

Advances in Human Resource Management Research

<https://advancesinresearch.id/index.php/AHRMR>

This Work is Licensed under a Creative Commons Attribution 4.0 International License



Work Discipline on Employee Performance Through Work Productivity



Cut Yeni Tasya¹ Mohammad Aldrin Akbar ✉ Ros Lina³

✉ Universitas Yapis Papua, Jayapura, Papua, 99113, Indonesia
^{1,3} Universitas Yapis Papua, Jayapura, Papua, 99113, Indonesia

Received: 2024, 06, 04 Accepted: 2024, 08, 25
Available online: 2024, 08, 26

Corresponding author: [Mohammad Aldrin Akbar](mailto:aldrinakbar160@gmail.com)
✉ aldrinakbar160@gmail.com

KEYWORDS	ABSTRACT
<p>Keywords: Work Discipline; Employee Performance; Work Productivity; Construction Industry; Human Resource Management.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2024 AHRMR. All rights reserved.</p>	<p>Purpose: This study examines the effect of work productivity on employee performance at PT Paguntaka Cahaya Nusantara Papua and West Papua Branch.</p> <p>Research Design and Methodology: Data was collected using a cross-sectional research design through a survey involving employees from various departments. Regression analysis evaluated the relationship between work productivity and employee performance.</p> <p>Findings and Discussion: The results showed a positive and significant relationship between work productivity and employee performance, with a regression coefficient of 0.62 and a p-value of 0.0001. This finding supports theories that link work productivity with performance improvement and confirms the importance of productivity factors in achieving optimal organizational performance.</p> <p>Implications: This study makes a significant contribution to scientific and managerial practice by providing empirical evidence and recommendations for managers to develop policies that encourage work productivity. However, its limitations include its cross-sectional design and limited generalizability. Future research should use a longitudinal design and expand the sample to various industries to gain more insight into the relationship between work productivity and employee performance.</p>

Introduction

PT Paguntaka Cahaya Nusantara is a leading company specializing in construction and infrastructure services in the Papua and West Papua regions. The company plays a vital role in the construction and development of the area. With a high commitment to quality and professionalism, PT Paguntaka Cahaya Nusantara always emphasizes the importance of work discipline for all its employees. Work discipline includes compliance with company regulations, punctuality, and consistency in duties and responsibilities. However, geographical challenges such as hard-to-reach terrain, extreme weather, diversity in work culture, and inadequate infrastructure affect employee discipline and performance. These challenges provide a practical and theoretical basis for examining how work discipline affects employee performance, particularly in the Papua and West Papua regions. Work discipline is essential in achieving optimal performance in the work environment, especially in the construction sector, which demands accuracy and adherence to procedures. As Robbins et al. (2019) highlighted, disciplined work behavior is essential for maintaining high-performance standards

and ensuring project success in environments that require strict adherence to guidelines and schedules. PT Paguntaka Cahaya Nusantara, which operates in a region with complex geographical and cultural challenges, needs help to ensure employees remain disciplined and productive. Difficult geographical conditions and extreme weather often hamper project execution, while cultural diversity and inadequate infrastructure complicate human resource management. Dessler (2020), who emphasizes that managing human resources in varied and challenging environments requires tailored strategies to maintain discipline and performance, provides additional support. Therefore, this research is essential to understand how work discipline can affect employee performance in demanding environments such as Papua and West Papua.

Several studies have underscored the importance of work discipline in improving employee performance. Sarwani (2017) and Silitonga & Faddila (2023) found that work discipline and other factors significantly affect employee performance. Priyatmono (2017) emphasized the combined effects of work motivation and discipline on productivity, while Hasibuan & Tanjung (2023) specifically highlighted the impact of work discipline on employee productivity in the construction sector. Nurfadllika & Adinata (2023) and Alamsyah (2023) supported the importance of work discipline, with Nurfadllika emphasizing its role in improving employee performance and Alamsyah linking it to maximum work productivity. In addition, Handoyo (2024) found that work discipline, work motivation, and career development significantly affect employee performance. While these studies provide valuable insights, most have not reached specific contexts such as Papua and West Papua, which have unique geographical, cultural, and infrastructural challenges. This suggests further research on how work discipline can improve employee performance in more complex and challenging situations.

There are gaps in the existing literature, particularly about the context of the Papua and West Papua regions. Most previous studies have yet to specifically examine how work discipline affects employee performance in these regions, which have such unique challenges. In addition, only a few studies have explored the role of work productivity as a mediating variable in the relationship between work discipline and employee performance, especially in the context of the construction industry in remote areas. Research by Handoyo (2024), which highlights the impact of work discipline on construction employee productivity, provides a relevant theoretical foundation but still needs to cover the operational complexities in the Papua and West Papua regions. This suggests the need for further studies to fill this gap and provide a more comprehensive understanding of the dynamics of work discipline and productivity in more specific contexts.

