

Work Discipline and Social Capital in Influence Workload and Employee Performance Abstract AI Regional Planning and Development Agency of North Kalimantan Province

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ABSTRACT

Purpose: to explain the Work Discipline and Social Capital in Influence Workload and Employee Performance Abstract AI Regional Planning and Development Agency

Desain / Metodology / Approach: Substructural Path Equation Analysis I, The Influence of Work Discipline on Workload

Finding: The research design uses an explanatory design using mediating variables, namely variables that mediate the relationship between the explanatory variable and the response or dependent variable.

Practical Implication: The research aims to determine work discipline and social capital in influencing the workload and performance of employees of the Regional Planning and Development Agency of North Kalimantan Province.

Originality / Value: This Paper is Original

Paper Type: Research

Keyword: *Work Discipline, Social Capital, Workload, Performance.*

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I. INTRODUCTION

Human resources now play an increasingly important role in the success of an organization's policy or program. Human resource management concerns all human affairs within the organization to play an active role in achieving predetermined goals. Human resource management is a process related to the implementation of management functions ranging from planning, organizing, directing to monitoring which plays an important role effectively and efficiently in achieving individual and organizational goals.

Many experts provide human resource management, such as Irmayani (2021: 1), who mentions a science or method of managing the relationships and roles of resources owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and society are achieved. to be maximum. Managed so that they have the competencies and expertise needed to support policy or work programs. Human resource management has a strategic focus and synergizes with all the organization's business policies and becomes a business partner that provides solutions to every problem faced by the organization.

The important role of human resources is realized in the implementation of organizational strategy creation activities, activity planning, work implementation and monitoring of business progress to achieve targets. Human resource management has many functions, one of which is the managerial function which consists of planning, organizing, directing and controlling functions. The main aim is to ensure that the government or organization is able to achieve success through its people, to improve the performance, effectiveness and capability of the

organization in achieving its goals and to pay attention to the rights and needs of people in the organization (Suryani & FoEh, 2019: 19).

Job performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities to achieve organizational goals legally, without violating the law and in accordance with morals or ethics (Ramadlan, et al. 2020 : 18). If there is no performance then all parts of an organization cannot achieve its goals. In order for someone to have good performance at work, that person must have high enthusiasm and desire to do their job and know the type of work they will do according to the standards and criteria set by the organization. If an organization does not have performance management that provides standards or division of tasks to its employees, organizational performance will be poor and organizational goals will not be achieved optimally. Many factors can influence performance including timeliness, quality, work commitment, independence and effectiveness (Moko, et al. 2021)

There are many opinions that mention factors that influence performance, as stated by Fitriyani (2022: 24) that there are factors that influence performance including communication, job satisfaction, leadership, organizational culture, work motivation, work discipline, compensation, and other factors. One of them is discipline at work. According to Ajabar (2020: 45) discipline is a person's willingness and readiness to obey and adhere to the regulatory norms that apply around him. For example, if an employee is late for work, the impact on the organization may be minimal. However, if you are consistently late for work, it is another problem, because if there is a change, the problem becomes serious considering that it will have a significant impact on work productivity and the morale of other employees.

In essence, humans are not perfect humans who can work continuously without supervision and will be disciplined in carrying out the tasks they are entrusted with. An employee is required to have good awareness and discipline. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This will encourage work enthusiasm, enthusiasm for work and the realization of performance to achieve goals. Moekijat (2020: 12) "discipline is serious obedience which is supported by awareness of fulfilling one's duties and behaving appropriately according to the rules or behavior that should apply in a particular environment." Jepry, et al. (2020) define "discipline is a sense of obedience and commitment to principles that are seen as obligations, such as doing office work and being present during specified working hours. Employee performance will increase when the level of discipline increases, encouraging employees to always work hard to meet the goals and achievements of the organization."

