



Role of Work Discipline Mediation on Work Motivation and Employee Performance

(Study of Agriculture and Food Security Office of Pandeglang Regency)

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Received: 10-04-2022

Reviewed: 07-05-2025

Accepted: 25-06-2025

Abstract

The purpose of this study was to test and analyze the role of work discipline mediation on employee motivation and performance (Study of the Agriculture and Food Security of Pandeglang Regency). This study was carried out at the Office of Agriculture and Food Security of Pandeglang Regency using descriptive quantitative methods with a causal approach. Respondents of this study were all civil servants at the Pandeglang Regency Agriculture and Food Security Office, using a sample of 174 respondents. Questionnaire answers were measured using an interval scale of 1 - 10. Data analysis using *SmartPLS software version 4.1.0.8*. The results of research and hypothesis testing show that: (1) Work Motivation has a positive and significant effect on Employee Performance (2) Work Motivation has a positive and significant effect on Work Discipline (3) Work Discipline has a positive and significant effect on Employee Performance (4) Work Discipline can mediate the relationship between Work Motivation and Employee Performance.

Keywords: Work Motivation, Work Discipline, Employee Performance.

Introduction

As public service providers, government agencies and organizations were originally established to facilitate services to the community. However, various groups have begun to criticize the performance and quality of government services (Ratnasari & Sutjahjo, 2021). In a situation like this, every employee who works in the government service sector must always have the ability to provide greater benefits to the community (Akhyadi, 2015)

Human resources (HR) are very important for an organization. Without adequate human resources, an organization will face several problems in achieving its goals (Muktamar et al., 2024) . Human resources are the main thing in an organization because they encourage other resources to function and run. The various potentials of human resources, such as thoughts and ideas, expertise, feelings, desires, status and educational background, age, gender, and others, determine the progress or decline of an organization (Siswanto et al., 2022)

Employee performance is the accomplishment of tasks, and in order to demonstrate the degree of organisational performance in accomplishing its vision, mission, and goals, employees must be in line with the work programme (Cardosof et al., 2023). Employee performance is the result achieved by an employee in carrying out the tasks assigned to them following their responsibilities (Rito Gumanthi et al., 2022)

The Agriculture and Food Security Service Office of Pandeglang Regency is formed based on Regional Regulation Number 13 of 2021 concerning the Establishment and Structure of Regional Apparatus, in the regulation it is stated that the Agriculture and Food Security Service Office of Pandeglang Regency Type A, organizes the affairs of the Agriculture and Food Security Service of Pandeglang Regency, more details about the Agriculture and Food Security Office are contained in Regent Regulation Number 114 of 2021 concerning Position, Organizational Structure, Details of Duties and Functions and Work Procedures of the Agriculture and Food Security Office of Pandeglang Regency which has the task of carrying out regional government affairs in the fields of agriculture, livestock, plantations, extension and food security based on the principles of autonomy and assistance tasks.

Every year, there are differences in performance achievement at the Agriculture and Food Security Service Office of Pandeglang Regency due to a mismatch between plans and outputs that must be achieved. The table below shows the results of employee performance assessment in 2022 - 2024 which shows a decrease in employee performance.

Table 1. Data of Performance Assessment Results at the Agriculture and Food Security Office of Pandeglang Regency in 2022-2024

Assessment Criteria	Year 2022		Year 2023		Year 2024	
	Total	Percent	Total	Percent	Total	Percent
Very good		0%		0%		0%
Good	248	100%	229	92%	232	94%
Simply		0%	19	8%	14	6%
Total	248	100%	248	100%	246	100%

Source: DPKP Administration Subdivision, (processed 2024)

The benchmark for employee performance appraisal consists of components of employee work targets, also known as employee performance targets. Employee performance targets are a work plan and goals to be achieved by employees, which consist of quantity, quality, and time elements.

