WORK ENGAGEMENT OF PT SPSR'S EMPLOYEES IN RELATION TO WORK LOAD AND WORK DISCIPLINE

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ABSTRAK

Konsep keterlekatan kerja sangat penting bagi organisasi, karena mewakili tingkat hubungan emosional dan dedikasi yang ditunjukkan karyawan terhadap pekerjaan mereka. Fenomena ini dapat dilihat melalui manifestasi energi afirmatif, semangat, fokus yang tak tergoyahkan, dan persepsi termotivasi saat melakukan tugas yang ditentukan. Tujuan dari penelitian ini adalah untuk mengetahui tingkat keterlekatan kerja di PT SPSR dan melihat apakah dipengaruhi oleh beban kerja atau disiplin kerja. Penelitian ini tergolong penelitian populasi karena memiliki jumlah sampel sebanyak 56 orang karyawan tetap PT SPSR sebagai responden penelitian. Pengumpulan data dilakukan melalui pendistribusian kuesioner dengan menggunakan platform Google Form. Pendekatan analitik yang dipilih melibatkan penggunaan Structural Equation Modeling (SEM) dengan penerapan metodologi SmartPLS 4. Pemanfaatan pendekatan ini dapat dikaitkan dengan keterbatasan responden yang tersedia serta kebutuhan untuk menyederhanakan prosedur dengan menghilangkan uji asumsi klasik. Hasilnya menunjukkan bahwa ada korelasi yang tidak signifikan dan terbalik antara beban kerja dan keterlekatan kerja. Sebaliknya, terdapat korelasi yang kuat dan signifikan secara statistik antara disiplin kerja dan keterlekatan kerja.

ABSTRACT

The concept of work engagement is of paramount importance for organizations, since it represents the degree of emotional connection and dedication that employees exhibit towards their work. This phenomenon is distinguished by the manifestation of affirmative energy, fervor, unwavering focus, and a perception of being motivated while engaging in designated duties. The purpose of this study is to investigate the level of work engagement at PT SPSR and see if it is influenced by workload or work discipline. This study is classified as a population study as it has a sample size of 56 permanent employees from PT SPSR who were selected as research respondents. Data is collected through the administration of questionnaires using the Google Form platform. The chosen analytical approach involves the utilization of Structural Equation Modeling (SEM) with the implementation of the SmartPLS 4 methodology. The utilization of this approach can be attributed to the constrained pool of participants and the need to streamline the procedure by eliminating the need for traditional assumption testing. The results suggest that there exists a non-significant and inverse correlation between workload and work engagement. On the contrary, there exists a robust and statistically significant correlation between work discipline and job engagement.

INTRODUCTION

The maritime transportation industry plays a crucial and essential role in facilitating the efficient distribution of goods and the transportation of individuals. During the course of its voyage, the shipping industry may encounter many hazards that can lead to the loss of both assets and human life. These losses can also be incurred by several stakeholders, including ship operators, users of shipping services, port infrastructure owners, and individuals utilizing transportation services. In order to alleviate the financial burden of losses incurred by these entities, insurance coverage is delegated to third-party entities, with the value of coverage aligning with the insured sum, according to the Bureau of Communication and Public Information (Publik, 2012; Sedarmayanti., 2011).

PT. SPSR is a company involved in the provision of shipping insurance services. The establishment of this company took place in the year 1989, with its physical location being at the RPX Center Building in Kebayoran Baru. In order to effectively engage in competition with other companies, the organization requires work engagement. According to Saks (2019), work engagement refers to the extent to which employees are emotionally connected to their job, characterized by the presence of positive energy, enthusiasm, undivided attention, and a sense of being challenged while performing their tasks.

The initial data collected from preliminary questionnaires, interviews with the head of the human resources department, and additional secondary data from the company's human resources department reveal findings regarding workload conditions, work discipline, and employee engagement at PT SPSR in recent years. First, the staff evaluation for the year 2020 was recorded as 7.27. This value exhibited an upward trend, experiencing a further increase of 0.63 to reach 7.90 in 2021. However, in the following year, 2022, the staff assessment declined by 0.09, resulting in a value of 7.81. The staff assessment has been achieved at a high level of proficiency. The staff's target rating is deemed to be exceptional. It might be inferred that the implementation of staff evaluation does not align with the objectives set by the organization.

