THE ROLE OF WORK DISCIPLINE IN MEDIATING THE EFFECT OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. XYZ

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Abstract. The role of work discipline in mediating the effect of work motivation on employee performance is crucial in a company. In the face of globalization and increasing competition, companies are required to understand and optimize these factors to enhance their performance and competitiveness. Therefore, this study aims to analyze the relationship between work motivation, work discipline, and employee performance. The research was conducted at PT. XYZ, with a sample of 71 employees determined using a saturated sampling technique. Data collection was carried out through interviews and questionnaire distribution. The data analysis technique used in this study was path analysis with SPSS. This study aims to analyze the mediating role of work discipline in the effect of work motivation on employee performance. The results show that work motivation and work discipline have a positive and significant effect on employee performance, work motivation has a positive and significant effect on work discipline, and work discipline partially mediates the effect of work motivation on employee performance. The theoretical implication of this study supports previous research findings, while the practical implication for PT. XYZ is to maintain employee performance, work motivation, and work discipline among its employees.
Keywords: Employee Performance; Work Motivation; Work Discipline

INTRODUCTION

Human resources (HR) play a crucial role in a company as they control other resources such as money, raw materials, machinery, and production facilities. When managed effectively, human resources can provide a competitive advantage. This can be achieved by optimizing talent management and creating a source of competitive advantage and high performance. The higher the employee's performance, the more loyal and motivated they are to work. Employees who enjoy and take pleasure in their work tend to deliver optimal performance.

Employee performance refers to the quality and quantity of work achieved by an employee in carrying out their tasks according to their assigned responsibilities. Performance is the overall result or level of success achieved by an individual over a certain period while performing their duties. Employees are expected to complete their tasks and responsibilities flawlessly, with minimal errors.

This study focuses on employees as human resources at PT. XYZ, a company engaged in sales, maintenance, and the supply of Toyota spare parts since 1975. The results of an initial survey on employee performance at PT. XYZ are presented in the following table:

Table 1. Pre-Survey Results

Statement	Yes	No	Total
I work according to my capabilities	5	10	15
I can complete my work on time	7	8	15
I always complete my tasks with full responsibility	6	9	15
I enjoy collaborating with colleagues	9	6	15

Source: Processed Data, 2024

The table above presents the preliminary survey results among Toyota Auto 2000 employees, indicating that they enjoy working with their colleagues. However, they do not always work according to their capabilities and do not consistently complete tasks with full responsibility. These findings suggest an issue with employee performance, as reflected by the high number of employees who selected "No" in response to the survey questions.

Work motivation is predicted to influence employee performance both directly and indirectly. The indirect effect is expected to be mediated by work discipline. Good motivation provided by leadership is likely to enhance employees' work discipline. Work discipline is a psychological attitude of an individual or group that reflects their willingness to follow or comply with established rules and decisions. According to Simamora (2018:476), discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Employee quality can be assessed based on their daily work discipline. High work discipline is expected to improve company inputs, ultimately enhancing employee performance. Hasibuan (2018:194) asserts that discipline must be enforced within an organization, as it is difficult for a company to achieve its goals without strong employee discipline. Therefore, discipline is a key factor in a company's success.

This issue is supported by research conducted by Hendrawan et al. (2016) and Taufiq (2016), which found a positive and significant relationship between work motivation and employee performance. However, Muchtar (2016) argued that motivation does not have a significant effect on employee performance. In this study, work discipline is positioned as a mediating variable between motivation and employee performance. This statement is supported by research from Sulaefi (2017) and Taufiq (2016), which identified work discipline as a mediating variable in the relationship between motivation and employee performance.

Based on the background discussion, this study is conducted under the title **"The Role of Work Discipline in Mediating the Effect of Work Motivation on Employee Performance at Toyota Auto 2000 Denpasar."**

Research by Olusadum (2018) found a significant relationship between motivation and performance. Supriyanto (2018) also concluded that work motivation has a positive and significant effect on employee performance. Similarly, research by Putra & Surya

(2023) confirmed that work motivation positively and significantly influences employee performance. Based on these studies, the first hypothesis is proposed:

H1: Work motivation has a positive and significant effect on employee performance.