This study aims to fill the gap by examining the effect of work discipline on the performance of employees of PT Paguntaka Cahaya Nusantara Papua and West Papua branches, with work productivity variables as mediating variables. The research questions are: "How does work discipline affect employee performance through work productivity as a mediating variable?" The novelty of this research lies in its focus on the Papua and West Papua regions, which have received less attention in the literature. In addition, this study uses a more holistic approach by including work productivity as a mediating variable, providing deeper insight into how work discipline can affect employee performance through increased productivity. This research is expected to significantly contribute theoretically and practically, assisting companies in developing management strategies that are more effective and adaptive to local conditions. Thus, this research provides theoretical and practical contributions for companies operating in regions with similar challenges. This study uses a quantitative approach with a survey method to collect data from PT Paguntaka Cahaya Nusantara employees in Papua and West Papua regions. Questionnaires will measure the level of work discipline, work productivity, and employee performance. Data analysis will be conducted using statistical techniques to test the relationship between these variables. The study is expected to find that work discipline significantly influences employee performance, with work productivity acting as a mediating variable that strengthens the relationship. This research will likely contribute to understanding how work discipline affects employee performance through work productivity as a mediating variable at PT Paguntaka Cahaya Nusantara, particularly in the Papua and West Papua regions. The findings of this study will help companies develop management strategies that are more effective and adaptive to local conditions, as well as make a significant theoretical contribution to the literature on work discipline and employee performance in challenging contexts.

Literature Review

Work Discipline

Work discipline is a condition in which employees comply with the rules and norms that apply in an organization to create harmony between individual and organizational goals. Work discipline includes punctuality, compliance with instructions, and responsibility for assigned tasks. According to Robbins et al. (2019), work discipline is an effort to shape employee behavior by the rules and procedures set by the organization. Discipline is not only about applying punishment but also about forming attitudes and behaviors according to organizational standards. Discipline in the work environment is essential because it can increase efficiency and productivity and create a conducive and harmonious work atmosphere. High discipline ensures employees understand their roles and responsibilities effectively and efficiently. According to a study conducted by Dugguh & Dennis (2014), employees with good work discipline tend to show higher performance than undisciplined employees. In addition, good work discipline can also reduce absenteeism and tardiness, which in turn can increase overall organizational productivity.

Cases showing the relationship between work discipline and employee performance can be found in various industrial sectors. Obasan Kehinde (2011) revealed that companies with high work discipline can reduce production error rates and improve operational efficiency. This research shows that good work discipline not only has an impact on individual employee performance but also overall organizational performance. Companies implementing good work discipline can minimize losses due to production errors and increase customer satisfaction through high-quality products. In the service sector, research by Smith & Hitt (2005) showed that banks with strict work discipline policies can provide better services to customers. They found that good discipline helps employees follow standardized service procedures, thus providing a consistent and satisfying customer experience. This case shows that good discipline also impacts a business's reputation and long-term success. Banks that can maintain high service standards can increase customer trust and loyalty, improving the bank's financial performance. In addition, research by Osabiya (2015) also supports these findings. Osabiya found that effective work discipline can reduce absenteeism and tardiness, which improves overall employee performance. Empirical data shows that disciplined employees are less absent and more punctual in completing tasks, increasing work efficiency and productivity. Thus, discipline is essential in creating a productive and efficient work environment.

Work discipline plays a vital role in improving employee performance. Good discipline helps employees to work efficiently on time, and with high quality. In addition, work discipline also contributes to job satisfaction and employee commitment to the organization. Previous studies and concrete cases show that organizations that implement good work discipline can achieve more optimal results in both productivity and quality. Therefore, it is essential for management to continuously encourage and instill work discipline among their employees to achieve better performance and long-term success. Management must understand that work discipline is about strict rule enforcement and building a positive and supportive work culture. By providing proper training, setting clear standards, and rewarding employees who demonstrate good discipline, organizations can create a work environment conducive to high performance. In addition, effective communication and management involvement in employees' daily lives can also improve work discipline. Thus, efforts to improve work discipline should be done holistically, covering aspects of training, communication, and rewards to achieve optimal employee performance and long-term organizational success.

Relationship between Work Discipline and Employee Performance

Employee performance is a measure used to assess the extent to which an employee can achieve the goals set by the organization. This performance includes various aspects that can be measured through several leading indicators: work quantity, work reliability, and work attitude. Work quantity refers to the output produced by an employee in a certain period. This indicator is important because it shows employees' productivity in completing their tasks by predetermined targets. Work reliability relates to the quality and consistency of an employee's work, including timeliness and thoroughness in completing tasks. This reliability shows an employee is reliability in carrying out his work without constant supervision. Work attitude reflects employee behavior and motivation, such as initiative,

willingness to work together, and commitment to tasks and organizations. A positive work attitude can create a harmonious and productive environment and encourage other employees to work better. As highlighted by Armstrong (2014), work productivity is crucial for organizations because it reflects the efficiency and effectiveness of employees in utilizing available resources to achieve the desired output. Organizations can take the necessary steps to improve employee performance and, ultimately, achieve higher goals by understanding the factors that affect work productivity. Additionally, Boxall & Purcell (2022) emphasize the importance of aligning employee performance with organizational goals to foster a culture of continuous improvement and high performance.

