

THE EFFECT OF WORK DISCIPLINE AND WORKLOAD ON THE PERFORMANCE OF VILLAGE EMPLOYEES IN SUMERTAKAJA VILLAGE, DENPASARTIMUR DISTRICT, DENPASAR CITY, BALI

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Abstract

The strategies set by an organization or office can run effectively if there is also good employee performance. In fact, employees are capable of providing ideas for office improvements in the future. Based on this, every organization or office must strive to enhance employee performance. To improve employee performance, which ultimately leads the office toward betterment, the office needs to pay special attention to the aspect of discipline. This research aims to determine the influence of work discipline and workload on employee performance. The population used consists of employees of Sumerta Kaja Village, East Denpasar Sub-District, Denpasar City, with a sample of 31 respondents. The data analysis techniques used in this research are Validity Test, Reliability Test, Classical Assumption Test, Multiple Linear Regression, Coefficient of Determination, t-Test, and F-Test. Based on the research results, it can be seen that work discipline has a positive and significant influence on employee performance, workload has a negative and significant influence on employee performance, and simultaneously, work discipline and workload have a significant influence on employee performance. The recommendations given in this research are that Sumerta Kaja Village, East Denpasar Sub-District, Denpasar City, Bali, is expected to periodically provide training for employees to enhance their ability to complete the amount of work according to targets, issue warnings or warning letters to employees who do not comply with work time rules, and conduct evaluations of the work assigned to employees to create policies for assigning work according to employees' expertise and competencies.

Keywords: Employee Performance, Work Discipline, Workload.

A. INTRODUCTION

Villages serve as the frontline of national development by administering governance, development, community guidance, and community empowerment. This role supports the 2025–2029 National Medium-Term Development Plan (RPJMN) through the allocation of IDR 70 trillion in Village Funds, as highlighted during National Village Day 2025. Villages contribute 18% to the national GDP, equivalent to IDR 2,147 trillion according to *Statistics*

Indonesia 2025 published by BPS, and account for 74% of the contribution to Village SDGs. In addition, villages serve as the basis of food security because 60% of Indonesia's population resides in rural areas. Presidential Decree No. 23 of 2024 designates January 15 as National Village Day, affirming villages as one of the pillars of Golden Indonesia 2045.

Minister of Home Affairs Regulations or Ministry of Villages, Development of Disadvantaged Regions, and Transmigration Regulations, such as Minister of Home Affairs Regulation No. 47 of 2016 concerning the Development of Village Government Administration and Minister of Villages Regulation No. 6 of 2023 concerning Priorities for the Use of Village Funds, regulate performance assessments among villages and urban villages at the sub-district level. This assessment includes the evaluation of human resource program achievements, administration, and public services. East Denpasar District consists of 11 villages/urban villages, including 7 villages, one of which is Sumerta Kaja, and 4 urban villages. Performance assessment often uses indicators such as the realization of the Village Government Work Plan (RKPDs), employee attendance, and duties and functions in accordance with Law No. 6 of 2014. Based on the evaluation of performance data from the Sumerta Kaja Village Government Work Plan for 2022–2024 and employee attendance reports issued by the Sumerta Kaja Village Office, this village was recorded as being in a low ranking, approximately 7th out of 11 villages in East Denpasar District. The ranking was assessed by East Denpasar District based on the average achievement of human resource programs, which reached only 38.2% (2022: 28.5%; 2023: 47.2%; 2024: 38.9%), far below the target of 100%; an absenteeism rate of 4.05%–4.19%, exceeding the maximum standard of 3%; and the realization of duties and functions at 64.07%. This condition reflects inconsistency in the implementation of the organizational structure in accordance with Village Regulation No. 4 of 2017, thereby hindering the effectiveness of public services.

