

# The Effect of Salary, Workload and Work Discipline on Employee Productivity at PT. Ravana Jaya

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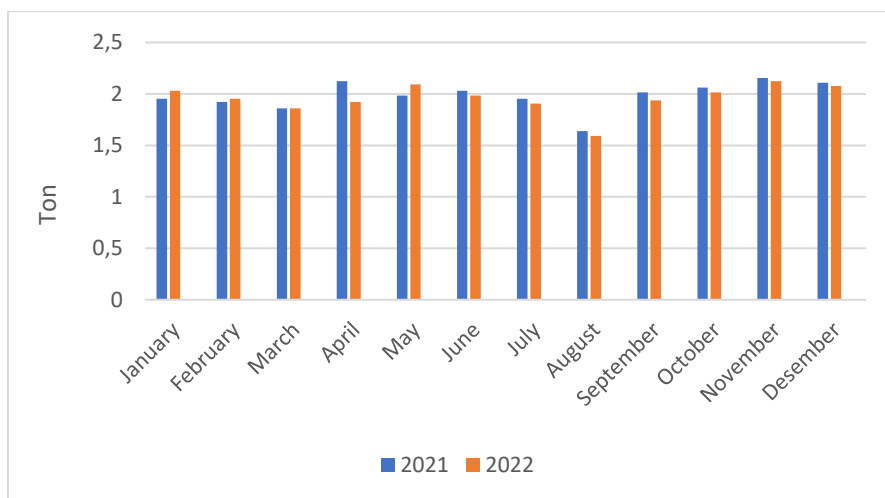
**Abstract.** The purpose of this research is to determine the effect of salary, workload, and work discipline on employee productivity at PT. Ravana Jaya. This inquiry employs a quantitative approach and utilizes an immersive testing strategy, involving 64 worker tests. Data is collected using a questionnaire measured with a Likert scale. The data analysis technique used is multiple linear regression. The findings of this research indicate that compensation features a critical impact on representative efficiency at PT. Ravana Jaya with an importance esteem of  $0.004 < 0.05$ . Workload has a significant effect on employee productivity at PT. Ravana Jaya with a significance value of  $0.006 < 0.05$ . Work discipline has a significant effect on employee productivity at PT. Ravana Jaya with a significance value of  $0.001 < 0.05$ .

**Keywords:** Salary, Workload, Work Discipline, Work Productivity

## 1. Introduction

Human resources are fundamental components required in any institution or organization, whether in government offices, companies, or social endeavors, to get recompense or compensation. Workers are generally referred to as laborers, employees, staff, or personnel, all of whom essentially serve the same purpose. Human resource management is a means to enhance human quality, performance, and organizational effectiveness, thereby equipping workers with high-level training and efficiency in their work, which, moreover, requires significant involvement from organizational leaders.

Work productivity indicates the level of employees' ability to achieve results (output), primarily in terms of quantity. Therefore, the productivity level of each employee can differ; it can be high or low depending on their perseverance in performing their duties [1]. PT. Ravana Jaya may be a company locked in in common contracting and manufacture, found at Jl. Raya Betoikauman, Manyar Area. This company, which applies a make-to-order framework, produces different handled steel things. As a company locked in in common contracting and creation, PT. Ravana Jaya is able to create around 100-150 tons month to month. Here is the work efficiency information of PT. Ravana Jaya.



Source: PT. Ravana Jaya, 2021 – 2022

Base on diagram above, it can be seen that the work productivity of each employee at PT. Ravana Jaya in January until desember 2021 was 1.953 tons per worker. This decreased to 1.921 tons per worker in February and further dropped to 1.859 tons per worker in March. By December, productivity fluctuated as it was only able to produce 135 tons. In January 2022 employee productivity was 2,031 tons per worker, but in February it fell to 1,953 tons per worker and in March it fell again to 1,859 tons per worker. In December, productivity fluctuated again and was only able to produce 133 tons. From these data, it can be seen that the target of PT. Ravana Jaya should be 140 tons per month, but the data shows that the target has not been achieved. According to [4] one of the factors that influences work productivity is salary.

According to [25], salary is the compensation paid by an organization to employees as remuneration for their performance. According to [11], salary is periodic compensation paid to permanent employees with guaranteed certainty. This means that the salary will be paid even if the worker does not show up for work. Salary provision affects employee motivation because money is a strong motivator, so companies need to pay attention to employee salaries. When salaries are appropriate, the relationship between employees and the company improves, leading employees to strive to increase their work productivity. Below is Table 1 showing the salaries of employees at PT. Ravana Jaya.