The impact of workload on work engagement is a significant element to consider. The term "workload" covers all tasks and obligations that employees engage in during their professional endeavors, encompassing both direct and indirect actions within a certain timeframe (Johanim et al., 2018). According to a recent study conducted by Karhani et al (2022), it has been found that when the workload is deemed suitable, there is a positive correlation with increased work engagement. According to Montani et al (2020), a substantial workload will result in a decrease. The subsequent findings pertain to the preliminary questionnaire investigation related to "the substantial workload that need completion within a limited timeframe induces fatigue in me", a significant majority of respondents, around 67.9%, expressed agreement with the statement that the volume of work that needs to be accomplished within a limited timeframe results in fatigue. Conversely, a smaller proportion of respondents, approximately 32.1%, indicated disagreement with the notion that work that must be finished within a short duration leads to tiredness. Based on the available data, it can be inferred that the participants experienced fatigue due to the substantial workload that necessitated completion within a limited timeframe. Another influential aspect that impacts work engagement is work discipline.

In the context of employment, work discipline refers to a set of attitudes, behaviors, and actions that adhere to the established rules and regulations of a company, encompassing both explicit and implicit guidelines (Vallennia et al., 2020). Discipline serves a dual purpose, encompassing not only immediate consequences such as punishment or restriction, but also playing a crucial role in directing employees towards the cultivation of positive conduct over the long term (Zhang et al., 2021). According to Novita et al (2024), there is a positive correlation between employees with strong work discipline and increased job engagement. The provided information pertains to the assessment data of staff members in relation to work discipline. Meanwhile, the information given from the human resource division explained that the average value of timely attendance as a staff assessment criterion is consistently lower than that of other criteria from 2020 to 2022. Hence, based on the aforementioned elucidation pertaining to the observed occurrences, the objective of

this study is to analyze the impact of workload and work discipline on the work engagement of PT. SPSR.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work Load

The concept of workload emerges from the dynamic interplay between task demands, the work environment, colleagues, individual abilities, behavior, and worker perceptions (Santoso & Widodo, 2022). The concept of workload refers to the systematic approach of quantifying the number of hours expended by individuals who are employed or required to do a specific task within a designated timeframe (Dewi & Riana, 2019). The workload of a position or organizational unit is determined by the product of work volume and time norm. Workload analysis considers factors such as working hours, working time, employee educational background, and type of work (Hardono et al., 2019). The perception of the quantity of work opportunities provided by the organization may vary among its employees. Individuals who possess insufficient expertise in the specific occupational domain or are unable to meet the required deadlines will experience the impact of the workload. The perception of workload experienced by an individual can serve as a stress-inducing factor, leading to specific circumstances that necessitate increased effort and concentration in order to meet designated deadlines (Soelton et al., 2021).

Furthermore, the concept of workload refers to the quantity of tasks that an individual or organizational unit is responsible for completing within a given period of time. It can be calculated by multiplying the volume of work to be done by the time norm, as stated by (Abang et al., 2018). Zhang et al (2021) identified several factors that can negatively impact individuals in a professional setting. These factors include time constraints, insufficient incentives, limited opportunities for social engagement, and difficulties in managing one's emotions. The accumulation of unfinished work within the designated timeframe can have adverse consequences on various operational aspects of a company, particularly in terms of enhancing the quality and timeliness of organizational performance (Silva et al., 2021). The presence of several work demands and associated challenges might exert pressure on workers, leading to heightened

stress levels (Karhani et al., 2022). The conclusion that can be drawn is that workload refers to a substantial number of tasks that employees are required to perform within a limited timeframe. Thus, dimensions and indicators of workload according to Abang et al (2018) consist of external factors (complexity, break time, and physical work environment) and internal factors (motivation and emotions).

Work Discipline

Work discipline is a managerial mechanism employed to facilitate effective communication with employees, aiming to encourage behavioral modifications and enhance individuals' consciousness and inclination to adhere to established laws and societal norms. For instance, there are employees exhibit habitual tardiness, disregard safety protocols, neglect meticulous work requirements, and engage in unpleasant behaviors (Salim & Mappatompo, 2021). The role of work discipline within a company is of significant importance, since it directly influences an employee's achievement outcomes (Sarinah & Rachmayanty, 2021). The extent of an individual's accountability for the assigned duties. According to Abun et al (2022); Juliati (2021), this phenomenon fosters a sense of dedication towards achieving high levels of performance, cultivating a strong work ethic, and ultimately benefiting both individuals and the broader community. The conclusion that can be drawn is that work discipline refers to the behavioral disposition of employees to adhere to established rules and regulations.

