
THE EFFECT OF WORK DISCIPLINE AND WORKLOAD ON EMPLOYEE PERFORMANCE MODERATED BY CIVIL APPARATUS PERFORMANCE ALLOWANCES AT THE WEST NUSA TENGGARA NATURAL RESOURCE CONSERVATION CENTER

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Abstract

This study aims to analyze the influence of work discipline and workload on employee performance, as well as to examine the role of performance allowances as a moderating variable at the West Nusa Tenggara Natural Resources Conservation Center (BKSDA NTB). The study used a quantitative approach with a causal design. The research sample consisted of 78 employees determined by saturated sampling technique. Data were collected through questionnaires and analyzed using the Partial Least Square Structural Equation Modeling (PLS-SEM) method. The results showed that work discipline had a positive and significant effect on employee performance, indicating that compliance with rules, regular attendance, and work responsibilities consistently improve employee performance. Conversely, workload had a negative and significant effect on performance, indicating that excessive task demands can reduce employee effectiveness and performance. Further findings revealed that performance allowances moderated the effect of work discipline on performance, thus increasing allowances strengthened the positive impact of discipline. Furthermore, performance allowances moderated the effect of workload on performance, indicating that adequate and fair allowances can mitigate the negative effects of high workloads. Theoretically, this study enriches the literature on factors influencing employee performance, particularly the role of performance allowances as a moderating variable. Practically, the research findings can serve as a basis for the NTB BKSDA in formulating policies to improve discipline, manage workload, and implement more effective and equitable performance allowance mechanisms.

Keywords: Work Discipline, Workload, Performance Allowance, Employee Performance

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INTRODUCTION

Running a government bureaucracy requires various resources, such as adequate budgets, facilities, and infrastructure. Equally important are human resources, namely the civil servants (PNS) or state civil servants (ASN) who work within it. Human resources are the primary and most crucial factor, because without qualified and competent employees, the bureaucracy will not function effectively and efficiently.

The West Nusa Tenggara Natural Resources Conservation Center (BKSDA NTB) is one of the UPT (Technical Service Units) under the Directorate of Natural Resources and Ecosystem Conservation (KSDAE) which is one of the Directorates of the Ministry of Environment and Forestry which is a government organization engaged in the field of conservation, namely the protection of flora and fauna that are still available or whose existence is threatened.

In carrying out activities, they often encounter obstacles related to the implementation of foreign grants, which use the same resources. In other words, the workload assigned to employees is increased, resulting in delays in the implementation and reporting of some activities. One effort to improve employee performance is by paying attention to work discipline and employee workload.

Siswanto et al. (2019) showed that well-managed workloads can lead to improved employee performance. Excessive workloads can negatively impact employees' physical and psychological well-being, but effective management can drive improved performance.

The combination of work discipline and workload creates complex dynamics in the context of employee performance. Research by Kurniawan & Rizki (2022) confirms that well-managed workloads, combined with strong work discipline, can lead to optimal performance. Work discipline is a crucial factor in achieving good performance. Rivai (2013) defines work discipline as a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

Human resource management in a bureaucracy is crucial, given that civil servants (ASN) are the primary actors in every operational activity of government bureaucracy. Every policy, program, or public service implemented by the bureaucracy is highly dependent on the capabilities and performance of the employees involved. Performance is a term that refers to the results or accomplishments obtained by individuals or groups in carrying out their duties and responsibilities within an organization. In an organizational context, performance is often measured through specific indicators, such as target achievement and work quality (Kiki 2024, Meldra, 2023).

One way to improve employee performance is by paying attention to work discipline and workload. Another factor influencing employee performance is performance allowances. Performance allowances, as an internal factor, can serve as a moderator, strengthening or weakening the relationship between work discipline and workload on employee performance. Fair and adequate allowances can increase motivation and job satisfaction, making employees better able to cope with existing workloads (Fairuzakiyah et al., 2020).



