inconsistent. Additionally, there is an imbalance in the distribution of tasks among employees, leading to delays in the completion of tasks. Consequently, employees demonstrate a lack of responsibility in completing their assigned tasks during periods of internal or external audits.

A study by Sudama (2022) revealed that organizational commitment does not have a significant impact on employee performance. Research conducted by Hasna et al. (2023) found that organizational commitment does not affect employee performance. However, in contrast to the findings of Fauzy & Luterlean (2020), which demonstrated that organizational commitment exerts a positive influence on employee performance, the present study reveals that an enhancement in organizational commitment does not necessarily translate into an improvement in employee performance. Yuliadi and Sutianingsih's (2023) research indicates that organizational commitment exerts a positive influence on employee performance. Similarly, Maharani et al. (2025) study found that organizational commitment has a positive and significant effect on employee performance, suggesting that enhanced organizational justice is associated with higher employee performance.

2. LITERATURE AND HYPOTHESIS

Theory Goal Setting Theory

The achievement of set targets (goals) can be conceptualized as the level of performance that individuals aspire to attain. Individuals must possess the necessary skills, establish clear objectives, and receive constructive feedback to assess their performance (Parwita et al., 2024). Goal Setting Theory underscores the pivotal relationship between the establishment of objectives and the subsequent performance outcomes. The fundamental premise asserts that individuals who possess a comprehensive understanding of the organizational goals will exercise their professional conduct in a manner consistent with these objectives.

Employee Performance

The term "performance" is employed to denote the achievements or results of an employee's work. However, the concept of performance can be understood in a broader sense, encompassing not only the outcomes of work but also the manner in which the work process unfolds (Rohman et al., 2023). As Prastyadewi et al. (2023) contend, performance is contingent upon motivation and the capacity to complete tasks or work. An individual should possess a certain degree of willingness and ability. Nevertheless, it is imperative to acknowledge that a propensity towards a task, coupled with the presence of requisite skills, does not invariably guarantee efficacious execution. The attainment of optimal performance is predicated, in addition, upon the possession of a comprehensive understanding of the tasks' demands and the methodologies for their execution.

Workload

Workload is defined as the number of activities that must be completed by an organizational unit or position holder. These activities are systematically analyzed using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time. The objective of this analysis is to obtain information about the efficiency and effectiveness of an organizational unit's work (Asnora, 2020). According to Munandar (Hermawati & Syofian, 2021), two types of workload have been identified: quantitative workload, which includes tasks performed exclusively during working hours, and direct contact between employees and tasks that persist during working hours.

Work Discipline

Work discipline has been defined as a tool used by managers to modify behavior and as an effort to enhance employee awareness and propensity to comply with all rules and social norms that apply within an institution or organization (Pranitasari & Khotimah, 2021). Concurrently, as Nurastuti (2024) asserts, work discipline encompasses an attitude of respect, appreciation, obedience, and compliance with applicable written and unwritten regulations. It also involves the capacity to execute these regulations and to refrain from evasion if duties and authorities are violated.

Organizational Commitment

According to Putra & Zabadli (2022), organizational commitment is defined as a strong desire to remain a member of a particular organization, a desire to work hard in accordance with the organization's wishes, as well as a certain belief and acceptance of the organization's values and goals. According to Pranata et al. (2020), organizational commitment is defined as the degree of trust and acceptance that employees have in the organization's objectives, as well as their inclination to remain in the organization.

Hypothesis

The Effect of Workload on Employee Performance

According to Sunarso in Rutumalessy (2023), workload can be defined as a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Consequently, workload emerges as a pivotal factor demanding consideration within organizational frameworks. If the issue of workload is not addressed, it will have a negative impact on performance. Additionally, it is asserted that workload measurement constitutes a management technique, whereby information regarding a position is obtained through a systematic research and assessment process. In accordance with the findings of Mangkunegara's (2021) research, which indicates that workload exerts a positive and significant influence on employee performance, it can be concluded that a workload that aligns with established standards will have a favorable impact on employee performance. This is due to the fact that employees are not overwhelmed when carrying out operational activities. Bua et al. (2024) posited that workload exerts a positive and significant effect on employee performance. That is to say, the performance of employees is optimized when they are assigned additional work or tasks by their company. Consequently, employees are driven to work harder to achieve the best possible performance results. Dameria et al. (2024) posit that workload exerts a positive and significant effect on employee performance, signifying that the workload allocated by the company will motivate employees to exert more effort. Consequently, the assignment of a high workload can be a method to enhance employee performance, thereby ensuring that employees exhibit greater discipline in completing their assigned tasks and responsibilities.

