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EMPLOYEE PERFORMANCE BASED ON WORK DISCIPLINE AND WORKLOAD AT PT JALUR NUGRAHA EKA KURIR (JNE EXPRESS) MAIN BRANCH, BOGOR CITY

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Abstract

This study aimed to determine how much work discipline and workload influence employee performance at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch, Bogor City. The method used in this study is quantitative analysis with a population of employees at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch, Bogor City, as many as 97 respondents or with a sample with data collection techniques by distributing questionnaires. The data analysis methods used in this study are (validity test, reliability test, and classical assumption test), quantitative descriptive analysis, simple and multiple regression analysis, and determination coefficient analysis, hypothesis test (T and F tests). The results of the study of the work discipline variable have a regression coefficient value of 0.996, a t-count value of 18.643 greater than 1.6610 ($18.643 > 1.6610$), and a significance value of 0.000 less than 0.05 ($0.000 < 0.05$). It means that H_a is accepted and H_o is rejected. The results of the workload variable study have a regression coefficient value of (-3.698), a t-value of (-3.698) more minor than 1.6610 ($-3.698 < 1.6610$) and a significance value of 0.000 smaller than 0.05 ($0.000 < 0.05$). H_a is accepted, and H_o is rejected. Work discipline and workload positively and significantly influence employee performance at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch, Bogor City, with an F-value of 323.910 greater than the F-table of 3.09 ($323.910 > 3.09$) and a significance value of 0.000 smaller than 0.05 ($0.000 < 0.05$).

Keywords: Work Discipline, Workload, and Employee Performance

INTRODUCTION

JNE Express is one of the leading shipping companies in Indonesia. JNE Express was founded on November 26, 1990, by Soeprapto Suparno and Yosafat Soeprapto. JNE Express has a vast shipping network covering Indonesia and several countries in Asia, Europe, and America, and it has grown rapidly into one of the leading shipping companies in Indonesia. JNE Express has a vast service network throughout Indonesia, with over 5,000 branch offices and agents spread throughout the country. JNE Express also has an international service network covering more than 220 countries worldwide. JNE Express offers various shipping services, from regular to express shipping. JNE Express also provides additional services, such as goods insurance, COD (cash on delivery), and goods tracking services.

One of the problems that often occurs at JNE Express is poor work quality. It can be seen from various aspects, such as accuracy, completeness, and neatness. For example, there are several cases of goods delivered not by the destination address, damaged goods, lost goods, and incomplete shipping documents. Existing research and company reports show that JNE prioritizes employee performance

and work quality. The company's employee training, motivation, and recognition efforts contribute to a positive work environment and a workforce that consistently provides high-quality service. JNE's commitment to employee development and engagement is evident from its achievements, such as the "Best Employee Engagement" award from ICCA. These factors collectively demonstrate JNE's dedication to maintaining high standards of work quality and customer satisfaction. The following is data on goods delivery problems at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch, Bogor City:

Table 1. Data on Goods Delivery Problems April 2024

No.	Tujuan	Service	Nama Barang	Status
1.	SUB	REG	PRAYER CLOTHES	LOST
2.	PLM	JTR	JAMU	LOST
3.	TKG	OKE	CLOTHES	LOST
4.	TKG	OKE	CLOTHES	LOST
5.	CGK	YES	DOCUMENT	LOST
6.	DPK	REG	STICKER	LOST
7.	DPK	REG	REPORT	LOST
8.	DPK	REG	KIMONO DRESS	LOST
9.	DPK	REG	COSMETIC	LOST
10.	DPK	YES	FROZEN FOOD	LOST
11.	DPK	REG	RAINCOAT	LOST
12.	DPK	REG	T-SHIRT MATERIAL	LOST
13.	DPK	YES	DRY FOOD/FRIED CHILI	LOST
14.	DPK	REG	FOOD	DAMAGED
15.	DPK	YES	DOCUMENT	DAMAGED
16.	BPN	REG	SHOES	LOST
17.	DPK	REG	POKOJANG DOLL 22 CM	LOST
18.	TGR	REG	BAG	LOST
19.	TGR	REG	BAG	LOST
20.	DJB	JTR	PRINTER	DAMAGED
21.	SUB	REG	OVEN AND VACUUM CLEANER	DAMAGED
22.	PDG	REG	MACBOOK PRO	DAMAGED
23.	BDO	REG	DOCUMENT	LOST
24.	BDO	REG	CAR STNK	LOST
25.	TKG	JTR	CLOTHES	LOST
26.	JBR	JTR	STNK MOBIL	LOST
27.	DPK	REG	COSMETIC	LOST