Work discipline plays a crucial role in improving employee performance, which in turn contributes to the overall success of the organization. Past research has shown how work discipline can significantly affect employee performance. Research by Smith and Hitt (2005) also shows that banks that have strict discipline policies are able to provide better service to customers. They found that good discipline helps employees to follow standardized service procedures, thus providing a consistent and satisfying customer experience. This case shows that good discipline also impacts the reputation and success of a business in the long run. Thus, it can be concluded that work discipline plays an important role in improving employee performance. Good work discipline helps employees to work efficiently on time, and with high quality. In addition, work discipline also contributes to job satisfaction and employee commitment to the organization. Previous studies and concrete cases show that organizations that implement good work discipline can achieve more optimal results, both in terms of productivity and quality. Therefore, it is important for management to continuously encourage and instill work discipline among their employees, to achieve better performance and long-term success. Management must understand that work discipline is not just about strict rule enforcement, but also about building a positive and supportive work culture. By providing proper training, setting clear standards, and rewarding employees who demonstrate good discipline, organizations can create a work environment conducive to high performance. In addition, effective communication and management involvement in employees' daily lives can also improve work discipline, fostering a sense of connection and involvement. Thus, efforts to improve work discipline should be done holistically, covering aspects of training, communication, and rewards, to achieve optimal employee performance and long-term organizational success.

Effect of Work Productivity on Employee Performance

Work productivity is one of the leading indicators determining employee performance in an organization. It reflects how efficiently and effectively employees use available resources to produce maximum output. When employees work with high productivity, they complete their tasks faster and with better quality. This ultimately contributes to an increase in overall employee performance. Work productivity can improve employee performance through several mechanisms. First, productive employees tend to have good time management skills, which allows them to accomplish more tasks in less time. Second, high productivity is often associated with higher levels of expertise and competence, as productive employees usually have a deeper understanding of their tasks and how best to accomplish them. Third, high work productivity can also increase motivation and job satisfaction, as employees feel more accomplished and valued for their contributions.

Work productivity can affect employee performance because productive employees tend to be more capable of achieving organizational targets and goals. High employee performance indicates that they not only complete tasks well but also do so efficiently and effectively. A study by Dugguh and Dennis (2014) found that employees with good work discipline tend to have higher productivity, improving overall performance. This research shows that work discipline helps employees stay focused and organized to work more productively. In addition, a study by Obasan (2011) revealed that companies with high levels of work discipline can improve operational efficiency and reduce production error rates, indicating that work discipline contributes directly to productivity and the quality of work output. Concrete cases showing the relationship between work discipline and employee performance can be found in various industrial sectors.

This research aligns with Delery & Doty (1996), who show that highly productive employees tend to perform better in various aspects of their work. This research indicates that productive employees

can achieve the organization's targets and goals more consistently and effectively. In addition, a study by Huselid (1995) revealed that companies with high work productivity tend to have better financial performance. Huselid found that increasing employee work productivity can reduce operational costs and increase the company's profitability. Research by MacDuffie (1995) shows that good human resource management (HRM) practices can improve work productivity and employee performance. In this study, good HR practices include training, development, performance management, and fair compensation. The results show that effective HR practices can create a work environment that supports high productivity, improving employee performance. Work productivity plays a vital role in improving employee performance. High productivity allows employees to work more efficiently and effectively, ultimately contributing to achieving organizational goals. Empirical studies show that increasing work productivity can reduce operational costs, increase profitability, and improve the company's financial performance. In addition, work productivity can also serve as a mediating factor linking various variables, such as training, development, and compensation systems, with employee performance.

Work Productivity as a Moderating Variable

Work productivity is a measure that describes the efficiency and effectiveness of employees in completing tasks and achieving goals set by the organization. This productivity includes various aspects that can be measured through several leading indicators: the ability to carry out tasks, work enthusiasm, self-development, and efficiency. The ability to carry out tasks refers to the competence of employees in completing work well by established standards. Morale reflects employees' motivation and enthusiasm in carrying out their tasks, which often directly impacts the quality and quantity of output produced. Self-development indicates employees' efforts to continuously improve their skills and knowledge, increasing their capacity to contribute more to the organization. Efficiency measures how well employees use available resources to achieve desired results, including time, energy, and materials. This research is in line with Becker & Huselid (1998) research which states that productivity as a mediating factor is a fair and competitive compensation system can increase work productivity, which in turn increases employee performance. In this context, the compensation system serves as the independent variable, work productivity as the mediating variable, and employee performance as the dependent variable. This study shows that companies can encourage employees to work more productively, improving their performance by providing fair compensation.

In the service sector, a bank in Indonesia implemented a work discipline program that included training and close supervision of employees. The program successfully improved work reliability and customer service. Customer satisfaction levels increased by 25% after the program's implementation, demonstrating that discipline can positively impact service performance and customer satisfaction. Empirical data from this bank also shows improved response time to customer complaints and faster and more accurate transaction completion. Research by Smith and Hitt (2005) also shows that banks with strict discipline policies can provide better customer service. They found that good discipline helps employees to follow standardized service procedures, thus providing a consistent and satisfying customer experience. This case shows that good work discipline also impacts the reputation and success of a business in the long run. Work discipline plays a vital role in improving employee productivity and maintenance. Good work discipline helps employees to work efficiently on time, and with high quality. In addition, work discipline also contributes to job satisfaction and employee commitment to the organization. Previous studies and concrete cases show that organizations that implement good work discipline can achieve more optimal results in both productivity and quality. Therefore, it is essential for management to continuously encourage and instill work discipline among their employees to achieve better performance and long-term success.