Based on Table 1 above, are the results of performance appraisals for the last 3 years from 2022 to 2024. In 2022 the employee performance assessment in the good category was 248 and/or 100% of employees, but in 2023 there was a decrease of 8% from the good

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assessment, and/or there was a decrease from 248 to 229 employees. For fair assessment in 2023 there was an increase of 19 employees. Whereas in 2024 the number of employees in the Agriculture and Food Security Agency of Pandeglang Regency amounted to 246 out of 248 employees because there were employees who retired, and the results of employee performance targets on good assessment increased by 2% or from 229 to 232 employees. However, the fair assessment decreased from 19 employees to 14 employees. The conclusion from the data of Employee Performance Target (SKP) above is a decrease and an increase in good and sufficient performance appraisal, but there is no increase in performance appraisal to very good for the last 3 years at the Agriculture and Food Security Office of Pandeglang Regency.



Source: DPKP Administration Subdivision, (processed 2024)

Figure 1. Graph of Employee Performance Quality Assessment of Agriculture and Food Security Agency of Pandeglang Regency

The data above illustrates that there are results of employee performance achievement that fluctuate from 2022 to 2024. This performance problem must, of course, be handled properly, and there is a change in performance assessment to very good, because employees are an important part of the success and success of the organization. In this case, there is an influence of low work motivation on employee performance results at the Pandeglang Regency Agriculture and Food Security Office.

Motivation is one of the factors that can affect employee performance; a lack of motivation has an impact on reducing employee performance. Providing motivation is one of the goals so that motivated employees can work following the work references and responsibilities given, so that company goals can be achieved properly (Sirojuddin et al., 2024). Work motivation is something that creates encouragement or enthusiasm at work. In other words, motivation is a driver of work enthusiasm (Efendi & Yusuf, 2021). From the results of interviews with 6 heads of field, stated that employee work motivation is still very low in the employee environment of the Pandeglang Regency Agriculture and Food Security Office. All heads of field stated that work motivation plays an important role and affects employee performance. From the results presented by the heads of the field several factors influence the low work motivation to the decline in employee performance is the absence of awareness from within employees to improve their work motivation, the level of discipline is still low, infrastructure and facilities are not adequate, there is no award or reward and there is no special program or policy to

improve employee work motivation. The Head of Division still has difficulty controlling employee work motivation because there is still no change and encouragement from within employees to increase their work motivation. The head of the field realizes that he has not been able to provide regular rewards or awards to employees, but the head of the field always tries to set an example of discipline in attitude and time, communicate well, conduct regular performance evaluations, conduct coaching, supervision and provide enthusiasm and work motivation for employees. This indicates that there are still problems that occur in the work motivation of employees at the Department of Agriculture and Food Security of Pandeglang Regency. Some previous researchers have tried with their studies related to the variable effects of Work Motivation on Employee Performance, but from previous researchers related to that variable, there are differences in opinion from the research results. Research results (Gachengo & Wekesa, 2017), (Rita et al., 2018), (Anwar & Abrar, 2023), (Burhanudin et al., 2023) show that work motivation has a positive and significant effect on employee performance. However, in contrast to the research results of (Sutra Dewi et al., 2023), (Hidayatullah et al., 2023), (Hartawan et al., 2024) stated that work motivation has a negative and insignificant effect on employee performance. The problem in this study is the decline in employee performance and the inconsistency of previous research between work motivation and employee performance. Therefore, to cover the gap in the results of the above research, it is necessary to mediate the work discipline variable that will mediate the relationship between work motivation and employee performance.

Literature Review

Performance can be assumed to be the result of a person's method or profession. Therefore, every employee must have competence, namely the ability and expertise to perform the tasks and professions entrusted to him. In every application of obligations or work, there are activities that work on or convert inputs (inputs) into valuable outputs (outputs) for products or results of activities in their activities (Vipraprastha et al., 2018). Performance is an achievement or result of work in activities or activities or programs that have been planned in advance to achieve the goals and objectives set by an organization (Santosa et al., 2017). Employee performance is one of the important work attitudes to check, and companies conduct surveys on employee performance regularly. Good performance can increase customer loyalty and trust (Setiawati Firda & Prahiawan Wawan, 2024). Employee performance refers to the ability of employees to perform their duties well in terms of quality and quantity in accordance with established guidelines (Nan Wangi, 2020). Indicators of employee performance according to the opinion of (Vipraprastha et al., 2018) include the following:

1. Job performance, is the skill that employees have to solve their own problems in solving them.
2. Responsibility, namely employees have a sense of responsibility to complete their duties.
3. Honesty, is the delivery of something in accordance with the actual situation.
4. Cooperative Attitude, reflecting an attitude that shows a high level of cooperation among peers and attitudes towards superiors, as well as towards employees from other companies.