Sumerta Kaja Village Regulation No. 4 of 2017 subsequently translates this mandate into the operational level by establishing the organizational structure and working procedures of the village government. The regulation affirms that village government is administered by the village head (*perbekel*), assisted by village officials consisting of the village secretariat, technical implementers, and territorial implementers. The village secretariat is divided into the affairs of administration and general affairs, finance, and planning, while territorial implementers correspond to the number of official hamlets in Sumerta Kaja, namely Banjar Lebah, Banjar Pande, Banjar Peken, Banjar Kertabumi, Banjar Sima, and Banjar Tegalkuwalon. Their duties include administering governance, development, community guidance, and empowerment at the territorial level. Through this arrangement, every employee in Sumerta Kaja Village has clear main duties and functions according to the organizational structure, so normatively their performance can be measured based on the duties and functions they carry out to support public services.

Employee performance refers to “the extent to which an employee successfully completes tasks relevant to their job, both in terms of quantity and quality” (Lestari & Adji, 2023). Careful observation of employee performance will have a very positive impact on the office. “Good and competent employees will produce satisfying outputs or work results. Conversely, incompetent employees with low performance will produce disappointing

outputs or work results” (Mustaqim & Fauzi, 2022). Organizational strategies will run optimally when supported by good employee performance. Employees can even contribute ideas for future office improvement. Based on this, every organization or office must strive to improve employee performance. In efforts to improve employee performance, which ultimately can lead the office toward better conditions, the office needs to pay special attention to the aspect of discipline. Discipline is the main foundation for creating a productive, responsible, and professional work culture. Based on the author’s observation, the performance of Sumerta Kaja Village employees from 2022 to 2024 can be seen in the table below:

Table 1. Employee Performance of Sumerta Kaja Village in 2022

No	Work Program Description: Resources	Human Target (People)	Realization (People)	Achievements (%)
1	Village Apparatus Capacity Building	24	5	20,8%
2	Village Deliberative Body Capacity Building	7	2	28,6%
3	Village Head and Village Financial Management Officials Training	28	9	32,1%
4	Village Government Work Plan Team Training and Verification	18	4	22,2%
Total		77	20	28,5%

Source: Processed by Researchers, 2026

Table 1. 2022 recorded the lowest performance, with a total achievement of 28.5% (20 out of 77 people), with the Village Apparatus Capacity Building program reaching only 20.8% and the Village Work Plan and Verification Team Training reaching 22.2%. This indicates a critical initial condition in the basic capacity of village officials to carry out their duties and functions as mandated by Law No. 6 of 2014.

Table 2. Performance of Sumerta Kaja Village Employees in 2023

NO	Work Program Description: Resources	Human Target (People)	Realization (People)	Achievements (%)
1	Village Apparatus Capacity Building	24	14	58,3%
2	Village Deliberative Body Capacity Building	7	4	57,1%
3	Village Head and Village Financial Management Officials Training	28	17	60,7%
4	Village Government Work Plan Team Training and Verification	18	8	44,4%
Total		77	44	47,2%

Source: Processed by Researchers, 2026

In 2023, there was a significant jump to 47.2% (44 people), driven by sharp improvements in Village Head & PPKD Training (60.7%) and Village Apparatus (58.3%), likely due to priority Village Fund budget allocations or strict oversight by sub-districts. Although the Village Work Plan (RKPDes) program remained weak at 44.4%.

Table 3. Performance of Sumerta Kaja Village Employees in 2024

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No	Human Resources Work Program	Target (People)	Realizati on (People)	Achiev ments (%)
1	Village Apparatus Capacity Building	24	9	37,5%
2	Village Consultative Body Capacity Building	7	3	42,9%
3	Village Head and Village Financial Management Officials Training	28	15	53,6%
4	Village Government Work Plan and Verification Team Training	18	5	27,8%
Total		77	32	38,9%

Source: Processed by the Researcher, 2026

Table 3 shows that in 2024 there was a decline to 38.9% (32 people), with a drastic decrease in the Village Apparatus category from 58.3% to 37.5% (-20.8 percentage points), while the RKPDes decreased to 27.8%. Only Village Head Training remained above 50% (53.6%), confirming structural inconsistency that was unable to sustain the temporary improvement.

