

# Influence of work discipline on employee performance as mediation on work motivation at PT. Satria Utama Garut Regency

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**ABSTRACT**

Work discipline is a mediator in this study, this study compares the direct and indirect effects of work discipline on employee performance to improve employee performance through effective and efficient proofing, which is measurable based on output and company-standard operational procedures. Many research has shown that work discipline has an impact on employee performance and work motivation. Employee performance is also influenced by work motivation as well, and is considered that work motivation can mediate the work discipline on employee performance. Respondents in this study are all employees of PT. Satria Utama in Garut Regency. There are 118 employees in total, and path analysis is the technique used direct and indirect. The study's findings indicate that every variable falls within the "high" category. The study's findings also have shown a positive and significant, both direct and indirect effect, direct effect value being higher than the indirect effect.

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**1. Introduction**

Employee performance has a relationship with company performance, increasing employee performance will improve company performance, and because of that have to concern (Kurnia & Senen, 2020). The company can know about outcome of employee performance base on quality and quantity of company operation standard (Kurnia et al., 2023). Employee's performance measured by past and present to know, employee's performance has increasing or declining (Khassawneh & Elrehail, 2022). Indicators of employee performance can be measured such as the outcome of quality, quantity, timeliness, present at work, and cooperativeness factors significantly impact employee performance and company (Mathis & Jackson, 2019).

Work discipline is importance to increasing employee performance. Employees do not work discipline, which impacts not only their performance but also their safety, such as safety tools have to use (Kurnia, 2020). Because of that, Work discipline should be maintained to ensure employee safety and minimize risks (Alhempri et al., 2024). Work discipline should abide to keep the safe employee in working and minimize the risks that happen or avoid (Lopez-Cabarcos et al., 2022). Work discipline is important to increasing employee performance, the safety of employees, and company performance (Efendi et al., 2020).

As a result of employees arriving late, other work is disrupted, so that the loading and unloading work schedule is not according to schedule, because other employees replace their work, so an adjustment process is needed first, which takes time (Tanjung & Rasyid, 2023). Delays in delivery of goods make consumers disappointed, because of that delivery of goods needs to be on time (Felayati et al., 2021), Delays in delivery of building materials have an impact on work time, time wasted waiting for goods results in financial losses (Ariyanto et al., 2019). Dissatisfied customers can change to another supplier (Soepiadhy et al., 2011).

Work discipline is not only for safety, but one of the performance assessments is for an exemplary employee (Ihemereze et al., 2023). No matter how good an employee's performance is, if they are not disciplined at work, it will hinder them and the work of other employees (Maryani et al., 2021). Because of that, the organization has to give rewards and punishments (Ulantini et al., 2022). Gives appreciation to employees obedient to the rules and punishment for every indiscipline, starting from warning to termination, the punishment is adjusted based on the level of the error (Ugoani, 2020). Employees have good work motivation, and every action they do has an impact on their performance assessment, it is will improve their performance (Sumadi & Santoso, 2022).

Employee discipline regarding company regulations, such as obeying, coming in on time, taking breaks on time, and going home during working hours, is one of the employee performance assessments based on time (Kurnia, 2020). Giving rewards to employees with work attendance from time assessment becomes employee motivation to obey the rules because it is one of the recognitions of work discipline (Marlina et al., 2021). Work motivation can mediation between work discipline and employee performance, both direct and indirect have a positive and significant effect (Mentari et al., 2023).

Work motivation is important to keep employee's performance staying on top (Rahayu & Wardhani, 2023). Because of that, work motivation should be a concern in increasing employee performance, it is impact to company performance (Riyanto et al., 2021). Employees with high motivation at work will focus on solutions when found trouble at work (Sugiarti, 2021). Work motivation can be increased by appreciation based on the outcome more than the target or standard of the company (Widarto et al., 2022). It is necessary to pay attention to things that can increase work motivation.

Work motivation was influenced by employee's performance direct and indirect impact (Saputra & Suwandana, 2024). Work discipline directly impacts employee performance and indirectly through work motivation (Lutfi et al., 2023). Both have a relationship that influences each other positively and significantly (Charalampous et al., 2022). It is importance, because can increasing employee performance and will impact to company performance (Lopez-Cabarcos et al., 2022). We must pay attention to things that increase work discipline and employee motivation (Lopez-Cabarcos et al., 2022).