Measurement of work discipline can be seen based on attendance, compliance with work regulations, compliance with work standards, level of employee alertness, and work ethics (Rivai in Trisantoso, et al. 2022). By having self-awareness of remaining disciplined and complying with applicable regulations, being able to carry out work according to initial planning, always obeying regulations, employee performance will be able to improve so that goal achievement will be achieved. Like the research results of Alwi & Suhendra (2019), Malau & Kasmir (2021), Priyandi, et.al. (2020), and Syardiansah (2022) who prove that work discipline influences employee performance, which means that if discipline increases, employee performance will also increase. Apart from work discipline, there are other factors that can determine good employee performance, namely social capital in the workplace (Ghifary, 2017), social capital is an important factor in creating a safer system. Social capital is described as confidence in social relationships in the environment where an individual is located. This is embedded in the structure of interpersonal relationships between employees and employees, employees and leaders or leaders and employees. Social capital in the workplace places more emphasis on the potential of work groups and patterns of relationships between employees in a work group and between groups with attention to social networks, norms, values and beliefs between fellow employees.

According to Balker (2015), employee social capital is important because it directly influences employee performance. The social capital possessed by employees includes trust, social networks and norms which can be used as an asset or resource that can be invested in the future and is expected to produce results and be used to achieve goals (Ali, et. al., 2013). This means that employees must work together, work together to achieve various things that can be achieved, but with difficulty they cannot do it alone because employees will become better. Ghifary (2017) in his research stated that there are three dimensions of social capital, namely structural social capital, relational social capital and cognitive social capital which separately have a positive influence on employee performance. Hariani (2022) also proved in his research that social capital has a significant influence on employee productivity. Likewise, Prasetya (2021), Wusko and Alfianto (2022) have proven that social capital has an effect on performance.

Apart from work discipline and social capital, there are other factors that can mediate the influence of employee performance, namely workload. According to Mahawati, et al (2021) stated that workload is the volume of work imposed on employees both physically and mentally and is their responsibility. Every job is a burden for the perpetrator and each employee has his own ability to handle his workload as a workload which can be physical, mental or social workload. For example, a heavy worker, such as loading and unloading goods at a port, carries

more physical burdens than mental or social burdens. On the other hand, for an entrepreneur, perhaps his responsibilities are a relatively much greater mental burden. As for social tasks, they face more social burdens.

The workload is felt to be optimal for a person if the right employee is placed in the right job. Many factors that influence a job are considered workload, these factors are external and internal. External factors come from outside the individual such as the type of task itself, the organization and the work environment. Meanwhile, internal factors, namely factors that originate from oneself which have an impact on the body's reactions, can be in the form of somatic factors and psychological factors (Tarkawa in Affendi, et al, 2019: 183). Performance and workload are related to each other, because in a job, especially in determining the right position, it can be seen from the workload first. This is done so that performance improves and they are comfortable with work so that achieving goals becomes effective and efficient. This has been proven by Nurhasanah, et al. (2022), Priyandi, et al. (2020), Malau & Kasmir (2021) that workload has an influence on employee performance.

II. METHODS

Workload is very important for an organization. By providing an effective workload, the organization can know to what extent employees can be given maximum workload and to what extent it will influence performance. Employees who are not disciplined in utilizing their working time will have an impact on the workload piling up, so that it takes more time than the normal time specified to complete the work assigned to them. To the author's knowledge, research on the influence of work discipline on workload has never been conducted, so on this occasion the author wants to know how much influence work discipline has on workload, so the researcher proposes a hypothesis:

H1: Work discipline has a significant effect on workload

The workplace environment where individuals work has a big impact on how someone works, a bad environment will cause discomfort and boredom at work. Discomfort in the workplace will affect the enthusiasm and enthusiasm of employees so that they are more likely to be lazy, which ultimately results in work not being completed and piling up. This buildup of unfinished work adds to the workload of employees. One of the potentials that each individual must have is social capital. If individuals have strong social capital, they will be able to handle the workload that must be completed. No one has ever conducted research to discuss whether social capital influences workload or not, thus this author proposes a hypothesis:

H2: Social capital in the workplace has a significant effect on workload

Performance is very important in an organization, whether government or private institutions, because it requires employees who have high performance but still respect the work of their colleagues to achieve their goals. High performance is very important because achieving high performance can be a source of satisfaction with feelings of joy and pride in being recognized, receiving rewards in the form of commissions, being promoted or having better career opportunities in the future. Therefore, performance evaluation needs to be carried out because it can be used as an adequate incentive standard so that they feel appreciated and understand the contribution made to organizational goals.