Meanwhile, work discipline can be influenced by various circumstances, as indicated by Hendra et al (2018). The various circumstances can be explained as follows: (1) estimations of remuneration, where employees are more likely to adhere to the prescribed regulations and guidelines if they see that they are receiving assurances and incentives that align with the level of effort they have exerted in service of the organization. If individuals receive appropriate incentives, they will be capable of engaging in their task with a sense of tranquility and dedication; (2) the inquiry pertains to the existence and efficacy of affirmative guidelines that can serve as instructional directives. The act of providing advance instruction within a company is not feasible unless there are established affirmative regulations in place to serve as mutually agreed-upon guidelines. The application of instructional techniques may present challenges when rules are contingent upon spoken data that is subject to

variability dependent on conditions and circumstances. In order for workers to effectively carry out their duties, it is imperative that they get proper instruction, which includes the provision of clear and well-defined guidelines; (3). the demonstration of courage by leaders in the implementation of decisive measures, in occurrence where educational leaders undermine the integrity of teaching, it becomes imperative for these leaders to possess the authority to mandate appropriate actions commensurate with the severity of the transgressions. Through the implementation of measures aimed at addressing non-compliance with established guidelines, in accordance with the prevailing punishments, all employees will diligently ensure that they exercise caution and refrain from engaging in any negligent behavior, akin to the organizational culture inside the company (Nurmila et al., 2023; Sukmayadi & Sukmara, 2024).

The dimensions and indicators of work discipline have been explored by Salim & Mappatompo (2021) consist of four dimensions, namely first, capability goals, that the goals to be achieved must be clear and ideally set and challenging enough for the employee's abilities. This means that the works assigned to the employee must be in accordance with the ability of the employee concerned, so that employee works seriously and is disciplined in doing it. Two indicators reflect this dimension is presence and intensity. Second dimension is the level of alertness of employees, means that employees who in carrying out their work are always full of calculation and accuracy have a high level of awareness of themselves and their work. The dimensions of the level of alertness are measured using two indicators, namely vigilance and maintain and care. Third dimension is compliance with work standards, for which in carrying out their work, employees are required to comply with all work standards that have been set in accordance with work rules and guidelines so that work accidents do not occur or can be avoided. The dimension of adherence to work standards is measured using three indicators, namely responsibility, work according to functions and duties, and work according to working hours. While the fourth dimension of work discipline is the obedience to work regulations that intended for the convenience and smoothness of work. This dimension is measured by two indicators, namely: work ethic and work regulations.

Work Engagement

A study by Fatmasari et al (2018), work engagement refers to the dedication exhibited by employees who actively align themselves with the core principles of the organization in order to accomplish its overarching objectives. Work engagement is defined as the state of experiencing positive emotions and a sense of fulfillment in relation to one's work. According to Widarnandana & Pura (2020), positive emotions in this context are intended to foster a constructive and committed perspective towards one's work.

Work engagement is the connection between employee satisfaction and interest in their work (Robbins et al., 2020; Robbins & Judge, 2017). For instance, individuals who exhibit elevated levels of job participation demonstrate a state of psychological presence, wherein they actively engage and manifest themselves physically, cognitively, and emotionally in the execution of their professional responsibilities (Lai et al., 2020). In the opinion of Wood et al (2020) based on their study, employees who are engaged in their work demonstrate a strong sense of identification with their job, resulting in elevated levels of passion, dedication, and a profound state of absorption. As stated by Sarinah & Rachmayanty (2021), work engagement encompasses the emotional and cognitive investment of employees, as well as their dedication to performing their task to the best of their abilities in alignment with organizational objectives. Work engagement can be conceptualized as a positive psychological state characterized by an individual's favorable disposition towards the organization and its core principles. Moreover, employees who are actively involved in their work would direct their attention towards the business and exert efforts to enhance the overall performance of the firm (Widyastuti & Pogo, 2022). The study conducted by Widarnandana & Pura (2020) mentioned the dimensions and indicators of work engagement consist of vigor (spirit, self defense); dedication (persevere, wholeheartedness); absorption (proud, forget about time, comfortable).

