

## **Influence of Work Discipline on Employee Performance at PT. Daeah E&C RDMP Balikpapan**

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### **ABSTRACT**

This study aims to determine the effect of work discipline on employee performance at PT Daeah E&C RDMP Balikpapan. Work discipline is an important factor in creating a productive and efficient work culture, and has a direct impact on individual performance within an organization. This study employs a quantitative approach using descriptive methods and simple linear regression analysis. The study population consists of all 40 employees at PT Daeah E&C RDMP Balikpapan, all of whom were selected as samples using total sampling techniques. Data collection was conducted through the distribution of questionnaires and analyzed using SPSS software. The results of the study indicate that work discipline has a positive and significant impact on employee performance. The higher the level of work discipline, the better the performance demonstrated. In practice, it is important for companies to continuously improve discipline through consistent regulations, training, and supervision to support work productivity. From a theoretical perspective, this study reinforces organizational behavior theory, which states that internal factors such as discipline significantly contribute to performance. Therefore, companies need to maintain and improve work discipline to support optimal work productivity. These findings provide empirical contributions to the development of human resource management studies in strategic industrial project environments.

**Keywords:** Work Discipline; Employee Performance; Human Resources



*Received:* 10 June 2025

*Accepted:* 27 September 2025

*Available online:* 26 December 2025

DOI: 10.61242/ijabo.25.508

JEL Classifications: M21, M54



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## INTRODUCTION

In the current era of globalization, organizations are required to adapt quickly to an increasingly competitive and dynamic business environment. The success of an organization no longer depends solely on technological sophistication or financial strength, but increasingly depends on the quality of its workforce (Bhashanjaly, 2024). Human resources are now recognized as an important element in realizing organizational competitiveness and excellence. Human resources must have high competence in all fields, in addition to advances in science and technology that demand a high level of professionalism. This helps in competing for the company's success. Placing people in the right positions based on their skills and potential is another aspect that affects how well an organization operates. This is in addition to the overall structure of the company (Halena & Yovita, 2020).

This study refers to organizational behavior theory as its main theoretical approach. According to (Malik et al., 2024), individual behavior in organizations, including work discipline, motivation, and responsibility, is greatly influenced by internal organizational dynamics. In this context, work discipline is considered a form of behavior that is in line with organizational norms and goals, and has a direct contribution to improving performance. This theory emphasizes that employees who demonstrate high discipline are more likely to consistently meet organizational expectations, thereby positively impacting work effectiveness and efficiency. Thus, work discipline not only reflects compliance with rules but also serves as an important indicator of productive organizational behavior. According to (Duka et al., 2023), work discipline encourages employees to work harder, meet deadlines, and achieve organizational goals more effectively. Conversely, undisciplined behaviors such as tardiness, absenteeism, or shirking of duties can disrupt operational efficiency and lower team morale.

Discipline is not just a theory, but a real concern in many organizations, including PT Daeah E&C RDMP Balikpapan. This engineering and construction company contributes significantly to the national energy infrastructure through its involvement in the Refinery Development Master Plan (RDMP) project in Balikpapan. While there are clear rules and expectations set by the company-such as working hours, break schedules, procedures for leaving the workplace, and general standards of behavior-there are still some discipline issues among some employees. These issues include tardiness, procrastination, and non-compliance with task responsibilities, which can potentially lower overall employee performance (Efawati, 2020).

The management of PT Daeah E&C RDMP Balikpapan realizes that improving employee performance cannot be achieved without instilling a strong sense of discipline. Performance indicators such as the amount of output, timeliness, and effectiveness are directly related to how disciplined employees are in carrying out their duties. Previous research also shows a positive correlation between work discipline and employee performance (Calen et al., 2022) However, conflicting findings also exist. For example, (Saputri et al., 2021) reported that discipline did not significantly affect performance in some organizational contexts, suggesting that other variables might moderate this relationship.