The focus of this study are employees of PT. Satria Utama at Garut Regency. This company is a company engaged in the distribution of building materials. After covid-19 the number of orders increased and required additional employees. Additional employees required increased supervision, to ensure employees comply with regulations in using equipment, vehicles and safety equipment. Non-compliance with the rules not only has a bad impact, but also employee safety.

Some of the employees come to the office late, and this has an impact on other employees because it disturbs the schedule of distribution. It is not good only for the company, the customer because their work is late, because of this. If this condition always happens, customers will be looking for a new supplier. Based on last year's data, by 2023 the number of employees late was increasing.

In loading and unloading goods, there is a queue schedule and people who chase them, as a result of the delay in the transport vehicle, the transport schedule changes, including the employee work schedule, so that it takes time to adjust, late delivery will hinder the consumer's work, this results in losses for the consumer. The importance of PT. Satria Utama employees are disciplined to arrive on time, and because of that work can be completed on schedule.

The focus of this study is to improve employees' performance through work discipline and work motivation. Work motivation as mediation between work discipline and employee performance. It is important to pay attention factor to increasing work discipline and work motivation, this is not only for employees but also for company performance. This study should be a solution to decreasing employees' performance at PT. Satria Utama Garut Regency.

## **2. Research Method**

### **Work Discipline**

Work discipline refers to the set of regulations, rules, or policies that employees are expected to follow in an organization. It involves punctuality, adherence to rules, fulfilling duties, and maintaining productivity standards. It ensures organizational order and the smooth functioning of business operations (Kreitner & Kinicki, 2017). Work discipline encompasses the behaviors and attitudes employees are expected

to maintain while carrying out their work responsibilities. It includes accountability, commitment to the organization's values, and the capacity to align personal goals with the company's objectives (F. Luthans et al., 2020). Work discipline is a system of standards that govern employees' behavior and performance within an organization, promoting efficiency, compliance with procedures, and professional conduct. It is vital for maintaining productivity and fostering a culture of responsibility and reliability (S. P. Robbins & Judge, 2023). In brief work discipline is obedience to all regulations of the organization.

Indicators of work discipline such as: a) Reliability: Being dependable and consistently fulfilling responsibilities. b) Self-discipline: Maintaining control over personal behavior to ensure productive outcomes. c) Integrity: Honesty and ethical conduct in the workplace. d) Responsiveness to Feedback: Willingness to accept and act on corrective feedback for continuous improvement. e) Goal Orientation: Staying focused on achieving the organization's objectives (F. Luthans et al., 2020).

According to Robbins & Judge, (2023) there are: a) Compliance with Procedures: Following organizational guidelines, processes, and safety protocols. b) Accountability: Taking responsibility for one's actions and decisions in the workplace. c) Consistency: Demonstrating regular and predictable performance over time. d) Work Engagement: Showing commitment, enthusiasm, and dedication to job responsibilities. e) Respect for Authority: Obeying management instructions and cooperating with leadership directives.

Based on stated as previously. Work discipline has a good impact on employee performance, it will increase company performance (Sarini et al., 2020). Employees' obedience to company regulations not only increases their performance but also avoids and minimizes risks in work (Lutfi et al., 2023). Came on time is a good start for work, the employees are not in a hurry to work, which can minimize mistakes in work (Syamsuddin et al., 2021; Lestari et al., 2024).

### **Work Motivation**

According to (Locke & Latham, 2023), Work Motivation is a set of energetic forces that originate both within and beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration. This definition emphasizes that motivation is driven by both internal factors (e.g., personal goals) and external factors (e.g., organizational rewards). According to Robbins & Judge, (2023), that understanding work motivation can help managers design a work environment that facilitates motivation, including: a) Providing constructive feedback, b) Creating challenging and clear goals, c) Ensuring autonomy in work, and e) Recognizing and appreciating employee contributions. According to Rivai, (2019), work motivation are a series of processes that influence individual behavior to achieve goals set in work. In this context, work motivation is influenced by various factors originating from within the individual (intrinsic) and factors from the work environment (extrinsic).

