



The Influence of Work Discipline as an Intervening Variable in the Effect of Work Motivation on Employee Performance at PT Graha Sarana Duta (Telkom Property) West Jakarta

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ABSTRACT

Through work discipline, this study seeks to ascertain how employee performance is impacted by work motivation. The employees of PT Graha Sarana Duta (Telkom Property) in West Jakarta are the subjects of a quantitative study using causality. Using census sample procedures, 60 respondents from various groups participated in this study. This analysis's methodology makes use of the statistical program SPSS version 26 for hypothesis testing. With a significance level of 0.00, the study's findings show that work motivation has a t-count value of 5.103, which is higher than 2.001 (t-table). At a significance level of 0.00, workload also displays a t-count value of 4.082, which is higher than 2.001 (t-table). The t-count value for work discipline, on the other hand, is 4.136, which is higher than 2.001 (t-table) at a significance level of 0.00. According to the path analysis, the overall impact of work discipline on work motivation and performance was 0.305, which is less than the direct effect value of 0.556. This research concludes that employee performance is positively and significantly impacted by work motivation. Furthermore, work discipline is positively and significantly impacted by work motivation. Employee performance is influenced by work discipline to some extent. The path analysis indicates that employee performance and job motivation cannot be mediated by work discipline.

INTRODUCTION

Since human resource management will have a significant impact on a company's survival, it needs to be carefully prepared for from the beginning. A company's human resources form its foundation, and it is not unusual for businesses to suffer financial losses as a result of subpar human resources. Companies will find it much easier to accomplish their goals and aims if they have high-quality human resources (Karlina et al., 2020). Every business action involves human resources, and an organization's or agency's performance is largely dependent on them. In the current globalization era, there is fierce competition, particularly when it comes to employee performance. As a result, the challenge is to prepare competent workers who can compete with professionals or to prepare skilled, dependable, and high-quality resources to optimize employee performance within the company (Kale, 2023). Employee performance determines a company's or organization's ability to meet its objectives. When a worker effectively completes tasks in accordance with their assigned responsibilities, their work is evaluated based on both quantity and quality. This is known as employee performance. In order for employees to perform at their best and help the firm achieve its objectives, improving employee performance will benefit the business. A company's method of determining an employee's productivity is through employee performance evaluation (Saputra et al., 2023). Only with motivation and job discipline will employee performance be effective.

The subpar quality of staff work was recognized as the issue pertaining to employee performance based on the findings of a pre-survey interview with the housekeeping leader at PT Graha Sarana Duta (Telkom Property). There are still a lot of restrooms that are not well kept, which makes the floor slick and gives off an unpleasant smell. Furthermore, workers frequently postpone the start of work hours, which causes tasks to be completed later than scheduled. However, the efficiency of the use of chemicals and work equipment does not meet company standards, which leads to chemical waste and equipment damage. This issue highlights how crucial it is to strengthen work discipline in order to increase productivity, quality, and timeliness.

Additionally, motivation is a crucial concept for all employees to understand in a firm. According to Kusmiati et al. (2022), motivation is the innate human drive to take action in order to fulfil one's obligations. Having motivation is crucial for a business or group. This has an impact on the business, but it also has an impact on the workers, encouraging them to be enthusiastic and accountable for finishing their work. Employees that are motivated can put in more effort and consideration to meet organizational objectives. Employee performance will increase and a sense of fulfilment will result from meeting these demands. Apart from drive, discipline is also a crucial component. Discipline is a management strategy used to motivate staff to fulfil the requirements of several policies within an organization. In order for employees to collaborate with one another and enhance their work performance, employee discipline is used to enhance and mold their knowledge, attitudes, and conduct (Tarigan et al., 2021). In order to give firm

employees direction and counselling and maintain order, regulations are crucial.

LITERATURE REVIEW

Employee Performance

Performance depends on one's drive and capacity to finish a task or work. A person ought to possess a specific level of aptitude and willingness. Without a clear grasp of what will be done and how to do it, a person's willingness and skills are insufficient to accomplish anything. Performance is the actual behavior that each individual exhibits as a result of their work accomplishments in accordance with their position within the company (Widodo et al., 2022).