However, although the relationship between discipline and work has been widely discussed, many organizations still struggle to implement discipline effectively. Problems such as tardiness, unexcused absences, lack of adherence to standard operating procedures, and irresponsibility often arise as a result of a lack of discipline. Lack of supervision, inconsistent sanctions, and an enabling organizational culture can result in a

decline in discipline, This ultimately hampers productivity and the achievement of company goals.

As part of a large-scale industrial project in the gas and mining sectors, PT Daeah E&C RDMP Balikpapan or better known as Refinery Development Master Plan (RDMP), has challenges in its daily operations. The company has implemented various policies related to work-related issues, such as ethics, safety, and strict work procedures. However, the reality on the ground shows that there are still employees who arrive late, are absent, or do not complete tasks in accordance with their responsibilities. This situation highlights the need to evaluate the impact of work discipline on employee performance, especially in the context of high-risk projects and complex work requirements.

The purpose of this study is to analyze the effect of work discipline on employee productivity at PT Daeah E&C RDMP Balikpapan. Through the use of quantitative research methods and linear regression analysis techniques, this study is expected to provide empirical evidence on how work discipline affects employee productivity in the context of strategic industrial projects. In contrast to previous studies that usually focus on traditional organizational environments, this study offers a new perspective by examining the highly contested national energy project sector. Theoretically, this research supports the idea in organizational theory that internal factors, such as work discipline, play an important role in influencing individual performance and work habits. Practically, the results of this study are expected to provide a basis for business management in evaluating work practices and strategies to improve work discipline in order to increase productivity and efficiency. Understanding the relationship between work and work discipline will greatly benefit organizations in achieving project success and competitive advantage.

## LITERATURE REVIEW

### Work discipline

One of the key components of human resource management that directly affects the efficacy and efficiency of a business is work discipline. According to (Hasibuan, 2016), work discipline refers to an individual's awareness and willingness to comply with all rules and regulations established by the organization. High levels of discipline reflect responsibility, orderliness, and adherence to organizational systems, which play a key role in maintaining operational stability and employee productivity. Within the framework of organizational behavior theory, discipline is considered an internal factor that influences individual behavior in the workplace (Robbins & Judge, 2017). This discipline reflects employees' responsibility for their work and the extent of their compliance with instructions given by superiors. According to (Farida & Hartono, 2016), discipline reflects individual responsibility for assigned tasks, which is very important to improve work productivity and quality. (Khaeruman *et al.*, 2021) emphasize that discipline is not only about rules but also about employees' willingness to follow organizational norms with integrity. Discipline can also be improved through positive coworker interactions and consistent management practices. (Duka *et al.*, 2023) state that employees with strong discipline tend to be more motivated and committed to achieving goals and providing high-quality services. Conversely, lack of discipline-such as frequent tardiness, absenteeism, and failure to meet deadlines can negatively impact organizational performance (Suryawan & Salsabilla, 2022).

However, not all studies have found a strong correlation between performance and discipline. According to research by (Saputri *et al.*, 2021), work discipline has no real

impact on employee performance at PT Putra Karisma Palembang. This implies that additional elements such as motivation, leadership, and work situation may also be very important. Therefore, it is important to consider work discipline as a component of a larger management system.

### **Employee performance**

The results achieved by individuals in accordance with organizational standards are referred to as employee performance. (Mangkunegara, 2017) defines performance as the quality and quantity of work achieved by an employee in carrying out their responsibilities. Performance is influenced by various factors, including ability, motivation, work environment, and discipline. (Triyantara Hani & Saepul Rochman, 2022) argue that performance is a direct result of individual and team efforts that are influenced by work discipline, motivation, and supervision.

Performance is a function of motivation and ability. Everyone must have a certain level of willingness and ability to handle a task or job. A person's willingness and ability will not be effective in doing something without a clear understanding of what to do and how to do it (Tesmanto & Rina, 2022). (Zaenal Arifin & Sasana, 2022) found that lack of cooperation and procedural delays among employees hinder job performance and reduce organizational productivity. Therefore, organizational success is closely linked to the collective performance of disciplined and engaged employees.

