



Employee Performance Analysis of PT. Karya Indra Bagus Jaya

Amelia Oktavia Ardi Saputri¹, Sulastrirbayuni^{2*}

Universitas Pembangunan Nasional "Veteran" Jawa Timur

Corresponding Author: Sulastrirbayuni

lastrimanajemen16@gmail.com

ARTICLE INFO

Keywords: Workload, Work Discipline, Occupational Health and Safety, Employee Performance

Received : 14, August

Revised : 17, September

Accepted: 21, October

©2023 Saputri, Irbayuni: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this study was to analyze the effect of workload, work discipline, and k3(occupational health and safety) on the performance of employees of PT. Karya Indra Bagus Jaya. This research method uses quantitative research where the dependent variable is employee performance and the independent variables in this study are workload, work disciplinel and and k3(occupational health and safety). The number of samples taken was 50 people. Sampling used saturated sampling method. The analysis technique uses the partial least squares (PLS) method. The results of this research analysis show that: 1) workload has an effect on the performance of employees of PT. Karya Indra Bagus Jaya, 2) work discipline has an effect on the performance of employees of PT. Karya Indra Bagus Jaya, 3) occupational safety and health affect the performance of employees of PT. Karya Indra Bagus Jaya.

INTRODUCTION

In the current industrial era of 5.0, there are many changes, especially within the company. It is not only technology and science that are experiencing changes, but also humans who are the subject or object of the company. Therefore, to maintain the existence of a company, it must be able to develop the right strategy in an increasingly fierce and competitive industry by improving and maintaining the quality of competent human resources to support the company's long-term sustainability. According to Mulyadi (2015: 2) human resources is a science or art in which humans can manage relationships and play an active role and dominate all work activities in realizing the company's existence.

Along with advances in technology and science, innovative ideas are emerging in various fields that make the facilities and infrastructure owned by the company more complete. However, companies do not only depend on technological advances but also depend on employee performance (Sasanti & Irbayuni, 2022). According to Mangkunegara (2017), employee performance is a result of work achieved by someone in carrying out their duties and obligations properly by the responsibilities that have been given. So every employee must have high enthusiasm to complete his work. Based on this statement it can be concluded that the management of human resources in a company is very important, both as a group and individually.

Despite the importance of employee performance for the company, in practice, employee performance will not be in a stable condition forever (Charisma & Irbayuni, 2022). So that it can be found factors that affect employee performance, one of which is workload. According to Hartono et al., (2020), workload is a condition in which employees must complete their tasks and obligations within a predetermined time limit. So that each employee has their job demands.

In addition to workload, work discipline is also a factor that can affect employee performance. This is due to work discipline, a tool used by company managers to establish communication with employees (Hadi & Irbayuni, 2021). According to Rivai (2017), work discipline is a guideline owned by company leaders for employees can comply with company rules and change their behavior on their respective awareness of applicable social norms.

In a company, it is not only work discipline that has a positive impact on achieving company goals. Safety and protection factors at work are also one of the factors that affect employee performance. This is due to work accidents that can occur anytime and anywhere within the scope of the company. According to Sinambela (2017), employee safety and health is an area related to the safety, health and comfort of an employee working in a company. So it is hoped that the company can also try to minimize work accidents. Because this occupational safety and health program is the center of attention to ensure safety and safe conditions for employees. Because the impact of accidents while working can

occur which will later cause losses to the company and individual employees (Ibrahim & Irbayuni 2022).

PT. Karya Indra Bagus Jaya is a private company engaged in construction, especially roads, land preparation and canal repair. This company has collaborated with various government and private agencies in various regions in Indonesia. This construction company has been established in 2009 located at Jalan Merapi No. 53 Sukorejo Village, Loceret District, Nganjuk Regency, East Java. Even though this company has been running for quite a long time, this company has not been spared from problems regarding the number of realized projects undertaken by PT. Karya Indra Bagus Jaya.

In this case, the company experienced the achievement of project targets was not realized because it was suspected that employees of PT. Karya Indra Bagus Jaya has workload problems that are felt by them in the process of working on field projects. In 2020 it was found that there was an unrealized target due to the co-19 pandemic which resulted in some employees experiencing symptoms or being exposed to co-19 so that work was temporarily closed. That way projects that are already running are not completed on time. So that in 2021 and 2022 the number of realized project targets will decrease again.