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5. Timeliness, namely, whether or not the time to complete the work is accurate with the predetermined time.
6. Work speed is how quickly employees are able to complete work routines without reducing the quality of work.

Work motivation is a driver of work that comes from within employees in the form of awareness of the meaning of the work carried out (Mukrianto et al., 2021). Motivation has a positive and important impact on the performance of employees. The higher the work motivation, the better the employee performance. This means that employee performance will be better, which in turn will improve the ability of the Organization (Setyowati et al., 2023). Lack of motivation has an effect on lowering employee performance, and motivation is one of the elements that might influence employee performance. Encouraging motivated employees to adhere to the assigned tasks and work references is one of the objectives in order to adequately accomplish company goals (Sirojuddin et al., 2024). The following are indicators of Work Motivation according to research from (Anwar & Abrar, 2023), including the following:

1. Physical Needs: Providing proper salaries to employees, giving achievement bonuses, food money, and transportation money.
2. Safety and Health needs are requirements for safety, including working environment, climate, and health and accident benefits.
3. Social Needs: The goal of forming small teams in each subdivision is to foster cordial working relationships and group problem-solving. The need to be accepted in the group and the need to love and be loved.
4. The need for recognition: The organisation arranges education and training, offers performance bonuses, and allows employees to direct their abilities, skills, and potential.

Work discipline is a type of training that aims to improve employees' knowledge, attitudes, and behavior so that they are willing to cooperate with other employees and improve performance (Maryani et al., 2021). Discipline is programmed in every employee of the organization to do things according to the standards that must be followed so that they can fulfill their responsibilities and not deviate from organizational goals (Santoso & Kambara, 2020). Employees have work discipline when they understand and comply with company regulations and community regulations. Responsible workers show examples of good work discipline (Putra Ramadhan Muhammad et al., 2024). Indicators of work discipline, according to (Sunarsi et al., 2021) include the following:

1. Attendance
This matter is the main standard for measuring employee discipline. Employees who have a disciplined attitude by arriving on time will not be late to complete their tasks.
2. Adherence to Work Rules
Employees who comply with activity rules will comply with activity policies and always follow formalized activity principles.
3. Adherence to Work Standards
The fact that employees are highly accountable for the responsibilities given to them shows this.

4. Large degree of accuracy

Being careful in performing tasks, focused and meticulous in performing tasks, calculating in performing tasks, and effective and efficient use of work time are indicators of organizational discipline actions that have a large degree of meticulousness.

Research Method

This research uses descriptive quantitative methods with a causal approach because in this approach intends to find an explanation in the form of a cause-and-effect relationship. These variables are measured by research instruments so that data consisting of numbers can be analyzed based on statistical procedures (Ferdinand Agustin, 2014). In this study, the causality procedure (causality effect) is used as the causal procedure to solidify the assumption of efforts to improve employee performance with work discipline and work motivation. The author looks at specific aspects of the problem, examined by more specifically, as a result, information will be obtained that supports processing and analysis.

Population And Sample

The population in this study was all State Civil Apparatus at Agriculture and Food Security Office of Pandeglang Regency, with a total 246 State Civil Apparatus, consisting of 174 employees of Civil Servants (PNS) and 72 employees of Government Employees with Work Agreement (PPPK). The Department of Agriculture and Food Security is located at Jl. I Mayor Widagdo No. 10 Pandeglang Village, Pandeglang District, Pandeglang Regency, Banten Province 42213. The 174 civil servants who worked for the Pandeglang Regency's Department of Agriculture and Food Security made up the study's sample. The sampling technique used in this research is purposive sampling, which is a sampling technique based on the subjective considerations of the researcher. According to (Turner, 2020) purposive sampling method is used after the researcher has determined the target group that has criteria relevant to the research. The following is a picture of the research model framework:

