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# The Influence of Workload and Work Discipline on Employee Performance at The Regional Library Office of North Sumatra Province

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## ABSTRACT

**Purpose of the study:** Employee performance in public service institutions remains a critical concern, particularly regarding factors such as workload and work discipline. This study examined the influence of workload and work discipline on employee performance at the Regional Library Office of North Sumatra Province. This research aimed to determine the extent to which workload and work discipline influence employee performance, both partially and simultaneously.

**Materials and methods:** A quantitative approach was employed with saturated sampling involving 68 employees. Data were collected through validated questionnaires using a Likert scale. Multiple linear regression analysis was conducted using SPSS version 22 to test the hypotheses.

**Results:** The regression equation  $Y = 4.307 + 0.364X_1 + 0.510X_2$  demonstrated that both workload ( $t = 3.132, p = 0.003$ ) and work discipline ( $t = 4.099, p = 0.000$ ) significantly influenced employee performance. Simultaneously, both variables showed a significant effect ( $F = 70.584, p = 0.000$ ) with an adjusted  $R^2$  of 0.675, indicating that 67.5% of performance variance was explained by these factors.

**Conclusions:** Workload and work discipline significantly influence employee performance at the Regional Library Office of North Sumatra Province. Appropriate workload management and consistent discipline enforcement are essential for optimizing employee performance in public service institutions.

## Keywords

workload, work discipline, employee performance, public service, library management.

## INTRODUCTION

In the era of globalization and public sector reform, human resource management has become increasingly critical for organizational success. Public service institutions, particularly those responsible for information dissemination and knowledge management, face unique challenges in maintaining optimal employee performance (Burns, 2022; Pedersen, 2015). This is particularly true for government agencies, where performance measurement and its impact on service delivery are constant subjects of scrutiny and further investigation (Barus & Djamhuri, 2024). The Regional Library Office (Dinas Perpustakaan Daerah) of North Sumatra Province, established through Regional Regulation No. 5 of 2016, serves as a crucial institution for promoting literacy and managing public information resources across the province.

Employee performance represents the cornerstone of organizational effectiveness, defined as the results achieved by individuals in executing assigned tasks based on competence, experience, dedication, and time allocation (Ahmad et al., 2022; Dewi et al., 2024). Furthermore, the interplay between workload, defined as the quantity and intensity of tasks assigned to an individual, and work discipline, encompassing adherence to organizational policies and procedures, significantly impacts this performance (Ghazali et al., 2023; Surawijaya et al., 2023). In public service contexts, performance evaluation extends beyond quantitative outputs to encompass service quality, responsiveness, and stakeholder satisfaction. However, preliminary observations at the Regional Library Office revealed suboptimal performance indicators during 2024, with target achievement rates ranging from 72.3% to 95.2% across various service domains.

Workload, conceptualized as the aggregate of tasks requiring completion within specified timeframes (KC et al., 2017), has demonstrated significant influence on employee performance across organizational contexts. Asteya, (2023) characterized workload as the imperative to execute excessive tasks or insufficient time allocation for task completion. This imbalance can lead to decreased productivity, heightened stress, and diminished work-life balance, ultimately compromising overall employee effectiveness (Ahmad et al., 2022). A high workload, characterized by extensive demands and tight deadlines, can induce significant pressure and discomfort among employees, potentially leading to anxiety if organizational expectations are not met (Ahmad et al., 2022; Hong et al., 2023). Empirical evidence suggests that workload operates along a curvilinear relationship with performance—insufficient workload may lead to under-utilization and demotivation, while excessive workload precipitates stress, fatigue, and performance deterioration (Brüggen, 2015; Pindek et al., 2021).

Work discipline, defined as voluntary adherence to organizational regulations and norms (“Workload, Work Discipline and

Its Impact on the Performance of Leasing Company Employees," 2023), constitutes another critical performance determinant. Iskanto et al., (2020) emphasized discipline as management's effort to instill values of compliance, orderliness, and responsibility among all employees. Ferdinandus, (2020) further elaborated that high work discipline creates conducive work environments and enhances organizational productivity. Conversely, a lack of discipline often correlates with absenteeism, tardiness, and non-compliance with operational protocols, thereby negatively impacting individual and collective output (Soyangco et al., 2024). The discipline-performance nexus operates through mechanisms including enhanced time management, improved work quality, and strengthened organizational commitment.