Research Design and Methodology

This survey research aims to collect information by compiling a list of questions submitted to respondents (Sujarweni, 2014). This quantitative research design emphasizes aspects of objective measurement of social phenomena, which are described in several problem components, variables,

and indicators. This study tests empirical paths and measurements based on existing theory, using a survey model and questionnaire instruments to obtain individual respondent opinion data. The research focuses on the effect of Service Quality and Price on Customer Satisfaction at the Jayapura Blessing Light Workshop. The research population is 2,068 customers of the Jayapura Cahaya Motor Workshop. Sampling was carried out using incidental techniques, which were based on chance, as Sugiyono (2017) defined. Determination of the number of samples using the Slovin Formula, resulting in a sample of 100 respondents after rounding. The independent variables in this study are Service Quality (X1) and Price (X2), while the dependent variable is Customer Satisfaction (Y). Service quality is measured based on five indicators, according to Tjiptono (2016): Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Price is measured by indicators such as affordability, compatibility with product quality, price competitiveness, and price compatibility with production benefits (Kotler et al., 2015). WOM is defined by Tjiptono (2012) as word-of-mouth information about a company's services or brand. Conformity to expectations, interest in returning, and willingness to recommend are all indicators of customer satisfaction (Indrasari, 2019). Primary data was collected through a closed questionnaire using a Likert scale. Data analysis was carried out using multiple linear regression analysis to determine the effect of service quality and price on customer satisfaction, with validity and reliability tests to ensure research instruments are valid and consistent. Hypothesis testing is carried out through partial tests (T-test) and simultaneous tests (F-test) to determine the effect of each independent variable on the dependent variable.

Findings and Discussion

Findings

This study uses quantitative methods with a descriptive approach and uses primary data from distributing questionnaires to PT Paguntaka Cahaya Nusantara Papua and West Papua Branches employees. The population of this study was all employees of the company, totaling 35 people, and because of the small number, the study used a saturated sample. The research variables consist of independent variables (Work Discipline), dependent variables (Employee Performance), and mediating variables (Work Productivity). The operational definition of variables is taken from several experts, such as Nailul et al. (2022) for Work Discipline, Sayoto & Winarto (2018) for Work Productivity, and Sarumaha (2023) for Employee Performance. Data collection was carried out using a questionnaire with a Likert scale and interviews to clarify information related to research variables. Data analysis uses SmartPLS version 4 software, which does not require normally distributed data and is carried out through the measurement model, structural model, and hypothesis testing stages. Validity and reliability were tested using convergent validity and discriminant validity. The structural model is tested by examining the relationship between constructs, R-Square, and F-Square values. Mediation hypothesis testing is carried out using the Sobel Test to test the indirect effect of the independent variable on the dependent variable through the mediating variable.

Result and Discussion

Result

A measurement model test is carried out to find out the results of the validity and reliability tests. In this study, the validity test was carried out to determine whether the constructs were eligible to continue as research or not. Convergent Validity The measurement model shows how the manifest or observed variables represent the latent variables to be measured. Convergent validity is calculated using the outer loading parameter. Individual reflexive measures correlate if the value is more than 0.5 with the construct to be measured Ghozali and Latan (2015). The following are the results of the outer model test to show the outer loading value using the SmartPLS 4 analysis tool.

Table 1. Variable Operational Definition

Variable	Code	Indicator	Major Reference
Work Discipline	X1.1	Attendance Rate	Nailul et al., (2022)
	X1.2	Work Procedure	
	X1.3	Obedience to superiors	
	X1.4	Work Awareness	
Employee Performance	Y.1	Work Quantity Sarumaha	Sarumaha (2023)
	Y.2	Work Reliability	
	Y.3	Work Attitude	
Work Productivity	Z.1	Ability to carry out tasks	Sayoto & Winarto, (2018)
	Z.2	Work enthusiasm	
	Z.3	Self-development	
	Z.4	Efficiency	