The problem of the workload of these employees in the end also affects the level of discipline of these employees. Apart from several employees who were sick, several employees who were absent had no permission and were late. The unprofessional behavior of PT Karya Indra Bagus Jaya employees comes from those who do not comply with standard operational procedure (SOP). With employees who cannot comply with this SOP causes problems at PT. Karya Indra Bagus Jaya is related to occupational safety and health.

Because occupational health and safety issues are not only the responsibility of the government. However, it is also the responsibility of all parties, including company leaders, employees, and even the community (Akbar & Kustini, 2021). It is known that the occupational safety and health program at this company is not going well because the implementation of this program is not optimal so work accidents can occur in this construction company. Individually they are not disciplined with themselves because they don't wear masks, don't wear gloves, and don't wear protective glass. The rise of the Covid-19 pandemic at that time made them choose not to wear masks because they felt the heat from the scorching sun, which made some employees feel hard to breathe, so there were times when their health was also affected.

In addition, in the project development process PT. Karya Indra Bagus Jaya also requires heavy equipment, which is known to have the potential for greater work accidents. Such things occur due to negligence and a low level of awareness of employees who lack discipline and do not comply with the company's applicable Standard Operating Procedures (SOP) so that work accidents can occur at any time.

THEORETICAL REVIEW

Employee Performance

According to Sutrisno (2016) explaining performance is a form of one's success in carrying out tasks. Work results achieved by a person both individually and in a work team within a company by the authority and responsibility of each or how someone is expected to be useful and behave by the tasks assigned to employees and can maximize the quality, quantity and time used. Likewise, according to Mangkunegara (2016), employee performance is a result of quality and quantity that has been achieved by someone in carrying out their duties by the responsibilities that have been given to them. According to Afandi (2018) in Hartono et al., (2020) there are several indicators of employee performance, namely: (1) Quality, (2) Quantity, (3) Effectiveness.

Workload

In work, there must be employees who are given full responsibility by the company to complete their duties optimally. According to Munadar (2014), workload is a condition in which a given job must be completed within a certain time limit. So the workload provided by the company must be balanced with the duties of employees and in line with their abilities (Febriana & Kustini, 2022). Likewise, Koesmowidjojo (2017) argues that workload is a form of work that is responsible for human resources and is completed within the timeframe set by the company. According to Putra & Hubeis in Nabawi (2019) there are several indicators of workload, namely: (1) Working Conditions, (2) Work Standards, (3) Targets that must be achieved.

Work Discipline

Discipline is an important thing in changing human attitudes and behavior. According to Hasibuan (2018), work discipline is a form of awareness or willingness of a person to comply with company rules. Aside from being a form of employee readiness to comply with rules, discipline can be an interaction tool as according to Sinambela (2018) that work discipline is a communication tool between leaders and employees so that they are ready to change their behavior according to the rules set by the company. So it can be concluded that work discipline within the company helps the company to reach the desired achievement targets because it can properly and optimally discipline its employees (Hardyansyah & Kustini 2023). According to Dewi & Harjojo (2019) there are several indicators of work discipline, namely: (1) Time Discipline, (2) Regulatory Discipline, (3) Responsibility Discipline.

Occupational Health and Safety

According to Buntarto (2015), occupational safety and health is a form of prevention of work accidents and disruption of the health of employees in the workplace. Meanwhile, according to Mangkunegara (2017) in Angin et al., (2021) occupational safety and health concerns all safety and health risks in terms of protecting employees against all possible hazards or work accidents in the company environment and maintaining physical, mental and pain health.

employee. According to Qurbani (2018) there are several indicators of occupational safety and health, namely: (1) Conditions of the Work Environment, (2) Air Conditioning, (3) Lighting Settings, (4) Use of Work Equipment, (5) Physical and Mental Conditions Employee.

The Effect of Workload on Employee Performance

The link between workload and employee performance is described by several studies which show that workload hurts decreasing employee performance. The results of Sukin's (2022) study, which shows that workload plays a negative and significant role in declining employee performance, support this view.. Vice versa if the workload decreases, the potential for employee performance will increase.