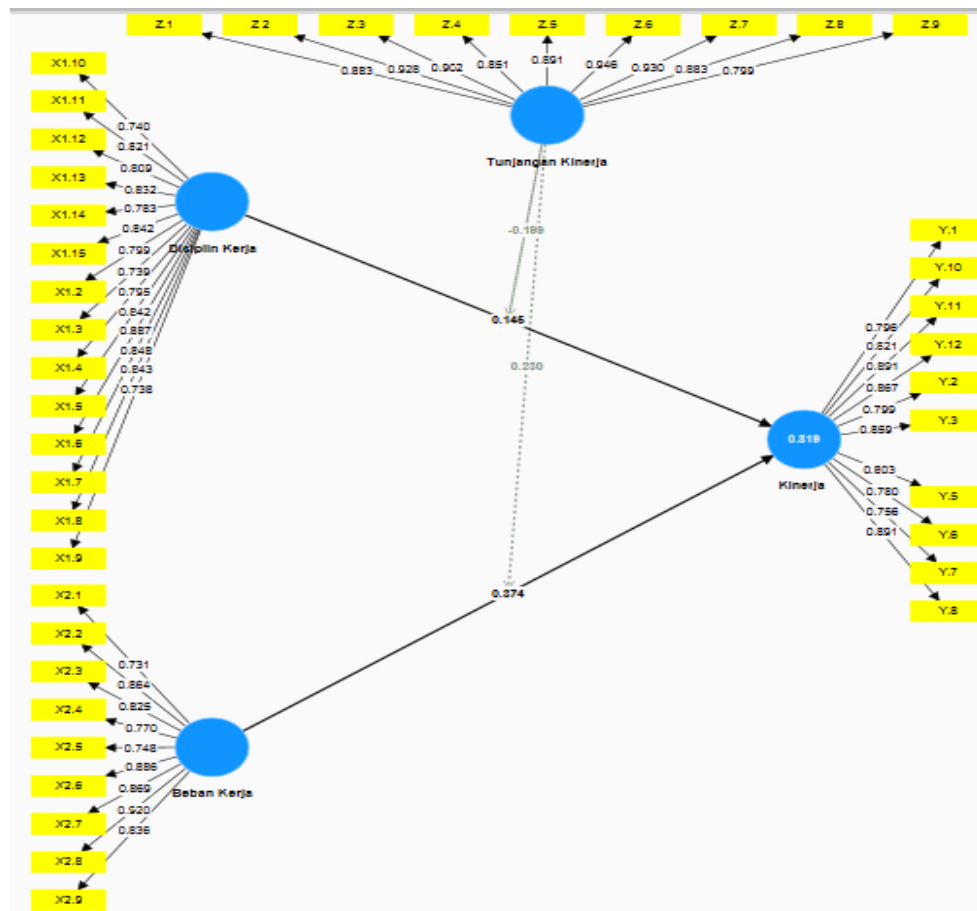
RESEARCH METHOD

This research uses a quantitative approach with a causality research type, which The aim of this study was to examine the causal relationship between independent and dependent variables, including the role of mediating variables (Malhotra, 2010). This approach was chosen to obtain objective and measurable research results through statistical analysis. The study was conducted at the Technical Implementation Unit (UPI) of the Natural Resources Conservation Agency (BKSDA) of West Nusa Tenggara Province, which is under the auspices of the Ministry of Environment and Forestry of the Republic of Indonesia. The study population included all BKSDA NTB employees. The sampling technique used was total sampling, so that all members of the population were included as respondents. The total number of respondents was 78, consisting of civil servants (PNS) and government employees with work contracts (PPPK). The research data are primary data obtained through the distribution of questionnaires to respondents. The research instrument was structured in the form of closed statements and measured using a five-level Likert scale, which was used to measure respondents' attitudes, perceptions, and assessments of the research variables (Sugiyono, 2018). Data analysis was conducted using the Partial Least Square (PLS) method based on Structural Equation Modeling (SEM) using SmartPLS version 3 software. The PLS method was chosen because it is able to analyze relationships between latent variables simultaneously, and is suitable for use in research with a relatively small sample size and data distribution that does not have to be normally distributed. The analysis stages include testing the measurement model (outer model) to assess the validity and reliability of the instrument, as well as testing the structural model (inner model) to test causal relationships and research hypotheses (Setiawan, 2023).