Many studies support the hypothesis that work discipline has a positive effect on employee performance. (Hafiz *et al.*, 2020) reported a significant relationship between discipline and performance, which confirmed that an increase in the level of discipline leads to a measurable increase in employee work results. (Calen *et al.*, 2022) The study revealed a discipline-performance correlation coefficient of 0.54, suggesting a fairly strong association. (Kirana *et al.*, 2022) and (Firdaus & Hidayati, 2023) also confirmed that organizations with strict discipline policies tend to have higher levels of employee performance (Nurain *et al.*, 2024). On the other hand, research by (Saputri *et al.*, 2021) and (Sanjaya & Desty Febrian, 2024) revealed that discipline does not significantly affect employee performance across all organizational contexts, suggesting that other factors such as organizational culture or leadership might mediate this relationship (Efawati, 2023).

### **Framework**

This study consists of one independent variable and one dependent variable, with the independent variable being work discipline (X) and the dependent variable being employee performance (Y). This study assumes that the independent variable influences the dependent variable. Research conducted by (Herdianty *et al.*, 2024) shows that employee performance is positively and significantly affected by work discipline, which is seen from higher productivity and compliance with company policies. These results are in line with the findings of (Prasetyo *et al.*, 2023), who states that the higher the level of work discipline, the better the individual's performance in the organization. Based on the theoretical framework that has been outlined, the following is the researcher's conceptual framework.

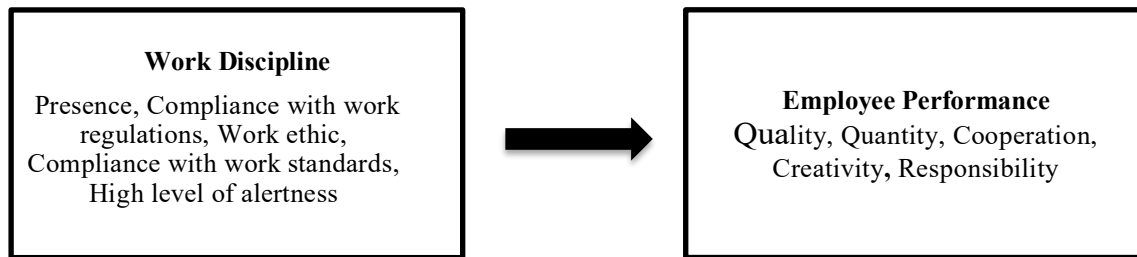


Figure 1. Framework  
 Source: Own compilation, 2025

The hypothesis of this study to be tested is as follows:

- H0 : Work discipline does not significantly affect employee performance at PT. Daeah E&C RDMP Balikpapan.  
 H1 : Work discipline has a significant influence on employee performance at PT. Daeah E&C RDMP Balikpapan.

## RESEARCH METHOD

This research was conducted at PT Daeah E&C RDMP Balikpapan, which is located at Jalan Pergudangan Kariangau Center, Blok C6, Karang Joang, Kec. Balikpapan Utara, Balikpapan City, East Kalimantan. This research uses quantitative method. Quantitative method is a method to handle problems systematically and scientifically, which aims to gain knowledge based on valid data or information. This data analysis aims to test the hypothesis that has been set (Mohajan, 2020). This study explains the relationship between influencing and being influenced by the variables to be studied. In this study there was a population of 40 employees using the slovin formula, a sample of 40 respondents was obtained to serve as a representation of the population in the study. The sampling technique uses total sampling and the data source in this study uses the results of distributing questionnaires to employees of PT Daeah R&C RDMP Balikpapan.

The data were analyzed using SPSS software, version 25. Some tests started with validity and reliability test this is used to confirm the validity and reliability of the questionnaire; classical assumption test, i.e. normality test, heteroscedasticity test, multicollinearity test is used to confirm that the regression model meets its requirements and simple linear regression testing is used to assess work discipline on employee performance, t-test and is used to test the hypothesis regarding the significance of partial effect of work discipline on performance at PT Daeah R&C RDMP Balikpapan. Table 1 below presents the operationalization of the variables as a reference for measurement.