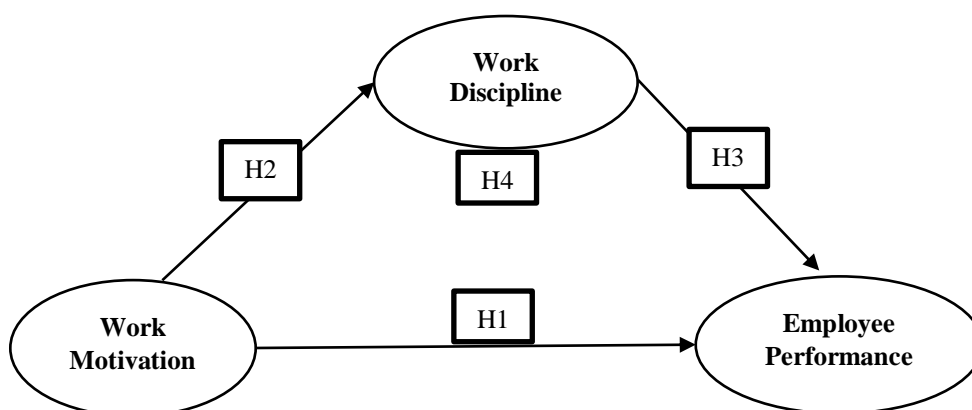


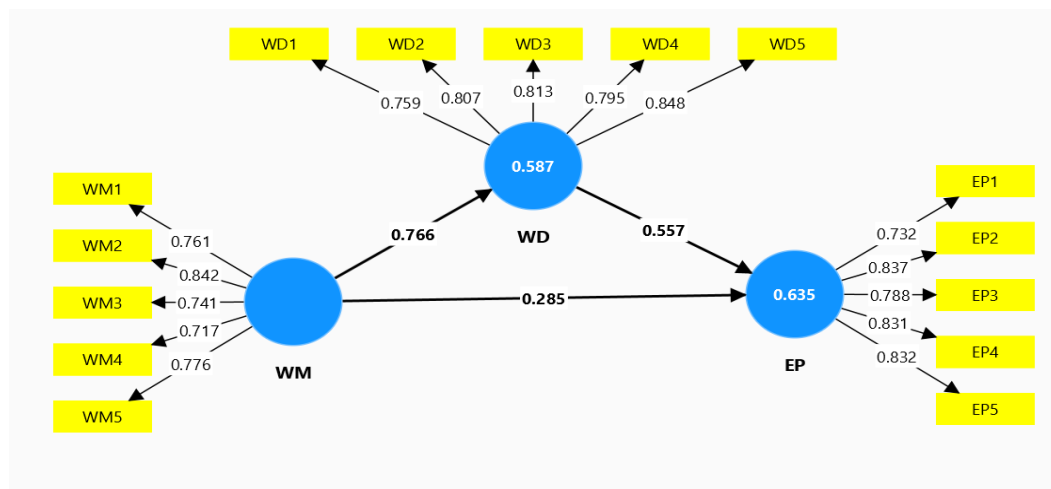
Figure 1. Conceptual Research

Based on the research model framework, the authors formulate research hypotheses, including the following:

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1. H₁: The higher the Work Motivation owned by employees, the higher the Employee Performance.
2. H₂: The higher the Work Motivation owned by employees, the more Work Discipline increases.
3. H₃: The higher the Work Discipline owned by employees, the higher the Employee Performance.
4. H₄: Work discipline is able to mediate the relationship between Work Motivation on Employee Performance.

Result



Source: Smart PLS 4.1.0.8 output

1. Validity Test

a. Convergent Validity

Based on the outer loading test results in the figure above it shows that all indicators have an outer loading value above 0.70, so the structural model does not have a convergent validity problem. After data processing with SmartPLS 4, the loading factor results can be seen in Table 2 below:

Table 2. Loading factor values

	DK	KP	MK
WD1	0.759		
WD2	0.807		
WD3	0.813		
WD4	0.795		
WD5	0.848		
EP1		0.732	
EP2		0.837	
EP3		0.788	
EP4		0.831	
EP5		0.832	
WM1			0.761

WM2			0.842
WM3			0.741
WM4			0.717
WM5			0.776

Source: Smart PLS 4.1.0.8 output

Based on the results of the data processing above, it can be concluded that each variable in this study has a loading factor value of more than 0.70, which indicates that they have a strong correlation with the measured construct and meet the criteria for convergent validity.