Based on Tables 1–3, the performance of Sumerta Kaja Village employees is reflected in the low realization of apparatus capacity-building programs, which fluctuated throughout 2022–2024 and remained far below the 100% target set in the Village Government Work Plan. The total achievement trend changed from the lowest point of 28.5% in 2022, increased significantly to 47.2% in 2023, and then declined again to 38.9% in 2024, with a three-year average of only 38.2% out of the target of 231 people. This pattern indicates inconsistency in employee performance, which has not been optimal in maintaining temporary improvements and tends to face ongoing challenges. Employee performance that has not reached the optimal standard has resulted in the ineffective implementation of main duties and functions in accordance with Village Regulation No. 4 of 2017, thereby hindering public services and overall village development.

Based on the author's observations, the fluctuation in village employee performance is influenced by work discipline. Work discipline is "the attitude of employee compliance with the rules and regulations applicable within an organization, demonstrated through behaviors such as punctuality, proper use of work equipment, and responsibility in carrying out duties" (Syarifudin & Widodo, 2023). Work discipline "has a major influence on employee performance because discipline reflects employees' commitment and seriousness in carrying out their duties and responsibilities to work more productively" (Banne et al., 2023). Ichsan et al. (2020) stated that the indicators of work discipline include punctuality, proper use of work equipment, high responsibility, and obedience to applicable rules.

Based on the problems above, there is a research gap in previous studies. Studies by Kilo et al. (2025), Ruru et al. (2025), and Rosalinda (2023) showed that work discipline and workload have a positive and significant simultaneous effect on employee performance in various contexts, such as local government, public health centers, and national village institutions. However, these findings have not yet been tested among village apparatus in Bali, particularly in the context of high absenteeism, with an average of 3.14% in 2024,

influenced by local cultural factors such as religious ceremonies. In addition, inconsistencies in previous findings positive results reported by Neksen et al. (2021) and negative results reported by Nabila Syarvina (2022) as well as the lack of integration of Bali-specific theories, such as Budiasa (2021) for workload and Sinambela (2019) for work discipline, with Fauzi's (2021) performance indicators in the context of Sumerta Kaja Village autonomy, create a research gap that this study aims to address.

Based on the background of the phenomenon at the Sumerta Kaja Village Office, employee performance in Sumerta Kaja Village has not been effective. This can be seen from the fluctuating and low achievement of work programs, with an average of only 38.2% of the target during 2022–2024: 28.5% in 2022, 47.2% in 2023, and a decline to 38.9% in 2024. High absenteeism, averaging 4.05%–4.19% and exceeding the 3% standard, caused the number of lost working days to increase from 253 days in 2022 to 263 days in 2024. This ineffectiveness has resulted in the suboptimal implementation of main duties and functions in accordance with Village Regulation No. 4 of 2017, which is influenced by low discipline and unbalanced workload. Therefore, the researcher is interested in conducting a study entitled “The Effect of Work Discipline and Workload on the Performance of Village Employees in Sumerta Kaja Village, East Denpasar District, Denpasar City, Bali.”

B. LITERATURE REVIEW

Several prior studies have shown that work discipline and workload influence employee performance. Studies by Kilo et al. (2025) and Ruru et al. (2025) indicate that workload and work discipline have a positive and significant effect on employee performance, both partially and simultaneously. Similar findings were also reported by Rosalinda (2023), who stated that work discipline has a positive effect on employee performance, although workload in her study showed a negative effect due to the possibility of excessive workload. The similarity between these studies and the present study lies in the use of the same variables, namely work discipline, workload, and employee performance, as well as the use of a quantitative research method.

In addition, studies by Andika (2025) and Wayan Gede (2024) also show that work discipline has a positive and significant effect on employee performance, particularly among village apparatus. The similarity with the present study lies in the focus on the performance of village apparatus and the use of work discipline as a main variable. However, there are differences in the research location, additional variables used, and the theories that serve as the foundation of the study. Overall, these various studies contribute to the present study as empirical references, comparative materials, and supporting evidence in examining the influence of workload and work discipline on employee performance within the research context.

Employee Performance

Employee performance is the result of work carried out in order to achieve organizational goals, conducted legally, without violating the law, and in accordance with the morals and responsibilities assigned to the employee, according to Moeheriono (2012). This definition emphasizes that performance is not only about work output, but must also meet ethical standards, legality, and organizational responsibility in order to support the

sustainable achievement of the organization's vision and mission. This approach is often used in assessing government employees to ensure that work results contribute positively to shared organizational goals. "Performance is the result of work and actions achieved by fulfilling assigned duties and responsibilities within a certain period of time" (Kasmir, 2019, p. 182).