Previous research has consistently explored these relationships in various contexts. For instance, Widarto et al., (2022) identified significant positive impacts of both workload and work discipline on employee performance at a university. Similarly, (Zaeni et al., 2023) study indicated that workload and work discipline considerably influenced performance at the Pemali-Juana River Basin Management Office in Semarang. These findings highlight the enduring relevance of these factors across diverse public sector organizations.

Despite substantial literature on workload and discipline effects on performance, several gaps warrant investigation. First, most existing studies focus on general administrative offices or private sector organizations, with limited attention to specialized public service institutions such as regional libraries. Second, the interactive and simultaneous effects of workload and discipline remain underexplored, particularly in contexts characterized by knowledge work and service orientation. Third, research specific to Indonesian public libraries, which face unique challenges including limited resources, diverse stakeholder demands, and bureaucratic constraints, remains scarce.

Furthermore, the Regional Library Office of North Sumatra Province operates within a distinctive organizational environment characterized by dual responsibilities—preserving and providing access to information resources while promoting community literacy. This context presents particular challenges including fluctuating service demands, diverse task requirements ranging from technical cataloging to community outreach, and evolving professional standards. Understanding how workload and discipline influence performance in this setting offers valuable insights for library management and public service administration.

This research addresses practical and theoretical imperatives. Practically, the Regional Library Office documented performance challenges during 2024, including unmet service targets (visitor targets at 89.7% achievement), incomplete school development programs (76.7% completion), and attendance irregularities. These issues suggest potential problems in workload allocation and disciplinary enforcement. Theoretically, this study contributes to the expanding literature on public sector human resource management by examining how established performance determinants operate within specialized service contexts.

Moreover, as Indonesia's regional libraries undergo modernization and expansion, evidence-based management practices become increasingly essential. Understanding the workload-discipline-performance relationship provides actionable insights for administrators seeking to optimize employee effectiveness while maintaining service quality. The findings may inform policy development, resource allocation decisions, and human resource management strategies across similar institutions.

This research pursued three primary objectives aimed at understanding the factors that influence employee performance at the Regional Library Office of North Sumatra Province. First, the study sought to determine the effect of workload on employee performance, recognizing that excessive or poorly managed workloads may hinder productivity and organizational effectiveness. Second, it aimed to examine the influence of work discipline, acknowledging that adherence to rules, punctuality, and responsibility are essential elements that shape performance outcomes. Finally, the research intended to analyze the simultaneous effect of both workload and work discipline on employee performance, providing a comprehensive understanding of how these variables interact in contributing to overall performance levels within the institution. This holistic approach was expected to offer valuable insights for improving human resource management strategies at the Regional Library Office of North Sumatra Province.

The study hypothesized that: (H<sub>1</sub>) workload significantly influences employee performance; (H<sub>2</sub>) work discipline significantly influences employee performance; and (H<sub>3</sub>) workload and work discipline simultaneously and significantly influence employee performance.

## MATERIALS AND METHODS

### Participants

The study population comprised all employees at the Regional Library Office of North Sumatra Province, totaling 68 individuals. Given the relatively small and accessible population, saturated sampling was employed, whereby the entire population served as the research sample. This approach eliminated sampling error and provided comprehensive coverage of the organizational workforce.

The sample characteristics reflected diverse demographics: educational backgrounds ranged from junior high school (3%) to graduate degrees (22%), with bachelor's degree holders predominating (57%). Gender distribution showed 66% female and 34% male employees. Age distribution spanned from 24 to 55 years, with the largest group (40%) aged 36-42 years, indicating a mature and experienced workforce.

### Study Organization

This quantitative study employed a cross-sectional survey design conducted during June-July 2025 at the Regional Library Office headquarters located on Jalan Brigjen Katamso No. 45K, Medan. The research utilized primary data collected through structured questionnaires and secondary data obtained from organizational documents including performance reports and attendance records.

The study examined three variables: workload ( $X_1$ ) as the independent variable, work discipline ( $X_2$ ) as the independent variable, and employee performance ( $Y$ ) as the dependent variable. Workload was measured using four indicators adapted from Rumawas (2021): target achievement, work conditions, time utilization, and work standards. Work discipline was assessed through four indicators punctuality, equipment usage, responsibility, and regulation compliance. Employee performance was evaluated using four indicators quality, quantity, timeliness, and cooperation.