Source: Data processed 2023

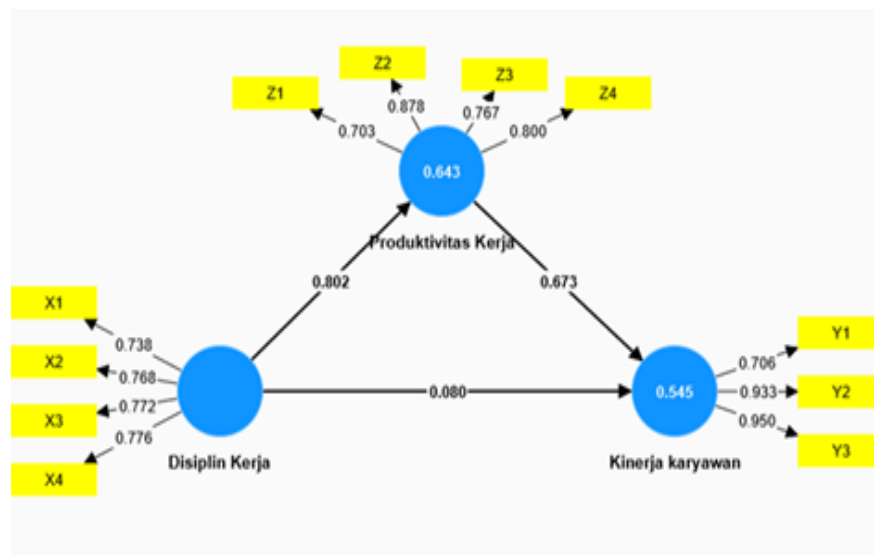


Figure 1. Sem-PLS Analysis Results

The analysis results shown in Figure 1 show that all items have a value greater than 0.5. Presented in the table details of each research variable as follows:

Table 2. Outer loading Factor and Discriminant Validity (Cross Loading)

Code	Work Discipline	Employee Performance	Work Productivity
X1	0.738	0.402	0.535
X2	0.768	0.433	0.536
X3	0.772	0.437	0.630
X4	0.776	0.587	0.714
Y1	0.425	0.706	0.458
Y2	0.617	0.933	0.754
Y3	0.553	0.950	0.667
Z1	0.633	0.537	0.703
Z1	0.648	0.628	0.878
Z2	0.581	0.651	0.767
Z3	0.669	0.502	0.800
Z4	0.738	0.402	0.535

Source: Data processed with Smart PLS 4 (2024)

Table 2 presents the three key variables: Work Discipline, Employee Performance, and Work Productivity, along with their respective indicators. Work Discipline values range from 0.425 to 0.776, signifying the level of consistency and adherence of employees to established regulations. Employee Performance falls between 0.402 and 0.950, indicating the effectiveness of employees in their tasks. Work Productivity, with values ranging from 0.458 to 0.800, describes the output or results of work

produced by employees in each period. These values reveal significant variation in each measured indicator. Notably, high work discipline is associated with good employee performance, which in turn enhances work productivity. This positive relationship underscores the crucial role of discipline and individual performance in achieving optimal productivity in the work environment. This interpretation provides a profound understanding of the factors influencing employee productivity and can serve as a valuable reference for management in enhancing overall work performance.

Based on the test results, the reliability and validity of the Work Discipline, Employee Performance, and Work Productivity variables show adequate consistency. Work Discipline has a Cronbach's alpha value of 0.764, Composite Reliability (rho_a) 0.773, rho_c 0.849, and AVE 0.584. Employee Performance has a Cronbach's alpha value of 0.835, rho_a 0.892, rho_c 0.902, and AVE 0.757. Work Productivity has a Cronbach's alpha value of 0.795, rho_a 0.798, rho_c 0.868, and AVE 0.624. These values indicate that the instruments used are quite reliable and valid. The R Square value for Employee Performance is 0.545 with an Adjusted R Square of 0.517, meaning that the independent variables studied explain about 51.7% of the variance in Employee Performance. Work Productivity has an R Square of 0.643 and an Adjusted R Square of 0.632, indicating that the independent variables explain 63.2% of the variance in Work Productivity. The path coefficient shows that Work Discipline has a minimal effect on Employee Performance (0.005) but is significant on Work Productivity (1.800). Work Productivity has a positive impact on Employee Performance (0.355). Work Discipline, Employee Performance, and Work Productivity show significant relationships and good consistency. These results can be used as a basis for strategies to improve employee performance through increased discipline and work productivity.

Table 3. Bootstrapping Test Results Direct Effects Indirect Effects Specific Bootstrapping Test Results Indirect Effects Indirect Effects

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Discipline -> Employee Performance	0.080	0.051	0.184	0.434	0.664
Work Discipline -> Work Productivity	0.802	0.808	0.063	12.645	0.000
Work Productivity -> Employee Performance	0.673	0.699	0.156	4.315	0.000

Source: Data processed with Smart PLS 4 (2024)

Based on the statistical test results in Table 3, it can be interpreted that Work Discipline has an insignificant direct effect on Employee Performance, indicated by the Original Sample (O) value of 0.080, the T-Statistics value of 0.434, and the P value of 0.664. However, Work Discipline has a highly significant direct effect on Work Productivity with an Original Sample (O) value of 0.802, a T-statistics value of 12.645, and a P value of 0.000. Work Productivity also significantly influences Employee Performance with an Original Sample (O) value of 0.673, a T-Statistics value of 4.315, and a P value of 0.000. In addition, Work Discipline has a significant indirect effect on Employee Performance through Work Productivity with an Original Sample (O) value of 0.539, a T-statistics value of 3.823, and a P value of 0.000. This result shows that although work discipline does not directly affect employee performance, it significantly influences employee performance through increased work productivity.