b. *Discriminant validity*

After the convergent validity test is complete and the results are qualified, the outer model validity test is also carried out by looking at the discriminant validity value. The loading value of the intended construct must be greater than the loading value of other constructs. In other words, each indicator shows a stronger relationship with the existing construct than with other constructs. The following is a table 3 of discriminant validity results:

Table 3. Results of *discriminant validity*

	DK	KP	MK
WD1	0.759	0.583	0.570
WD2	0.807	0.530	0.589
WD3	0.813	0.610	0.630
WD4	0.795	0.686	0.610
WD5	0.848	0.694	0.676
EP1	0.512	0.732	0.623
EP2	0.624	0.837	0.589
EP3	0.556	0.788	0.455
EP4	0.686	0.831	0.640
EP5	0.718	0.832	0.549
WM1	0.533	0.518	0.761
WM2	0.628	0.653	0.842
WM3	0.562	0.514	0.741
WM4	0.466	0.430	0.717
WM5	0.714	0.586	0.776

Source: Smart PLS 4.1.0.8 output

Based on the Construct Variable Cross Loading table above, the following information can be obtained:

- 1.) Overall, the loading value of each construct variable on its latent variable is higher than the loading of the construct variable on other latent variables, which is marked with bold numbers.
- 2.) From these results, it can be concluded that all variables built in this study have met the criteria for discriminant validity and do not show symptoms of multicollinearity.

2. Reliability Test

Reliability test is intended to evaluate the consistency and accuracy of the questionnaire used as a measure of constructs or variables. This test is carried out to ensure that the instrument measures variables consistently, accurately, and precisely. Variable reliability can be assessed in two ways, namely, Composite and Cronbach's alpha, each with a value above 0.70 (Ghozali & Latan, 2015). The following results of the reliability test value can be seen in Table 4:

Table 4. *Cronbach's Alpha and Composite Value Reliability values*

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
WD	0.864	0.868	0.902	0.648
EP	0.864	0.871	0.902	0.648
WM	0.827	0.838	0.878	0.591

Source: Smart PLS 4.1.0.8 Output

Based on Table 4, reliability test results demonstrate that every variable is dependable or satisfies the reliability test, with Composite Reliability and Cronbach's Alpha values more than 0.70.

Variant Analysis (R²)

Variant Analysis (R²) or Determination Test is used to measure how much influence the independent variable has on the dependent variable. The coefficient of determination can be seen in table 5 below.

Table 5. *R square value*

	R-square	Adjusted R-square
WORK DISCIPLINE	0.587	0.584
EMPLOYEE PERFORMANCE	0.635	0.631

Source: Smart PLS 4.1.0.8 output

Based on the output of Table 1 above, the R-square value of the work discipline variable is 0.587, and the employee performance variable is 0.635. So the output results above show that the R-square value for the work discipline and employee performance variables is included in the medium category.

The R Square value on work discipline is 0.587, which means that the variation in changes in work discipline of 58.7% is a contribution from changes in work motivation, while the remaining 41.3% is a contribution from other variables not analyzed in this research model. Then the R Square value of employee performance is 0.635, which means that the variation in employee performance changes by 63.5% is a contribution from changes in work motivation and work discipline, while the remaining 36.5% is a contribution from other variables not analyzed in this study.

Analysis of Variance (F)

The f-square value is used to assess the effect of predictor variables on the dependent variable. If the f-square value is in the range of 0.02 to 0.14, the influence is considered weak. Values between 0.15 to 0.34 indicate a moderate influence, while values above 0.35 indicate a strong influence of exogenous latent variables. The following is Table 6, which shows the results of the F Square output as follows:

Table 6. F Square Value

	f-square
WORK DISCIPLINE -> EMPLOYEE PERFORMANCE	0.352
WORK MOTIVATION -> WORK DISCIPLINE	1.420
WORK MOTIVATION -> EMPLOYEE PERFORMANCE	0.092

Source: Smart PLS 4.1.0.8 output

Based on the test results in Table 6 above, the following conclusions can be obtained:

1. The F Square value for the constructive work discipline variable affects the employee performance variable by 0.352 and is classified as having a strong estimation value.
2. The F Square value for the constructive work motivation variable affecting the Work Discipline variable is 1.420 and is classified as having a weak estimation value.
3. The F square value for constructive work motivation variables affecting employee performance variables is 0.092 and is classified as having a weak estimation value.