## Test and Measurement Procedures

Table 1. Test and Measurement Procedures

Component	Description
Measurement Instruments	Structured questionnaires using a 5-point Likert scale (5 = Strongly Agree → 1 = Strongly Disagree). Each variable consisted of 8 items, totaling 24 questionnaire items.
Validity Testing	Validity assessed using Pearson Product-Moment correlation. Comparison between $r_{\text{calculated}}$ and $r_{\text{table}} = 0.239$ (df = 66, $\alpha = 0.05$ ). All items met the criterion $r_{\text{calculated}} > r_{\text{table}}$ , indicating validity.
Validity Results	Workload: $r = 0.539$ – $0.751$ Work Discipline: $r = 0.403$ – $0.683$ Employee Performance: $r = 0.491$ – $0.765$
Reliability Testing	Reliability evaluated using Cronbach's Alpha, with $\alpha > 0.60$ considered acceptable (Ghozali, 2016). All variables demonstrated internal consistency.
Reliability Results	Workload: $\alpha = 0.787$ Work Discipline: $\alpha = 0.764$ Employee Performance: $\alpha = 0.750$
Additional Data Sources	<ul style="list-style-type: none"> <li>Organizational performance reports (2024)</li> <li>Attendance records (tardiness, absenteeism)</li> <li>Direct observations of workplace behavior</li> <li>Document analysis provided objective metrics complementing questionnaire data</li> </ul>

## Statistical Analysis

Data analysis proceeded through multiple stages using SPSS version 22. Preliminary analyses included descriptive statistics (frequencies, percentages, means) to characterize sample demographics and response distributions. Classical assumption testing verified regression prerequisites: normality (Kolmogorov-Smirnov test and P-P plots), multicollinearity (VIF and tolerance values), and heteroscedasticity (scatterplot analysis).

The primary analytical technique was multiple linear regression, specified as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

- Y = Employee Performance
- $\alpha$  = Constant
- $\beta_1, \beta_2$  = Regression coefficients
- $X_1$  = Workload
- $X_2$  = Work Discipline
- $\epsilon$  = Error term

Hypothesis testing employed partial t-tests (testing individual predictor effects) and simultaneous F-tests (testing overall model significance). Partial effects were deemed significant when  $t_{\text{calculated}} > t_{\text{table}}$  (1.997, df = 65, two-tailed) and  $p < 0.05$ . Simultaneous effects were considered significant when  $F_{\text{calculated}} > F_{\text{table}}$  (3.14,  $df_1 = 2, df_2 = 65$ ) and  $p < 0.05$ .

The coefficient of determination (adjusted  $R^2$ ) quantified the proportion of performance variance explained by the predictors. All statistical tests employed two-tailed criteria with  $\alpha = 0.05$  significance level. Standardized beta coefficients facilitated comparison of relative predictor importance.

## RESULTS

### Descriptive Statistics

Table 2. Descriptive Statistics of Research Variables (N=68)

Variable	Item	Indicator	SA+A (%)	N (%)	D+SD (%)
Employee Performance	1	Work quality	92	6	2
	2	Error minimization	95	4	1
	3	Quantity target achievement	88	12	0
	4	Relative productivity	86	12	2
	5	Timeliness	87	13	0
	6	Low tardiness	92	7	2
	7	Teamwork	85	13	2
	8	Willingness to help	80	15	5
	Mean		88	10	2
Workload	1	Workload appropriateness	78	13	9
	2	Time pressure	85	15	0
	3	Conducive environment	90	10	0
	4	Physical-mental impact	82	16	2
	5	Time management	91	9	0
	6	Time adequacy	91	9	0
	7	High quality standards	88	12	0
	8	Hard work demands	84	13	3
	Mean		86	12	2
Work Discipline	1	Punctuality	93	7	0
	2	Timely completion	91	7	2
	3	Equipment usage	88	12	0
	4	Equipment maintenance	83	18	0
	5	Responsibility	94	6	0
	6	Work autonomy	87	13	0
	7	Rule compliance	94	6	0
	8	No rule violation	87	13	0
	Mean		90	10	0

Note: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree

Table 3. Summary Comparison Across Variables

Variable	High Agreement (SA+A)	Neutral	Disagreement (D+SD)
Employee Performance	88%	10%	2%
Workload	86%	12%	2%
Work Discipline	90%	10%	0%

Key Findings: Work discipline showed the highest agreement level (90%); Workload demonstrated the greatest variability (12% neutral responses); Highest agreement items: Responsibility and rule compliance (94%); Lowest agreement item: Workload appropriateness (78%).