No.	Tujuan	Service	Nama Barang	Status
28.	DPK	REG	PENGUIN, HERO	LOST
29.	DPK	OKE	ROCK	LOST
30.	DPK	REG	ACCESSORIES	LOST
31.	DPK	REG	ACC	LOST
32.	AMQ	REG	PARFUME	LOST
33.	TGL	REG	CLOTHES	LOST
34.	PNK	YES	4 CLOTHES	LOST
35.	BOO	REG	HYDROPONIC	LOST
36.	CGK	REG	SKINCARE	LOST
37.	BKI	YES	DOCUMENT	LOST
38.	DPK	REG	STNK	LOST
39.	DPK	REG	VOUCHER	LOST
40.	DPK	REG	DRESS	LOST
41.	DPK	REG	CLOTHES	LOST
42.	DPK	OKE	PLAYING CARDS	LOST
43.	DPK	YES	DOCUMENT	LOST
44.	CGK	REG	ACCESSORIES	LOST
45.	BDO	REG	WIPPER CAI	LOST
46.	CGK	REG	CLOTHES	LOST
47.	CGK	YES	FISHING BAIT	LOST
48.	MJK	OKE	TV COOCA 32/INS	DAMAGED
49.	DPK	OKE	BAG	LOST

Source: JNE Express Main Branch Bogor City 2024

Implementation of tasks Another problem at JNE Express is poor work assignments. It can be seen from various aspects, such as punctuality, target accuracy, and customer satisfaction. For example, several cases of delivery of goods are not on time, not by the target, or do not satisfy customers. Task Execution at JNE, a leading logistics and courier service provider in Indonesia, has established clear employee guidelines and procedures to ensure efficient and effective task implementation. These guidelines cover various aspects of work, from customer interaction to handling and shipping shipments. Responsibility is one of the problems that often occurs at JNE Express. Multiple factors, such as a lack of socialization regarding responsibility or clear division of tasks, can cause it. For example, there are several cases of delivery of goods that do not reach their destination because there are no employees responsible for handling them, and unfair division of tasks

is also one of the problems that often occur at JNE Express. It can cause employees to feel unjust and unmotivated to work. For example, there are several cases of employees who feel burdened with a task that is too heavy or who think they do not have the opportunity to develop. The following is employee performance assessment data at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch, Bogor City:

Table 2. Employee Performance Assessment Data 2021 - 2023

Year	Number of employees	Assessment Category From Direct Superior		
		Below Standard (1 – 3,4%)	According to Standard (3,5 – 4,2%)	Above Standard (4,3 – 5%)
2021	100	97	3	0
2022	102	46	47	9
2023	100	43	48	9
Total		186	98	98

Source: JNE Express Main Branch Bogor City 2024 (2021-2023)

Table 2 shows that employee performance results still do not meet the assessment standards. In 2021, employee performance assessments were below Standard for 97 people, and only 3 employees met the Standard. In 2022, employee performance assessments were below Standard for 46 people; 47 employees met the Standard, and 9 were above Standard. In 2023, employee performance assessments were below Standard for 43 people; 48 employees met the Standard, and 9 were above Standard. It means that from 2021 to 2023, the employee performance assessment aspect had the most significant number of unachieved employees, namely 97 employees in 2021. Employees have not achieved the desired company goals with this employee performance assessment standard. Based on the results of my observations and experiences working at JNE Express, it was found that there are still several norms or rules that are not appropriately implemented by its employees, such as going home from work early, traffic violations, employees who are dishonest in providing information to customers and inappropriate or rude behavior towards customer service, this is also a problem that often occurs at JNE Express. Such as a lack of employee motivation or supervision from the company. And here is the data on employee violations at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch, Bogor City:

Table 3. Employee Violation Data 2024

Date	Employee Name	Department	Position	SP	Information
19/01/2024	Irvan Ramadhan	OPS Despatch	Eastern Courier	ST	CU (Cnee Unknown) status: The package has been sent but has not been received by the customer

					because the delivery courier did not comply with the SOP.
09/02/2024	Yudi Saleh	OPS Despatch	SDS South Courier	SP1	Indiscipline, because the person concerned often asks for permission not to go to work and has been given instructions by the coordinator but is still not disciplined in working.
23/02/2024	Astri	Sales-MKT	Sales Direct Admin	SP3	Based on the results of information developed by Human Capital by the company regulations of PT Indah Berkah Bersaudara articles 28,29,30 relating to the issuance of warning letters aimed at creating good company environmental conditions, therefore Ms. Astri meets the following elements: because the person concerned behaved inappropriately as an employee, fought verbally or could not work together with co-workers, did not respect the leadership and violated the authority of the superior, provided false information, spread information that was not her capacity, made threats against co-workers and

					was done during working hours.
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Source: JNE Express Main Branch Bogor City (2024)