RESULTS AND DISCUSSION

Outer Model Results Convergent validity

This convergence measurement indicates whether each question item measures the same dimension of the variable. As a rule of thumb, according to Hair et al. (2010), a factor loading value above 0.7 is considered ideal, meaning the indicator is valid. However, values above 0.5 are acceptable, so values below 0.5 should be removed from the model. After eliminating indicators with factor loadings below 0.70, the validity test results in the table show that all remaining indicators have factor loadings exceeding 0.70. This indicates that each indicator adequately represents the latent variable and meets convergent validity criteria. Therefore, the measurement model is suitable for use in the next analysis phase, as all items used are considered valid.



Structural Model Outer Model Diagram

Discriminant Validity

Discriminant Validity is the extent to which a construct is truly different from other constructs. Thus, high discriminant validity provides evidence that the construct is unique and captures phenomena that are not possessed by other measures (Hair et al., 2014). To prove the discriminant validity of a model, the AVE value must be greater than 0.50 or higher (Hair et al., 2014). Discriminant validity of the measurement model with reflective indicators is assessed based on the cross-loading of the measurement with the construct. According to Ghazali & Latan (2015), the method of discriminant validity is by testing the discriminant validity with reflective indicators, which involves looking at the cross-loading values for each variable, which must be >0.5 .

After conducting the validity test using the outer loading value, the next step is to conduct the discriminant validity test using the average variance extracted (AVE) value. The following are the results of the discriminant validity test.

Table 1
Results of Discriminant Validity Testing

Latent Variables	AVE	Indicator	Criteria
Performance	0.689	> 0,5	Valid
Work Discipline	0.655	> 0,5	Valid
Workload	0.685	> 0,5	Valid
Performance Allowance	0.795	> 0,5	Valid

Source: SmartPLS Data Processing Results

Based on the table of discriminant validity test results through the Average Variance Extracted (AVE) value, all variables have an AVE value above 0.50. This indicates that each latent variable is able to explain more than 50% of the indicator's variance, thus meeting the convergent validity criteria. The Performance variable has an AVE value of 0.689, Work Discipline 0.655, Workload 0.685, and Performance Allowance 0.795, all of which are above the required minimum limit. Thus, the constructs in this study can be declared valid and suitable for use in further analysis.

Reliability Test

The reliability test of latent variables is measured by composite reliability and Cronbach's alpha from a collection of indicators from each latent variable. A collection of latent variable indicators is declared reliable if the Cronbach's Alpha value is >0.6 and the Composite Reliability value is >0.7.

Table 2
Reliability Testing Results

Latent Variables	Data Amount	Composite Reliability	Cronbachs Alpha
Performance	12	0.952	0.943
Work Discipline	15	0.964	0.959
Workload	9	0.956	0.948
Performance Allowance	9	0.972	0.967

Source: SmartPLS Data Processing Results

Based on the results of the reliability test in Table 4.11, all variables in this study showed a Composite Reliability value greater than 0.7 and a Cronbach's Alpha value greater than 0.6.

Evaluation of the Structural Model (Inner Model)

R-Square Value

Nilai R-Square digunakan untuk mengukur tingkat variasi perubahan variabel independent of the dependent variable. Ghozali & Latan (2015) categorizes R-Square values into three categories:

1. An R-Square value of 0.75 indicates a strong model.
2. An R-Square value of 0.50 indicates a moderate model.

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3. An R-Square value of 0.25 indicates a weak model. The following is a table of R-Square values:

Table 3
R Square Results

	<i>R-square</i>	<i>Adjusted R-square</i>
Performance	0,819	0,809

Source: SmartPLS Data Processing Results

Based on the results shown, an R-Square value of 0.819 and an Adjusted R-Square of 0.809 were obtained for the Employee Performance variable. This R-Square value indicates that 81.9% of the variation in changes in employee performance can be explained by the independent variables in this study, namely work discipline, workload, and performance allowances, while the remaining 18.1% is influenced by other variables not included in the research model, such as motivation, leadership, or work environment.