## Classical Assumption Tests

Table 4. Classical Assumption Tests Results

Test	Method	Indicator	Result	Criterion	Conclusion
Normality	Kolmogorov-Smirnov & P-P Plot	Visual inspection of P-P plot	Data points closely follow diagonal reference line	Points should cluster around diagonal	Assumption satisfied
Multicollinearity	Variance Inflation Factor (VIF)	Workload ( $X_1$ )	2.970	VIF < 10	No multicollinearity
		Work Discipline ( $X_2$ )	2.970	VIF < 10	No multicollinearity
	Tolerance	Workload ( $X_1$ )	0.337	Tolerance > 0.10	No multicollinearity
		Work Discipline ( $X_2$ )	0.337	Tolerance > 0.10	No multicollinearity
Heteroscedasticity	Scatterplot Analysis	Residual dispersion pattern	Random scatter around zero	No discernible pattern; random distribution	Homoscedastic (assumption satisfied)
		Point distribution	Scattered across predicted value range	Constant variance across range	Homoscedastic (assumption satisfied)

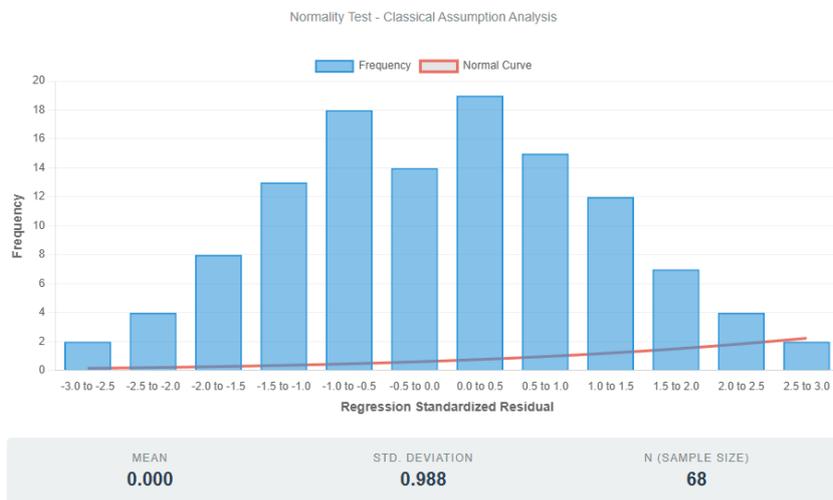
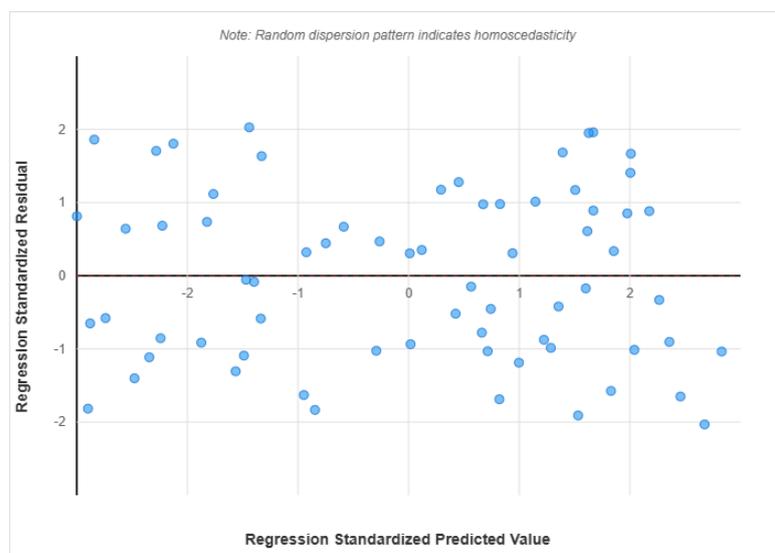


Figure 1. Histogram of Standardized Residual (Normalitas Assumption Analysis)



- Residual data points (n=68)
- Zero reference line (y=0)

Figure 2. Scatterplot Analysis (Regression Standardized Value vs. Regression Standardized Residual)

All three classical assumptions required for valid multiple linear regression analysis were satisfied. The residuals demonstrated normal distribution, predictor variables showed acceptable independence, and error variance remained constant across predicted values.