Based on my observations at JNE Express, I found that some employees are still not responsible for poor service, goods delivered that do not reach their destination, not on-time delivery, and excessive workloads that make employees too burdened with the work given, so their responsibilities are neglected. This is also a problem that often occurs at JNE Express.

LITERATURE REVIEW

Performance. According to Mangkunegara (2017: 67), Work results are the quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. According to Afandi (2018: 83), "Performance is the work results that can be achieved by a person or group of people in a company by their respective authorities and responsibilities to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics."

Work Discipline. According to Hasibuan (2017: 193), discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Work discipline is a rule of order that must be implemented and obeyed by all organization members by relevant laws and standards. According to Mardi (2016: 145), discipline is a condition in which members of an organization are subject to existing rules with a sense of pleasure. At the same time, work is all human activities to achieve goals.

Workload. According to Koesomowidjojo (2017: 21), workload is any work given to employees to be completed immediately. Meanwhile, according to Munandar, as quoted by Budiasa (2021: 30), "Workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce," according to Vanchapo (2020: 1) Workload is a type of activity that an employee must complete within a specified period if an employee can complete tasks within a specific time with various tasks given, then this is not a workload, however, if employees do not effectively complete the work then it can be said to be a burden.

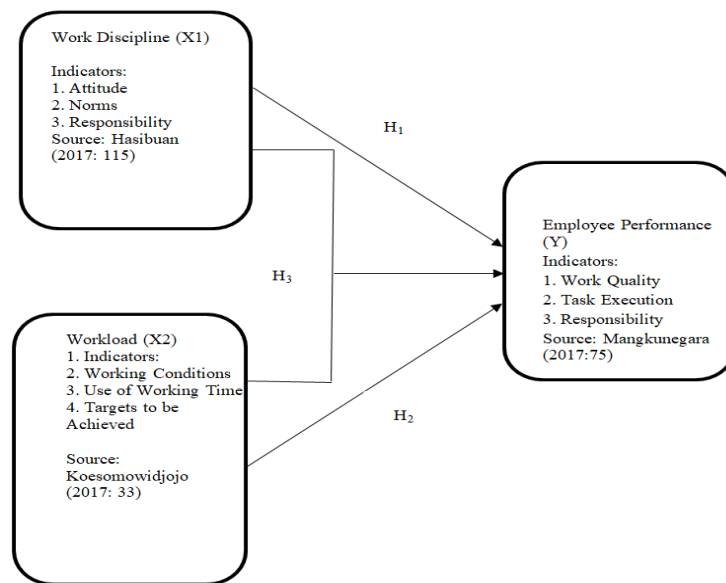


Figure 1 Thinking Framework

METHOD

The type of research used in this study is quantitative. According to Sugiyono (2019: 17), quantitative research is defined as a research method based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, and quantitative/statistical data analysis to test the established hypothesis. The author conducted research at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch of Bogor City, located at Jl. Raya Karadenan No. 100, Pasir Jambu Sukaraja - Bogor to collect data related to the preparation of research entitled "Employee Performance Based on Work Discipline and Workload at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch of Bogor City." This study used saturated samples. The population and saturated samples taken were all employees of PT. The main branch of Nugraha Eka Kurir (JNE Express), the main branch of Bogor City, with a population of 97 employees, will be used as a saturated sample in this study.

Classical Assumption Test

According to Ghazali (2018: 159), the classical assumption test is the initial stage before multiple linear regression analysis. This test is carried out to determine whether the regression model obtained can produce a good linear estimator. So, in the regression analysis, a regression model is obtained that can be accounted for. The classical assumption test is carried out to show that the test has passed data normality, multicollinearity, autocorrelation, and heteroscedasticity so that the test can be carried out on linear regression analysis.