H1: It is suspected that workload has a negative effect on employee performance at PT. Karya Indra Bagus Jaya.

The Effect of Work Discipline on Employee Performance

The link between work discipline and employee performance can be proven from the results of research by Ariko M (2018) stating that work discipline has a positive and significant influence on employee performance. The results of another study by Mubarok et al., (2022) also prove that work discipline has a positive and significant effect on employee performance. It can be concluded that employee discipline in the company is also based on the example of a leader who can set an example that can be a good benchmark for each employee.

H2: It is suspected that work discipline has a positive effect on employee performance at PT. Karya Indra Bagus Jaya.

The Influence Of Occupational Health And Safety On Employee Performance

Based on the results of a study conducted by Ariko M (2018), which found that work discipline influences employee performance positively and significantly, it can be concluded that there is a link between working habits and employees' performances. Further research also indicates that occupational health and safety have a positive and substantial impact on workers' performances, as stated by Mubarok et al., (2022). This will help to make the company a success and reduce work injuries if an occupational safety and health programme is properly implemented.

H3: It is suspected that Occupational Safety and Health has a positive effect on Employee Performance at PT. Karya Indra Bagus Jaya.

METHODOLOGY

This research was conducted using quantitative methods with a population of field construction employees at PT. Karya Indra Bagus Jaya, totaling 50 employees. The research sample was obtained using the saturated sampling method. The data are based on the basis of primary data. Data are collected through questionnaires that have been sent to the construction

workers. A questionnaire statement consisting of the number of indicators on each variable and answers in the form of Likert scale values 1-5. The methodology used for the analysis of data is to use a partial least squares PLS method which includes several tests such as validity, reliability and hypothesis testing.

RESULTS AND DISCUSSION

The independent variables in this study are the variables Workload (X1), Work Discipline (X2), and Occupational Safety and Health (X3), with the dependent variable namely Employee Performance (Y).

The Average Variance Extracted (AVE) value for the Workload construct (variable) (X1) has an AVE root of 0.938 which is greater than the correlation value with other variables such as Work Discipline (X2) of 0.268, Occupational Safety and Health variable (X3) of 0.168, and variable Employee Performance (Y) of 0.213. To show a value of more than 0.5 for these three variables where all the variable in this study will be considered to have met their criterion validity.

The construct reliability is measured by a composite reliability factor, if the composite reliability value exceeds 0.70 then this indicator shall be called reliable in measuring its latent variables. The test results show that the construct (variable) Workload (X1) is 0.957, the Work Discipline variable (X2) is 0.893, the Occupational Safety and Health variable (X3) is 0.868 and the Employee Performance variable (Y) is 0.925, The value composite reliability of these three variables is greater than 0.7. That is to say, all of the variables in this study are reliable.