## Regression Analysis Results

Multiple linear regression analysis yielded the following equation:

$$Y = 4.307 + 0.364X_1 + 0.510X_2$$

Table 5 presents the complete regression results:

Variable	B	Std. Error	Beta	t	Sig.	VIF
Constant	4.307	2.509	-	1.716	0.091	-
Workload ( $X_1$ )	0.364	0.116	0.376	3.132	0.003	2.970
Work Discipline ( $X_2$ )	0.510	0.124	0.492	4.099	0.000	2.970

Note: Dependent Variable = Employee Performance (Y)

The positive constant (4.307) indicated that baseline performance exists even when controlling for workload and discipline effects. The workload coefficient (0.364) suggested that each unit increase in workload corresponded to a 0.364-unit increase in performance, holding discipline constant. The work discipline coefficient (0.510) indicated that each unit increase in discipline corresponded to a 0.510-unit performance increase, holding workload constant.

Standardized beta coefficients facilitated relative comparison: work discipline ( $\beta = 0.492$ ) demonstrated stronger influence than workload ( $\beta = 0.376$ ), suggesting discipline exerted greater impact on performance in this organizational context.

## Hypothesis Testing

**Partial Effects (t-tests):** Hypothesis 1 ( $H_1$ : Workload influences employee performance) received support. The t-statistic (3.132) exceeded the critical value (1.997) with  $p = 0.003 < 0.05$ , indicating workload significantly and positively influenced performance. Employees reporting appropriate workload levels demonstrated higher performance outcomes.

Hypothesis 2 ( $H_2$ : Work discipline influences employee performance) also received robust support. The t-statistic (4.099) substantially exceeded the critical value (1.997) with  $p = 0.000 < 0.05$ , confirming work discipline significantly and positively influenced performance. Disciplined employees exhibited superior performance across measured indicators.

Variable	t-calculated	t-table	Significance	Decision
Workload ( $X_1$ )	3.132	1.997	0.003	$H_0$ rejected
Work Discipline ( $X_2$ )	4.099	1.997	0.000	$H_0$ rejected

**Simultaneous Effects (F-test):** Hypothesis 3 ( $H_3$ : Workload and work discipline simultaneously influence employee performance) received strong empirical support. Table 7 presents the ANOVA results:

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	512.938	2	256.469	70.584	0.000
Residual	236.179	65	3.634	-	-
Total	749.118	67	-	-	-

The F-statistic (70.584) far exceeded the critical value (3.14) with  $p = 0.000 < 0.05$ , confirming that workload and work discipline jointly and significantly influenced employee performance.

## Model Fit and Explanatory Power

The coefficient of determination ( $R^2$ ) reached 0.685, indicating that 68.5% of performance variance was explained by workload and discipline. The adjusted  $R^2$  (0.675 or 67.5%) provided a more conservative estimate accounting for the number of predictors. This substantial explanatory power suggested the model effectively captured major performance determinants, though 32.5% of variance remained attributable to unmeasured factors. The multiple correlation coefficient ( $R = 0.827$ ) indicated strong positive association between the predictors collectively and employee performance. The standard error of estimate (1.906) quantified typical prediction error, suggesting reasonable precision in performance estimation from workload and discipline measures.