Multiple Linear Regression Models

According to Sugiyono (2013:277), regression analysis is used to predict how the dependent variable's value changes if the independent variable's value is increased/decreased. In this study, multiple linear regression analysis was used to prove the extent of the influence of discipline and work environment on employee performance. In this regard, Sugiyono (2013:278) provides a relationship model that is arranged in multiple regression functions or equations as follows:

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2) \cdot (n \sum Y^2 - (\sum Y)^2)}}$$

Source: Sugiyono (2017:277)

Research Results and Discussion

Descriptive Statistics

Table 4 Work Discipline Validity Test (X1)

No	Questionnaire	r count	r table	Information
1	I always arrive on time as determined by the company.	0,770	0.199	Valid
2	I always start work on time when the break is over.	0,831	0.199	Valid
3	I always dress neat when working.	0,864	0.199	Valid
4	I always ask permission from my boss when leaving work during working hours.	0,864	0.199	Valid
5	I never play games, smoke, or go out during working hours.	0,811	0.199	Valid
6	I do my job according to my duties and responsibilities and the Company's SOP.	0,907	0.199	Valid
7	I always do my assignments until they are finished and on time.	0,811	0.199	Valid
8	I always obey the company's rules	0,886	0.199	Valid
9	Employees are given legal sanctions for those who violate company rules	0,804	0.199	Valid
10	I have never done anything that is against company rules.	0,799	0.199	Valid

Source: SPSS V26 Data Processing Results, 2024

Based on the results of the data in the table above, it is known that all statements of the work discipline variable questionnaire have an R Products Moment value more significant than the r table, so it can be concluded that the work discipline variable questionnaire conducted in this study is valid.

Table 5 Workload Validity Test (X2)

No	Questionnaire	r count	r table	Information
1	Excessive work makes me easily sick, tired, or stressed	0,860	0.199	Valid
2	A comfortable and good working environment makes me	0,879	0.199	Valid

	more enthusiastic about working.			
3	Tasks are sometimes given suddenly within a short time frame.	0,843	0.199	Valid
4	I always work overtime to finish my work	0,856	0.199	Valid
5	The targets to be achieved in work are too high	0,912	0.199	Valid
6	Every employee must have good work targets both inside and outside the company.	0,926	0.199	Valid
7	I have to finish the work immediately	0,921	0.199	Valid
8	I have much work to do that needs to be completed on time.	0,929	0.199	Valid
9	Sometimes I am very busy with my work	0,852	0.199	Valid
10	The company demands maximum work results	0,885	0.199	Valid

Source: SPSS V26 Data Processing Results, 2024

Based on the results of the data in the table above, it is known that all statements of the workload variable questionnaire have an R Products Moment value more significant than the r table, so it can be concluded that the workload variable questionnaire conducted in this study is valid.

Table 6 Test Results of Employee Performance Variable Validity (Y)

No	Questionnaire	r count	r table	Information
1	I always work according to the targets given by the company	0,880	0.199	Valid
2	The company's SOP achieves the results of my work.	0,869	0.199	Valid
3	I have excellent work quality in working	0,895	0.199	Valid
4	High creativity can help me achieve better work results.	0,884	0.199	Valid
5	I always complete the tasks and responsibilities given by the company well.	0,846	0.199	Valid
6	I can do my job well with my sound and supportive co-workers.	0,852	0.199	Valid
7	I always complete my assignments on time	0,803	0.199	Valid
8	I am always responsible for all the actions I do in the company.	0,784	0.199	Valid
9	I have no problems carrying out the tasks given to me			Valid
10	I complete the tasks and responsibilities given by the leader well.	0,780	0.199	Valid

Source: SPSS V26 Data Processing Results, 2024

Based on the results of the data in the table above, it is known that all statements of the

employee performance variable questionnaire have an R Products Moment value more significant than the table, so it can be concluded that the employee performance variable questionnaire conducted in this study is valid.

Table 7 Results of Independent and Dependent Variable Reality Test

Variable	<i>Cronbach Alpha</i>	<i>Standar Cronbatch Alpha</i>	Results
Work Discipline (X1)	0,951	0,60	Reliable
Workload (X2)	0, 970	0,60	Reliable
Employee Performance (Y)	0,951	0,60	Reliable

Source: SPSS V26 Data Processing Results, 2024

Based on the results of the data in the table above, it is known that all variables of work discipline, workload, and employee performance have a Cronbach alpha value more excellent ($>$) than 0.60, so it can be concluded that the variable questionnaire in this study is reliable and can be continued in the following analysis.