Having high discipline at work will make it easier for employees to prepare definite work plans, and all activities can be carried out with certainty. Mangkuprawira (2013) stated that discipline is the nature of individuals who consciously comply with the rules and regulations of certain organizations. Discipline greatly influences performance, because discipline is a form of training to carry out applicable rules. The more disciplined the higher the productivity and performance. Work discipline is very necessary so that employee performance has a strong contribution to performance. Discipline is a person's level of loyalty which is based on awareness and responsibility for their duties and responsibilities in a rational, careful and orderly manner. Discipline is useful for educating employees to comply with and enjoy existing regulations, procedures and policies so as to produce good performance. The higher a person's work discipline, the higher that person's performance will be. Alwi & Suhendra (2019), Malau & Kasmir (2021), Priyandi (2020), Syardiansah (2022) and Sudarsih (2019) in their research results concluded that work discipline has a significant effect on employee performance. Based on the theoretical basis and previous empirical research, the researcher proposed a hypothesis:

H3: Work discipline has a positive and significant effect on performance

Hasbullah (2006) explains that social capital is everything in society that works together towards norms of progress and change which are basically supported by norms such as trust. Akdere (2005) said that organizations are starting to realize the importance of interaction and good relationships between employees at work. The existence of employee social capital is important because it influences employee performance which in turn influences organizational performance as well. According to Coleman (1988), social capital is broader with the concept of vertical, hierarchical institutions regarding the possible impact on negative and positive performance. This was also proven by Hariani (2022) who also proved in his research that social capital has a significant

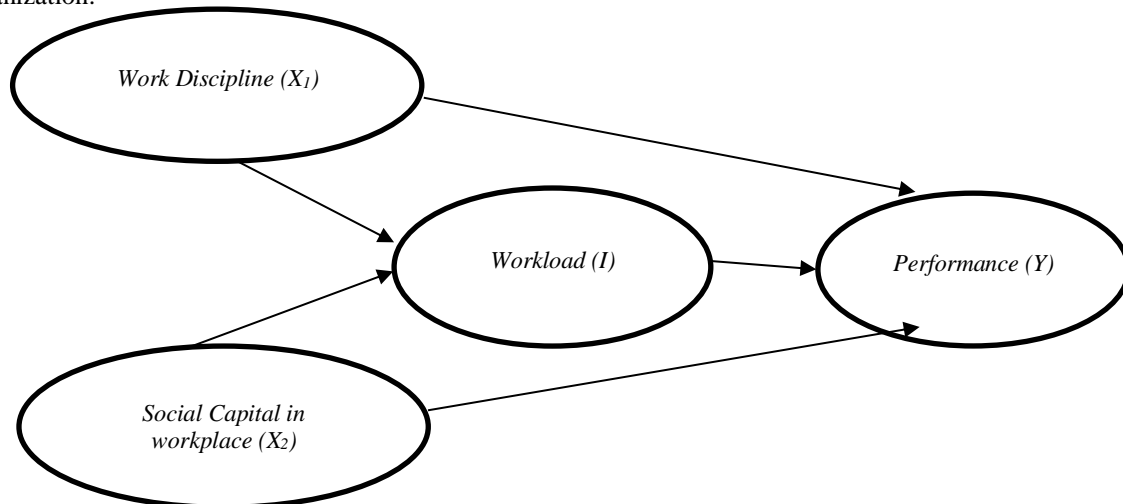
influence on the formation of employee productivity. Likewise, Khoirini & Kartika (2019), Prasetyo (2021) and Wusko & Alfianto (2021) have proven that social capital has an effect on performance. Based on the theoretical basis and previous empirical research, the researchers put forward the hypothesis:

H4: Social capital in the workplace has a significant effect on performance

The success or failure of an organization or agency will be determined by its employees in achieving these goals. Employees can perform well if they show high performance, this also helps them create good work. The development of an organization is also largely determined by the quality of human resources, especially operational efficiency. Therefore, to improve employee performance, an organization needs individuals who demonstrate standard work behavior by generating new ideas and have high work discipline by contributing to achieving goals. The creation of good human resources is based on high employee morale, so that actions always follow the rules with full attention to work.