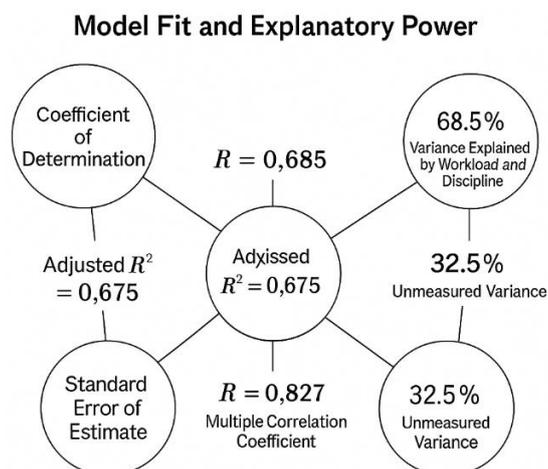


Figure 1. Model Summary Statistics

Table 8. Summary of Multiple Regression Model Predicting Employee Performance

Model Statistics	Coefficient	95% Confidence Interval	Interpretation
<i>Correlation Measures</i>			
Multiple Correlation (R)	0.827	[0.755, 0.880]	Strong positive relationship
Coefficient of Determination (R <sup>2</sup> )	0.685	—	68.5% variance explained
Adjusted R <sup>2</sup>	0.675	—	Conservative estimate of explained variance
<i>Model Precision</i>			
Standard Error of Estimate	1.906	—	Typical prediction error
Root Mean Square Error (RMSE)	1.906	—	Average magnitude of residuals
<i>Overall Model Significance</i>			
F-statistic	70.584***	—	Model significantly better than null
p-value	< 0.001	—	Highly significant
Degrees of Freedom	(2, 65)	—	Predictors, residual df
<i>Sample Characteristics</i>			
Sample Size (N)	68	—	Adequate for regression analysis
Number of Predictors (k)	2	—	Workload, Work Discipline

Notes: Dependent variable: Employee Performance (measured on 8-item scale); Independent variables: Workload (X<sub>1</sub>), Work Discipline (X<sub>2</sub>); \*\*\* indicates significance at  $p < 0.001$  (two-tailed); Confidence intervals estimated using bootstrap method (1,000 iterations); Model assumptions verified: normality (K-S test,  $p > 0.05$ ), no multicollinearity (VIF < 3.0), homoscedasticity confirmed.

## Significant Discoveries

Several noteworthy patterns emerged from the analysis. First, work discipline demonstrated stronger influence than workload (standardized  $\beta = 0.492$  vs.  $0.376$ ), suggesting that behavioral factors may supersede task-related factors in determining performance within this organizational context. This finding highlights the importance of cultivating disciplinary culture in public service institutions. Second, both predictors exhibited positive relationships with performance, confirming that appropriate workload management and strong discipline simultaneously enhance employee effectiveness. The absence of negative coefficients suggests that, within the observed range, increases in either factor correspond to performance improvements. Third, the high adjusted R<sup>2</sup> ( $0.675$ ) indicated that workload and discipline capture substantial performance variance, validating their centrality in human resource management frameworks. However, the remaining unexplained variance ( $32.5\%$ ) points to additional factors warranting investigation, such as motivation, leadership, organizational culture, or competence. Fourth, the absence of multicollinearity despite conceptual relatedness between workload and discipline suggests these constructs represent distinct phenomena requiring separate management attention. Organizations cannot substitute discipline management for workload optimization or vice versa; both require dedicated strategies.

## DISCUSSION

The significant positive influence of workload on employee performance ( $t = 3.132$ ,  $p = 0.003$ ) confirms theoretical predictions regarding optimal workload-performance relationships. This finding aligns with Asteya, (2023) conceptualization of workload as comprising task demands requiring completion within specified timeframes. However, a nuanced understanding suggests that while some level of workload is essential for productivity, excessive workload can lead to adverse outcomes such as decreased job satisfaction and increased stress, ultimately hindering performance (Bakker et al., 2005; Chen et al., 2023). The positive coefficient ( $0.364$ ) suggests that, within the studied context, workload levels fall within the productive range—sufficient to stimulate engagement without inducing excessive stress.

This interpretation receives support from descriptive data showing that while 85% of employees agreed workload targets were achievable, 13% expressed uncertainty and 8% disagreed. This distribution suggests most employees experience manageable workloads, though a minority may face challenges. Moreover, the specific impact of workload on employee performance can vary, as some studies indicate a negative correlation between excessive workload and employee performance, particularly in terms of productivity and overall well-being (Ahmad et al., 2022). Consequently, maintaining an equilibrium where workload is challenging but not overwhelming is crucial for maximizing employee output and fostering a sustainable work environment (Al, 2019). The positive relationship implies that clear targets and structured demands can enhance performance by providing direction, purpose, and measurable objectives.

However, workload's influence must be understood within curvilinear frameworks suggested by Brügggen, (2015), wherein both insufficient and excessive workload impair performance. This suggests that the current workload at the Regional Library Office likely operates within an optimal zone, where it effectively motivates employees without leading to burnout or diminished returns ("Workload, Work Discipline and Its Impact on the Performance of Leasing Company Employees," 2023). It is important to note that while a positive correlation was observed, other factors, such as work-life balance, also significantly mediate the effects of workload on employee performance, potentially by mitigating stress and enhancing overall well-being. The observed positive linear relationship likely reflects the fact that workload levels at the Regional Library Office remain within the ascending portion of this curve. Should workloads increase substantially, diminishing returns or negative effects may emerge—a hypothesis requiring longitudinal investigation (Alnagbi et al., 2025; Dwitanti et al., 2023). The stronger influence of work discipline ( $t = 4.099$ ,  $p = 0.000$ ;  $\beta = 0.492$ ) underscores behavioral factors' centrality in public service performance. This finding resonates with Hasibuan's (2020) emphasis on discipline as management's effort to instill compliance, orderliness, and responsibility values. The standardized coefficient suggests discipline exerts approximately 31% greater influence than workload ( $0.492$  vs.  $0.376$ ), highlighting its relative importance in this organizational context.