Table 1. Operationalization of research variables

Variable	Operational Definition	Indicators
Work Discipline (X)	The individual's capability to work consistently and diligently while adhering to established regulations, as long as these regulations are not violated (Sinambela, 2016:335).	1. Presence 2. Compliance with work regulations 3. Work ethic 4. Compliance with work standards 5. High level of alertness

Employee Performance (Y)	High quality performance is achieved by an employee in carrying out his duties according to the responsibilities given to him (Khaeruman, 2021:7).	<ol style="list-style-type: none"> <li>1. Quality</li> <li>2. Quantity</li> <li>3. Cooperation</li> <li>4. Creativity</li> <li>5. Responsibility</li> </ol>
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Source : Own compilation (2025)

## RESEARCH RESULT

### Respondent Profile

Table 2. Gender Of Respondents

Gender	Frequency	Percentage
Men	32	80%
Women	8	20%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Own compilation (2025)

The gender of the respondents consists of two, namely male and female. After the questionnaire was distributed to 40 respondents, the following identification of respondents was carried out. It can be seen in table 2 that based on gender, the respondents were dominated by men 32 people or 80% while women 8 people or 20%. The profile of respondents according to gender can be seen in table 2.

Table 3. Age Of Respondents

Age	Frequency	Percentage
20 - 30	19	48%
31 - 40	20	50%
41 - 50	1	3%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source : Own compilation (2025)

Based on the age of the research respondents from 40 people, the number of respondents aged 20-30 years was 19 people or 48%, respondents aged 31-40 years were 20 people or 50%, and respondents aged 41-50 years were 1 person or 3%. Of the ages above, the most respondents were aged 31-40 years.

Table 4. Length Of Time The Respondent Has Worked

Length Of Work	Frequency	Percentage
1 – 3	6	15%
4 – 6	24	60%
7 – 10	10	25%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source : Own compilation (2025)

Based on the table, it can be seen that the characteristics of the length of service of the respondents in this study are quite varied. The majority of respondents, as many as 40



people or around 15% of the total respondents, have less than 4 years of work experience. Furthermore, as many as 24 respondents or around 60% have worked between 4 to 6 years. Meanwhile, the number of respondents who have worked between 7 to 10 years is only 10 people or around 25%. This distribution of length of service provides an understanding of the level of experience and stability in the position of the respondents which can affect their perception of work discipline and its impact on employee performance. Based on the age of the research respondents from 40 people, the number of respondents aged 20-30 years was 19 people or 48%, respondents aged 31-40 years were 20 people or 50%, and respondents aged 41-50 years were 1 person or 3%. Of the ages above, the most respondents were aged 31-40 years.

### Validity Test Results

Validity and reliability tests were conducted in this study to improve data quality. The validity test is used to determine whether a questionnaire is valid or not. If the correlation value for a variable is compared with the r table at  $n = 40$  with the formula  $df = n-2$  and a significance of 0.05, then the r table is 0.312. This is considered a feasible hypothesis. The following are the results of the research instrument validity test:

Table 5. Validity Test Results

Variable	Question Items	Pearson Correlation (r count)	r table	Description
Work Discipline	X1	0,568	0,312	Valid
	X2	0,669	0,312	Valid
	X3	0,650	0,312	Valid
	X4	0,792	0,312	Valid
	X5	0,721	0,312	Valid
Employee performance	Y1	0,794	0,312	Valid
	Y2	0,520	0,312	Valid
	Y3	0,786	0,312	Valid
	Y4	0,641	0,312	Valid
	Y5	0,692	0,312	Valid

Source : Own compilation (2025)

It can be concluded that each item in each statement is valid because the value of each statement is greater than r table, which is around 0.312. The results of this validity test indicate that all questions in this study are valid, so they can be used. In summary, the interpretation of the validity test results is that the instruments used in the study have good validity, thus the data collected can be interpreted appropriately and can accurately adjust the research variables.