**Table 1.** Employee Salaries at PT. Ravana Jaya

No.	Salary Recap	Salary Nominal (Rp)	Reality
1.	Basic Salary	4,100,000	As Expected
2.	General Allowance	200,000	As Expected
3.	Health Allowance	100,000	As Expected
4.	Meal Allowance	250,000	Not As Expected

No.	Salary Recap	Salary Nominal (Rp)	Reality
5.	Transport Allowance	150,000	Not As Expected

Source: PT. Ravana Jaya, 2022

From Table 1, the salary provided by PT. Ravana Jaya in the form of basic salary, allowances, and bonuses is not in line with reality. For instance, the basic salary is listed as Rp. 4,100,000, general allowance as Rp. 200,000, health allowance as Rp. 100,000, meal allowance as Rp. 250,000, and transportation allowance as Rp. 150,000. However, meal allowance, transportation allowance, and bonus are not given to employees, which should be given every month as additional compensation. An interview with HRD indicated that a monthly salary of Rp. 4,400,000 is deemed adequate and equitable for employees, resulting in the cessation of meal allowances, transportation allowances, and bonuses. Conversely, employees consider meal allowances, transportation allowances, and bonuses to be crucial for enhancing their work motivation. Ariani [3] assert that, alongside job rotation and work discipline, workload is a significant factor influencing work productivity. [9] characterizes workload as an overwhelming burden that induces stress resulting from elevated skill requirements, rapid work pace, or an excessive amount of tasks. Minister of Manpower Regulation No. 128/2016 defines workload as the quantity of work assigned to a position or organizational unit, determined by the product of work volume and time standards [19]. Below is Table 2 showing employee workload data at PT. Ravana Jaya for the period 2021-2022.

**Table 2.** Employee Workload Data at PT. Ravana Jaya Period 2021 – 2022

Month	Overtime Employees (People)		Working Hours (Hours)		Overtime Work (Hours)		Total Work (Hours)	
	2021	2022	2021	2022	2021	2022	2021	2022
January	10	10	8	8	4	4	12	12
February	15	15	8	8	4	4	12	12
March	17	17	8	8	4	4	12	12
April	20	20	8	8	5	5	13	13
May	15	15	8	8	5	5	13	13
June	25	25	8	8	4	4	12	12
July	18	18	8	8	5	5	13	13
August	12	12	8	8	5	5	13	13
September	20	20	8	8	4	4	12	12
October	16	16	8	8	4	4	12	12
November	26	26	8	8	4	4	12	12
December	30	30	8	8	4	4	12	12

Source: PT. Ravana Jaya, 2021 - 2022

Based on Table 2, the normal working hours of employees from January to December 2021-2022 are 8 hours. However, the company also requires employees to work overtime for 4-5 hours during that period, so that the total working hours are 12-13 hours. This is a heavy workload because employees are required to work for 12-13 hours. The overtime pay given is IDR 15,000 per hour, which is not in accordance with the reality where employees receive wages of IDR 7,500 per hour. According to the results of interviews with HRD, overtime pay of IDR 7,500 per hour is enough for overtime for 4-5 hours, although previously the company only provided a maximum of 3 hours of overtime with a calculation of IDR 15,000 per hour. According to [6], work discipline is one of the factors that influences work productivity.

Work discipline serves as a mechanism for managers to convey expectations to employees, aiming to modify behavior and improve adherence to organizational rules and practices [23]. [27] defines discipline as the attitude and willingness of an individual to adhere to the prevailing norms and regulations around them. Below is Table 3 showing employee attendance data at PT. Ravana Jaya

**Table 3.** Annual Employee Attendance Summary at PT. Ravana Jaya

Year	Number of Permanent Employees (People)	Effective Work Days (Days)	Number of (Times)		Number of (People)	
			T	A	T	A
2020	64	276	75	37	18	16
2021	64	276	125	55	26	25
2022	64	276	168	71	36	33

Source : PT. Ravana Jaya, 2020 - 2022

From table 3 above, it is stated that the increasing level of employee attendance can be seen in columns T (late) and A (alpha) carried out by different employees. Judging from the table, the level of employee absenteeism has increased from 2020 to 2021. In 2020, the rate of late absenteeism was 75 times by 18 people and the level of alpha absenteeism was 37 times by 16 people. In 2021, the level of late absence was 125 times carried out by 26 people and the alpha absence level was 55 times carried out by 25 people. In 2022, the level of late absence was 168 times carried out by 36 people and the alpha absence level was 71 times carried out by 33 people. From the discipline phenomenon above, if it continues, it will certainly be a serious problem for employee work productivity.