According to Hasibuan (2019, p. 94), "employee performance is the work result achieved by a person in carrying out the tasks assigned to them based on skill, experience, sincerity, and time."

Work Discipline

According to Sinambela (2019, p. 332), discipline refers to "attitudes, behaviors, and actions that are in accordance with office regulations, both written and unwritten." Work discipline is a person's attitude in obeying applicable rules or norms seriously in order to achieve office goals, according to Singodimedjo (2006). This view emphasizes discipline as voluntary awareness of time rules, procedures, and work ethics that shape an effective organizational culture, particularly in the village government environment in Bali, where compliance becomes a foundation for community development.

Workload

Workload is defined as the difference between the capacity or ability of workers and the work demands they must face. Since human work involves both mental and physical aspects, each has different levels of workload. Workload refers to the extent to which an individual worker's capacity is required to complete the tasks assigned to them, which can be indicated by the amount of work that must be done, the time or deadline available to complete the task, and the individual's subjective perception of the work assigned to them, according to Nitisemito (1996). This concept integrates quantitative aspects, such as task volume and deadlines, with the psychological element of workers' perceptions, making it relevant for analysis among village apparatus who often face multitasking in relation to the Village Government Work Plan (RKPDDes) and the Village Revenue and Expenditure Budget (APBDDesa).

C. RESEARCH METHODOLOGY

The research method used in this study is a quantitative method with a positivist approach, which aims to examine the effect of work discipline and workload on the performance of village employees. The study was conducted at the Sumerta Kaja Village Office, East Denpasar District, Denpasar City, Bali, from January to March 2026. The population in this study consisted of 31 village employees, and the entire population was used as the sample through a saturated sampling technique. Data were collected using a questionnaire instrument with a 1–4 Likert scale, supported by observation, interviews, documentation, and online data collection techniques to obtain more complete information related to the research object.

The data analysis techniques used include research instrument testing, namely validity and reliability tests, as well as classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests to ensure the feasibility of the regression model. Furthermore, the data were analyzed using multiple linear regression analysis to determine the effect of work discipline and workload on employee performance. Hypothesis

testing was carried out using the t-test to examine partial effects, the F-test to determine simultaneous effects, and the correlation coefficient and coefficient of determination to identify the strength of the relationship and the extent of the contribution of the independent variables to the dependent variable.

D. RESULT AND DISCUSSION

Validity Test Results

The validity test is used to “measure whether a questionnaire is valid or not. A questionnaire is considered valid if the questions in the questionnaire are able to reveal something that is intended to be measured by the questionnaire” (Fauzi, 2021). An instrument is considered valid “if it has a Pearson Product Moment correlation coefficient (r) > 0.3 with an alpha value of 0.005” (Sugiyono, 2018). To measure the validity of the instrument in this study, Pearson correlation will be used with the assistance of the Statistical Package for Social Science (SPSS) program. The following presents the results of the validity test, as shown in Table 4 below.

Table 4. Validity Test Results

No	Variable	Question Item	Correlation Coefficient	Standard Correlation Coefficient	Information
1	Employee performance (Y) Work discipline (X1)	Y.1	0,812	0,30	Valid
		Y.2	0,847	0,30	Valid
		Y.3	0,911	0,30	Valid
		Y.4	0,886	0,30	Valid
		Y.5	0,888	0,30	Valid
2	Employee performance (Y) Work discipline (X1)	X1.1	0,874	0,30	Valid
		X1.2	0,889	0,30	Valid
		X1.3	0,910	0,30	Valid
		X1.4	0,918	0,30	Valid
		X1.5	0,916	0,30	Valid
3	Employee performance (Y)	X2.1	0,941	0,30	Valid
		X2.2	0,889	0,30	Valid
		X2.3	0,869	0,30	Valid

Source: Processed by Researchers, 2026

Based on the results of the instrument test, which involved distributing questionnaires to 31 respondents, as shown in Table 4.4, all variable indicators in this study, namely work discipline, workload, and employee performance, are valid, as they have correlation coefficients exceeding 0.30.