Work motivation was influenced by many factors, the motives of every individual and organization were different. According to (Luthans & Doh, 2021) several indicators of works motivation. such as: a) Goal Setting: The extent to which employees have specific, measurable, achievable, relevant, and time-bound (SMART) goals. Clear goals enhance motivation by providing direction and benchmarks for success. b) Recognition and Reward: The acknowledgment of employee contributions, which can be both intrinsic (personal satisfaction) and extrinsic (bonuses, promotions). Effective reward systems boost motivation by reinforcing desired behaviors. c) Job Satisfaction: The level of contentment employees feels about their work, including aspects such as job roles, work environment, and relationships with colleagues. Higher job satisfaction correlates with higher motivation. d) Autonomy: The degree to which employees have control over their work processes. Greater autonomy fosters intrinsic motivation by allowing employees to make decisions and take ownership of their tasks. e) Engagement: The level of emotional commitment employees had toward their organization and its goals. Engaged employees are more likely to be motivated to perform well. f) Feedback: Regular, constructive feedback helps employees understand their performance and areas for improvement, thereby motivating them to enhance their skills and contribution.

Herzberg's Two-Factor Theory identifies factors that affect employee motivation. Herzberg divides these factors into motivators (factors that increase job satisfaction) and hygiene factors (factors that prevent dissatisfaction but don't necessarily motivate). Intrinsic Factors models are as follows: a) Achievement: A sense of accomplishment and meeting personal goals in one's job. b) Recognition: Receiving acknowledgment and praise for one's work from colleagues or supervisors. c) Work Itself: The extent to which the job is engaging, challenging, and meaningful. d) Responsibility: The level of autonomy and control over one's tasks and decisions. e) Advancement: Opportunities for growth, promotion, and career progression. f) Personal Growth: The availability of opportunities to develop new skills and knowledge.

Extrinsic Factors such as: a) Company Policies: Fair and transparent policies that impact employees' work conditions. b) Supervision: The quality of supervision, including support and clarity of expectations. c) Salary: Fair compensation that meets or exceeds industry standards. d) Interpersonal Relations: Positive relationships with colleagues and supervisors. e) Working Conditions: Physical environment, including safety, comfort, and access to resources. f) Job Security: Stability and assurance of continued employment.

Work motivation is important to improve employee performance. It will good impacted company performance. Impact of work motivation such as: Enhanced Job Performance, High levels of motivation lead to increased effort and better performance. Motivated employees tend to go above and beyond in their tasks, leading to higher productivity and quality of work (Diem et al., 2022). Increased Employee Engagement, motivated employees are characterized by a deep emotional connection to the organization and its goals, leading to improved outcomes (Evangeline & Gopal, 2016). Improved organizational commitment, motivated employees are more likely to feel committed to their organization, resulting in higher loyalty and willingness to contribute to organizational goals (Miao et al., 2020).

Employee Compliance with Procedures and Accountability for their work is the responsibility because the punishment for indiscipline, it is made employee obey to rules (Mentari et al., 2023). Giving awards is a form of company recognition for employees who consistently work on time and finish on time, finishing the job as the Standard Operating Procedure of the company (Shalsabila et al., 2023). It drives an employee to improve their performance because if their work is one the best they will get recognition based on their achievement (Salsabillah et al., 2023) and fulfill one of their need (Ihensekien & Joel, 2023). This shows that work motivation mediates work discipline and employee performance (Bratha et al., 2023), other research has shown that work motivation can mediation between work discipline and employee performance (Diantara & Arief, 2024; Tanjung & Rasyid, 2023)

### **Employee Performance**

Rivai et al., (2019) stated: Performance is real behavior displayed by each person, as employees produce work achievements according to their wishes in the company. According to Kasmir (2019), Performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain time. According to Wibowo (2019), Performance is the willingness of a person or group of people to carry out or improve activities by their responsibilities with the expected results.

Employee Performance were determinants many factor, Mathis & Jackson (2020), such as: Quantity is measured from employee perceptions of the number of assigned activities and their results. Quality can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities. The results of the work done are close to perfect or meet the expected goals of the work. Timeliness is measured from employee perceptions of an activity completed from the beginning of time to output. Can complete at the specified time and maximize the time available for other activities. Effectiveness, maximum utilization of resources, and time available in the organization to increase profits and reduce losses. Attendance, the level of employee attendance in the company can determine employee performance.

According to Robbins & Coulter (2021), Performance indicators are tools to measure the extent of employee performance achievement. There are five criteria for employee performance. The quality of employee work can be measured from employee perceptions of the quality of work produced and the perfection of tasks about employee skills and abilities. Quantity is the amount produced expressed in terms of the number of units, and the number of activity cycles completed. Punctuality is the degree to which an activity is completed at the stated start time, seen from the perspective of coordinating with output results and maximizing the time available for other activities. Effectiveness here is the level of use of organizational resources (labor, money, technology, and raw materials) maximized to increase the results of each unit in the use of resources. Independence is the level at which a person will be able to carry out their work functions without receiving assistance, guidance, or supervision.