Q Square Value

The Q-square is a useful tool for assessing the reliability of a regression model. A Q-square value greater than 0 indicates the regression model can explain data variation well, while a Q-square value less than 0 indicates a poor fit.

Table 4
Q-Square Value

Variabel	Q-Square
Y	0,514

Source: SmartPLS Data Processing Results

Based on the calculation results in the table above, a Q-Square value of 0.514 was obtained for the Employee Performance variable (Y). This value indicates that the model has good predictive ability, as the Q-Square value is greater than 0.

Hypothesis Test Results

The purpose of hypothesis testing is to statistically verify the validity of a hypothesis or assumption statement and draw a conclusion whether to accept or reject it. In hypothesis testing, this study uses several criteria that must be met, namely the original sample value, the t-statistic value, and the probability value (probability value) through bootstrapping in PLS. The following are the original sample values, t-statistics, and p-values for each hypothesis in this study:

Table 8
Hypothesis Test Results

Influence between variables	Original sample (O)	T statistik (O/STDEV)	Nilai P (P values)
X1 > Y	0.252	4.212	0.001
X2 > Y	-0.359	2.472	0.041
X1 > Z > Y	0.183	4.512	0.034
X2 > Z > Y	0.199	3.324	0.025

Source: SmartPLS Data Processing Results

Based on the table above, the researchers can explain as follows:

1. Hypothesis Testing 1 (The Effect of Work Discipline (X1) on Employee Performance (Y)) Work Discipline (X1) has a positive and significant effect on performance (Y) with a T-statistic of $4.212 > 1.96$ and a p-value of $0.001 < 0.05$. These results indicate that the higher the level of employee discipline in carrying out tasks, following rules, and meeting work standards, the greater the performance improvement achieved. This finding confirms that discipline is a crucial factor in ensuring employee quality and performance.
2. Hypothesis Testing 2 (The Effect of Workload (X2) on Employee Performance (Y)) The original sample value of -0.359 , the t-statistic of $2.472 > 1.96$, and the p-value of $0.041 < 0.05$ indicate that workload has a negative and significant effect on employee performance. This means that the greater the workload an employee receives, the lower their performance. Excessive workloads can cause physical and mental fatigue, reduce concentration, and affect the effectiveness of task completion. Therefore, workloads need to be managed to prevent employee performance degradation.
3. Testing hypothesis 3 (The Moderating Effect of Performance Allowance (Z) on the Relationship between Work Discipline (X1) and Employee Performance (Y)). The original sample value of 0.183 , with a t-statistic of $3.324 > 1.96$ and a p-value of $0.034 < 0.05$, indicates that performance allowance significantly moderates the relationship between work discipline and employee performance. This means that performance allowance can strengthen the influence of discipline on performance. Disciplined employees will feel the benefits of the allowance they receive so they are increasingly motivated to work better, so that the impact on performance becomes greater.
4. Testing hypothesis 4 (The moderating effect of Performance Allowance (Z) on the relationship between Workload (X2) and Employee Performance (Y)). The original sample value of 0.199 , t-statistic of $2.118 > 1.96$, and p-value of $0.033 < 0.05$, indicates that performance allowance also significantly moderates the relationship between workload and employee performance. This finding indicates that performance allowance is able to mediate the negative influence of workload. Although high workload can suppress performance, providing adequate performance allowance can help maintain employee motivation so that the negative impact of workload can be reduced. In other words, performance allowance functions as compensation that helps maintain employee performance amidst high work demands.

Work Discipline Has a Significant Influence on Employee Performance at the NTB Province BKSDA Office

The results of the hypothesis testing using the PLS method indicate that work discipline has a positive and significant effect on employee performance, with an original sample value of 0.252 , a t-statistic of 4.212 , and a p-value of 0.001 . These results confirm that the higher the level of employee discipline, the better the performance achieved. This finding reinforces the understanding that discipline is a crucial component in increasing the effectiveness of task implementation and contributing to overall organizational performance.