The purpose of this study was to identify the factors affecting PT Ravana Jaya employees' productivity on the job, including pay rate, workload, and work discipline. Salary, workload, and work discipline are three factors that have been studied in relation to employee productivity

in the workplace. Several of the numerous prior studies served as sources for the present investigation. The impact of compensation and benefits on the efficiency of PT Mahkota Sakti Jaya workers was examined in a 2018 study by Irawan [13]. The study's findings demonstrated that wage increases and performance-based compensation significantly boost output on the job. "The Effect of Position Rotation, Work Discipline and Workload on Employee Work Productivity" [3] states as much. The study's findings demonstrated that job rotation, work discipline, and workload are important factors influencing productivity on the job. The effect of work ability, workload, and communication on employee work productivity in PT is stated in the study by [20]. Results from the study "The Effect of Compensation and Work Discipline on Employee Work Productivity" by [15] indicate that workplace discipline significantly affects productivity.

## **2. Literature Review**

### **Work Productivity**

Work productivity is a measure of an employee's skill in producing desired outcomes (output), especially in terms of quantity [16]. Consequently, the degree to which an employee gets their work done might range from very high to very low, depending on how dedicated they are to their work. Education, discipline, attitude, work ethics, motivation, pay, health, technology, management, and opportunity for accomplishment are all factors that impact employee productivity [16]. Efficiency, quality, self-improvement, work enthusiasm, enhanced results, and ability are all signs of productive work [21].

### **Salary**

[14] notes that salary is fixed, meaning it is given monthly and varies according to rank or position. According to [10], salary is compensation for services provided to permanent employees by the company based on tenure, usually paid at the end of each month. Factors influencing salary planning and determination include prevailing salary rates, labor unions, government regulations, compensation policies and strategies, international factors, equivalent payment values, costs, and productivity [16]. Indicators of salary include education, experience, workload and responsibility, rank or grade, and work performance [14].

### **Workload**

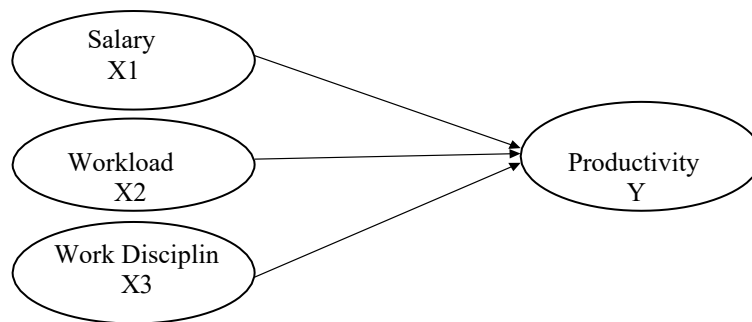
According to Minister of Manpower Regulation No. 128/2016, Workload is the amount of work that must be covered by a position or organizational unit, and is the product of workload and time standards. Factors influencing workload include external factors such as physical tasks, work organization, and work environment, and internal factors such as somatic (physical) and psychological (mental) conditions [10]. Indicators of workload include task complexity, task volume, time norms, work concentration, working hours, and frequency [15].

## Work Discipline

Discipline is the attitude and willingness of an individual to adhere to prevailing norms and regulations around them [27]. It is also a management tool used to modify employees' behavior to align with company regulations and norms [23]. Indicators of work discipline include attendance, punctuality, compliance with work procedures, work behavior, and adherence to regulations [6].

## Hypothesis

A hypothesis is a tentative answer to the formulation of a research problem and is based on empirical facts obtained through data collection [26].



**Picture 1.** Research Framework

Based on the framework and problem formulation, the hypotheses in this study are:

H<sub>1</sub> = It is suspected that salary has a partial effect on the work productivity of employees at PT. Ravana Jaya.

H<sub>2</sub> = It is suspected that workload has a partial effect on the work productivity of employees at PT. Ravana Jaya.

H<sub>3</sub> = It is suspected that work discipline has a partial effect on the work productivity of employees at PT. Ravana Jaya.