As hypothesis is a temporary answer to the problem formulation Sugiyono, (2022), therefore drawing upon the existing literature pertaining to the notion of variable definition, the dimensions and indicators associated with each variable, and

a comprehensive review of prior studies, it is possible to formulate the following hypotheses.

H1: Workload has a negative and significant effect on work engagement

H2: Work discipline has a positive and significant effect on work engagement

METHODS

Research Design and Variables

This study employs a quantitative research design, a systematic approach aimed at measuring and analyzing data through the application of statistical techniques (Nunan et al., 2020). The primary focus of analysis in this study is the individual permanent employee of PT. SPSR. The data collection method employed is the distribution of questionnaires, and the temporal horizon utilized is cross-sectional that involves the collection of data at a single point in time, typically over a period of days, weeks, or months, in order to address specific research inquiries (Sekaran & Bougie, 2016b). The present study investigated the concurrent association between the independent variable and the dependent variable within a single measurement (Widia, 2016). Research variables refer to values that exhibit changes or variations (Sekaran & Bougie, 2016a). Variables can be conceptualized as characteristics or properties of an individual or entity that exhibit differences or variances among different individuals or entities. The variables employed in the research are the independent variable namely workload (X1) and work discipline (X2), and the dependent variable is a factor that is being measured or observed and is expected to be influenced by the independent variable, namely work engagement, denoted as Y. Population, Sampling Technique, and Data Analysis

The sample size for this study consisted of 56 individuals who were identified as permanent workers of PT. SPSR. The sampling method employed in this study is total sampling, wherein all individuals within the population of less than 100 are included, as recommended by Sugiyono (2022). Consequently, the sample size for this research comprises the entire population of 56 employees from PT. SPSR. The present study employed the Partial Least Squares Structural Equation Modeling (PLS-SEM)

technique for data analysis. The evaluation of the PLS-SEM model involves the assessment of both the outer model and inner model, which encompass latent variables and their respective path relationships. The procedural components addressed within this methodology comprise analysis of the outer model, test of validity, the reliability test, to assess the consistency and dependability of a certain measure or instrument, analysis of inner models using the coefficient of determination, denoted as R2 or R square, the measurement of effect size (f2), continued with the path coefficients as well as research hypothesis (Ferdinand, 2018).

RESULTS

The Respondent Profile

The results collected from questionnaires issued to 56 PT SPSR workers through Google Form are summarized in the following table.

Table 1. Summary of Respondent Profile

Variable	Category	Frequency	Percentage (%)
Gender	Male	22	39.3
	Female	34	60.7
Age	22 – 29 year	16	28.8
	29,1 – 36 year	15	26.8
	36,1 – 43 year	9	16.1
	> 43.1 year	16	28.6
Work Division	Claims	14	25
	Secretary and administration	19	33.9
	IT	8	14.3
	Accounting and Finance	9	16.1
	Data entry and reporting	6	10.7
Length of Work	< 5 year	24	42,9
	5.1 -10 year	21	37,5
	10,1 –15 year	6	10,7
	> 15.1 year	5	8.9

Source: data processed

The participants in this study consisted of a varied cohort categorized by gender, age, occupational division, and tenure. The bulk of participants were female (60.7%), while males constituted 39.3%. The age distribution exhibited a balanced representation, with 28.8% aged 22–29 years, 26.8% aged 29.1–36 years, 16.1% aged 36.1–43 years, and 28.6% beyond 43.1 years. In terms of job division, the majority of respondents occupied secretary and administrative positions (33.9%), followed by claims (25%), accounting and finance (16.1%), IT (14.3%), and data entry and reporting (10.7%). The duration of

work experience differed, with 42.9% of respondents possessing less than five years, 37.5% having 5.1–10 years, 10.7% with 10.1–15 years, and 8.9% beyond 15.1 years. This varied profile demonstrates a comprehensive picture of the workforce within the firm being examined.