This finding can be explained through the theory of disciplinary behavior within the framework of work motivation theory proposed by McGregor (1960) in Theory X and Theory Y. In this context, employees who demonstrate high discipline in terms of time and compliance with rules tend to reflect the characteristics of Theory X, where individuals follow procedures due to strict supervision and regulation. However, the level of initiative is still limited, as indicated by the lowest score, indicating that the work culture at the NTB BKSDA is still oriented towards structural compliance compared to individual autonomy or innovation.

Furthermore, Mangkunegara (2017) explains that work discipline reflects an employee's responsibility for assigned tasks and is a measure of the extent to which an individual respects and complies with organizational regulations. This is reinforced by the findings of Siengthai and Pila-Ngarm (2016) in the Journal of Organizational Effectiveness, which stated that work discipline has a positive relationship with performance when supported by a fair reward and compensation system. Thus, high work discipline at the NTB BKSDA demonstrates employee commitment to organizational order, although the level of independent initiative still needs to be improved through a more participatory managerial approach.

This finding aligns with Hasibuan's (2017) theory of work discipline, which states that discipline is a person's awareness and willingness to comply with all organizational rules and norms. Discipline is a form of compliance born of awareness, not coercion, and forms the basis for productive work behavior. Furthermore, Rivai and Sagala's (2014) theory explains that work discipline is a tool for management to increase employee awareness and willingness to comply with organizational regulations and carry out tasks according to established standards. In this context, the more disciplined an employee is, the higher the performance they can achieve due to consistency and responsibility in their work.

Workload Has a Significant Influence on the Performance of ASN Employees at the NTB Province BKSDA Office

Based on the results of hypothesis testing using the Partial Least Square (PLS) method, the original sample value was obtained at -0.357, the t-statistic value was $2.472 > 1.96$, and the p-value was $0.041 < 0.05$. These results indicate that workload has a negative and significant effect on employee performance, so that the higher the workload received by employees, the lower the performance they are able to achieve. This condition shows that employees of the West Nusa Tenggara Natural Resources Conservation Center (BKSDA) UPT face high levels of work pressure due to the many responsibilities, time constraints, and high performance achievement demands. Excessive workload can cause physical and mental fatigue, decreased concentration, and increased work stress, thus directly impacting employee performance in carrying out field and administrative tasks.

The results of this study align with the findings of Khuong and Yen (2021) published in the Journal of Asian Finance, Economics, and Business, which showed that excessive workload has a significant negative impact on the performance of public sector employees in Vietnam. Increased work pressure leads to excessive stress, which leads to decreased productivity. Similarly, Prasetyo and Marlina (2023) in the Journal of Management and Performance also stated that high workloads can reduce work effectiveness because

employees lose the balance between capacity and job demands. In the context of the West Nusa Tenggara Natural Resources Conservation Agency (BKSDA), this condition is reflected in the intensive nature of fieldwork, with responsibilities for biodiversity conservation and natural resource monitoring that require high levels of energy and concentration.

Theoretically, these results can be explained through the Stress and Performance Theory proposed by Robbins and Judge (2017), which explains that work stress has an inverted U-shaped relationship with performance. This means that moderate stress (eustress) can improve performance by encouraging employees to work more focused, but excessive stress (distress) due to high workloads actually significantly decreases performance. In the context of this study, negative results indicate that employee workload levels have exceeded the optimal threshold, causing distress that hinders performance. This also aligns with the findings of Marpaung and Siagian (2020) in the International Journal of Research in Business and Social Science, which found that excessive workloads reduce the performance of public sector employees by increasing levels of work stress.

Work Allowances Moderate the Influence of Work Discipline on the Performance of ASN Employees at the NTB Province BKSDA Office

The results of the Partial Least Square (PLS) test show that the original sample value is 0.183, the t-statistic value is 4.512, which is greater than 1.96, and the p-value is 0.034, which is less than 0.05. These findings indicate that work benefits are proven to be significant in strengthening the influence of work discipline on employee performance. This means that the better the employee's perception of the benefits system they receive, the stronger the influence of work discipline in driving their performance improvement.