## 3. Research Method

This study uses a quantitative approach and a survey method, where the researcher distributes questionnaires for data collection. The research is conducted at PT. Ravana Jaya, Jl. Raya Betoyo Kauman KM 12.5 Manyar Gresik 61151. The population in this study consists of all 64 employees of PT. Ravana Jaya. In this study, the sampling technique used is non-probability sampling with a saturated sampling technique. The total sample taken is 64 employees of PT. Ravana Jaya. Primary data is obtained using instruments or questionnaires with a list of questions arranged in writing. In this study, primary data is collected directly from the 64 employees of PT. Ravana Jaya.

## Data Collection and Measurement Techniques

Data collection techniques in this research a questionnaire. The questionnaire is based on issues related to salary, workload, and work discipline in relation to employee work productivity and is distributed to PT. Ravana Jaya employees. The weight of this study is based on the Likert scale used to answer the questionnaire sections with five categories according to Ghozali [10] as follows:

For positive statements:

1. For the answer "Strongly Disagree" = Weight 1
2. For the answer "Disagree" = Weight 2
3. For the answer "Neutral" = Weight 3
4. For the answer "Agree" = Weight 4
5. For the answer "Strongly Agree" = Weight 5

For negative statements:

1. For the answer "Strongly Disagree" = Weight 5
2. For the answer "Disagree" = Weight 4
3. For the answer "Neutral" = Weight 3
4. For the answer "Agree" = Weight 2
5. For the answer "Strongly Agree" = Weight 1

## Instrument Testing

Sugiyono [26] states that research instruments are tools that are used to measure social or natural phenomena. As a general rule, research necessitates the use of measuring instruments. It is essential to ensure the validity and reliability of the measuring tool utilized for research variables. This study's validity testing compares the computed r-values (Pearson correlations) with the r-values in the table using SPSS. In order for a question to be valid, the computed r-value must be greater than the table r-value and positive. With a significance level ( $\alpha$ ) of 5% (0.05) and the degree of freedom (df), the table r value is obtained. In reliability testing, a questionnaire is considered reliable or consistent if its Cronbach alpha value is greater than 0.70.

$$n - 2df = n - 2 \quad \dots\dots\dots (1)$$

## Classical Assumption Testing

The testing of statistical assumptions, also called classical assumption testing, is an essential part of multiple linear regression analysis. Multiple linear regression models use classical assumption testing to check if their assumptions are correct and prevent skewed results from subsequent data analysis. The components of this test are as follows: Since the significance level is higher than 0.05, the normality test indicates that the residual data follows a normal distribution. When both the VIF and the tolerance are greater than 10%, a multicollinearity test

is deemed negative. If the heteroscedasticity test yields a significance value higher than 0.05, then heteroscedasticity is not present.

### Multiple Linear Regression Analysis

Ghozali [10] states that one way to study the correlation between a dependent variable and multiple independent variables is through multiple linear regression analysis.

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e \quad \dots\dots (2)$$

#### 1. Coefficient of Determination

One way to evaluate a model's ability to account for independent variables is with the coefficient of determination ( $R^2$ ) test. There is a 0–1 range for the  $R^2$  value. With a  $R^2$  value near 1, we can infer nearly all of the information about the dependent variable from the independent variables.

#### 2. Hypothesis

Testing In this study, the t-test is employed to describe the regression equation and find the constant value ( $\alpha = 0.05$ ) for testing hypotheses. Finding the difference between the error and significance levels (p-value) :

- a. If significance < 0.05, then  $H_0$  is rejected and  $H_a$  is accepted, meaning there is a significant partial effect of salary ( $X_1$ ), workload ( $X_2$ ), and work discipline ( $X_3$ ) on work productivity ( $Y$ ).
- b. If significance > 0.05, then  $H_0$  is accepted and  $H_a$  is rejected, meaning there is no significant partial effect of salary ( $X_1$ ), workload ( $X_2$ ), and work discipline ( $X_3$ ) on work productivity ( $Y$ ).