Asumsi Classic

Table 8 Uji Normalitas Kolmogorov Smirnov

<i>One - Sample Kolmogorov - Smirnov Test</i>		
		Unstandardized Residual
N		97
Normal Parameters ^b	Mean	,0000000
	Std. Deviation	2,99484528
Most Extreme Differences	Absolute	,077
	Positive	,048
	Negatives	-,077
Test Statistic		,077
Asymp. Sig. (2 – tailed)		,191 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS V26 Data Processing Results, 2024

Based on the results of the table data above, the Asymp is known. Sig. (2 - tailed) value of 0.191c is greater than the minimum criterion of 0.05 (Ghozali, 2017: 161), so it can be concluded that all variables in this study have met the normality criteria.

Histogram Normality Test

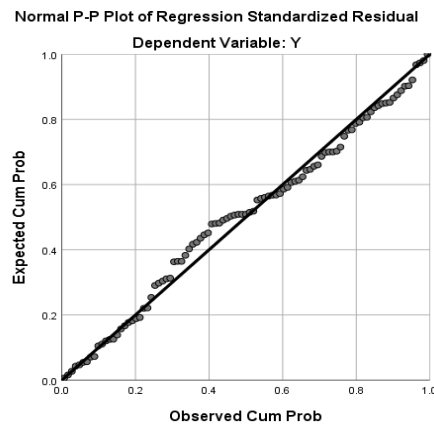


Figure 2 Probability Plot

In the figure above, the probability *plot graph* shows a normal chart pattern. This can be seen from the point that spreads around and along the diagonal line. Therefore, the regression model satisfies the assumption of normality.

Table 9 Multicollinearity Test Results with Collinearity

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.065	1,634		,652	,516		
	Work Discipline (X1)	,679	,057	,604	11,913	,000	,525	1,906
	Workload (X2)	,299	,037	,409	8,077	,000	,525	1,906
a. Dependent Variable: Employee Performance								

Source: SPSS V26 Data Processing Results, 2024

Based on the results of data processing in the table above, it can be seen that work discipline has a VIF value of 1.906 and a VIF value of workload of 1.906, where both VIF values of these variables are less than <10 , so it can be concluded that the data in this study does not experience multicollinearity.

Table 10 Results of Autocorrelation Test with Durbin-Watson

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,934 ^a	,873	,871	3,073	2,118
a. Predictors: (Constant), Workload, Work Discipline					

b. Dependent Variable: Employee Performance

Source: SPSS V26 Data Processing Results, 2024

Based on the results of the data processing above, it can be seen that the DW value is 2.118, so it can be concluded that the data in this study does not correlate with variables because the DW value is at $1.628 < 2.118 < 2.288$.

Table 11 Results of Heteroscedasticity Test with Glejser Test

Coefficients						
Model		Unstandardized Coefficients		standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,283	1,065		1,205	,231
	Work Discipline	,041	,037	,155	1,092	,278
	Workload	-,021	,024	-,122	-,860	,392
a. Dependent Variable: Abs_RES						

Source: SPSS V26 Data Processing Results, 2024

Based on the results of data processing in the table above, it can be seen that the independent variable of work discipline has a Sig. The value is 0.278, and the workload has a Sig. Value of 0.392, then it can be concluded that if the independent variable is not statistically significant and has a significance value (Sig.) > 0.05 , then there is no heteroscedasticity disorder, According to Ghazali (2017: 139). Here is a picture of the Heteroscedasticity test graph:

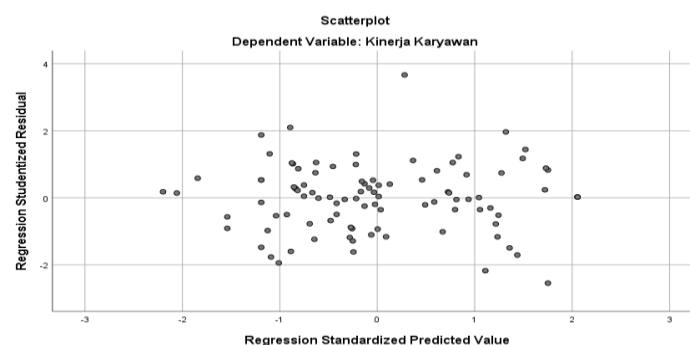


Figure 3 Scatterplot

Based on the results of the image above, it is known that the data is evenly distributed both in positive and negative space. So, this study's data has met the heteroscedasticity assumption. Multiple linear regression is a form of linear regression analysis in which there is more than one independent variable. Regression analysis is an analysis that can be used to measure the effect of an independent variable on a dependent variable. According to Sugiyono (2017: 277), regression analysis is used to predict how the value of the dependent variable will change if the value of the independent variable is increased or decreased.