The results of the descriptive analysis of the variables indicate that respondents' work discipline is in the very high category, as reflected in employees' regularity in complying with regulations, punctuality, and adherence to work procedures. However, the indicator with the lowest score is the ability to work without direct instructions from superiors, indicating that some employees still have a work style oriented towards formal compliance. In such conditions, fairly managed performance allowances can act as an incentive to encourage employees to be more proactive, responsible, and able to work with greater independence.

Furthermore, these results align with Vroom's (1964) Expectancy Theory, which explains that a person's motivation depends on the belief that their efforts will result in good performance, and that performance will bring desired rewards. In this regard, work benefits act as a form of reward that strengthens the relationship between discipline (effort) and performance (results). The more employees believe that their discipline is recognized and rewarded through benefits, the higher their motivation and performance will be.

Work Allowances Moderate the Effect of Workload on the Performance of ASN Employees at the NTB Province BKSDA Office

The role of work benefits as a moderating variable is clearly evident in the results of the Partial Least Square (PLS) statistical test, which shows an original sample value of 0.199 with a t-statistic of 3.324 (> 1.96) and a p-value of 0.035 (< 0.05). These results confirm that work benefits significantly moderate the relationship between workload and performance. In other words, the negative impact of workload on performance can be reduced or even transformed into a positive influence if employees receive benefits commensurate with their

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responsibilities and contributions. This finding aligns with the results of the descriptive analysis of work benefits, which showed an average score of 4.35, categorized as very appropriate. Employees assessed that the benefits received were timely, appropriate to their position, transparent, and sufficiently motivating to perform better.

The descriptive analysis also showed that employee perceptions of workload were in the very high category, with an average score of 4.29. This indicates that employees feel high job demands, both in terms of time demands, targets, and the need for adaptation in the field. However, responses to the performance variable showed an average score of 4.24, which is in the very good category. This condition shows that despite the high workload, employees are still able to maintain productivity and quality of work results. This finding is an early indication that other factors play a role in maintaining performance stability, one of which is performance allowances.

Theoretically, the results of this study can be explained through the Job Demands-Resources Theory (JD-R) proposed by Bakker and Demerouti (2017). This theory explains that high workloads (job demands) do not always negatively impact performance if they are balanced with adequate job resources, such as benefits, organizational support, or recognition for achievement. In this context, work benefits act as a job resource that can neutralize work pressure and foster motivational processes, so that employees remain productive even when facing heavy work demands.

This relationship is further reinforced by Adams' (1963) Equity Theory, which asserts that individuals will be motivated to perform better when they perceive that the rewards they receive are commensurate with their efforts. In the context of the NTB BKSDA, when employees perceive that the benefits they receive reflect their workload and contributions, this perception of fairness can reduce work stress, increase motivation, and strengthen commitment to the organization.

CONCLUSION

Based on the research results, it can be concluded that:

1. Work discipline has a positive and significant impact on employee performance at the West Nusa Tenggara Province Natural Resources Conservation Agency (BKSDA). This indicates that the higher the level of employee discipline in complying with regulations, maintaining punctuality, and carrying out tasks responsibly, the better the resulting performance.
2. Workload has a negative and significant impact on employee performance. This indicates that the higher the workload experienced by employees without adequate support and compensation, the more likely it is that performance will decline due to increased pressure, stress, and work fatigue.
3. Work benefits significantly moderate the effect of work discipline on employee performance. This means that work benefits strengthen the positive influence of discipline on performance, where employees who are disciplined and receive performance-based benefits tend to be more motivated and oriented towards optimal work results.

4. Work benefits also significantly moderate the effect of workload on employee performance. This indicates that work benefits can mitigate the negative impact of high workloads and even serve as a source of motivation for employees to remain productive. Employees who perceive that the financial compensation they receive is commensurate with the responsibilities they carry will remain enthusiastic in carrying out their duties.

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