According to Pahlevi (2019), work motivation has a positive and significant effect on employee discipline. Research by Trio Saputra (2019) indicated a positive and significant relationship between motivation and work discipline among employees at Hotel Permai Pekanbaru. Similarly, Lengkong Rumayar and Miramis (2019) found a significant relationship between motivation, work discipline, and employee performance. Sulaefi (2017) stated that individual motivation significantly influences work discipline. Kumarawati et al. (2017) also concluded that motivation positively and significantly affects work discipline, highlighting the role of leaders in motivating employees to complete tasks within a specified timeframe, which, in turn, enhances work discipline. Based on these findings, the second hypothesis is proposed:

H2: Work motivation has a positive and significant effect on work discipline.

Sidanti (2015) stated that work discipline has a positive effect on performance, emphasizing that strong work discipline can improve employee performance. Work discipline is a crucial attitude that enhances employee performance and helps organizations achieve their goals. Syamsuddinnor (2013) also highlighted the importance of work discipline, stating that it has a significant effect on employee performance. Employees with good discipline tend to improve both the quantity and quality of their work, ultimately enhancing overall performance. Based on this discussion, the third hypothesis is proposed:

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

Mulyani (2015) found that motivation positively and significantly affects employee performance, both directly and indirectly through work discipline. Hendrawan and Pradanawati (2017) concluded that work motivation has a positive and significant effect on employee performance when mediated by work discipline. Work discipline partially mediates the effect of motivation on employee performance, as the direct influence of motivation on performance is positive and significant, while work discipline plays a significant role in enhancing this effect. These findings align with research by Pahlevi (2019), which examined the impact of motivation on employee performance with work discipline as a mediating variable (a study on employees at Hotel Royal Sanur). Work discipline was also found to have a positive and significant effect on employee performance at the Proclamation Devotion Foundation. Research by Dewi and Surya (2023) confirmed that work discipline mediates the effect of motivation on employee performance at the Proclamation Devotion Foundation. Based on these findings, the fourth hypothesis is proposed:

H4: Work discipline mediates the effect of work motivation on employee performance.

RESEARCH METHODS

This study employs a causal correlational research design, meaning that it aims to

examine the cause-and-effect relationship between two or more variables using a quantitative approach (Sugiarto, 2022, p. 29). The research is conducted at PT. XYZ, a company selected based on the presence of issues related to employee performance. The study focuses on three main variables: work motivation, work discipline, and employee performance. The types of variables analyzed in this research are categorized into three: endogenous variables (employee performance), exogenous variables (work motivation), and moderating variables (work discipline).

The population in this study consists of all employees working at PT. XYZ, totaling 71 employees. The sample was determined using a saturated sampling technique. The data in this study comprise both quantitative and qualitative data. Quantitative data are obtained from the total number of respondents and their responses to the distributed questionnaires, while qualitative data reflect respondents' perceptions of the research object and a general overview of the company.

The data sources in this study are classified into two types: primary and secondary. Primary data refer to data that are directly provided by individuals responsible for data collection (Sugiyono, 2022, p. 137). In this study, primary data include interview results and questionnaire responses obtained from respondents. Secondary data, on the other hand, are data that do not directly provide information to the data collector (Sugiyono, 2022, p. 137). Secondary data used in this research are obtained from the company's official website and employee records at PT. XYZ.

Data collection methods include interviews and questionnaires. This study utilizes a questionnaire as a research instrument, containing structured questions that respondents answer in writing. The research instrument is based on a Likert scale, where each response is assigned a specific score for evaluation. The collected data will be analyzed using descriptive statistical tests, prerequisite tests (classical assumption tests), path analysis, VAF tests, and the Sobel test.

RESULTS AND DISCUSSION

The description of the subject characteristics in this study includes gender, age, highest level of education, and length of employment. The total sample involved in data collection consists of 71 employees at PT. XYZ. In terms of gender, the majority of respondents are male, accounting for 74.6% of the sample. This result is due to the fact that PT. XYZ primarily employs technicians, a profession generally dominated by men. Regarding age, most respondents fall within the 31–41 age range, making up 59.2% of the sample. This result is influenced by the fact that this age range is generally considered a productive phase in which individuals tend to have high energy and motivation. Additionally, they typically possess sufficient work experience, enabling them to adapt to job demands while still maintaining a strong willingness to learn and develop further. In terms of the highest level of education, the majority of respondents have a high school (SMA/SMK) background, accounting for 49.3% of the sample. This is because most jobs at PT. XYZ require specialized skills and in-depth knowledge, particularly in automotive

mechanics, which is often acquired through vocational education. Lastly, based on length of employment, the majority of respondents have been working at PT. XYZ for 1–5 years, with a percentage of 35.2%. This is attributed to the job rotation policy implemented by the company across its branches, which aims to provide employees with broader work experience.