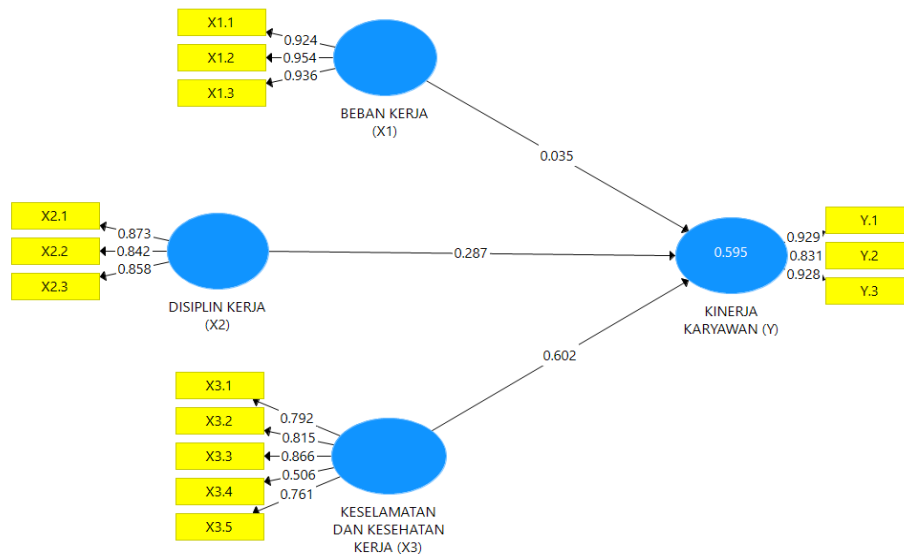
Table 1 R-Square

R Square		
	R Square	R Square Adjusted
KINERJA KARYAWAN (Y)	0.595	0.569

Source: Proccesd Data

The value of $R^2 = 0.595$, as shown in the table above.. It can be interpreted that the model can explain the phenomenon or problem of Employee Performance at 59.50%. While the rest (40.50%) is explained by other variables (other than workload, work discipline, and occupational safety and health).

Figure 1 Outer Model



Source: data processing, output SmartPLS

On the basis of the PLS output image above, the value of the factor loading in each indicator is shown to be above the arrow between the variables and the indicators, and the path coefficient path coefficient is shown to be above the arrow line between the exogenous variables and the endogenous variables. In addition, you can also see the magnitude of the R-Square which is right in the circle of endogenous variables (employee performance variables).

Table 2 Path Coefficients (Mean, STDEV, T-Values)

Path Coefficients					
Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BEBAN KERJA (X1) -> KINERJA KARYAWAN (Y)	0.035	0.028	0.094	0.367	0.713
DISIPLIN KERJA (X2) -> KINERJA KARYAWAN (Y)	0.287	0.321	0.137	2.094	0.037
KESELAMATAN DAN KESEHATAN KERJA (X3) -> KINERJA KARYAWAN (Y)	0.602	0.586	0.130	4.635	0.000

Source: Data Processing

Based on the results in the table, several things can be described as follows:

Hypothesis 1. Workload hurts the performance of employees of PT. Karya Indra Bagus Jaya is unacceptable, with a path coefficient of 0.035 and a T-statistic value of $0.367 < 1.96$ (from the value of the table $Z\alpha = 0.05$) or P-values = $0.713 >$

0.05, with an effect on workload results Nonsignificant positive effect on employee performance.

Hypothesis 2: Work Discipline has a positive effect on Employee Performance at PT. Karya Indra Bagus Jaya is acceptable, with a path coefficient of 0.287 and a T-statistic value of 2.094 > 1.96 (from the table value $Z\alpha = 0.05$) or P-values = 0.037 < 0.05, with the results of work discipline having a positive effect Significant to employee performance.

Hypothesis 3: It is suspected that Occupational Safety and Health have a positive effect on Employee Performance at PT. Karya Indra Bagus Jaya is acceptable, with a path coefficient of 0.602 and a T-statistic value of 4.635 > 1.96 (from the table value $Z\alpha = 0.05$) or P-values = 0.000 < 0.05, with the results of occupational safety and health significant positive effect on employee performance.

The Effect of Workload on Employee Performance

Based on the results of the research that has been done, it shows that hypothesis 1 is not accepted, in which there is a non-significant positive relationship between the workload variable and employee performance in the construction section of PT. Karya Indra Bagus Jaya. This result is in line with the research results of Achmad Masruri and Muhammad Ekhsan, (2022) which stated that if workload increases, employee performance will decrease but it will not affect it and vice versa if workload decreases, performance will increase.

These results also show that the loading factor has the highest score, namely work standards, which means impressions or perceptions of individuals about their work, such as feelings or thoughts about something that arises related to the workload provided by the company. This study stated that the standard of work for employees is a form of their responsibilities which must be completed within a certain period and they also do not make the workload a heavy matter even though the workload is considered relatively high. In the sense that the standard of work is perceived by the individual himself whether the workload provided by the company is heavy or not. So if we hypothesize that workload will affect decreased performance, it turns out that in this study it has no effect.

The Effect of Work Discipline on Employee Performance

Based on the results of the research that has been done, it shows that hypothesis 2 is accepted, in which there is a significant positive relationship between the variables of Work Discipline on Employee Performance in the construction section of PT. Karya Indra Bagus Jaya. This result is in line with the research results of Ester Paulina Tampubolon, Ninin Non-Ayu Salmah, and Nisa' Ulul Mafra (2022) which states that the higher the success rate of discipline applied, the better employee performance will be.