Social capital in the workplace is an important factor in creating a safer system. Social capital in the workplace is described as trust in social relationships in the environment where individuals are located. This is embedded in the structure of interpersonal relationships between employees and employees, employees and managers, or managers and employees. Social capital in the workplace in work places greater emphasis on the potential of work groups and relationship patterns between employees in one work group and between groups, paying attention to social networks, norms, values and beliefs of co-workers.

Workload is very important, giving too much workload can make employees less productive, but giving too little workload can also make employees quickly bored at work. Therefore, it is very important to allocate the right workload according to employee abilities because it can influence the performance and success of the organization.



From the conceptual framework image above, the author can explain that the work discipline variable will look for its influence on workload and performance. Likewise, the social capital variable in the workplace will also be looked for for its influence on workload and employee performance.

Choosing is part of a solution effort as well as part of the decision making process. Therefore, appropriate purchasing decisions are needed (Kristiawati Indriana et.al. 2019: 28)

III. RESULTS AND DISCUSSION

Based on the goal to be achieved in this research, namely explaining the influence of other variables, this research is considered explanatory research. The population in this research is all employees who work at the North Kalimantan Province Bappeda Office, totaling 58 employees and the entire population is the research sample. Thus, the sampling technique uses census sampling, which is a sampling method where the entire population is used as a research sample. Data collection was carried out by distributing questionnaires that had been developed by previous researchers to research respondents. Based on this research, there are two independent variables, one dependent variable and one intervening/mediation variable. Therefore, the path analysis technique is considered appropriate to use in testing this research hypothesis. This model aims to determine the direct or indirect influence of a set of independent variables (exogenous) on the dependent variable (endogenous). Companies that have competence in the fields of marketing, manufacturing and innovation can make its as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question.

(Asep Iwa Soemantri, 2020:5).Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560).Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29).

Testing is carried out to analyze the pattern of relationships between variables with the aim of determining the direct and indirect influence of a set of exogenous variables on endogenous variables.

a. Substructural Path Equation Analysis I

Testing the influence of work discipline and social capital on workload, the results of sub-structural data processing I with multiple regression are in the following table:

Table 1. Multiple Regression

<i>Model</i>	<i>Unstandardized Coefficient</i>		<i>Standardized Coefficient</i>	<i>t</i>	<i>Sig</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>Constant</i>	22,756	4,409		5,154	0,000
<i>Work Discipline</i>	0,006	0,162	0,008	0,038	0,970
<i>Social capital</i>	0,249	0,193	0,274	1,290	0,202
<i>R</i>			0,280		
<i>R Square</i>			0,079		
<i>Adj. R Square</i>			0,045		
<i>F</i>			2,348		0,000

Dependent Variable: Workload

From the table above, the sub-structural equation I can be written:

$$I = 22,756 + 0,008.X_1 + 0,274.X_2 + \epsilon_1$$

The path coefficient value of the work discipline variable of 0.008 is positive, this shows that increasing work discipline will increase employee workload. In other words, increasing employee work discipline will increase the employee's workload, assuming other factors that influence workload remain constant. The path coefficient value of the social capital variable of 0.274 is positive, this shows that increasing social capital will increase employee workload. In other words, increasing social capital will also increase employee workload, assuming other factors that influence workload remain constant. Based on the results of the t test for the work discipline variable, it is known that the calculated t value = 0.038 with a significance of 0.970 which is greater than 0.05, which means that work discipline has no effect on employee workload. The t test for the social capital variable shows that the calculated t value = 1.290 with a significance of 0.202 which is greater than 0.05, which means that social capital has no effect on employee workload. The two variables do not have a significant influence on workload. Simultaneously, it can be seen that F = 2.345 with a significance of 0.105 > 0.05, meaning that simultaneously the work discipline and social capital variables have no effect on employee workload. The contribution made by the two variables to workload is 0.045, meaning that the workload variable can be explained by work discipline and social capital at 4.5% while the remaining 95.5% is explained by other variables outside this research model.

b. Substructural Path Equation Analysis II

This sub-structural path equation II analysis uses path analysis which aims to test the influence of work discipline and social capital on performance after going through the intervening variable, namely workload.