Validity Test Results Table

No	Variables	Instrument	*Pearson Correlation's*	Information
1	Employee performance (Y)	Y1.1	0.638	Valid
		Y1.2	0.723	Valid
		Y1.3	0,787	Valid
		Y1.4	0.760	Valid
		Y1.5	0,819	Valid
2	Work motivation (X)	X1.1	0.710	Valid
		X1.2	0.702	Valid
		X1.3	0,692	Valid
		X1.4	0.703	Valid
		X1.5	0.655	Valid
3	Work Discipline (Z)	Z1.1	0.821	Valid
		Z1.2	0.781	Valid
		Z1.3	0.738	Valid
		Z1.4	0.634	Valid
		Z1.5	0.776	Valid

The results of the validity test in Table show that all instruments in the study used to measure employee performance variables, work discipline and work motivation have a correlation coefficient value with a total score of all instruments greater than 0.30. This proves that the statement items in the three variables in this study have met the requirements of data validity.

Reliability Test Results Table

No	Variables	*Cronbach's Alpha*	Information
1	Employee Performance (Y)	0.801	Reliable
2	Work Motivation (X)	0.725	Reliable
3	Work Discipline (Z)	0.799	Reliable

The results of the reliability test in this study indicate that the variables of employee performance, work discipline and work motivation obtained a Cronbach's Alpha value of

more than 0.60 so that all instruments in this study can be said to be reliable or have met the reliability requirements and can be used to conduct research.

The type of research used in this research is quantitative descriptive. The scale used to make measurements is divided into five criteria, starting from very low to very high. The scale division is based on each indicator measured and calculated using the formula (5-1): 5 = 0.80.

No	Average Score	Category		
		Employee performance	Work motivation	Work Discipline
1	1.00 - 1.80	Very Bad	Very Low	Very Low
2	1.81 - 2.60	Not good	Low	Low
3	2.61 - 3.40	Pretty good	High enough	High enough
4	3.41 - 4.20	Good	High	High
5	4.21 - 5.00	Very good	Very high	Very high

Employee performance in this research is positioned as a latent variable which is symbolically written with the letter Y. This variable will be measured using a Likert scale with a range of 1-5 followed by 5 statements.

No	Statement	Respondent's Answer (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I work according to my abilities	0	11	18	28	14	258	3.63	Good
2	I always finish my work on time	0	9	18	26	18	266	3.75	Good
3	I always complete the work given to me with full responsibility.	0	7	17	29	18	271	3.82	Good
4	I enjoy working with fellow co-workers	0	4	15	35	17	278	3.92	Good
5	I always take the initiative in solving work-related problems.	2	6	17	33	13	262	3.69	Good
Average								3.76	Good

Source: processed primary data, 2024

The table above explains the criteria for respondents' answers to the statements

submitted in the employee performance variable with the highest and lowest mean values. The explanation of the results will be described below:

The statement with the lowest mean value on the employee performance variable is "I work according to my abilities" with a score of 3.63. This value is included in the good criteria but is included in the statement with the lowest mean value compared to the other statements. This indicates that respondents still feel unable to apply creative ideas to problems in the company. On the other hand, the statement with the highest mean value on the employee performance variable is "I enjoy working with fellow co-workers" with a score of 3.92. This value is included in the good criteria and it can be concluded that in general the respondents in this research feel capable of finding creative ideas as solutions to problems in the company.

Work motivation in this research is positioned as a latent variable which is symbolically written with the letter X. This variable will be measured using a Likert scale with a range of 1-5 followed by 5 statements.