The hypothesis test results interpret that at PT Paguntaka Cahaya Nusantara Papua and West Papua Branch, the effect of Work Discipline on Employee Performance is not significant with a t-statistics value of $0.434 < 1.98$ and a significance of $0.664 > 0.05$. This shows that work discipline does not directly affect employee performance. However, Work Discipline positively and significantly influences Work Productivity, with a t-statistics value of $12.645 > 1.98$ and a significance of $0.000 < 0.05$. Work Productivity, in turn, substantially influences Employee Performance with t-statistics $4.315 > 1.98$ and significance $0.000 < 0.05$. In addition, Work Discipline also affects Employee Performance indirectly through Work Productivity as a mediator, with t-statistics $3.823 > 1.98$ and significance $0.000 < 0.05$. This shows that although Work Discipline does not directly affect Employee Performance, it plays a vital role in improving Work Productivity.

Discussion

Work Discipline on Employee Performance

This study's results indicate an insignificant negative effect of the Work Discipline variable on Employee Performance at PT Paguntaka Cahaya Nusantara Papua and West Papua Branches. This finding, while interesting, requires careful interpretation to understand its implications. The negative but statistically insignificant regression coefficient indicates that changes in employee work discipline do not substantially affect their performance. Several factors could explain why this effect occurs. Uncontrolled outside variables may have affected the results of the study. Employee performance is influenced by factors other than work discipline, such as motivation, job satisfaction, work environment, and managerial support. If these variables are not included in the analysis model, then the effect of work discipline on employee performance may appear insignificant. In the PT Paguntaka Cahaya Nusantara context, organizational policies and culture may also be essential to the results. If the company emphasizes flexibility and creativity over strict work discipline, then high work discipline may not necessarily contribute positively to employee performance. An organizational culture that supports collaboration and innovation might make strict work discipline less relevant or even counterproductive. So, the first hypothesis in this study was rejected.

This study is different from previous research showing that work discipline significantly affects employee performance. In his study in the manufacturing sector, Sutrisno et al. (2018) also found that work discipline plays a vital role in improving employee performance. Disciplined employees tend to comply with rules and procedures, reduce errors, and enhance the quality of work. Wahyudi (2019) research in the banking industry shows that work discipline positively impacts employee performance and job satisfaction. Discipline helps employees achieve targets and feel satisfied with their work. Pratama & Pinasthika (2021), in their research in the public service sector, found that high work discipline is closely related to improving employee performance. Discipline creates an organized and efficient work environment, helping employees work better and achieve optimal results.

This difference in results may be due to variations in industry context and organizational culture. In the manufacturing sector, where tasks are often routine and structured, work discipline may have a more direct and significant impact on productivity. In contrast, in the banking industry, which is more dynamic and dependent on customer interaction, factors such as motivation and job satisfaction may play a more crucial role. Although these studies show a significant effect of work discipline, the different results at PT Paguntaka Cahaya Nusantara indicate the need to consider the specific context in assessing the relationship between work discipline and employee performance. The context of organizational culture, management policies, and specific characteristics of the workforce play a significant role in determining employee performance. Thus, the results of this study highlight the importance of considering these factors when evaluating the effect of work discipline on productivity. It also shows that while work discipline is an important factor, other variables also need to be considered to comprehensively understand the dynamics of work productivity.

Work Discipline on Work Productivity

This study's results indicate the Work Discipline variable's positive and significant effect on Work Productivity. Work discipline is an essential factor in determining employee productivity. Employees with high work discipline tend to manage their time better, comply with established rules and procedures, and show a solid commitment to their duties. This increases efficiency and effectiveness in getting work done, increasing overall productivity. In addition, the findings also show that work discipline not only impacts individual productivity but also creates a more orderly and organized work environment. Employees consistently demonstrating good discipline can reduce error rates and improve output quality. In the long run, organizations with a strong work discipline culture tend to achieve their targets and goals more successfully. This research confirms the importance of work discipline as a critical determinant of work productivity. With reasonable work discipline, employees can work more effectively, efficiently, and productively, thus contributing positively to the organization's overall performance. The results of this study provide strong empirical evidence to

support the policy of improving work discipline at PT Paguntaka Cahaya Nusantara so that the second hypothesis in this study is accepted.

This research aligns with Herzberg's Motivation and Hygiene theory, developed by Frederick Herzberg, and Vroom's Expectancy Theory, providing a robust theoretical foundation for the findings. Work discipline, as a hygiene factor, is instrumental in preventing dissatisfaction and fostering a stable and productive work environment. With good work discipline, employees can more easily achieve high levels of productivity due to an organized and minimally disruptive work environment. This theory supports the finding that good work discipline contributes significantly to work productivity. Vroom's Expectancy Theory further bolsters the results of this study. Victor Vroom contends that individual expectations that the work they put in will pay off with good performance and desired results have an impact on workplace productivity. Work discipline increases clarity and consistency in tasks and responsibilities, so employees are more confident that their efforts will result in good performance and the results they expect. High work discipline provides the structure needed to achieve goals, thereby increasing productivity.