Work Motivation

Motivation is the drive from employees to carry out assigned tasks and to develop a sense of responsibility. Positive motivation can improve employee performance, in addition, discipline also has an impact on employee performance. Employees who are often late or absent tend not to achieve their work targets (Shihab et al., 2022).

Work Discipline

Employee understanding and willingness to follow company policies and procedures is known as work discipline. Leaders can influence employees to modify their conduct in accordance with current regulations by adhering to these standards and guidelines (Pebrianti et al., 2020).

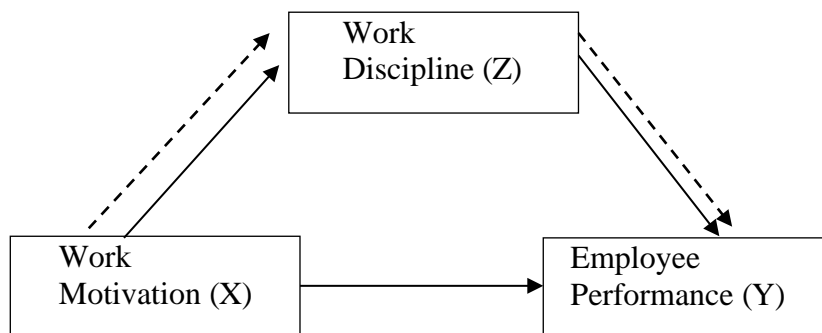


Figure 1. Employee Performance, Work Motivation, Work Discipline

METHODOLOGY

In order to gather data for this study, which uses a causal quantitative approach, 60 employees of PT Graha Sarana Duta (Telkom Property) in West Jakarta were given questionnaires. Respondents were given a questionnaire with questions pertaining to every characteristic and a rating scale ranging from 1 to 5, which represents extremely high disagreement to very high levels of agreement. Measurement of work motivation is understood through indicators related to hard work, efforts to advance, selected colleagues and use of time (Fransiska et al., 2020). Meanwhile, measurement of work discipline includes indicators such as attendance, adherence to work standards, high level of alertness, and ethical work (Nawir et al., 2024). Employee performance is measured based on indicators that include work quality, punctuality, effectiveness and independence (Ibrahim et al., 2021). After the data is obtained,

further analysis will be carried out using instrument testing, hypothesis testing, and path analysis, all of which will be processed through SPSS edition 26.

RESULT AND DISCUSSION

Table 1. Validity Test Results

No	Items In The Questionnaire	Correlated Item - Total Correlation (r-count)	r-table	Information
1	X.1	0,611	0,2542	Valid
2	X.2	0,660		Valid
3	X.3	0,590		Valid
4	X.4	0,625		Valid
5	X.5	0,664		Valid
6	X.6	0,640		Valid
7	X.7	0,596		Valid
8	X.8	0,627		Valid

Source: Primary Data processed by SPSS, 2025

Because the SPSS calculation results are greater than 0.2542, all of the statement items about the work motivation variable in the above table are legitimate and accurate. in order for the work motivation variable to be measured.

Table 2. Validity Test Results

No	Items in the Questionnaire	Correlated Item - Total Correlation (r-count)	r-table	Information
1	Z.1	0,666	0,2542	Valid
2	Z.2	0,644		Valid
3	Z.3	0,668		Valid
4	Z.4	0,677		Valid
5	Z.5	0,692		Valid
6	Z.6	0,556		Valid
7	Z.7	0,608		Valid
8	Z.8	0,612		Valid

Source: Primary Data processed by SPSS, 2025

Because the SPSS calculation results are greater than 0.2542, all of the statement items on the work discipline variable in the above table are legitimate and accurate. Therefore, all of the work discipline variable's statement items are accurate and legitimate, allowing for the work discipline variable to be measured.

Table 3. Validity Test Results

No	Items in the Questionnaire	Correlated Item - Total Correlation (r-count)	r-table	Information
1	Y.1	0,612	0,2542	Valid
2	Y.2	0,567		Valid
3	Y.3	0,536		Valid
4	Y.4	0,698		Valid
5	Y.5	0,577		Valid
6	Y.6	0,567		Valid

7	Y.7	0,618	Valid
8	Y.8	0,698	Valid

Source: Primary Data processed by SPSS, 2025

Because the SPSS calculation results are greater than 0.2542, all of the statement items on employee performance variables in the above table are legitimate and accurate. Therefore, it is possible to conduct employee performance variable measures since every statement item of employee performance variables is legitimate and accurate.