No	Statement	Respondent's Answer (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I feel satisfied receiving a bonus according to my personal performance assessment.	0	11	18	31	11	255	3.59	Tall
2	I am not afraid to leave my belongings because my work environment is safe.	0	16	12	32	11	251	3.54	Tall
3	The facilities provided by the company are appropriate for the work I do.	1	14	18	32	6	241	3.39	EnoughTall
4	My workplace always gives awards to every employee who achieves	0	10	16	29	16	264	3.72	Tall
5	The leaders at my workplace often give praise to motivate employees to produce maximum performance.	0	7	18	24	22	274	3.86	Tall
	Average							3.62	Tall

Source: processed primary data, 2024

The table above explains the criteria for respondents' answers to the statements submitted in the work motivation variable with the highest and lowest mean values. The explanation of the results will be described below:

The statement with the lowest mean value on the work motivation variable is "The facilities provided by the company are in accordance with the work I do" with a value of 3.39. This value is included in the fairly high criteria but is included in the statement with the lowest mean value compared to other statements. This indicates that respondents have the opinion that the facilities provided by the company are not in accordance with the work being done. On the other hand, the statement with the highest mean value on the work motivation variable is "The leader at my workplace often gives praise to motivate employees to be able to produce maximum performance" with a value of 3.86. This value is included in the high criteria and it can be concluded that in general respondents in this study feel that leaders often give praise to motivate employees.

Work discipline in this research is positioned as a latent variable which is

symbolically written with the letter Z. This variable will be measured using a Likert scale with a range of 1-5 followed by 5 statements.

No	Statement	Respondent's Answer (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I feel like I never come late to work.	2	13	25	18	13	240	3.38	High enough
2	I always wear a uniform and attributes according to the rules in the workplace.	0	3	13	24	31	296	4.17	Tall
3	I always comply with the SOPs that apply at work	0	7	24	23	17	263	3.70	Tall
4	I am always thorough when working	3	7	14	21	26	273	3.85	Tall
5	I feel like I've never done anything that violates the code of ethics at work.	0	9	16	28	18	268	3.77	Tall
Average								3.77	Tall

Source: processed primary data, 2024

The table above explains the criteria for respondents' answers to the statements submitted in the work discipline variable with the highest and lowest mean values. The explanation of the results will be described below:

The statement with the lowest mean value on the work discipline variable is "I feel like I never come late to work" with a value of 3.38. This value is categorized as quite high but is included in the statement with the lowest mean value compared to other statements. This indicates that the respondent has not been on time to come to work. On the other hand, the statement with the highest mean value on the work discipline variable is "I always wear a uniform and attributes according to the rules in the workplace" with a value of 4.17. This value is categorized as high and it can be concluded that in general the respondents in this study feel that they always wear uniforms and attributes according to the rules in the workplace.

Path Analysis Results on Sub-Structural 1 Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,695	2.004		6.333	0.000

Work motivation	0.341	0.109		0.354	3.146	0.002
R2	: 0.212					

From table above found analysis results track Sub-Structural 1 which produces the equation below:

Z=β2X + e1

Z= 0.354 X + e1

The equation above explains that the magnitude of the coefficient value successfully obtained by the work motivation variable is 0.354. This means that if work motivation increases, work discipline will increase, and vice versa if work motivation decreases, work discipline will decrease.

Path Analysis Results on Sub-Structural 2 Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.547	0.390		1,404	0.166
Work motivation	0.296	0.109	0.278	2,712	0.009
Work discipline	0.549	0.101	0.556	5,420	0,000
R2	: 0.528				

From table above, the results of the Sub-Structural path analysis 2 are obtained, which produces the equation below:

Y= β1X + β3Z + e2

Y= 0.278X + 0.556Z + e2

The equation above explains that the magnitude of the coefficient value successfully obtained by the work motivation variable is 0.278. This number means that work motivation has a positive direction of influence on employee performance, so that if work motivation improves, there will be an increase in employee performance. The opposite applies, namely if work motivation worsens, it will decrease employee performance.

The equation above also explains that the magnitude of the coefficient value successfully obtained by the work discipline variable is 0.556. This figure means that work discipline has a positive direction of influence on employee performance, so that if work discipline increases, employee performance will also increase.