Furthermore, the bootstrapping method is used to test the hypothesis. In this study, the t-test statistic was used to test the research assumption by looking at the route coefficient. This is done by equating the t-statistic number with the t-table number (1.960) at the 5% significance level (Abdillah et al., 2020). In addition, the basis for collecting the determination states that if the t-statistic is smaller than the t-table until the assumption is rejected, it indicates that there is no significant effect on the factor of interest. Conversely, if the t-statistic is greater than the t-table value until the assumption is obtained, it indicates that there is a significant effect on the factor under study. Not only that, but presumption testing can also be observed from the *p-value* number. If the *p-value* number is smaller than 0.05 until the hypothesis is obtained for a determination level of 95 percent (*alpha* 5%). In contrast, if the *p value* is greater than 0.05 until the assumption is rejected:

Table 7. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Motivation ->Employee Performance	0.712	0.718	0.059	12.130	0.000
Work Motivation ->Work Discipline	0.766	0.775	0.034	22.217	0.000

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Work Discipline ->Employee Performance	0.557	0.551	0.119	4.678	0.00 0
Work Motivation - >Work Discipline ->Employee Performance	0.427	0.425	0.086	4.977	0.00 0

Source: Smart PLS 4.1.0.8 output

From Table 7 above, the results of hypothesis testing with Smart PLS Version 4 can be described as follows:

1. Hypothesis 1: This study shows that work motivation has a positive and significant effect on employee performance with a T statistic value of 12,130> from T table (1,960) P value 0.000. Meaning that the higher the work motivation possessed by employees, the more employee performance will increase.
2. Hypothesis 2: This study shows that work motivation has a positive and significant effect on work discipline with a T statistic value of 22.217> from T table (1,960) P value 0.000. Meaning that the higher the work motivation possessed by employees, the greater the work discipline increases.
3. Hypothesis 3: This study shows that work discipline has a positive and significant effect on employee performance with a T statistic value of 4.678> from T table (1,960) P value 0.000. Meaning that the higher the work discipline possessed by employees, the more employee performance will increase.
4. Hypothesis 4: This study shows that the results of mediation of the effect of the indirect relationship between work motivation and employee performance mediated by work discipline, with a statistical t value of 4,977> t table 1.960, and a p value of 0.000 <0.05. These results indicate that work discipline is able to mediate the effect of work motivation on employee performance.

Discussion

Influence of Work Motivation on Employee Performance

The findings of the first hypothesis state that work motivation has a positive and significant effect on employee performance. Thus it can be concluded that the first hypothesis is accepted, namely the higher the work motivation which is indicated by aspects of physical needs, security and safety needs, social needs, need for appreciation, need for self-actualization, the more employee performance will increase which is indicated by aspects of quality of work results, quantity of work results, timeliness, reliability, cooperative attitude. Physical needs, such as salary and benefits, that are smooth are considered very important in supporting employee morale to complete tasks on time. Furthermore, the need for job security and safety is also considered crucial, which can be seen from the expectation of supporting work facilities and infrastructure as well as collective awareness of the importance of safety. Social needs also play a big role in motivating work, where the support of coworkers forms solid teamwork and completes tasks collectively. Appreciation from the agency, both in the form of material and

verbal support, is seen as an important boost in strengthening employee morale and loyalty. Finally, self-actualization encourages employees to display work achievements through real contributions in achieving agency targets, work innovation, and continuous improvement. The findings reinforce that fulfilling these five basic needs has a direct impact on improving overall employee performance.

Therefore, organizations need to continue to maintain and develop strategies to meet these motivational needs as part of sustainable performance management. This is in line with research from (Sagita et al., 2023), which outlines that work motivation has a positive and significant effect on employee performance. Employee performance will be greater if they are more motivated to do their work. (Anggraini, 2024) Research states that work motivation has a positive and significant effect on employee performance. High work motivation also plays an important role in improving employee performance. Employees who feel motivated tend to be more involved in work, have higher productivity, produce higher quality work, and innovate more.