The results of this study also show that from the results of the loading factor that has the highest score is time discipline which includes having an

important role in the work environment. With discipline related to time, employees also become aware that being on time always helps work operations to be better and awareness of increasing discipline by individuals can help improve the quality of performance produced by employees.

The Influence of Occupational Health and Safety on Employee Performance

Based on the results of the research that has been done, it shows that hypothesis 3 is accepted, in which there is a significant positive relationship between the Occupational Safety and Health variables on Employee Performance in the construction section of PT. Karya Indra Bagus Jaya. This result is in line with Neng Ajeng Ayu Lestari Mubarok, Sri Harini, and Erni Yuningsih (2022) which states that the higher the level of safety and health, the better the performance of employees at work.

The results of this study also show that if the loading has the highest score it is the lighting arrangement which in a construction company the lighting settings must be maximum. While the lowest score is the use of personal protective equipment. This means that employees are still negligent and have not implemented the use of personal protective equipment by occupational safety and health provisions and it can be said that the company itself is not strict in dealing with employee problems regarding the negligent use of personal protective equipment, such as head protectors and lighting in the form of flashlights. So that the implementation of safety and health programs is an important factor and must be obeyed by employees. That way the number of work accidents in the company can be reduced and the implementation of occupational safety and health can be carried out optimally and employees will feel protected and comfortable at work

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data analysis and prior discussion regarding Workload, Work Discipline, and K3 (Occupational Health and Safety) on Employee Performance at PT. Karya Indra Bagus Jaya, the following conclusions can be drawn: (1) Workload does not fully contribute to the performance of employees of PT. Karya Indra Bagus Jaya. So that the high or low workload in the company does not affect employee performance, (2) Work discipline contributes to the performance of PT. Karya Indra Bagus Jaya. This shows that a good and maximum level of awareness of work discipline will affect the increase in employee performance at work, (3) Occupational safety and health programs contribute to the performance of PT. Karya Indra Bagus Jaya. So that it can improve the performance of the resulting employees. Based on the conclusions above, several suggestions can be given by the author, including (1) PT. Karya Indra Bagus Jaya, it is hoped that they will pay attention to the workload given to employees and maintain existing work standards, it is better to fulfill employee rights by providing constructive feedback for those who indirectly make employees enthusiastic at work, (2) PT. Karya Indra Bagus Jaya is expected to be firm with employees who often do not enter or arrive late on time. For this reason, companies can provide punishment

and rewards to employees so that they can be motivated and at the same time encourage employees to do their best for the company, (3) PT. Karya Indra Bagus Jaya is expected to act decisively and always monitor, emphasize and pay attention to employees who neglect to apply personal protective equipment to use complete work equipment so that employees feel safe and comfortable in completing their work.

FURTHER STUDY

Future research is expected to conduct similar research using other variables such as reward systems, punishment, leadership styles and work motivation that may have an influence on dependent variables such as employee performance.

REFERENCES

- Akbar, M. A. P., & Kustini, K. (2021). Effect of Occupational Safety and Health (K3) and Work Motivation on Employee Performance at Rumah Batik Tulis Al-Huda Sidoarjo. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(4), 11294-11309.
- Angin, W. I. P. P., & Rismawati, R. (2021). Pengaruh Komunikasi, Disiplin Kerja dan Keselamatan dan Kesehatan Kerja (K3) Terhadap Kinerja Karyawna. *Jurnal Ilmu dan Riset Manajemen (JIRM)*, 10(6).
- Ariko, M. F. (2019). Pengaruh Disiplin Kerja, Kompetensi, Serta Keselamatan Dan Kesehatan Kerja Terhadap Kinerja Karyawan PT. Sucofindo (Persero) Cabang Palembang. *Jurnal Ilmu Manajemen*, 8(1), 73-84. Ariko, M. F. (2018).
- Buntarto. 2015. Panduan Praktis Keselamatan dan Kesehatan Kerja Untuk Industri. Cetakan 1. Yogyakarta : Pustaka Baru Press.
- Charisma, T. A., & Irbayuni, S. (2022). Analisis Kinerja Karyawan Divisi Marketing PT. Graha Medika Mandiri. *J-MAS (Jurnal Manajemen dan Sains)*, 7(2), 567-571.
- Dewi, D. P., & Harjoyo. (2019). Manajemen sumber daya manusia (E. Junaedi (ed.); Pertama, Issue 1). Tangerang Selatan: UNPAM PRESS.
- Ekhsan, M., & Masruri, A. (2022). Peran Stres Kerja sebagai Mediasi pada Pengaruh Beban Kerja Terhadap Kinerja Karyawan. *Eqien-Jurnal Ekonomi dan Bisnis*, 11(1), 753-761.