Reliability Test Results

A reliability test is "a tool for measuring a questionnaire as an indicator of a variable. A questionnaire is considered reliable if a person's answers to the questions are consistent or

stable over time" (Janah, 2021). A reliable instrument is essential for obtaining reliable research results. "An instrument is considered reliable if its alpha coefficient (α) is greater than 0.6" (Sugiyono, 2018). The test results show the Cronbach's alpha values as follows.

Table 5. Reliability Test Results

No	Variable	Cronbach's Alpha	Standar Cronbach Alpha	Information
1	Employee performance (Y)	0,918	0,60	Reliabel
2	Work discipline (X1)	0,918	0,60	Reliabel
3	Workload (X2)	0,880	0,60	Reliabel

Source: Processed by Researchers, 2026

Based on the instrument reliability test results in Table 4.5, the instruments for the variables of work discipline, workload, and employee performance in this study are considered reliable because each variable has an alpha value greater than 0.60.

Normality Test Results

Normality in parametric statistics such as regression and ANOVA is the first requirement. The normality test aims to determine whether the confounding variables or residuals in the regression model have a normal distribution. If this assumption is violated, the statistical test will be invalid or biased, especially for small samples. The decision-making guidelines include: if the significance level (Sig) $> \alpha = 0.05$, the data are normally distributed, while if the significance level (Sig) $< \alpha = 0.05$, the data are not normally distributed. In this study, the results of the multicollinearity test are as follows:

One-Sample Kolmogorov-Smirnov Test

Table 6. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		31
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.97555641

Normality Test

Table 7. Normality Test

Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.091
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Processed by Researchers, 2026

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- This is a lower bound of the true significance.

The normality test presented in Table 4.9 shows that the Asymp. Sig. (2-tailed) value is

0.200, which is greater than 0.05. This indicates that the data is normally distributed. Therefore, it can be concluded that the model meets the assumption of normality.

Multicollinearity Test Results

Multicollinearity refers to the absence of a linear relationship between independent variables, indicating that the model is affected by multicollinearity. If a relationship exists between independent variables, these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value is zero. Multicollinearity can be determined by analyzing the correlation matrix of the independent variables, which can be seen from the Tolerance value and Variance Inflation Factor (VIF) value. These two measures indicate how much of each independent variable is explained by the other independent variables. The commonly used cut-off value is a tolerance value of 0.10 or equal to a VIF above 10. If the tolerance value is more than 0.10 or the VIF value is less than 10, it can be said that there is no multicollinearity between the variables in the regression model. In this study, the results of the multicollinearity test are as follows:

Coefficients^a

Table 8. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	13.619	2.801		4.862	.000		
Work Discipline	.399	.130	.407	3.075	.005	.874	1.144
Workload	-.858	.223	-.509	-3.845	.001	.874	1.144

Source: Processed by Researchers, 2026

Dependent Variable: Employee Performance

Based on Table 4.10 above, it is shown that all independent variables have a tolerance value > 0.10. Likewise, the VIF calculation results show that all variables have a VIF value < 10. This indicates that the regression model does not exhibit multicollinearity.

Heteroscedasticity Test Results

The heteroscedasticity test is used to determine whether the classical assumption of heteroscedasticity is met, namely the existence of unequal variances and residuals for all observations in the regression model. If the significance value is above 5%, heteroscedasticity does not occur. If the variance of the residuals from one observation to the next remains constant, it is called homoscedasticity. If it differs, it is called heteroscedasticity. A better regression model does not have heteroscedasticity. In this study, the results of the heteroscedasticity test are as follows:

Table 9. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized t	Sig.
	B	Std. Error Beta		
(Constant)	3.901	1.451	2.68	.012

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1				9
	Work Discipline	-.037	.067	-.108
	Workload	-.121	.116	-.208
				1.049

Source: Processed by the Researcher, 2026

Dependent Variable: Absolute_Residual

Based on Table 9, it is shown that each model has a significance value greater than 0.05. This means that in this regression model, there is no similarity of variance from the residual of one observation to another, or in other words, heteroscedasticity does not occur.