## 4. Result and Discussion

### Validity Test Results

**Table 4.** Validity Test Results

Variables	r Calculated	r Table	Remark
X1.1	0,680	0,2461	Valid
X1.2	0,676	0,2461	Valid
X1.3	0,894	0,2461	Valid
X1.4	0,850	0,2461	Valid
X2.1	0,863	0,2461	Valid
X2.2	0,490	0,2461	Valid
X2.3	0,529	0,2461	Valid
X2.4	0,800	0,2461	Valid
X2.5	0,713	0,2461	Valid
X3.1	0,688	0,2461	Valid
X3.2	0,902	0,2461	Valid
X3.3	0,743	0,2461	Valid



Variables	r_Calculated	r_Table	Remark
X3.4	0,764	0,2461	Valid
Y1.1	0,769	0,2461	Valid
Y1.2	0,711	0,2461	Valid
Y1.3	0,759	0,2461	Valid
Y1.4	0,815	0,2461	Valid
Y1.5	0,708	0,2461	Valid

Source : Processed Data, 2023

According to the validity test results table, every computed r-value is higher than the 0.2461 table r-value. As a result, the validity test instruments are suitable, and the indicators for both the dependent and independent variables contain valid items.

### Reliability Test Results

**Table 5.** Reliability Test Results

Variables	Cronbach Alpha	Alpha Value	Remarks
Salary (X1)	0,786	0,70	Reliable
Workload (X2)	0,708	0,70	Reliable
Work Discipline (X3)	0,780	0,70	Reliable
Work Productivity (Y)	0,802	0,70	Reliable

Source : Processed Data, 2023

The reliability test results indicate that the Cronbach alpha value for each variable exceeds 0.70 [10]. Consequently, it can be inferred that the measurement instrument employed in this study is dependable.

### Multiple Linear Regression Analysis

**Table 6.** Multiple Linear Regression Analysis Results

Model	Unstandard Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	-1,731	1,908		-0,907	0,368
X1	0,412	0,119	0,329	3,448	0,001
X2	-0,270	0,095	-0,291	-2,834	0,006
X3	0,350	0,116	0,330	3,029	0,004

Source : Processed Data, 2023

From table 6, the multiple linear regression equation can be concluded as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = -1,731 + 0,412 X_1 - 0,270 X_2 + 0,350 X_3 + e$$

Interpretation :

1. The constant value ( $\alpha$ ) of -1.731 shows that if the salary value ( $X_1$ ), workload ( $X_2$ ), and work discipline ( $X_3$ ) remain constant, then the work productivity variable ( $Y$ ) will experience a decrease of -1.731.
2. The regression coefficient of salary ( $X_1$ ) is 0.412, meaning there is a positive relationship between salary ( $X_1$ ) and work productivity ( $Y$ ). The higher the salary, the higher the employee's productivity, assuming that workload ( $X_2$ ) and work discipline ( $X_3$ ) remain constant.
3. The regression coefficient of workload ( $X_2$ ) is -0.270, indicating a negative relationship between workload ( $X_2$ ) and work productivity ( $Y$ ). The higher the workload, the lower the employee's productivity, assuming that salary ( $X_1$ ) and work discipline ( $X_3$ ) remain constant.
4. The regression coefficient of work discipline ( $X_3$ ) is 0.350, indicating a positive relationship between work discipline ( $X_3$ ) and work productivity ( $Y$ ). The higher the work discipline, the higher the employee's productivity, assuming that salary ( $X_1$ ) and workload ( $X_2$ ) remain constant.

#### Coefficient of Determination

**Table 7.** Coefficient of Determination ( $R^2$ ) Results

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0,776 <sup>a</sup>	0,602	0,582	1,671

Source : Processed Data, 2023

The independent variables (salary, workload, and work discipline) explain 58.2% of the variance in the dependent variable ( $X_3$ ), according to Table 7's Adjusted R Square value of 0.582. Other factors, such as leadership, job satisfaction, work environment, performance, and other variables, account for the remaining 41.8%.

### Partial Coefficient Test (t-Test)

**Table 8.** Partial Coefficient Test (t-test)

Model	Unstandard Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	-1,731	1,908		-0,907	0,368
X1	0,412	0,119	0,329	3,448	0,001
X2	-0,270	0,095	-0,291	-2,834	0,006
X3	0,350	0,116	0,330	3,029	0,004

Source : Processed Data, 2023

The explanation of the partial coefficient test results (t-test) is as follows:

1. Based on the partial coefficient test results, the salary variable (X1) has a Sig value of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. This means that salary has a significant partial effect on employee productivity at PT. Ravana Jaya.
2. Based on the partial coefficient test results, the workload variable (X2) has a Sig value of  $0.006 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. This means that workload has a significant partial effect on employee productivity at PT. Ravana Jaya.
3. Based on the partial coefficient test results, the work discipline variable (X3) has a Sig value of  $0.004 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. This means that work discipline has a significant partial effect on employee productivity at PT. Ravana Jaya.