Analysis of PLS-SEM and Discussion

Outer Model Analysis (test of Validity and Reliability)

Test of Validity

The data analysis technique in this study used Partial Least Square Structural Equation Modeling (PLS-SEM). Assessment of the PLS-SEM model is carried out by evaluating the outer model and inner model which are structural models that include latent variables and their path relationships. The initial step in the path model involves conducting an outer model analysis, which encompasses the examination of indicators and their associations with the construct (Hair et al., 2021). This analysis can be accomplished by conducting validity tests to assess the questionnaire's accuracy and ensure that it meets the criteria for validity testing. If the value of outer loading is greater than 0.70, then it is considered valid. If the average variance extracted (AVE) is greater than 0.50, then it is considered valid.

Figure 1. Outer Loading Value (Not valid)

Source: Data Proceeds of Smart PLS Output

The subsequent phase involves assessing the discriminant validity, which pertains to the degree to which a construct exhibits empirical distinctiveness from other components within the structural model. According to the findings presented in Figure 1, the workload construct consists of six questionnaire statements. It is observed that the outer loading for WL4 is 0.576, which falls below the threshold of 0.70. Consequently, WL4 is deemed invalid and should be excluded from the model. Similarly, the outer loading for WL5 is 0.528, also below the threshold of 0.70, indicating that WL5 is invalid and should be removed from the model. Additionally, the outer loading for WL6 is 0.533, which is below the threshold of 0.70, rendering WL6 invalid and necessitating its removal from the model. The work discipline questionnaire consists of nine statements. The outer loading value for DK1 is 0.629, which is below the acceptable threshold of 0.70. Therefore, DK1 is considered invalid and should be excluded from the model. Similarly, the outer loading for DK2 is 0.627, which is also below the acceptable threshold. Consequently, DK2 is deemed invalid and should be removed from the model. If the outer loading of DK8 is less than 0.70, it is considered invalid and should be removed from the model. Similarly, if the outer loading of DK9 is less than 0.70, both DK9 0.583 and DK9 0.581 are considered invalid and should be deleted from the model. The measurement of work engagement consists of seven questionnaire statements. If the outer loading of WE6 is below 0.70 (specifically, 0.654), it is considered invalid and should be removed from the model. Similarly, if the outer loading of WE7 is below 0.70 (specifically, 0.669), it is also considered faulty and should be removed from the model.
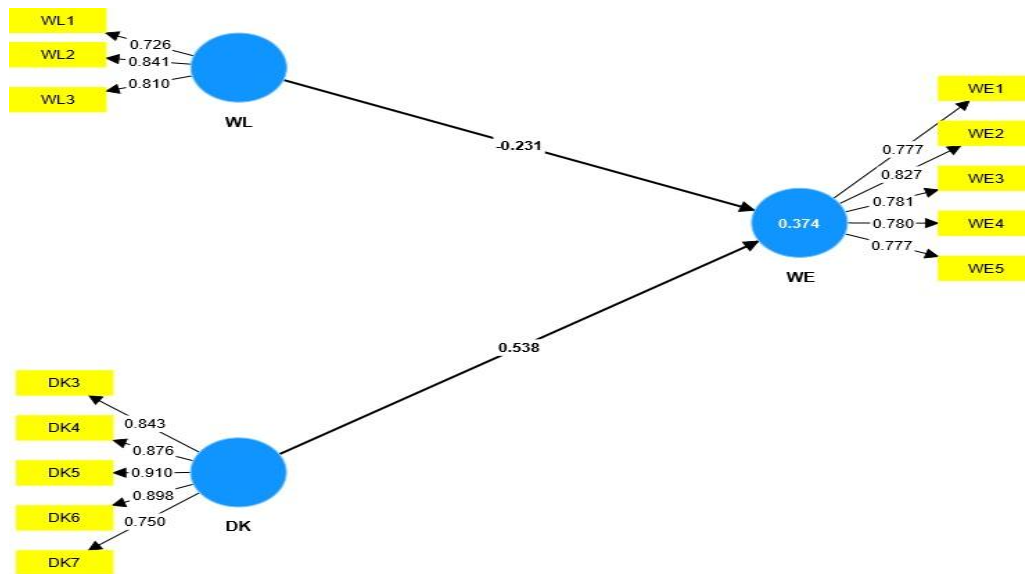
Figure 2. Valid Outer Loading Value
Source: Data Proceeds of Smart PLS Output

Based on the results depicted in Figure 2, the outer loading values for work load, work discipline, and work engagement all exceed the threshold of 0.70, indicating their genuineness and validity. In accordance with the data provided in Table 2, the Average Variance Extracted (AVE) values for the variables of workload, work discipline, and work engagement are 0.630, 0.735, and 0.622, respectively. It is noteworthy that all of these values surpass the established threshold of 0.50. This suggests that the assessment of those characteristics is genuine and legitimate.