Direct Influence, Indirect Influence of Work Motivation (X), on Work Discipline (Z) and Employee Performance (Y)

Influence of variables	Direct influence	Influence no directvia Z	Total Influence	Std. Error	Sig.	Results
X→Z	0.354		0.354	0.109	0.002	Significant
Z→Y	0.556		0.556	0.101	0,000	Significant
X→Y	0.278	0.256	0.534	0.109	0.009	Significant

The table above explains the results of the path analysis of each variable in this research. In addition to the form of direct and indirect influence, the table above can also see the magnitude of the error value. From the table above, it can be said that the total influence of variable X on Z is 0.354 with a sig of 0.002. The total influence of variable Z on Y is 0.556 with a sig of 0.000. The total influence of variable X on Y is 0.534, with a sig of 0.009, from this influence, the direct influence from X to Y is 0.278 while the indirect influence is 0.256.

Normality Test

The normality test in this study was conducted by testing the residual normality using the Kolmogorov-Smirnov statistical test. Data can be said to be normally distributed if the asymp. Sig. coefficient is greater than = 0.05. The results of the One-Sample Kolmogorov-Smirnov test can be displayed as follows.

Equality	Asymp. Sig. (2-tailed) Kolmogorov-Smirnov Z
Sub-structural 1	0.199
Sub-structural 2	0.200

Based on the normality test using the One-Sample Kolmogorov-Smirnov Test displayed in the table above, it shows that the value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov is 0.199 and 0.200. The value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov is greater than the alpha value of 0.05, indicating that the data used in this study is normally distributed, so it can be concluded that the model meets the assumption of normality.

Multicollinearity Test

If the tolerance value is ≤ 0.10 or equal to the VIF value ≥ 10, then all variables that will be included in the regression model calculation must have a tolerance above 0.10. If it is lower than 0.10, then multicollinearity occurs. Based on the results of the VIF value calculation, if it has a VIF value of less than 10, then there is no multicollinearity. The tolerance value and VIF value are shown as follows.

Model		Collinearity Statistics	
		Tolerance	VIF
Sub-structural 2	Work motivation	0.875	1.143
	Work discipline	0.875	1.143

Based on the table above, it is shown that there are no independent variables that have a tolerance value of less than 0.10 and there are also no independent variables that have a VIF value of more than 10. Therefore, the regression model is free from multicollinearity symptoms.

Heteroscedasticity Test

The Heteroscedasticity Test aims to test whether in the regression model there is inequality of variance from the residual of one observation to another. If the variance from the residual of one observation to another remains, it is called Homoscedasticity. Likewise, if the variance from the residual of one observation to another is different, it is called heteroscedasticity. A good regression model is a regression model that has a constant variance. If a regression model contains symptoms of heteroscedasticity, it will give deviant results. The table below is a statistical calculation using the glesjer method.

Equality	Model	T	Sig.
Sub-structural 1	Work motivation	1.100	0.275
Sub-structural 2	Work motivation	-0.329	0.743
	Work discipline	-1.671	0.099

The table above presents the results of the heteroscedasticity test for each sub-structural model based on absolute residual values. The analysis results indicate that the significance values of each sub-structural model vary; however, all significance values exceed the established alpha level of 0.05. These findings confirm that the independent variables used in this study do not have a significant influence on the dependent variable, indicating that the data in this study is free from heteroscedasticity issues.

From the conducted path analysis, the Beta coefficient value of the work motivation variable on employee performance is 0.278, with a significance value of 0.009. This result confirms that the first hypothesis is accepted, meaning that work motivation has a significant positive influence on employee performance. This implies that higher work motivation enhances employee performance at PT. XYZ. These research findings align with several previous studies, including those conducted by Putri and Sentoso (2022), Hoirunnisak and Izzati (2022), Nurdin et al. (2020), Widodo and Mawarto (2020), and Khan et al. (2019), which state that work motivation plays a significant role in shaping employee performance in a positive direction.

Furthermore, the path analysis results show that the Beta coefficient value of work

motivation on work discipline is 0.460, with a significance value of 0.000. This confirms that the second hypothesis is accepted, indicating that work motivation has a significant positive influence on work discipline. This finding suggests that higher work motivation leads to an increase in employee discipline at PT. XYZ. It further implies that work motivation can enhance employees' enthusiasm and sense of responsibility toward their job. These results align with several previous studies, including those by Maryen et al. (2023), Evawati et al. (2022), Wijayanti and Aini (2022), Prasetyo et al. (2023), and Djuraidi and Laily (2020), which found that work motivation significantly and positively affects work discipline.