- Febriana, A., & Kustini, K. (2022). Dampak Kompensasi Dan Beban Kerja Terhadap Loyalitas Karyawan Pada PT. Berlian Multi Sejahtera. *Scientific Journal Of Reflection: Economic, Accounting, Management And Business*, 5(3), 656-664.
- Hadi, S. P., & Irbayuni, S. (2021). Article Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ekonomi dan Bisnis (EK dan BI)*, 4(2), 510-516.
- Hardyansyah, M. I., & Kustini, K. (2023). Keterlibatan Disiplin dan Lingkungan Kerja terhadap Kinerja Karyawan melalui Motivasi. *Jurnal Ilmiah Universitas Batanghari Jambi*, 23(1), 129-136.
- Hasibuan, Malayu S. P. 2018. Manajemen Sumber Daya Manusia, Cetakan keempatbelas, Jakarta : Bumi Aksara.
- Ibrahim, N. N., & Irbayuni, S. (2022). Pengaruh K3 (Keselamatan dan Kesehatan Kerja) Dan Kompetensi Sumber Daya Manusia Terhadap Kinerja Karyawan Pada PT. Bambang Djaja. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 5(4), 997-1005.
- Kasmir. (2016). Manajemen Sumber Daya Manusia (Teori dan Praktek) (Pertama). Jakarta: Rajawali Pers.
- Koesomowidjojo, Suci. 2017. Panduan Praktis Menyusun Analisis Beban Kerja. Jakarta: Raih Asa Sukses.
- Mangkunegara, A.A. Anwar Prabu. 2016. Manajemen Sumber Daya Manusia. Perusahaan. Bandung : Remaja Rosdakarya.
- Mangkunegara, A.A.A.P. 2017. Manajemen Sumber Daya Manusia Perusahaan. Remaja Rosdakarya. Bandung.
- Mubarok, N. A. A. L., Harini, S., & Yuningsih, E. (2022). Pengaruh Disiplin Kerja, Motivasi Kerja, dan Keselamatan Kesehatan Kerja (K3) Terhadap Kinerja Karyawan Pada PT. TIRTA INVESTAMA SUKABUMI. *KARIMAH TAUHID*, 1(5).
- Nabawi, R. (2019). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183.

- Qurbani, D. (2018). Pengaruh Keselamatan & Kesehatan Kerja (k3) Terhadap Kinerja Karyawan Pada PT. Trakindo Utama Cabang BSD. *Jurnal Ilmiah Manajemen Forkamma*, 1(1), 110-129.
- Rivai, Veithzal. 2019. Manajemen Sumber Daya Manusia Untuk Perusahaan. Dari teori Ke Praktik. Jakarta: PT. Raja Grafindo Persada.
- Sinambela, Lijan Poltak. 2017. Manajemen Sumber Daya Manusia. Jakarta: PT Bumi Aksara.
- Sukin. (2022). Pengaruh Beban Kerja dan Konflik Kerja Terhadap Kinerja Karyawan PT. Panji Putra Rekasa Semarang. *STIEPARI Semarang*.
- Sutrisno, Eyd. 2016. Manajemen Sumber Daya Manusia. Jakarta: Kencana Prenada Media Group.
- Tampubolon, E. P., & Salmah, N. N. A. (2022). Pengaruh Keselamatan Kesehatan Kerja (K3) dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Pacific Global Utama Desa Tanjung Lalang Kabupaten Muara Enim. *Jurnal Media Wahana Ekonomika*, 19(1), 154-163.