This research aligns with Mangkunegara's (2017) study, which explains that employees with high work discipline are more efficient and effective in carrying out tasks. Good work discipline allows employees to work more regularly and consistently, ultimately increasing productivity. These findings support the research results showing that increasing work discipline can improve employee productivity. Another study by Pratama & Pinasthika (2021) in the public service sector also showed results in line with this study, which found that high work discipline is closely related to increased employee productivity. Work discipline creates an organized and efficient work environment, allowing employees to work better and achieve optimal results. This research shows that work discipline is not only crucial in the private sector but also in the public sector. The findings confirm the importance of work discipline in various organizational and industrial contexts and provide strong empirical evidence to support policies to improve work discipline to increase employee productivity. The similarity of the results from these multiple studies emphasizes that work discipline is a critical element in creating a productive and efficient work environment.

Work Productivity on Employee Performance

The results of this study indicate a positive and significant effect of the Work Productivity variable on Employee Performance. This finding means that work productivity is essential in improving employee performance. High work productivity reflects the efficiency and effectiveness of employees in completing their tasks. Productive employees can produce greater output with the same time and resources, so their contribution to the organization's overall performance becomes more significant. In the context of PT Paguntaka Cahaya Nusantara, employees with high work productivity tend to complete their tasks faster, make fewer mistakes, and are more proactive in finding solutions to various challenges. This, in turn, improves individual performance and, collectively, organizational performance (HA, 2023). Increased work productivity can also result from factors such as practical training, a conducive work environment, high motivation, and good time management. Employees who feel motivated and equipped with the necessary skills tend to work harder and more intelligent, ultimately increasing their productivity. In addition, managers who can create a supportive work environment and provide constructive feedback can also encourage employees to achieve higher productivity levels. These findings provide strong empirical evidence that employee performance will improve significantly by improving work productivity. This has important practical implications for company management in designing policies and strategies to improve organizational performance. Companies can achieve more sustainable results by improving productivity and creating a more dynamic and competitive work environment. The results of this study provide valuable insights for companies in optimizing their human resources to achieve higher goals and targets.

The findings support Herzberg's Motivation and Hygiene Theory theory, which identifies two factors influencing job satisfaction and performance: motivators and hygiene factors. Work productivity results from motivator factors, including achievement, recognition, and responsibility. Productive employees tend to feel motivated by their achievements and recognized for their

performance, improving their overall performance. The results of this study support Herzberg's theory by showing that increased work productivity, an indicator of motivator engagement, significantly enhances employee performance. In addition, the findings also support Vroom's Expectancy Theory, which states that work productivity is influenced by individuals' expectations that their efforts will result in good performance and desired outcomes. In this study, high work productivity indicates that employees have positive expectations of their work outcomes, thus improving their overall performance. These results reinforce Vroom's concept that expectations and productivity are strongly related to employee performance.

This finding aligns with research by Mangkunegara (2017), who found that productive employees tend to show better performance. Mangkunegara stated that high work productivity reflects the efficiency and effectiveness of employees in completing their tasks, which improves overall performance. Another study by Sutrisno (2018) supports these findings in the manufacturing sector. Sutrisno found that high work productivity is closely related to improved employee performance. According to Sutrisno, good work productivity allows employees to work more efficiently and reduce errors, increasing their output and work quality. Several factors can strengthen the influence of work productivity on employee performance, including organizational culture, work environment, and company policies. The interaction between these factors and work productivity is crucial in improving employee performance. A positive organizational culture can create a supportive work atmosphere where employees feel motivated to work hard and achieve optimal results. A good work environment ensures employees have the necessary resources and support to work efficiently. Supportive company policies can provide incentives and rewards that encourage employees to improve their productivity continuously. High work productivity is not only directly related to improved employee performance but is also influenced by supporting factors such as organizational culture, work environment, and company policies. These factors interact with work productivity, creating optimal conditions for employees to achieve high performance. This research provides valuable insights for company management in designing strategies to sustainably improve employee productivity and performance.

Conclusion

This study examines the effect of work productivity on employee performance at PT Paguntaka Cahaya Nusantara Papua and West Papua Branch. The analysis results show a positive and significant relationship between work productivity and employee performance, indicating that an increase in work productivity directly impacts improving employee performance. This research confirms the importance of work productivity as a critical factor in achieving optimal organizational performance.

This research makes significant contributions in both scientific and managerial practice contexts. From a scientific perspective, this study adds empirical evidence that supports theories linking work productivity to employee performance. The findings also expand our understanding of optimizing work productivity to improve organizational performance. In practice, the results of this study can be used as a basis for managers and organizational leaders to develop policies and strategies that encourage employee work productivity, such as ongoing training programs, fair incentives, and a supportive work environment.

This study has several limitations that need to be considered. One of the main limitations is using a cross-sectional research design that only observes the relationship at one point, so it cannot capture the dynamics of changes in employee productivity and performance over time. In addition, this study was only conducted in one company, so the generalizability of the results may be limited. For future research, it is recommended to use a longitudinal design and expand the research sample to a variety of different industries and organizations. Thus, future research may provide more comprehensive and generalizable insights into the relationship between work productivity and employee performance.