This study aims to determine the effect of work discipline and workload on employee performance in Sumerta Kaja Village. The discussion based on the objectives of this study is presented as follows:

- The Effect of Work Discipline on Employee Performance in Sumerta Kaja Village**

The results of the study show that work discipline has a positive effect on employee performance in Sumerta Kaja Village. This is proven by the calculated t-value of 3.075 compared to the t-table value of 1.701. Since the calculated t-value is greater than the t-table value, and the significance value of 0.005 is smaller than 0.05, it can be concluded that work discipline has a significant effect on employee performance. This means that the higher the level of work discipline, the higher the employee performance in Sumerta Kaja Village.

According to Sinambela (2019, p. 332), discipline refers to “attitudes, behaviors, and actions that are in accordance with office regulations, both written and unwritten.” The regulations referred to include attendance, late arrival, and early departure of employees. Therefore, these conditions represent forms of employee indiscipline that need to be properly addressed by management. Good discipline is reflected in a person’s strong sense of responsibility toward the duties assigned to them. The results of this study also support previous studies conducted by Kilo et al. (2025), Andika (2025), Wayan Gede (2024), and Rosalinda (2023), which found that work discipline has a positive and significant effect on employee performance.
- The Effect of Workload on Employee Performance in Sumerta Kaja Village**

The results of the study show that workload has a negative effect on employee performance. This is proven by the calculated t-value of -3.845 compared to the t-table value of -1.701. Since the calculated t-value is greater in absolute value than the t-table value, and the significance value of 0.001 is smaller than 0.05, it can be concluded that workload has a significant effect on employee performance. This means that the higher the workload, the lower the employee performance in Sumerta Kaja Village.

Workload is defined as “a condition in which employees are faced with many tasks that must be completed and do not have sufficient time to complete the assigned workload; employees feel that they do not have the ability to complete the work because of high work standards” (Kiki, 2018). According to Budiasa (2021, p. 30), workload is “employees’ perception of activities that must be completed within a certain time and the efforts they make to deal with problems in the workplace.” The

results of this study also support previous research conducted by Rosalina (2023), which showed that workload has a negative and significant effect on employee performance.

- The Effect of Work Discipline and Workload on Employee Performance in Sumerta Kaja Village

The results of the study show that work discipline and workload simultaneously affect employee performance. This is proven by the calculated F-value of 18.675 compared to the F-table value of 3.34. Since the calculated F-value is greater than the F-table value, and the significance value of 0.000 is smaller than 0.05, it can be concluded that work discipline and workload simultaneously have a significant effect on employee performance.

This means that higher work discipline and lower workload will improve employee performance in Sumerta Kaja Village. Work discipline is “a tool used by managers to communicate with employees so that they are willing to change certain behaviors, as well as an effort to increase a person’s awareness and willingness to comply with all office regulations and applicable social norms” (Pranitasari & Khotimah, 2021). Workload is “a condition in which employees are faced with many tasks that must be completed and do not have sufficient time to complete the assigned workload; employees feel that they do not have the ability to complete the work because of high work standards” (Kiki, 2018). The results of this study also support previous research conducted by Ruru et al. (2025), which found that work discipline and workload affect employee performance.

E. CONCLUSION

Based on the results of the study that has been conducted, it can be concluded that work discipline has a positive and significant effect on the performance of Sumerta Kaja Village employees, with a coefficient value of $\beta = 0.407$ (40.7%). This indicates that the higher the level of employee work discipline, the higher the employee performance will be. Conversely, workload has a negative and significant effect on employee performance, with a coefficient value of $\beta = -0.509$ (50.9%). This means that the higher the workload received by employees, the more employee performance tends to decline.

In addition, work discipline and workload simultaneously have a significant effect on the performance of Sumerta Kaja Village employees, with a coefficient of determination value of $R^2 = 0.572$ (57.2%). This indicates that 57.2% of employee performance can be explained by work discipline and workload, while the remaining percentage is influenced by other factors outside the variables examined in this study. Therefore, improving work discipline and properly managing workload are highly important for enhancing employee performance

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