H1: Workload has a positive and significant effect on employee performance

The Effect of Work Discipline on Employee Performance

According to Adnyana et al. (2025), work discipline is defined as a form of respect for the organization and obedience to its rules, as well as a willingness to accept punishment for violations. According to Sukiyah et al. (2021), discipline is defined as an attitude of respect for company rules and regulations that exists within employees, causing them to voluntarily adapt to company rules and regulations. A substantial body of research has been dedicated to examining the relationship between discipline and employee performance. This research has been conducted by Vallenia et al. (2020) and Prasetyo, Jufrize, & Hadi (2021) also Agustina et al. (2024), who have concluded that work discipline has a positive and significant effect on employee performance.

H2: Discipline has a positive effect on employee performance.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment is defined as loyalty to the organization where the employee works (Yasa et al., 2021). Commitment is defined as an attitude that reflects employee loyalty to the organization and a

continuous process in which members of the organization express concern for the organization and its continued success and well-being (Kazemi & Corlin, 2022). Employees who are committed to their profession possess a profound sense of responsibility towards their work and ascribe great importance to their professional endeavors (Afshari et al., 2020). This finding aligns with the research conducted by Evasari and Prasetyo (2023), which demonstrated that organizational commitment exerts a positive and significant influence on employee performance. This suggests that as organizational commitment strengthens, employee performance is likely to improve. Concurrently, the findings of research conducted by Hayati et al. (2023) demonstrate that commitment exerts a positive influence on employee performance. This suggests that when an employee exhibits a high degree of commitment toward their organization, their performance is likely to be enhanced.

H3: Organizational commitment has a positive and significant effect on employee performance.

3. RESEARCH METHOD

The location of this study is at Jalan Raya Kerobokan No. 88 Kerobokan Kelod, Kecamatan. Kuta Utara, Kabupaten Badung, Bali. The reason for conducting this research is the phenomenon related to workload, work discipline, and organizational commitment to employee performance. The data used in this study is quantitative and qualitative. The population used in this study was all 83 employees of PT. Bonofactum. The sampling technique used in this study was saturated sampling. Saturated sampling is a sampling technique where all members of the population are used as samples. In this study, the number of respondents in the sample was 83 employees at PT Bonofactum. The data analysis method used to solve the problems in this study was multiple linear regression analysis, which was performed using the SPSS (Statistica Program and Service Solution) program.

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 2. Instrument Validity Test Results

No	Variable	Item Statement	Item-Total Correlation	Description
1	Workload (X1)	X1.1	0.907	Valid
		X1.2	0.844	Valid
		X1.3	0.878	Valid
		X1.4	0.879	Valid
		X1.5	0.884	Valid
2	Work discipline (X2)	X2.1	0.871	Valid
		X2.2	0.857	Valid
		X2.3	0.894	Valid
		X2.4	0.835	Valid
		X2.5	0.918	Valid
3	Organizational commitment (X3)	X3.1	0.887	Valid
		X3.2	0.918	Valid
		X3.3	0.847	Valid
		X3.4	0.927	Valid
		X3.5	0.901	Valid
4	Employee performance (Y)	Y.1	0.881	Valid
		Y.2	0.848	Valid
		Y.3	0.892	Valid
		Y.4	0.905	Valid
		Y.5	0.837	Valid

Source: Processed data, 2025

Table 2 shows that all Pearson Correlation values for the instruments are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

b. Reliability Test

Table 3. Results of Instrument Reliability Test

Variable	Number of Instruments	Cronbach's Alpha
Workload (X1)	0.923	Reliable
Work discipline (X2)	0.919	Reliable
Organizational commitment (X3)	0.936	Reliable
Employee performance (Y)	0.931	Reliable

Source: Processed data, 2025

Through the analysis of the above results, the calculation of Cronbach's Alpha for each variable is than 0.60.

Classical Assumption Test

a. Normality Test

Table 4. Normality Test Results

Description	Value
N	83
Test Statistic	0.086
Asymp. Sig. (2-tailed)	0.195

Source: Processed data, 2025

The results of the normality test using the one-sample Kolmogorov-Smirnov test shown above produced a Kolmogorov-Smirnov value of 0.195, which is greater than 0.05, indicating that the data is normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF	Description
Workload	0.703	1.423	Free of Multicollinearity
Work discipline	0.815	1.227	Free of Multicollinearity
Organizational commitment	0.634	1.576	Free of Multicollinearity

Source: Processed data, 2025

The results listed above indicate that all independent variables have a tolerance value greater than 0.10 and all independent variables have a VIF value less than 10. Therefore, it can be concluded that there is no multicollinearity.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Independent Variables	Sig	Description
Workload	0.174	Free from heteroscedasticity
Work discipline	0.995	Free from heteroscedasticity
Organizational commitment	0.842	Free from Heteroscedasticity

Source: Processed data, 2025

The results shown in the heteroscedasticity test if each independent variable has a significance value greater than 0.05.