Table 4. Reliability Test

No	Variable	Nilai Cronbach Alpha	Value Requirements	Information
1	Work motivation (X)	0,775	0,70	Reliable
2	Work Discipline (Z)	0,790		Reliable
3	Employee performance (Y)	0,756		Reliable

Source: Primary Data Processed by SPSS, 2025

The results of calculations using SPSS 26 are shown in Table 4, where each variable's Cronbach alpha value is more than 0.70. These findings demonstrate the validity of the study and its ability to measure research variables consistently.

Table 5. Normality Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.22836800
Most Extreme Differences	Absolute	.076
	Positive	.076
	Negative	-.057
Test Statistic		.076
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Primary Data Processed by SPSS, 2025

Table 5 indicates that the data is normally distributed since the Kolmogorov-Smirnov Test normality test indicates that the significance value obtained from Asymp. Sig is 0.200, indicating that the value mentioned is > 0.05.

Table 6. Hypothesis Testing

No	Variable	t		Sig	
		t _{result}	t _{table}	Result	5%
1	Work Motivation - Employee Performance	5,103	2,001	0,00	0,05
2	Work Motivation - Work Discipline	4,802	2,001	0,00	0,05
3	Work Discipline - Employee Performance	4,136	2,001	0,00	0,05

Hypothesis 1

The work motivation variable's t-count value on employee performance is $5.103 > t\text{-table } 2.001$, according to the computation findings. $0.00 < 0.05$ is the significance value. H_{a1} is accepted because the results show work motivation significantly influence employee performance. In particular, work motivation is associated with increased employee performance at PT Graha Sarana Duta (Telkom Property) West Jakarta. The most influential thing on work motivation is the indicator of effort to progress and the most influential employee performance is the indicator of work quality. If you always try to learn new things, you will get broader knowledge and the work results that will be obtained will be free from errors, with the effort to progress owned by an employee, it will be able to provide good work quality for the company.

The study's findings are consistent with those of two other studies (Pratiwi et al., 2024; Hidayat et al., 2024), which found that employee performance is significantly impacted by work motivation. Employees with high motivation will work more actively and with greater enthusiasm, which will improve performance.

Hypothesis 2

The work motivation variable on work discipline has a t-count value of $4.802 > t\text{-table } 2.001$, according to the computation findings. Because the data demonstrate that work motivation significantly influences work discipline, the significance level $0.00 < 0.05$. H_{a2} is adopted. In particular, work motivation is associated with increased work discipline at PT Graha Sarana Duta (Telkom Property) West Jakarta. The most influential thing on work motivation is the indicator of effort to progress and the most influential work discipline is the indicator of ethical work. If someone always tries to learn new things, they will definitely understand all the regulations that have been set by the company and will always avoid any behavior that can harm the company or others. With the effort to progress owned by an employee, the employee will work ethically and will always maintain the company's image. The findings of this study support those of other research that found a relationship between work motivation and work discipline (Utameyasa et al., 2023; Candana et al., 2020). The company's attempts to enhance discipline are linked to employee motivation at work.

Hypothesis 3

The results of the computation indicate that the work discipline variable's t-count value on employee performance is $4.136 > t\text{-table } 2.001$. A significant value of $0.00 < 0.05$ is found. H_{a3} is approved since the findings indicate that employee performance is significantly impacted by work discipline. In particular, work discipline is associated with increased employee performance at PT Graha Sarana Duta (Telkom Property) West Jakarta. The

indicator of ethical work is the most influential aspect of work discipline, while the indicator of work quality is the most influential aspect of employee performance. Employees who work ethically and refrain from actions that are harmful to the company or others will create high-quality work and prevent mistakes. If an employee refrains from acting in a way that is harmful to the organization or others, good performance outcomes will be produced.

The findings of this study support those of earlier research (Rohaeni et al., 2024), which found that work discipline improves employee performance. Employees that are disciplined will perform better at work and be more productive for the firm. According to study, there is a good and considerable influence on employee performance (Airani et al., 2024).