Table 2. Average Variance Extracted (AVE)

	Average variance extracted (AVE)
DK	0.735
WE	0.622
WL	0.630

Source: Data Proceeds of Smart PLS Output

In the analysis of crossloading values, the findings are displayed in table 3. It is evident that the crossloading values for work load, work discipline, and work engagement exceed 0.70, showing their validity. Consequently, the construct can be deemed legitimate.

Table 3. Cross loading Factor

	DK	WE	WL
DK3	0.843	0.571	-0.085
DK4	0.876	0.493	-0.106
DK5	0.910	0.519	-0.054
DK6	0.898	0.461	-0.163
DK7	0.750	0.332	-0.148
WE1	0.482	0.777	-0.392
WE2	0.469	0.827	-0.175
WE3	0.442	0.781	-0.333
WE4	0.344	0.780	-0.079
WE5	0.461	0.777	-0.098
WL1	-0.120	-0.139	0.726
WL2	-0.142	-0.297	0.841
WL3	-0.031	-0.228	0.810

Source: Data Proceeds of Smart PLS Output

According to the findings presented in Table 4 Fornel-Lackers Criterion, work load exhibits a higher outer loading value compared to other constructs, indicating its validity. Similarly, work discipline demonstrates a higher outer loading value than other constructs, suggesting its validity as well. Furthermore, work engagement displays a stronger outer loading value than other constructs, further supporting its validity.

Table 4. *Fornel-Lackers Criterion*

	DK	WE	WL
DK	0.857		
WE	0.567	0.789	
WL	-0.123	-0.298	0.794

Source: Data Proceeds of Smart PLS Output

Test of Reliability

Once the validity test has been conducted, the subsequent stage involves the administration of the reliability test. The reliability test serves as a method for evaluating the extent to which a questionnaire demonstrates consistency (Hair, Risher,

Sarstedt, & Ringle, 2019). The reliability assessment utilizes the Cronbach alpha formula, setting a minimum threshold of 0.70. Additionally, a composite reliability measure above 0.70 is required. The findings from the reliability test, as shown in Table 5, indicate that the workload variable exhibits a Cronbach's alpha coefficient of 0.910. This value surpasses the required threshold of 0.70, indicating a high level of internal consistency dependability. Furthermore, the composite dependability coefficient for workload is documented as 0.926, hence exceeding the established threshold of 0.70. Therefore, it may be inferred that the workload variable demonstrates a significant degree of reliability. The Cronbach alpha coefficient for work discipline is 0.850, which exceeds the recommended threshold of 0.70 for ensuring internal consistency reliability. Furthermore, the composite reliability coefficient for work discipline is 0.858, which above the established criterion of 0.70. Hence, it can be inferred that the reliability of work discipline is deemed adequate. The Cronbach alpha coefficient for work engagement is 0.724, which above the usually accepted threshold of 0.70 for assessing internal consistency dependability. Furthermore, the composite dependability coefficient for work engagement is 0.773, which above the established criterion of 0.70. Hence, drawing from the aforementioned studies, one may assert that work engagement exhibits a commendable level of reliability.

Table 5. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)
DK	0.910	0.926
WE	0.850	0.858
WL	0.724	0.773

Source: Data Proceeds of Smart PLS Output

Inner Model Analysis

Test of Coefficient Determination (R2)

The following part explores the examination of inner model analysis as a structural model that integrates latent variables and their associated path connections (Hair, et.al., 2019). The coefficient of determination, also known as R square, is a statistical metric utilized to determine the proportion of independent variables that

collectively explain the dependent variable. It is also employed to evaluate the influence of exogenous variables on endogenous variables (Hair, et.al., 2019). The R2 score of 0.75 is categorized as falling within the significant range, whilst a value of 0.50 is defined as moderate, and a value of 0.25 is deemed weak. Based on the data shown in Table 6, the analysis indicates that the relationship between workload and work discipline has a significant influence on work engagement, accounting for about 37.4% of the variance. This estimation is derived by multiplying the coefficient of 0.374 by 100%. The unexplained portion of the variance in work engagement, amounting to 62.6%, can be attributed to factors that were beyond the scope of this study. The coefficient of determination, commonly represented as R Square, demonstrates a low value of 0.374.