Table 2. Path Analysis

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. Error	Beta		
<i>Model I</i>					
Constant	1,753	3,316		0,529	0,599
Work Discipline	0,425	0,122	0,411	3,479	0,001
Social capital	0,590	0,145	0,482	4,074	0,000
<i>Model II</i>					
Constant	7,944	3,799		2,091	0,041
Work Discipline	0,426	0,115	0,413	3,712	0,000
Social capital	0,658	0,138	0,537	4,756	0,000
Workload	-0,272	0,095	-0,201	-2,855	0,006
	<i>Model I</i>			<i>Model II</i>	
R	0,845			0,867	
R Square	0,715			0,752	
Adj. R Square	0,704			0,738	
F	68,927			54,643	
Sig.	0,000			0,000	

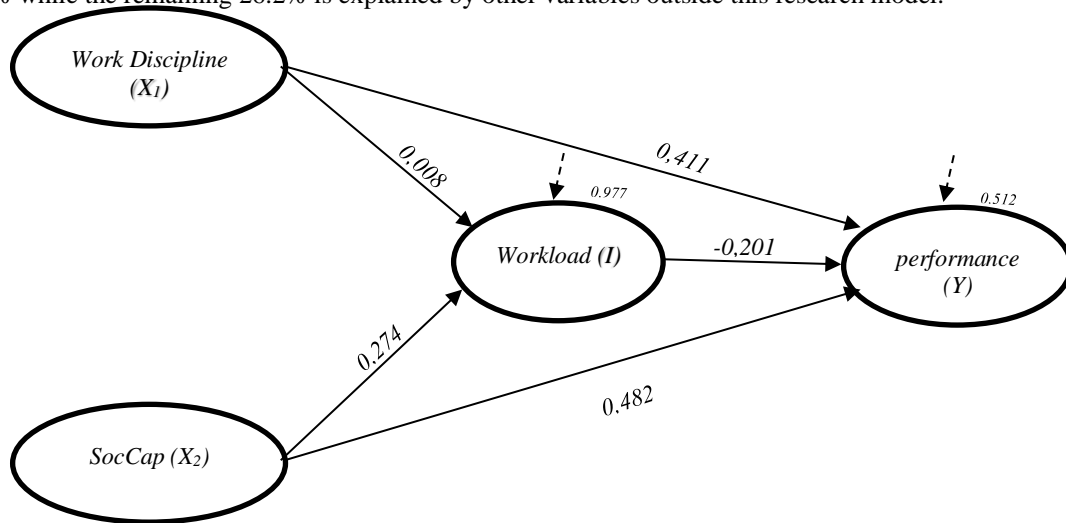
Dependent Variable: Performance

From the table above, sub-structural equation II can be written:

$$Y = 7,944 + 0,413.X_1 + 0,537.X_2 - 0,201.I + \epsilon_2$$

The path coefficient value of the workload variable is -0.201 which is negative, this indicates that increasing workload will reduce employee performance. In other words, the heavier the workload, the employee performance will decrease, assuming other factors that influence employee performance remain constant. Based on the results of the t test model I, it is known that the work discipline variable has a calculated t value = 3.479 with a significance of 0.001, which is smaller than 0.05, which means that work discipline has a direct effect on employee performance. The results of the t test for the social capital variable show that the calculated t value = 4.074 with a significance of 0.000, which is smaller than 0.05, which means that social capital has a direct effect on employee performance. Model 2 shows that the results of the t test for the workload variable show that the calculated t value = -2.855 with a significance of 0.006, which is smaller than 0.05, which means that workload has a direct negative effect on employee performance. Simultaneously, it can be seen that F = 54.643 with a significance of 0.000 < 0.05, meaning that simultaneously the variables of work discipline, social capital and workload have a significant

effect on employee performance. The contribution made by the three variables to employee performance is 0.738, meaning that employee performance variables can be explained by work discipline, social capital and workload of 73.8% while the remaining 26.2% is explained by other variables outside this research model.