Hypothesis 4

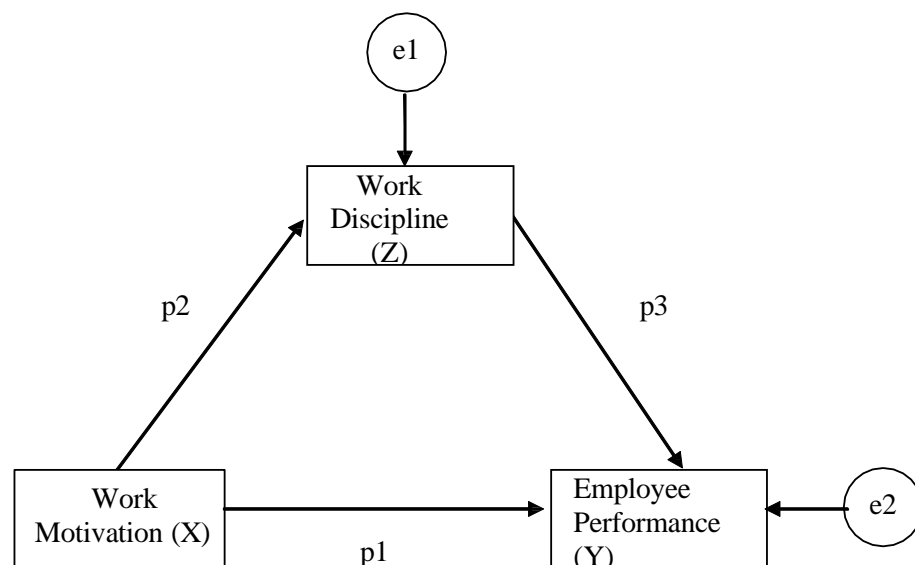


Figure 2. Hypothesis 4

The values of e1 and e2 are $\sqrt{1 - 0.284} = 0.846$ and $\sqrt{1 - 0.469} = 0.938$, respectively. The route analysis results demonstrate that work motivation can both directly and indirectly affect employee performance, specifically from work motivation to work discipline (as a mediator) to employee performance. While the indirect influence must be calculated by transferring the indirect coefficient, which is $(0.533) \times (0.472) = 0.251$ or the total influence of work motivation to employee performance = $0.305 + (0.533 \times 0.472) = 0.556$, the direct influence's magnitude is 0.305 (standardized). Therefore, the direct influence's value is less than the whole influence's value. H0, the fourth hypothesis, is rejected. Since Ha is approved, hypothesis 4, according to which employee performance is impacted by work motivation through work discipline, will be statistically examined. It can be argued that if an employee consistently seeks to learn new things and refrains from actions that could endanger the business or others, they will perform well and avoid errors. They will also be able to produce high-quality work for the company if they make an effort to advance and work morally.

1. PT Graha Sarana Duta (Telkom Property) West Jakarta employees' performance is positively and significantly impacted by work motivation. According to this, a person who consistently seeks to learn new things will undoubtedly comprehend all corporate rules and refrain from any actions that could endanger the business or other people.
2. PT Graha Sarana Duta (Telkom Property) West Jakarta employees' work discipline is positively and significantly impacted by work motivation. According to this, if someone consistently seeks to learn new things, they will undoubtedly comprehend all corporate rules and refrain from any actions that could endanger the business or other people.
3. PT Graha Sarana Duta (Telkom Property) West Jakarta employees' performance is positively and significantly impacted by work discipline. According to this, an employee will provide good and error-free performance results if they refrain from acting in a way that is harmful to the business or other people.
4. The work discipline of PT Graha Sarana Duta (Telkom Property) West Jakarta personnel influences work motivation, which in turn influences employee performance. One could argue that if an employee consistently seeks to learn new things and refrains from actions that could endanger the company or others, they will perform well and avoid mistakes. They will also be able to produce high-quality work for the company if they make an effort to advance and work morally.

CONCLUSIONS AND RECOMMENDATIONS

The goal of this study, according to the author, is to learn more about how work motivation affects employee performance through work discipline. As a result, further researchers may uncover new information that influences employee performance in conjunction with other factors.

FURTHER RESEARCH

The obstacle faced by researchers is the unwillingness of PT Graha Sarana Duta (Telkom Property) West Jakarta to provide employee performance data.

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