### **Hypothesis**

The grand theory of this research is the theory of human resource management. Human resource management is how-to approach and prepares you for the issues and dilemmas face in work, it is including planning. Organizing, implementing, and controlling to achieves goal of individual, groups, and organization (Robbins & Judge, 2023).

The middle theory as the solution of this study is organizational behavior. Organizational behavior studies the relationships between individuals, groups, and organizations that influence and can improve performance. Applying it is hopefully can solve the problem of poor performance not only for individuals, but also for groups and organizations (Robbins & Judge, 2023).

Personal control of an individual's behavior is part of organizational behavior, especially about some things that can improve employee performance should pay attention. Work discipline increases employee performance because arriving on time at work allows one to start work without hurry and minimizes mistakes (Saputra & Suwandana, 2024). Dimension of work discipline by Rivai et al., (2019) That work discipline has several dimensions, including the following: Attendance, Compliance with work regulations, Compliance with work standards, and Ethical work.

Work motivation can increase employee performance. Work motivation has a direct and indirect effect (Efendi et al., 2020). According to various researcher, work motivation will influenced by work discipline (Widarto et al., 2022). On another researcher, work discipline has a good impact on work motivation ( Alhempri et al., 2024; Lutfi et al., 2023), it needs to be paid attention to by the organization (Lopez-Cabarcos et al., 2022; Riyanto et al., 2021; Sarini et al., 2020; Syamsuddin et al., 2021;(Kurnia, 2020)

### Research methodology

The methodology of study, used in this research is descriptive and verification. This study explains all variables. The populations are samples of all 118 staff members of this Company. All data are processed using software the Statistical Program for Social Science tools because all respondents who had been tested earlier were valid and reliable. Data analysis uses path analysis to predict each independent variable's direct and indirect impact on the dependent variable.

### 3. Result and Discussion

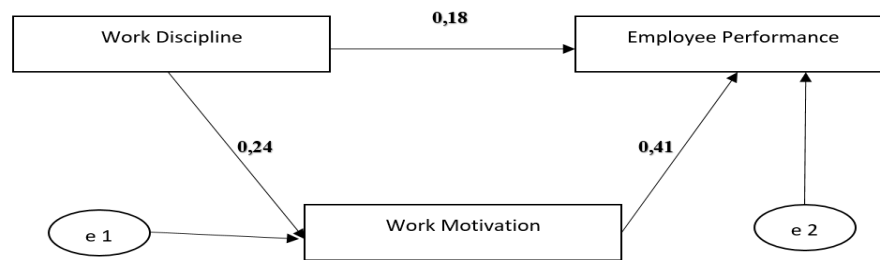
The result of this study were from 118 questionnaires that were delivered. The first finding based on sex was that 82,20% were men and 17,80% were women. Second, according to their level of education, 49,15% of respondents had a junior high school, 35,90% of respondents had a senior high school, 10,17% of respondents had a D3, and 4,78% of respondents had a D4 or bachelor's degree. Third, long time their work at the company, 30,51% of respondents have worked less than 5 years, 38,99% of respondents have worked start 6-10 years, 16,95% of respondents have worked start 11-15 years, 13,55% of respondents have been working more than 16 yaers.

**Table 1.** Questionnaire recapitulation result

Variable	Percentage	Information
Work Discipline	79,63	High
Work Motivation	72,81	High
Employee Performance	78,34	High

Table 1 shows the results of the personal PT. Satria Utama has a high degree of expertise. It shows workers have been obedient to the company's regulations. Employees of PT. Satria Utama has high motivation because their contribution is appreciated, such: as a bonus gift to the employee that reaches a target or more. Lastly, the level of employee performance of PT. Satria Utama was high-level ranked. This shows the outcome of the employee's performance work as standard company.

The Model of this research helps with the Statistical Program for Social Science software to determine the outcomes of path analysis:



**Figure 1.** The model of research

Based on Figure 1 the impact of each variable independent shown has a positive correlation with the dependent variable because all variable regression was positive value.