Picture 1. Indirect Influence

Table 3. Direct and Indirect Effects

Direction of Influence	Direct Influence	Influence No Direct
<i>Model 1</i>		
Work Discipline → performance	0,411	
Social capital → performance	0,482	
<i>Model 2</i>		
Work Discipline → load → performance		$0,008 \times -0,201 = -0,002$
Social capital → load → performance		$0,274 \times -0,201 = -0,055$

Source: Data processing results

Based on multiple linear regression testing, the first and second equations show the influence of work discipline on the performance of North Kalimantan Province Bappeda employees through workload as an intervening result, the result of multiplying the effects is -0.002. The direct influence between work discipline on the performance of North Kalimantan Province Bappeda employees with a coefficient of 0.411 is greater than the indirect influence between work discipline after going through workload with a coefficient of -0.002 so the direct influence is more dominant than the indirect influence. The effect of social capital on the performance of North Kalimantan Province Bappeda employees through workload as an intervening result is obtained from the multiplication of effects, namely -0.055. The direct influence of social capital on employee performance with a coefficient of 0.482 is greater than the indirect influence of social capital through workload with a coefficient of -0.055, so the direct influence is more dominant than the indirect influence.

1. The Influence of Work Discipline on Workload

The results of this research show that work discipline has no effect on the workload of North Kalimantan Province Bappeda employees, this is shown and proven by obtaining a significance value for the work discipline variable of greater than 0.05. This is not able to prove the hypothesis proposed in this research that work discipline has an effect on workload. Logically speaking, someone who has high discipline in a job will not have a workload on the employee's shoulders. With discipline, an employee can of course calculate the amount of work that must be completed. As stated by Sastrohadiwiro and Syuhada (2021) who stated that a leader's example in working directly has a good effect in the short term in generating strong discipline for employees who complete the workload for which they are responsible every second.

Based on the data collected, it is known that the education level of employees within the Bappeda of North Kalimantan Province still needs to be improved. This is certainly not an exaggeration considering that the North Kalimantan Province Bappeda is a work unit that plays the role of a think tank. Line organization units within the Bappeda of North Kalimantan Province should have a minimum education level of a bachelor's degree with the ability to design plans, process and analyze data. As long as the existing conditions are not changed towards increasing adequate competency, this will not only have an impact on the inefficiency of task completion times, but will also have an impact on the resulting inadequate performance. Contributing to the speed of task completion is the availability of technological support and the competence of human resources to optimize it. In essence, employees who are not disciplined in utilizing working time will have an impact on the workload piling up, resulting in a longer time than the normal working time specified to complete the assigned tasks. According to the author's knowledge, the results of this research are the first to discuss the influence of work discipline on workload. So the results of this research do not yet have support from previous research.

2. The Effect of Social Capital in the Workplace on Workload

The results of this research show that social capital in the workplace has no effect on the workload of North Kalimantan Province Bappeda employees, this is shown and proven by obtaining a significance value for the social capital in workplace variable greater than 0.05. This is not able to prove the hypothesis proposed in this research that social capital in the workplace has an effect on workload. Theoretically, a high level of social capital will make it easier for employees or organizations to achieve goals, and vice versa, low social capital will make it difficult to achieve goals, this can increase workload. However, in reality what happens in the field and the results of data collection state that social capital in the workplace within the Bappeda of North Kalimantan Province has no effect on workload. Employees assume that they do all the work and don't like small talk in the workplace. This means that they work to do their own work without doing anything reckless that could harm other people and trying to create a more inclusive workplace. During the pandemic, all employees supported each other by sharing the workload and giving each other advice. Collaborate with each other and remain creative even when conditions are difficult. Overall, North Kalimantan Province Bappeda employees during last year's pandemic felt socially connected at work, involving each other in all work activities.