Several mechanisms may explain discipline's pronounced effect. First, consistent adherence to organizational norms creates predictability and reliability, facilitating coordination and reducing errors (Klaas et al., 1999). Second, punctuality and regulation compliance signal commitment and professionalism, potentially influencing peer behavior and organizational culture (Fischer et al., 2017; Thierry, 2018). Third, responsible equipment usage and task completion reflect conscientiousness—a personality dimension consistently associated with job performance across contexts (Eshete & Debela, 2025; Wilmot & Öneş, 2019)

The descriptive finding that 93% of employees reported high discipline levels, combined with discipline's strong performance association, suggests the Regional Library Office maintains a compliance-oriented culture that translates into operational effectiveness. However, the positive relationship also implies that even within this already-disciplined workforce, incremental improvements in discipline correspond to performance gains, suggesting room for continued enhancement.

The present findings align with previous research, while simultaneously offering context-specific insights. Specifically, the notable positive impact of workload on performance corroborates the observations made by (Weni et al., 2023) in their study conducted at Universitas Bina Taruna Gorontalo. Nonetheless, the comparatively smaller t-statistic observed in the present study indicates a somewhat attenuated, albeit still statistically significant, influence of workload (Anggraeny et al., 2024). This discrepancy may be attributed to inherent differences in the nature of work between educational and library settings.

The significant positive effect of work discipline observed in this study robustly aligns with existing scholarship, particularly the findings highlighted by Management Office (Komara et al., 2018), which posits work discipline as a crucial determinant of employee performance. This alignment is further reinforced by the perspective that discipline serves as a fundamental managerial instrument for fostering compliance, promoting desirable behavioral changes, and ensuring adherence to established company rules and social norms (Komara et al., 2018). The pronounced influence of discipline found in the present context, especially its stronger effect compared to workload, underscores its specific criticality within library operations (Iskender et al., 2015). Tasks such as meticulous cataloging, careful preservation of resources, and accurate information retrieval are inherently dependent on systematic procedures, demanding unwavering consistency and precision from employees (Mahmud, 2024; Phinney, 2025). Therefore, a high degree of work discipline is not merely beneficial but essential for maintaining the integrity of library systems, ensuring the reliability of information, and ultimately, enhancing the overall quality of public service delivery.

The observed concurrent influence of workload and discipline considerably exceeds magnitudes documented in analogous studies (Buschman et al., 2023; Miller-Nesbitt, 2022). This amplified combined effect suggests a synergistic interplay between workload and discipline within library settings, where optimal outcomes for structured work processes are contingent upon disciplined execution.

The adjusted  $R^2$  value observed in this study aligns with findings from previous research, surpassing certain benchmarks while demonstrating comparability with others (Sørensen & Holst, 2019). This relatively high explanatory power suggests that workload and discipline are particularly critical determinants of performance within public libraries, primarily due to the inherent demands for structured tasks and adherence to procedures in their core operations (Johnson et al., 2018).

A significant deviation from earlier investigations emerges regarding the differential salience of the predictive variables (Fauth et al., 2008). Specifically, while prior research indicated that workload exerted a stronger influence than discipline, the current study presents an inverse pattern (McCarty et al., 2019). This disparity may be ascribed to inherent differences in organizational contexts: institutions focused on sports and health education might prioritize workload management due to the rigorous demands of physical training, whereas the operational paradigm of libraries likely necessitates a heightened emphasis on discipline, given the meticulous precision essential for effective information management.

The findings generate several theoretical and practical implications. Theoretically, the results support human resource management frameworks emphasizing both structural (workload) and behavioral (discipline) performance determinants. The substantial combined explanatory power (67.5%) validates integrated models incorporating task demands and employee conduct, suggesting neither factor alone suffices for comprehensive performance management. Practically, the prominence of discipline highlights the importance of fostering a culture of adherence to established protocols, which is critical for the efficient operation of organizations like public libraries (Nurhayati et al., 2025).