**Table 2.** Direct effect

	Regression Weight		Estimate	t	Signification
Work Motivation	←	Work Discipline	0,24	6,326	0,03
Employee Performance	←	Work Discipline	0,18	3,893	0,00
Employee Performance	←	Work Motivation	0,41	9,159	0,00

Based on Table 2 Work discipline has positive and significant effects on work motivation in partial. Obtain  $t_{count} = 6,326 > t_{table} = 1,981$  with a significant value of  $0,05 > 0,03$ ,  $H_a$  was accepted. This shows work discipline has a positive and significant effect on work motivation. This study shows increasing work discipline will increase work motivation. The previous studies support the findings that hypothesized that work discipline influences work motivation (Sarini et al., 2020; Lutfi et al., 2023; Syamsuddin et al., 2021), However, the results of those different shows have insignificant effects on work discipline and work motivation (Saputra & Suwandana, 2024; Widarto et al., 2022).

Work discipline in partial effect was shown in the coefficient 0,18, obtains  $t_{count} = 3,893 > t_{table} = 1,981$  with significant  $0,05 > 0,00$ . It shows employee performance has a significant and positive effect to Employees Perfomence. This study shows increasing work discipline will increase employee performance. The previous studies support the findings that hypothesized that work discipline influences employees performance (Lestari et al., 2024; Lusitawati et al., 2023; Hikmah Perkasa et al., 2023; Oppong & Wooton, 2020; Milliana et al., 2023; Pakpahan & Noviandy Aulia, 2022), but the results of this different shows have insignificant effects on work discipline and employees performance (Widarto et al., 2022; Sutaguna et al., 2023).

Work motivation in partial effect was shown in the coefficient 0,41, obtains obtains  $t_{count} = 9,159 > t_{table} = 1,981$  with significant  $0,05 > 0,00$ , then  $h_a$  accepted. It shows work motivation has a positive and significant effect on employee performance. This shows increasing work motivation will increase employee performance. The previous studies support the findings that hypothesized that work motivation influences employees performance (Milliana et al., 2023; Syamsuddin et al., 2021; Sugiarti, 2021; Lusitawati et al., 2023; Diem et al., 2022; Evangeline & Gopal, 2016; Miao et al., 2020). But the results of this different shows have insignificant effects on work motivation and employees performance (Widarto et al., 2022; Saputra & Suwandana, 2024; Pakpahan & Irfan, 2022).

**Table 3.** Indirect effect

	Regression Weight		Estimate
Employee Performance	←	Work Discipline	0,098

Tables 2 and 3 show work discipline's direct and indirect effect on employee performance. Work discipline has an indirect effect on employee performance is 0,098, and it is mediated by work motivation. The finding of this research is that the direct effect is a higher regression weight value than the indirect ( $0,24 > 0,098$ ), making the Direct Effect Path, where work discipline directly influences work motivation, the most effective approach. Because of that, work disciplines are important to increasing employee performance with direct and indirect effects by work motivation. Work discipline should be a concern for organizations to enhance their productivity. Several studies have found that work motivation mediates the relationship between work discipline and employee performance (Lutfi et al., 2023; Syamsuddin et al., 2021; Pakpahan &

Aulia, 2022;Oppong & Wooton, 2020). However other research shows an insignificant effect, which means work motivation does not mediate between work discipline and employee performance (Alhempri et al., 2024; Widarto et al., 2022).

#### 4. Conclusion

The finding of this study was that work discipline, work motivation, and employee performance are high levels. Directly, work discipline and work motivation have significant and positive on employee performance with each influenced by 0,18% and 0,41%. Work motivation has been mediating between Work Discipline and Employee Performance with influences of 9,8%. However, a more effective path directs work discipline on employee performance. More high work discipline will increase work motivation and employee performance. Should pay attention to work discipline, as it impacts their performance and organization. Based on the result of this study giving punishment to employees who come late to the office and any action violation, give punishment starts from a warning to fired. Giving awards is a form of recognition for employees who have good work discipline and achievements, this will motivate them to work. This study's findings are not generalist to other research and could have different results if applied to various scales of companies, industries, and multinational companies. Each region has different cultures, environments, and education levels. It does not guarantee the same results in other companies.

Many limitations of this study. First, the next researcher used the Partial Least Square (PLS) to know more details and to find from the strongest to the weakest of indicators. Second, an urban area has more tight competitors than a rural area. Third, try to research multinational companies with more variations of samples. Fourth, combinations with other variables to find a novelty.

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