Data Analysis Results

Table 7. Summary of Multiple Linear Regression Analysis Results

Dependent Variable	Independent Variables	Regression Coefficient	Std. Error	Calculated t	Significance
Employee Performance	(Constant)	1.793	1,596	1,123	0.265
	Workload	0.304	0.081	3,769	0.000
	Work discipline	0.258	0.083	3.110	0.003
	Organizational commitment	0.558	0.088	6.352	0.000
R-Square = 0.679		F calculated = 55.587			
Adjusted R-Square = 0.666		Sig F = 0.000			
N = 83					

Source: Processed data, 2025

a. Results of Multiple Linear Regression Analysis

Based on the values in Table 6, the multiple linear regression equation will be:

$Y = 1.793 + 0.304X_1 + 0.258X_2 + 0.558X_3$

Based on the multiple linear regression equation above, the regression line equation provides the following information:

1) $\beta_1 = 0.304$ The regression coefficient value of 0.304 shows that if the workload X_1 increases while other independent variables are assumed to remain constant, employee performance (Y) will increase.
2) $\beta_2 = 0.258$ The regression coefficient value of 0.258 shows that if work discipline X_2 increases while other independent variables are assumed to remain constant, employee performance (Y) will increase.
3) $\beta_3 = 0.558$ The regression coefficient value of 0.558 indicates that if organizational commitment X_3increases while other independent variables are assumed to remain constant, employee performance (Y) will increase.

b. Coefficient of Determination

Based on the analysis results in the table above, the adjusted R square value is 0.679. This means that 67.9% of the variation in employee performance variables can be explained by the variation of the three independent variables of workload, work discipline, and organizational commitment. The remaining variation (100% - 67.9% = 32.1%) is explained by other variables not included in this study.

c. t-test

Based on the results of the analysis above, the following conclusions can be drawn:

1) The effect of the workload variable (X1) on employee performance (Y). The workload variable has a regression coefficient value of 0.304 and a significance value of 0.000 <0.05. This means that the workload variable has a positive and significant effect on employee performance, which means that $H_0$is rejected and $H_1$is accepted.
2) The effect of the work discipline variable (X2) on employee performance (Y). The work discipline variable has a regression coefficient value of 0.258 and a significance value of 0.003 <0.05. This means that the work discipline variable has a positive and significant effect on employee performance, which means that $H_0$is rejected and $H_2$is accepted.
3) The effect of organizational commitment (X3) on employee performance (Y). The organizational commitment variable has a regression coefficient value of 0.558 and a significance value of 0.000 <0.05. This means that the organizational commitment variable has a positive and significant effect on employee performance, which means that $H_0$is rejected and $H_3$is accepted.

Discussion

The Effect of Workload on Employee Performance at PT. Bonofactum

Pursuant to the evaluation of the test results, a regression coefficient value of 0.304 and a significance value of 0.000 were obtained. This finding indicates that workload exerts a positive and significant influence on employee performance. Consequently, it can be concluded that an optimal workload corresponds to enhanced performance in PT. Bonofactum employees. Sunarso in Rutumalessy (2023) defines workload as the set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Research conducted by Mangkunegara (2021) supports this assertion, as the study found that workload has a positive and significant effect on employee performance. This suggests that a workload that is in accordance with established standards will have a positive impact on improving employee performance, as employees are not overburdened when carrying out operational activities. Bua et al. (2024) posit that workload exerts a positive and significant effect on employee performance, signifying that allocating additional work or tasks by the company will enhance employee performance optimization, thereby prompting employees to exert more effort to achieve optimal performance outcomes. Dameria et al. (2024) posit that workload exerts a positive and significant effect on employee performance, signifying that the workload allocated by the company will motivate employees to exert more effort. Consequently, the assignment of a high workload can be regarded as a method to enhance employee performance, thereby ensuring that employees exhibit greater discipline in completing their assigned tasks and responsibilities. The findings of this study are consistent with the results of research conducted by Kusuma et al. (2022). The present study demonstrates that workload exerts a positive and significant influence on employee performance. The findings of the study demonstrate that workload exerts a positive and significant influence on employee performance. Consequently, as the workload allocated to employees increases, provided it remains within their capabilities and is managed proportionally, there is a concomitant increase in employee performance. The findings of this study indicate that a structured, clear, and measurable workload can motivate employees to work more effectively, complete tasks better, and achieve set work targets.