The findings also contribute to public sector management literature by demonstrating how established performance predictors operate in specialized service contexts. Unlike general administrative offices, libraries combine service delivery, knowledge organization, and community engagement functions—requiring both task efficiency and interpersonal effectiveness. The observed relationships suggest that workload optimization and discipline enhancement remain relevant even within these complex, multifaceted roles. Furthermore, the elevated importance of work-life balance for employee well-being and performance, as highlighted by numerous researchers, provides an additional lens through which to interpret these findings (Al, 2019; Susanto et al., 2022).

Practically, the results offer actionable guidance for library administrators. First, workload management deserves systematic attention through regular assessment, balanced task distribution, and alignment between employee capacities and assigned responsibilities. The finding that 13-15% of employees expressed uncertainty or disagreement regarding workload appropriateness indicates specific individuals or units may require workload adjustment or additional support. Second, discipline maintenance and enhancement should remain management priorities. Given discipline's strong performance association, interventions promoting punctuality, equipment care, responsibility, and rule compliance promise substantial returns. However, discipline enforcement must balance consistency with fairness, avoiding excessive rigidity that might stifle initiative or create punitive climates. Third, the simultaneous significant effect suggests interventions addressing both factors synergistically may yield optimal outcomes. For instance, clear workload definition and equitable distribution (workload management) combined with consistent enforcement of completion deadlines (discipline) creates environments where expectations and accountability reinforce each other. Fourth, the 32.5% unexplained variance points to additional factors warranting attention. Administrators should consider complementary interventions addressing motivation, leadership quality, organizational culture, competence development, and resource adequacy. Performance optimization requires multifaceted strategies extending beyond workload and discipline alone.

The findings also raise questions about optimal workload levels. The current positive linear relationship suggests the Regional Library Office may accommodate workload increases before reaching diminishing returns. However, administrators should monitor for signs of excessive burden—increased errors, stress symptoms, turnover intentions—that might indicate approaching thresholds where further increases become counterproductive.

Several limitations constrain interpretation and generalizability. First, the cross-sectional design precludes causal inference. While regression coefficients quantify associations, they cannot definitively establish whether workload and discipline

cause performance changes or whether high performers attract manageable workloads and maintain stronger discipline. Longitudinal designs tracking changes over time would better address causality. Second, common method bias may inflate observed relationships. All variables derived from self-reported questionnaires completed by the same respondents at the same time, potentially introducing systematic error. Future research should incorporate objective performance measures (e.g., supervisor ratings, service metrics) and temporally separate predictor and outcome assessments. Third, the study examined a single organization with relatively homogeneous characteristics (public sector library in North Sumatra Province), limiting generalizability. Relationships may differ across contexts varying in organizational culture, resource availability, service demands, or leadership approaches. Multi-site comparative designs would clarify boundary conditions and contextual moderators. Fourth, the saturated sampling approach, while eliminating sampling error, restricts population inference. Findings specifically describe the Regional Library Office during 2024 rather than Indonesian public libraries generally. Replication across diverse library types (academic, public, special), geographic regions, and organizational sizes would establish generalizability. Fifth, workload and discipline measurement relied on brief scales (eight items each) capturing limited dimensionality. Workload encompasses quantitative aspects (volume), qualitative dimensions (complexity), and temporal factors (urgency)—not all fully represented. Similarly, discipline involves not only compliance but also internalized commitment and autonomous self-regulation. More comprehensive measurement might reveal nuanced relationships. Sixth, the residual 32.5% of unexplained performance variance indicates omitted variables. Potentially relevant factors include intrinsic motivation, transformational leadership, organizational culture, psychological capital, person-environment fit, and individual competencies. Future models should incorporate additional predictors to enhance explanatory completeness. Seventh, regression analysis assumes linear relationships. While appropriate for initial investigation, workload-performance relationships may actually follow curvilinear patterns (inverted U-shape), with optimal performance at moderate levels and decrements at extremes. Polynomial regression or response surface methodology could test non-linear specifications. Finally, the reliance on Likert scales introduces measurement limitations including response biases (social desirability, acquiescence), restricted variance, and subjective interpretation variations. Mixed-methods approaches incorporating qualitative interviews, behavioral observations, and archival performance data would triangulate findings and deepen understanding.

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## CONFLICT OF INTERESTS

The author declares no conflict of interest relevant to the content or findings of this research.

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