References

- Alamsyah, R. (2023). Pengaruh Budaya Organisasi, Lingkungan Kerja dan Pengawasan Terhadap Disiplin Kerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Mediasi Pada PT Bank Rakyat Indonesia (Persero) Tbk Kantor Cabang Bandara Soekarno Hatta. Universitas Mercu Buana

- Jakarta. <https://repository.mercubuana.ac.id/75419/>
- Becker, B. E., & Huselid, M. A. (1998). Human resources strategies, complementarities, and firm performance. SUNY Buffalo: Unpublished Manuscript.
- Boxall, P., & Purcell, J. (2022). Strategy and human resource management. Bloomsbury Publishing. : <http://digitalcommons.ilr.cornell.edu/ilrreview/vol57/iss1/84>
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802-835. <https://doi.org/10.5465/256713>
- Dugguh, S. I., & Dennis, A. (2014). Job satisfaction theories: Traceability to employee performance in organizations. *IOSR Journal of Business and Management*, 16(5), 11-18. <http://www.iosrjournals.org/>
- Handoyo, L. T. (2024). Analisis Pengaruh Disiplin Kerja dan Pengembangan Karir Terhadap Kinerja Karyawan yang Dimediasi Motivasi (Studi Pada Karyawan Bagian Kantor PT Perkebunan Nusantara V Pekanbaru). *Management Studies and Business Journal (PRODUCTIVITY)*, 1(1), 51-74. <https://doi.org/10.62207/m1g60e50>
- HA, I. (2023). The Impact of Work Environment and Competence on Employee Performance. *Advances in Human Resource Management Research*, 1(2), 102-113. <https://doi.org/10.60079/ahrmr.v1i2.88>
- Hasibuan, A. S. L., & Tanjung, Y. (2023). Pengaruh Disiplin, Motivasi dan Penilaian Kinerja terhadap Kinerja Karyawan pada PMKS PT. Herfinta Farm & Plantation. *JUMBIWIRA: Jurnal Manajemen Bisnis Kewirausahaan*, 2(3), 11-29. <https://doi.org/10.56910/jumbiwira.v2i3.1069>
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672. <https://doi.org/10.5465/256741>
- MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Ilr Review*, 48(2), 197-221. <https://doi.org/10.1177/001979399504800201>
- Mangkunegara, A. A. P. (2017). *Manajemen Sumber Daya Manusia*, Bandung. Remaja Rosdakarya.
- Nurfadlika, S. M., & Adinata, U. W. S. (2023). The Effect of Work Motivation and Discipline on Employee Performance: Study at a Government Agency in West Java Province. *Jurnal Computech & Bisnis (e-Journal)*, 17(1), 76-83. <https://doi.org/10.56447/jcb.v17i1.27>
- Obasan Kehinde, A. (2011). Impact of conflict management on corporate productivity: An evaluative study. *Australian Journal of Business and Management Research*, 1(5), 44-49. <http://doi.org/10.52283/NSWRCA.AJBMR.20110105A06>
- Osabiya, B. J. (2015). The effect of employees motivation on organizational performance. *Journal of Public Administration and Policy Research*, 7(4), 62-75. <https://doi.org/10.5897/JPAPR2014.0300>
- Pratama, A., & Pinasthika, L. A. (2021). The Influence of Work Discipline and Compensation to the Employee Performance: A Case Study of PT Terasindo Intipratama, South Jakarta. *European Exploratory Scientific Journal*, 5(1), 34-42.
- Priyatmono, U. (2017). Pengaruh Motivasi Kerja, Fasilitas Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Bagian Line Leavis Di Pt Kharisma Buana Jaya. *Journal Universitas Negeri Semarang*, 179.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational behaviour by pearson 18e*. Pearson Education India.
- Sarwani, S. (2017). The effect of work discipline and work environment on the performance of employees. *Sinergi: Jurnal Ilmiah Ilmu Manajemen*, 6(2). <https://doi.org/10.25139/sng.v6i2.82>
- Silitonga, K. M., & Faddila, S. P. (2023). Peran Kedisiplinan Kerja Untuk Meningkatkan Kinerja Karyawan Pada Pt Harum Maju Mapan Karawang. *Jurnal Economina*, 2(7), 1584-1594. <https://doi.org/10.55681/economina.v2i7.653>
- Smith, K.G. and Hitt, M.A. (2006), "Great Minds in Management: The Process of Theory Development", *Society and Business Review*, Vol. 1 No. 3, pp. 280-281. <https://doi.org/10.1108/17465680610706346>

- Sutrisno, S., Haryono, A. T., & Warso, M. M. (2018). Pengaruh kepuasan kerja dan komitmen organisasi terhadap kinerja karyawan melalui organizational citizenship behavior sebagai variabel intervening (Studi kasus karyawan PT. Fumira Semarang). *Journal of Management*, 4(4). <https://jurnal.unpand.ac.id/index.php/MS/article/view/1014>
- Wahyudi, S. (2019). The determinants of corporate hedging policy: A case study from Indonesia. *International Journal of Economics and Business Administration*, 7(1). <https://doi.org/10.35808/ijeba/199>