### Reliability Test Results

This test explains the Cronbach's Alpha value on the work discipline variable of 0.709 and 0.720 for the performance variable. All of these values exceed the minimum limit of 0.60 which is used as a benchmark that an instrument can be categorized as reliable. This shows that each item on the instrument has a sufficient to very strong level of internal consistency.

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Threshold Limit Value	Description
Work Discipline	0,709	0,60	Reliabel
Employee performance	0,720	0,60	Reliabel

Source : Own compilation (2025)

### Normality Test Results

The Normality Test is used to determine whether the data provided for analysis later shows a normal distribution or not. A normal probability plot is used to assess the normality of the data in this study by comparing the cumulative distribution with the normal distribution. Based on the results of the normality test that has been carried out, the following results are obtained:

The normality test is carried out to determine whether in the regression model, the confounding variables follow a normal distribution. Some of the methods used are by looking at the Normal P-P Plot of the Regression Standardized Residual graph. In the graph below, if the residual points spread following and approaching the diagonal line, it can be stated that the difference is normally distributed. Based on the Normal P-P Plot image above, it can be seen that most of the residual points are around the diagonal line, which

indicates that the residual distribution follows a normal distribution. Thus, it can be concluded that the normality assumption in the regression model has been met.



Figure 2. Normality Test Results  
 Source : Own compilation 2025



### Heteroscedasticity Test Results

The results of the heteroscedasticity test were analyzed using a scatterplot, which shows the relationship between the regression standard deviation (Regression Standardized Residual) and the regression standard deviation (Regression Standardized Predicted Value) for the dependent variable. In the scatterplot below, the data is displayed in all graphs without showing a clear or systematic pattern.

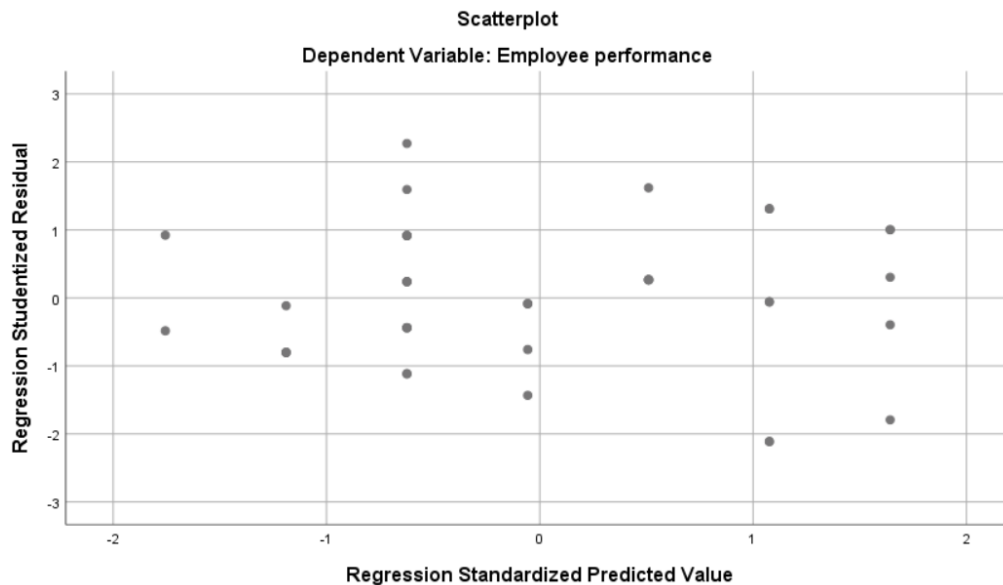


Figure 3. Heteroscedasticity Test Results  
 Source : Own compilation 2025

### Simple Regression Analysis Results

Regression analysis using linear regression used in this analysis has sufficient power to identify the effect of independent variables on the dependent variable. The evaluation results of this data analysis using SPSS 25.