The Effect of Work Discipline on Employee Performance at PT. Bonofactum

Pursuant to the evaluation of the test results, a regression coefficient value of 0.258 and a significance value of 0.003 were obtained. This finding indicates that a robust work discipline has a substantial and positive impact on employee performance. Consequently, an elevated work discipline corresponds to enhanced PT performance. Bonofactum employees. As posited by Adnyana et al. (2025) and Agustina et al. (2024), work discipline constitutes a manifestation of respect for the organization and adherence to established rules, accompanied by an inclination to accept disciplinary measures for infractions. According to Sukiyah et al. (2021), discipline is defined as an attitude of respect for company rules and regulations that exists within employees, causing them to voluntarily adapt to company rules and regulations. Work discipline is of paramount importance in ensuring the maintenance of order and the smooth execution of every task. The absence of rigorous work discipline hinders an organization's capacity to achieve success. In the context of enforcing work discipline, any individual who violates this code of conduct is subject to disciplinary action. As indicated by the aforementioned definitions of work discipline, it can be concluded that work discipline is defined by an individual's attitude or willingness to comply with and obey the established rules that govern an organization. The findings of this study are consistent with the results of research conducted by Aulia and Trianasari (2021). The present study demonstrates that work discipline exerts a positive and significant effect on employee performance. The study's findings indicate that the implementation of effective work discipline, characterized by adherence to work rules, punctual attendance and departure in accordance with regulations, and the timely completion of tasks, contributes to the establishment of a consistent and professional work pattern. The cultivation of high discipline is instrumental in shaping orderly work behavior and instilling a sense of responsibility in employees to carry out their duties. This condition has a direct impact on enhanced performance, as evidenced by improvements in work quality, time efficiency, and the achievement of company targets.

The Influence of Organizational Commitment on Employee Performance at PT. Bonofactum

Pursuant to the evaluation of the test results, a regression coefficient value of 0.558 and a significance value of 0.000 were obtained. This finding indicates that organizational commitment exerts a positive and significant influence on employee performance. Consequently, it can be concluded that a strong organizational commitment is positively correlated with enhanced performance outcomes in the context of PT. Bonofactum employees. Organizational commitment is defined as loyalty to the organization where the employee is employed (Yasa et al., 2021). Commitment is defined as an employee's allegiance to the organization, and it is a continuous process in which members express concern for the organization's continued success and well-being (Kazemi & Corlin, 2022). Employees who are committed to their profession possess a profound sense of responsibility towards their work and ascribe great importance to their professional lives (Afshari et al., 2020). The allocation of undivided attention to employees, coupled with fostering a sense of conviction in the organization, is conducive to engendering profound employee commitment. Once the commitment of loyal employees has been obtained, they will work as best as possible for the benefit of the organization. Employee commitment to the organization has been demonstrated to have a significant impact on employee performance. A high level of commitment on the part of the employees has been shown to engender increased motivation, productivity, teamwork, and loyalty. These factors have been demonstrated to contribute to improved performance at both the individual and organizational levels. Conversely, a lack of commitment on the part of employees can lead to decreased performance, low motivation, and increased turnover. The findings of Handayani (2020) demonstrate that organizational commitment exerts a positive and significant effect on employee performance. Consequently, employees who exhibit a high level of commitment are likely to demonstrate increased diligence and responsibility in carrying out their assigned tasks. Employees who feel attached to the organization tend to demonstrate loyalty, maintain discipline, and strive to deliver optimal results. The manifestation of this condition is evident in the consistent completion of work on schedule, the maintenance of output quality, and the active engagement in the pursuit of organizational objectives. When employees feel comfortable, appreciated, and have a sense of belonging to the organization, their work motivation also increases. This attitude is then reflected in their daily work behavior, such as regularity in carrying out tasks, willingness to follow organizational policies, and the desire to perform better than before. Consequently, the findings of this study are consistent with the conclusions of numerous prior studies that have identified organizational commitment as a significant predictor of employee performance quality. Organizations that effectively cultivate employee commitment through the establishment of positive working relationships, a transparent reward system, and a conducive work environment will encounter enhanced ability to achieve their objectives. This is due to employees working with increased concentration and a strong internal motivation to contribute optimally.

5. CONCLUSION AND LIMITATIONS

The present study demonstrates that workload exerts a positive and significant effect on employee performance. Consequently, it can be concluded that an optimal workload corresponds to enhanced performance in PT. Bonofactum employees. The present study demonstrates that work discipline exerts a positive and significant effect on employee performance. Consequently, an enhancement in the work discipline corresponds to an increase in PT performance. Bonofactum employees. Organizational commitment exerts a positive and significant effect on employee performance. Consequently, it can be concluded that a strong organizational commitment is positively correlated with enhanced performance outcomes in the context of PT. Bonofactum employees.

This research can be further developed by modifying the subject of inquiry, as it is anticipated that different results will be obtained when the variables utilized as research material are altered. This research was conducted within a specific time frame, known as a "cross-section." However, given the dynamic nature of the environment, it is imperative that the study be repeated in the future to ensure its relevance and validity..

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