### Discussion

#### Salary (X1) on Work Productivity (Y)

PT Ravana Jaya, employee productivity is significantly impacted by salary, as indicated by the Sig value of the salary variable (X1), which is  $0.001 < 0.05$ . According to [6], salary is one of the factors that affects productivity on the job. Similarly, Yudi [28] discovered that pay has a substantial impact on productivity on the job; a correlation between salary and productivity exists. This confirms what [24] found: that workers in PT. Indomarco Pristama Gresik's merchandising division are highly affected by their salaries in terms of productivity.

The indicators used in this study include education, workload or responsibility, and rank or grade. The analysis involving 64 respondents found that on average, employees agree that the company provides salaries that meet their expectations. HRD interviews at PT. Ravana Jaya indicated that higher salaries boost employee motivation, leading to increased productivity. Additionally, data from 2022 shows that additional allowances and bonuses are crucial for employees. Hasibuan [11] states that salary is periodic compensation provided to permanent employees with a guaranteed amount. The provision of salary affects employee motivation

because money is a strong motivator. Therefore, companies need to consider employee salaries carefully. Adequate salaries contribute to a good relationship between employees and the company, encouraging employees to improve productivity. This effect aligns with [7] research, which proved that higher salaries lead to increased employee productivity.

### **Workload (X2) on Work Productivity (Y)**

The Sig value for the workload variable (X2) is  $0.006 < 0.05$ , indicating that workload negatively and significantly affects employee productivity at PT Ravana Jaya. Workload is a factor that can impact productivity. Ariani [3] notes that aside from job rotation and work discipline, workload is a factor affecting work productivity.

Indicators used in this study include targets, job conditions, and job standards. Analysis of 64 respondents showed an average disagreement. Interviews indicated that employees perceive high workloads. The current situation involves high targets set by the company, such as overload targets that must be completed within a specific timeframe, job conditions like quick decision-making during production issues, and dealing with unforeseen events such as extra work outside regular hours. Excessive workload can cause stress due to high skill demands, fast-paced work, or heavy volumes. Therefore, job assignments should be managed carefully to ensure that employees do not feel overwhelmed. Leaders should manage employees to prevent workload from becoming a burden. Workload factors, like company targets, impact physical and psychological conditions [9]. Previous research by [7] supports that workload negatively affects employee productivity.

### **Work Discipline (X3) on Work Productivity (Y)**

The Sig value for the work discipline variable (X3) is  $0.001 < 0.05$ , indicating that work discipline significantly affects employee productivity at PT. Ravana Jaya. Work discipline is a factor that can improve productivity. Busro [6] considers work discipline a productivity factor. [9] also found that work discipline positively and significantly affects productivity. Higher discipline levels improve employee productivity.

Analysis of 64 respondents showed agreement, and data from 2020 to 2022 indicated increased employee attendance. For instance, in 2020, 18 employees were late 75 times, and 16 employees were absent 37 times. In 2021, 26 employees were late 125 times, and 25 employees were absent 55 times. In 2022, 36 employees were late 168 times, and 33 employees were absent 71 times. High indiscipline that is not addressed can seriously affect productivity. Discipline involves working regularly, diligently, and following rules without violating established regulations [25].

This study supports previous research by [3], which shows that work discipline significantly affects productivity at PT. Buana Cipta Propertindo. Ardiansyah [2] also demonstrated that work discipline impacts productivity at PT. Indocement Tunggul Prakarsa.

## 5. Conclusion

Based on the data analysis and interpretation, the conclusions of the study titled "The Effect of Salary, Workload, and Work Discipline on Work Productivity at PT Ravana Jaya" are as follows:

1. Salary ( $X_1$ ) positively and significantly affects employee productivity (Y) at PT. Ravana Jaya, with a significance value of  $0.004 < 0.05$ , indicating a significant partial effect.
2. Workload ( $X_2$ ) negatively and significantly affects employee productivity (Y) at PT. Ravana Jaya, with a significance value of  $0.006 < 0.05$ , indicating a significant partial effect.
3. Work discipline ( $X_3$ ) positively and significantly affects employee productivity (Y) at PT. Ravana Jaya, with a significance value of  $0.001 < 0.05$ , indicating a significant partial effect.
4. The analysis shows that salary ( $X_1$ ) and work discipline ( $X_3$ ) significantly affect employee productivity at PT. Ravana Jaya, while workload ( $X_2$ ) negatively affects productivity.

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