Table 7. Simple Regression Analysis

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	10.117	2.008	5.038	0.000
	X	0.392	0.117	0.478	3.358

a. Dependent Variable: Y

Source : Own compilation (2025)

The regression equation resulting from the calculations in the table can be written as follows :  $Y = 10,117 + 0,392X$

The information in the equation above is as follows:

1. The constant 10.117 means that the consistent value of the performance variable is 10.117.

2. The value of the work discipline regression coefficient of 0.392 positive indicates that work discipline has a positive effect on employee performance. This value also shows that for every additional unit of work discipline effort, performance will increase by 0.392.

## Hypothesis Test Results

Table 8. The Result Of T Test (Partial)

Model	t	Sig.	Description
Work Discipline (X)	3,358	.001	Significant Effect

Source : Own compilation (2025)

The hypothesis will be accepted if the significance value in the t-test is less than 0.05, while the hypothesis will be rejected if the significance is greater than 0.05. The t-test aims to measure the contribution of each independent variable in explaining variations in the dependent variable. Based on the analysis using simple linear regression, then it can be concluded that the hypothesis test regarding the effect of work discipline on employee performance is significant. The regression coefficient value of work discipline (X) is 0.496 with a p-value of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a significant influence between work discipline on employee performance.

## DISCUSSION

Statistically, work discipline is proven to have positive and significant correlation with employee performance in PT Daeah E&C RDMP Balikpapan. Regression analysis shows that an increase in employees' work discipline is in line with an increase in performance results, with a regression coefficient of 0.392. This implies that employees who show greater compliance with regulations, punctuality, and professional behavior tend to perform better and contribute more effectively to organizational goals.

This finding strengthens the theoretical framework that supports the influence of discipline as a key driver of individual productivity. As stated by (Farida & Hartono, 2016) discipline reflects the extent to which employees accept responsibility for their duties. When employees internalize organizational norms and expectations, they become more focused, reliable, and efficient in carrying out their tasks (Efawati, 2024). In the context of PT Daeah E&C RDMP Balikpapan, a company engaged in energy and construction where operational accuracy and punctuality are crucial, discipline plays a more central role.

In line with previous empirical studies, this research also shows a similar pattern of relationship. For example, (Hafiz et al., 2020) found that work discipline significantly improves employee performance across various organizational settings. Similarly, the findings of (Calen et al., 2022) showed a correlation coefficient of 54% between discipline and performance, underscoring the strength of the relationship between the two. (Kirana et al., 2022) also highlighted how punctuality and adherence to tasks improve the quantity and quality of work.

At PT Daeah E&C RDMP Balikpapan, the practical implications of these findings are considerable. Many of the company's operations require timely coordination between departments, adherence to safety protocols, and adherence to project deadlines. Undisciplined employees, such as frequently arriving late or delaying work, can hinder the achievement of the organization's overall targets. Therefore, fostering a culture of discipline is not just an administrative goal, but also a strategic imperative. It should also be noted that while most respondents indicated a generally positive perception of discipline in their workplace, there are still areas for improvement. Companies should

continue to enforce policies that encourage discipline while recognizing and rewarding employees who consistently demonstrate exemplary behavior. At the same time, companies should address the root causes of indiscipline, which may include unclear expectations, lack of supervision, or insufficient motivation.

In conclusion, this study highlights the important role of work discipline in improving employee performance. The results of this study prove that discipline not only promotes accountability and efficiency but also directly contributes to the success of an organization, especially in high-risk industries such as construction and energy.

## CONCLUSIONS

According to the study findings, work discipline significantly improved employee performance in the PT Daeah E&C RDMP Balikpapan. Results from regression analysis and hypothesis testing show that employees who exhibit consistent work discipline reflected through punctuality, adherence to company regulations, professional behavior, and task completion tend to perform better in their roles. A regression coefficient of 0.392 and a significance value of 0.01 support the hypothesis that improved discipline correlates with improved performance. This finding is in line with previous research which emphasizes that disciplined employees will be more focused, responsible, and productive.