3. The Effect of Work Discipline on Performance

The results of this research show that work discipline influences the performance of North Kalimantan Province Bappeda employees, this is shown and proven by obtaining a significance value for the work discipline variable of less than 0.05. This is able to prove the hypothesis proposed in this research that work discipline influences the performance of North Kalimantan Province Bappeda employees. Obtaining this data analysis indicates that the higher the level of employee discipline, the higher the performance, and vice versa, neglected discipline will worsen the performance of the employee and the organization. Work discipline is one of the factors that encourages employees to comply and fulfill organizational demands so that work results will be good and optimal. As Wurwanto (2009) argues, discipline is a condition that causes or encourages employees to act and carry out all activities in accordance with established norms. The assessment of employee discipline can be seen from various factors, including the level of attendance, compliance with work regulations, compliance with work standards, having a level of alertness to avoid mistakes and the next is work ethics. Several of these factors have been distributed to respondents in the form of a questionnaire, and the majority of respondents responded agreeing with the statement about work discipline. These include agreeing to arrive at work early or on time, leaving work according to the return time, always complying with work assignment procedures and not being negligent. Always follow applicable work guidelines, have responsibility for the completion of all work, always be ready to accept sanctions if you make a mistake or violation. Every employee is required to always be careful at work, always try to be careful at work so that undesirable things do not happen. Always try not to violate work discipline and must obey and comply with applicable regulations. In reality, in the field during this research, the level of discipline of North Kalimantan Province Bappeda employees was still less than optimal, such as ignoring compliance factors in carrying out all applicable regulations and often committing violations related to discipline. In other words, there are still employees who do not understand compliance with official regulations, violate procedures and are not

disciplined. For example, employees do not come in at the right working hours or leave earlier than the set working hours. This is most likely also influenced after several years of the Covid-19 pandemic hitting the world, and for several years having to work from home. The results of this research are supported by Alwi & Suhendra (2019), Malau & Kasmir (2021), Priyandi (2020), Syardiansah (2022) and Sudarsih (2019) in their research results who concluded that work discipline has a significant effect on employee performance.

According to Coleman (1988), the definition of social capital is the ability to work together, to achieve common goals, in various groups and organizations. Likewise, Burt (1992) defines social capital as the ability to associate (connect) with each other and then become a very important force not only for economic life but also every other aspect of social existence. Based on the two opinions above, it has been realized in the statements of this research related to social capital, the majority of respondents have given an agreeing response about being a good employee, you must often be active in the office, always take part in training activities to increase your knowledge, always be ready to collaborate with colleagues. work on solving problems. Trust all colleagues in matters of work so that results can be achieved more effectively. Give ideas and thoughts to colleagues without being picky. Ready to give and accept criticism and suggestions from other employees. Always create harmonious and good relationships with all employees. Always communicate with all employees regarding work matters, and always discuss with colleagues the problems they face.

The formation of social capital is the task of leaders who have a direct interest in making every employee perform well in order to achieve targets. The formation of social capital will create better cooperation between employees because they will support each other in doing their work. This collaboration process will result in each employee being able to work well, so that good performance from each employee will be achieved. If employees work well, overall performance targets will be achieved. The results of this research have been supported by several previous researchers, including Hariani (2022), who also proved in his research that social capital has a significant influence on the formation of employee productivity. Likewise, Prasetyo (2021), Khoirini & Kartika (2014), Wusko & Alfianto (2022) have proven that social capital has an effect on performance.

Through this process, employees are given training and development that is relevant to their work performance, so that they are expected to be able to carry out their work responsibilities as well as possible. (Abdul Aziz Sholeh et.al. 2024 :82)

The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150) This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi, et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

IV. CONCLUSION

Based on the research results and discussion analysis, research conclusions were obtained to answer the problem formulation, research objectives and proposed hypotheses as follows:

- a. Work discipline has no effect on the workload of Kalimantan Province Bappeda employees and the hypothesis put forward is not proven to be true.
- b. Social capital in the workplace has no effect on the workload of North Kalimantan Province Bappeda employees and the hypothesis proposed is not proven to be true.
- c. Work discipline influences the performance of North Kalimantan Province Bappeda employees and the hypothesis put forward is proven to be true.
- d. Social capital in the workplace influences the performance of North Kalimantan Province Bappeda employees and the hypothesis proposed is proven to be true.

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