Table 6. Coefficient of Determination (R^2)

	R-square
WE	0.374

Source: Data Proceeds of Smart PLS Output

Test of Predictive Relevance (Q2)

The subsequent procedure that needs to be undertaken involves the computation of the predictive relevance value (Q2). As stated by Mustofa and Frianto (2019), a Q2 value greater than zero signifies that the model exhibits a substantial predictive relevance. On the contrary, a Q2 score that is below zero indicates that the model demonstrates a diminished degree of predictive significance. On the other hand, a Q2 score below zero indicates that the model demonstrates a reduced degree of predictive significance. The Q2 value evaluates the model's ability to accurately forecast data that was not used during the estimate of model parameters (Hair et al., 2019). Table 7 presents the Q2 values for predictive relevance, indicating that the determined Q2 value is 0.232, which is greater than zero. This suggests that the model demonstrates a satisfactory degree of predictive validity.

Table 7. *Predictive Relevance* (Q^2)

	SSO	SSE	Q^2 (=1-SSE/SSO)
DK	504.000	504.000	

	SSO	SSE	Q² (=1-SSE/SSO)
WE	392.000	301.114	0.232
WL	336.000	336.000	

Source: Data Proceeds of Smart PLS Output

Test of Effect Size (f2)

The next phase of the computation involves the assessment of the effect size (f2), which serves as a quantitative measure for assessing the comparative influence of predictor constructs on endogenous model constructs (Hair, et al., 2017). Hair, et al., (2019) divided the effect size categories as follows: small (0.02), medium (0.15), and large (0.35). In this study, the effect size (f2) is provided in Table 8, which shown that, the effect size (f2) for workload is categorized as minor, with a value of 0.084. In contrast, the effect size (f2) for work discipline is categorized as high, exhibiting a value of 0.456.

Table 8. *Effect Size (f^2)*

	WE
DK	0.456
WL	0.084

Source: Data Proceeds of Smart PLS Output

Calculating the Path Coefficient and Hypothesis Testing

Once the calculation of f2 is completed, the subsequent procedure involves the computation of the path coefficient. This coefficient holds considerable importance in determining the direction of the relationship between variables, particularly in assessing whether a hypothesis demonstrates a positive or negative orientation. According to the research conducted by Hair, Risher, Sarstedt, and Ringle (2019), the path coefficients demonstrate values ranging from -1 to 1. The primary aim of this study was to investigate the potential impact of workload and work discipline on work engagement by employing a research hypothesis test. The validation of the research hypothesis relies on the t-statistics value exceeding or equaling 1.96, and the p-value being less than 0.05.

The findings of hypothesis testing are presented in Table 9. The t-statistic result for workload is 1.657, indicating that it falls below the crucial value of 1.96. Furthermore, the p-value associated with the workload variable is 0.098, surpassing the predetermined significance criterion of 0.05. As a result, the alternative hypothesis (H1) is refuted, leading to the conclusion that workload does not have a detrimental and statistically significant influence on work engagement. The calculated t-statistic value for work discipline is 5.270, indicating a statistically significant relationship. This value above the crucial threshold of 1.96, suggesting that the observed effect is unlikely to have occurred by chance. Furthermore, the observed p-value is 0.000, indicating statistical significance at a significance level of 0.05. Consequently, the alternative hypothesis (H2) is embraced, leading to the conclusion that work discipline exerts a positive and statistically significant influence on work engagement.