Table 12 Multiple Linear Regression X1, X2 Against Y

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,755	2,715		10,958	,000
	Work Discipline	,060	,063	,091	,947	,346
	Workload	-,227	,062	-,354	-,3,687	,000
a. Dependent Variable: Employee Performance						

Source: SPSS V26 Data Processing Results, 2024

Based on the data processing results in Table 4.21 above, the multiple linear regression equation can be stated as follows: $Y = a + \beta_1 X_1 + \beta_2 X_2$.

$$Y = 29,755 + 0.060 X_1 + (-0.227) X_2$$

The results above have the following explanations:

1. The constant value of 29.755 has meaning, even though the variables of work discipline and workload do not influence employee performance at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch of Bogor City is still formed at 29.755.
2. Work discipline has been proven to affect employee performance significantly. It can be shown by the regression coefficient value of 0.060, the t-count value of 0.947 is more significant than 1.6610 ($0.947 > 1.6610$), and the significance value of 0.346 is more critical than 0.05 ($0.000 < 0.05$).
3. workload is proven to have a significant adverse effect on employee performance, which can be shown by the regression coefficient value of (-0.227), the calculated t value of (-3.687), which is more significant than 1.6610 ($-3.687 > 1.6610$) and the significance value of 0.000 which is less than 0.05 ($0.000 < 0.05$).

Table 13 Simultaneous Test of Determination Coefficient X1, X2 Against Y

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,934 ^a	,873	,871	3,027
a. Predictors: (Constant), Workload, Work Discipline				

Source: SPSS V26 Data Processing Results, 2024

Based on the data processing results in Table 4.24 above, the contribution value (Adjusted R Square) is 0.871. This means that the work discipline (X1) and workload (X2) variables influence the employee performance variable (Y) by 87.1%, while other variables outside this study explain the remaining 12.9%.

Table 14 Simultaneous F Test X1, X2 Against Y

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5933,977	2	2966,988	323,910	,000 ^b
	Residual	861,033	94	9,160		
	Total	6795,010	96			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Workload						

Source: SPSS V26 Data Processing Results, 2024

Based on the results of data processing in the table above, it is known that the Fcount value of 323.910 is more significant than the Ftable of 3.09 ($323.910 > 3.09$), and the significance value of 0.000 is smaller than 0.05 ($0.000 < 0.05$). Work discipline (X1) and workload (X2) simultaneously have a positive and significant effect on employee performance (Y).

CONCLUSION

Based on the results of the study, it can be concluded that work discipline at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch of Bogor City is good with the highest average value of 3.92 on the Responsibility Variable Indicator. It is evidenced by the results of a simple linear regression test with the formula $Y = a + \beta_1 X_1$ with the result $Y = (-3.003) + 0.996 X_1$. and based on the results of the t-test between the variables of work discipline and employee performance, the t-value is 18.643 which is more significant than 1.6610 ($18.643 > 1.6610$) indicating that work discipline affects employee performance. Based on the results of this study, it can be concluded that the workload at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch of Bogor City is quite good, with the highest average value of 3.14 on the Work Conditions Variable Indicator. It is proven by the results of a simple linear regression test with the formula $Y = a + \beta_1 X_1$ with the result $Y = 31.985 + (-0.228) X_1$. and based on the results of the t-test between the workload and employee performance variables, the t-value is (-3.698) more minor than 1.6610 ($-3.698 < 1.6610$) indicating that workload affects employee performance. Based on the results of this study, it can be concluded that employee performance at PT. Jalur Nugraha Eka Kurir (JNE Express) Main Branch of Bogor City is good, with the highest average value of 3.78 on the Responsibility Variable Indicator. There is a simultaneous influence between work discipline and workload on employee performance at PT. Jalur Nugraha Eka Courier (JNE Express) Main Branch of Bogor City with multiple linear regression test with the formula $Y = a + \beta_1 X_1 + \beta_2 X_2$ with the result $Y = 29.755 + 0.060 X_1 + (-0.227) X_2$. and the results of the F test where F count of 323.910 is more significant than F table of 3.09 ($323.910 > 3.09$), with a coefficient of determination of the contribution value (Adjusted R Square) of 0.871. It shows that work discipline and workload positively affect employee performance by 0.871 or 87.1%, while other variables outside this study explain the remaining 12.9%.

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