Additionally, the path analysis results indicate that the Beta coefficient value of work discipline on employee performance is 0.556, with a significance value of 0.000. This confirms that the third hypothesis is accepted, suggesting that work discipline has a significant positive influence on employee performance. This implies that higher work discipline leads to improved employee performance at PT. XYZ. These findings are consistent with previous studies conducted by Dahri and Aqil (2018), Endarwati et al. (2022), Sena (2020), Pramezwary et al. (2022), and Kumar et al. (2022), which conclude that work discipline significantly influences employee performance in a positive direction.

Based on the Sobel test analysis, the calculated Z-value is 3.008, which exceeds the critical value of 1.96. This result confirms that the fourth hypothesis is accepted, indicating that work discipline serves as a significant mediator in the relationship between work motivation and employee performance at PT. XYZ. Additionally, the VAF test results show a calculated value of 47.92%, which falls within the 20–80% range. This indicates that the mediation effect of work discipline is categorized as partial mediation (Hair Jr et al., 2014). Therefore, it can be concluded that work discipline partially mediates the relationship between work motivation and employee performance at PT. XYZ. These findings align with previous studies by Al-Edenat (2018), Putra and Surya (2020), Sandiartha and Suwandana (2020), Sudiyani and Ria Sawitri (2022), and Reano et al. (2022), which state that work discipline functions as a mediator in the relationship between work motivation and employee performance. This means that employee performance improves when work motivation increases, provided that work discipline is also established.

The theoretical implications of this study provide empirical evidence contributing to the development of Human Resource Management (HRM), particularly regarding work motivation, work discipline, and employee performance. This study is based on the Two-Factor Theory, which distinguishes between dissatisfaction and work discipline, stating that these two factors are not continuous variables. Furthermore, Herzberg explains that these factors consist of dissatisfaction (dissatisfiers) and satisfaction (satisfiers). This theory serves as a foundation for evaluating the influence of work motivation and work discipline on employee performance by considering various factors that motivate employees to feel satisfied in their jobs. The theoretical contribution of this research also emphasizes that good work motivation and strong work discipline lead to improved employee performance. Increased work motivation enhances work discipline, which in

turn improves employee performance.

The practical implications of this study provide recommendations and considerations for PT. XYZ's management in improving employee performance by focusing on work motivation and work discipline. Based on the collected questionnaire data, employee perceptions of work motivation fall into the high category. This finding suggests that employees at PT. XYZ generally exhibit strong work motivation and discipline, which positively impacts their performance. The results of this study can serve as a basis for management at PT. XYZ to formulate policies aimed at maintaining or enhancing employee motivation, ultimately leading to improved work discipline and overall employee performance.

CONCLUSION AND SUGGESTIONS

The findings of this study indicate that work motivation has a significant positive impact on employee performance at PT. XYZ, meaning that an increase in work motivation leads to improved employee performance. Additionally, the results show that work motivation also has a significant and positive effect on work discipline, where higher work motivation enhances employee discipline. Furthermore, work discipline itself has a significant positive influence on employee performance, implying that an increase in work discipline results in improved employee performance. Work discipline also acts as a partial mediating variable that connects work motivation with employee performance. This means that improved work motivation enhances employee discipline, which in turn contributes to better employee performance.

Based on the research findings, several recommendations are proposed for PT. XYZ, focusing on two key aspects. First, to enhance work motivation, company leaders should pay greater attention to the facilities provided to employees. This is crucial because, according to the collected data, the statement *"The facilities provided by the company are appropriate for the work I do"* received the lowest mean score. By improving this aspect, employees will feel more valued, ultimately leading to better work discipline and performance. Second, to improve work discipline, the company should provide greater recognition to employees who consistently arrive at work on time. This is important because the statement *"I have never been late for work"* also received the lowest mean score. By offering more attention and acknowledgment, employees will feel more appreciated, which will further enhance their work discipline and performance.

For future research, it is recommended to explore additional variables that contribute to employee performance and expand the study's scope beyond PT. XYZ employees. Future studies should include other companies within the same industry or in different locations to provide broader perspectives and ensure more generalizable findings.

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