In the context of PT Daeah E&C RDMP Balikpapan, where timely execution and operational reliability are critical, discipline is a key factor in ensuring that organizational goals are achieved efficiently and effectively. This research not only reinforces the importance of fostering a disciplined work environment, but also encourages management to implement structured discipline policies and reward systems that can motivate employees. By promoting a culture of discipline, companies can increase productivity, reduce inefficiencies, and support long-term organizational success. However, it is recognized that work discipline is not the only factor that affects performance. To gain deeper insights into what drives employee performance, future studies are encouraged to consider variables like motivation, leadership, job satisfaction, and organizational culture.

The findings of this study reveal that work discipline has a positive and significant influence on employee performance at PT Daeah E&C RDMP Balikpapan. This outcome carries both theoretical and practical implications that can serve as a basis for further academic inquiry and organizational decision-making. From a theoretical standpoint, the results reinforce the principles of organizational behavior theory, particularly those that emphasize the role of internal individual factors such as discipline in shaping workplace behavior and performance. Discipline is understood not merely as compliance with rules and regulations, but as an expression of employee commitment, responsibility, and integrity in carrying out assigned tasks. As such, the presence of discipline as an intrinsic personal attribute further clarifies its substantial contribution to the formation of productive and effective work behavior.

Moreover, the research context, which is situated within a large-scale strategic industrial project, broadens the empirical application of human resource management theories that are often examined in more conventional service or manufacturing sectors. In this regard, the study adds a valuable empirical contribution to the development of theoretical perspectives in human resource studies, especially within dynamic and high-risk project environments where discipline is critical to operational success. From a practical perspective, the results highlight the importance for organizational leaders to cultivate systems and environments that support the sustainable development of employee discipline. This includes the consistent enforcement of internal regulations, structured

supervision, and the provision of training and motivational support. Discipline that is systematically embedded into the organizational culture can lead directly to improvements in both the quantity and quality of employee output. Additionally, implementing reward systems based on disciplined behavior may serve as a strategic approach to strengthen motivation and foster employee loyalty. By fostering a work environment that values and upholds discipline, organizations are better positioned to enhance productivity and ensure operational stability, particularly in the execution of large-scale national development projects.

The study provides in-depth information on how work discipline affects worker performance, especially in relation to large industrial enterprises such as PT Daeah E&C RDMP Balikpapan. While the findings are significant, there are several opportunities to expand and enrich the scope of future research. One potential development involves broadening the focus by incorporating additional variables that may also influence performance, including work motivation, leadership styles, job satisfaction, organizational culture, and both physical and social work environments. A more comprehensive model would allow for deeper analysis of how various factors interact to shape employee outcomes.

The use of a quantitative approach in this study, while effective in producing objective measurements, may not fully capture the depth of employees' subjective experiences in the workplace. Adopting qualitative methods, or a mixed-methods approach, would offer richer insights into the psychological, behavioral, and social dimensions of work discipline. Interviews and observations could help reveal how discipline is perceived, practiced, and sustained in daily operations.

Another important consideration is the limited research setting, which focused solely on a single company. To enhance the generalizability of the findings, future studies could involve multiple organizations with varying characteristics across different industries, organizational sizes, and geographical regions. Comparative studies of this nature could provide a broader understanding of how discipline functions in diverse environments.

Employee demographic factors such as age, tenure, education level, and job position also warrant further exploration. These variables may serve as mediating or moderating factors in the relationship between discipline and performance, offering more nuanced interpretations of behavioral patterns across different employee groups. Emerging trends in the modern workplace, particularly digital transformation and the rise of remote or hybrid work arrangements, present new challenges and dynamics in managing discipline. Future research can explore how discipline is maintained, monitored, and adapted in virtual workspaces, where flexibility is balanced with productivity expectations.

By expanding the scope, methodologies, and contextual diversity of future research, scholars and practitioners will be better equipped to develop evidence-based strategies for fostering disciplined, productive, and adaptable human resources in a rapidly evolving work environment.

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