Table 9. Hypothesis Testing

	Original sample (O)	T statistics (|O/STDEV|)	P values
WL -> WE	-0.231	1.657	0.098
DK -> WE	0.538	5.270	0.000

Source: Data Proceeds of Smart PLS Output

Managerial Implications

According to the findings from the respondent with the lowest average answer, the workload variable is determined to be at WL2 with a value of 3.321, indicating that work is performed during periods designated for rest. In this particular instance, a significant proportion of participants concurred with the assertion that it would be prudent for the management to furnish employees with suitable resting amenities in accordance with established norms. The highest average response score is observed in WL5, with a value of 3,821. This indicates my capability to undertake tasks with utmost accountability. In this particular instance, a significant proportion of participants expressed their disagreement with the given assertion.

The findings indicate that the lowest mean response among participants in relation to the variable of work discipline was observed in the DK1 statement, namely

"I arrived on time," with a total of 3,946 replies. A significant proportion of participants expressed dissent towards the aforementioned viewpoints, prompting the leadership to receive recommendations for implementing an attendance policy accompanied by corresponding repercussions for tardiness. There is a requirement for provisions pertaining to the implementation of reward and punishment. The DK8 category exhibits the highest mean response value of 4,446, specifically pertaining to workplace etiquette. In this particular instance, a significant proportion of participants expressed their concurrence with the given proposition.

According to the findings from the respondent with the lowest average score, the work engagement variable was measured at WE6 with a mean score of 3.946. This indicates that the majority of respondents disagreed with the statement, as it suggests that they did not experience a sense of losing track of time while working. It is recommended that organizational leadership proactively promote the practice of employees establishing time boundaries for work conducted outside of regular working hours. The highest average response is observed in WE7, with a value of 4,536, indicating a daily work duration of 8 hours. In this particular instance, a significant proportion of participants expressed their agreement with the given statement.

Theoretical Implications

The Impact of Workload on Work Engagement

The t-statistic value of 1.657 is less than the critical value of 1.96, and the p-value of 0.098 is more than the significance level of 0.05. Therefore, we reject the alternative hypothesis (H1) and conclude that there is no evidence to suggest that workload has a negative and statistically insignificant influence on job engagement. According to Karhani et al (2022), their research provides support for the notion that workload does not have a detrimental or statistically significant impact on work engagement. There is no discernible correlation between the perceived workload experienced by employees and their level of work engagement. Employees that experience a heavy workload are likely to maintain a high level of engagement due to their recognition of

the task as their own duty, hence minimizing any negative impact on their work engagement. The impact of workload is contingent upon individual perspective. When individuals hold a positive perception, they view workload as a challenge and exhibit heightened levels of involvement in their job tasks, hence augmenting their overall work engagement. In the event that individuals experience negative impressions, they may interpret their workload as a source of pressure within their professional environment, which can subsequently have adverse effects on their overall job engagement. According to Silva et al (2021), effective management of workload can mitigate the impact on work engagement.

The Impact of Work Discipline on Work Engagement

The t-statistic value for work discipline is 5.270, which is greater than the critical value of 1.96. Additionally, the p-value is 0.000, which is less than the significance level of 0.05. Therefore, we accept the alternative hypothesis (H2), indicating that work discipline has a positive and substantial impact on work engagement. The study conducted by Novita et al (2024) provides evidence for the notion that work discipline has a favorable and statistically significant impact on job engagement. This study elucidates the positive correlation between employees' enhanced work discipline and their subsequent improvement in work engagement. According to the study conducted by Syafitri & Iryanti (2022), there exists a substantial correlation between work discipline and an individual's level of work attachment. Employees that possess a strong sense of discipline are likely to exhibit a heightened level of enthusiasm towards their profession and demonstrate a strong sense of personal commitment. Therefore, it may be posited that a strong work ethic and disciplined attitude towards work have the potential to enhance employee work engagement.

CONCLUSION AND SUGGESTION

The findings of this study indicate that there was no discernible negative or statistically significant impact of workload on work engagement. Conversely, work discipline was found to have a positive and statistically significant influence on work engagement.

This result suggests that a significant proportion of participants concur with the notion that leaders should provide incentives to employees who demonstrate diligent work habits and disregard time constraints. In relation to variables pertaining to work discipline, a significant portion of the participants acknowledged their lack of discipline in terms of punctuality and meeting stated deadlines.

It is recommended that the leadership implement punishments in the form of warnings or warning letters. Leaders are recommended to establish work schedules that align with employees' job descriptions in order to enhance clarity and delineation of work responsibilities for each individual.

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