Influence of Work Motivation on Work Discipline

The findings of the second hypothesis state that work motivation has a positive and significant influence on work discipline. Thus it can be concluded that the second hypothesis is accepted, namely the higher the work motivation, the higher the work discipline which is indicated by aspects of physical needs, needs for security and safety, social needs, needs for appreciation, needs for self-actualization, the more work discipline will increase which is indicated by aspects of attendance, compliance with activity regulations, compliance with activity standards, a large degree of accuracy, working ethically. High work motivation can be seen from the fulfillment of basic needs such as physical needs, security, social needs, appreciation, and self-actualization. Physical needs that are met, such as smooth salaries and benefits, encourage employees to be present on time and complete tasks on schedule. The need for security and safety also provides a sense of comfort at work, so that employees tend to be more orderly and obedient to the rules. In addition, social support from coworkers strengthens the spirit of cooperation and discipline in the team. Forms of appreciation, both material and non-material, provide emotional encouragement to remain disciplined in work behavior. The need for self-actualization facilitated by the agency encourages employees to show their best performance independently and consistently, which in turn creates a work culture of discipline and responsibility.

All these factors together show that high work motivation has a direct impact on increasing employee discipline. In line with the results of research conducted by (Habib Suwardi et al., 2022) outlines that work motivation has a positive and significant effect on work discipline. An important factor in shaping the attitude of employee work discipline is an increase in work motivation, which is indicated by the desire and strong willingness of an employee to carry out an action or activity to achieve a certain goal. In other words, the stronger the employee's work motivation, the more disciplined the employee's work. It is also confirmed by research conducted by (Surbakti et al., 2024) proving that work motivation has a significant effect on work discipline. Companies that provide strong motivation to their employees may also encourage them to follow and comply with company regulations.

Influence of Work Discipline on Employee Performance

The findings of the third hypothesis state that work discipline has a positive and significant effect on employee performance. Thus it can be concluded that the third hypothesis is accepted, namely the higher the work discipline which is indicated by aspects of attendance, compliance with activity regulations, compliance with activity standards, a large level of accuracy, working ethically, the more employee performance will increase which is indicated by aspects of quality of work results, quantity of work results timeliness, reliability, cooperative attitude. Consistent and punctual attendance reflects an individual's commitment and responsibility to the task, while compliance with activity regulations and standard operating procedures shows employee awareness in carrying out functions following organizational policies in an orderly and systematic manner. A high level of accuracy shows the competence of employees in working carefully, which has implications for minimal errors and high work efficiency. Meanwhile, ethical behavior at work strengthens integrity and professionalism and builds harmonious and productive working relationships. Thus, high work discipline significantly supports the improvement of employee performance because it is the foundation in creating a structured, accountable, and results-oriented work environment. Therefore, work discipline is an important element in achieving organizational goals. Consistent with research According to research by (Ali Mashur Jamhuri et al., 2023), employee performance is positively and significantly impacted by work discipline. Discipline is defined as a person's awareness and desire to comply with all company regulations and applicable social rules. Likewise, research conducted by (Nurul Zafiqah et al., 2024) states that work discipline has a positive and significant effect on employee performance. This is evidenced by the higher the work discipline possessed by an employee, the higher the performance that will be achieved by that employee.

Influence of Work Discipline in Mediating Work Motivation on Employee Performance

The results of research findings between work motivation and employee performance mediated by work discipline are able to mediate the effect of work motivation on employee performance. Work discipline which is indicated by aspects of attendance, compliance with activity regulations, compliance with activity standards, a large degree of accuracy, ethical work can increase the influence of work motivation which is indicated by aspects of physical needs, needs for security and safety, social needs, needs for appreciation, needs for self-actualization on employee performance which is indicated by aspects of quality of work results, quantity of work results timeliness, reliability, cooperative attitude. Work discipline acts as a mediator that strengthens the relationship between work motivation and employee performance. When motivational needs such as physical needs, security, social, appreciation, and self-actualization are met, this not only encourages work enthusiasm but also increases employee discipline in terms of attendance, compliance with rules, and work ethics. High work discipline then becomes the main channel that directs the energy and motivation towards consistent, regular, and target-focused work behavior.

Thus, high work motivation through strong work discipline results in optimal employee performance in terms of quality, quantity, timeliness, reliability, and cooperative attitude. In line with the research of (Waskito & Wulandari, 2022) stated in their research that work

motivation has a positive and significant effect on employee performance with work discipline as mediation, employees will be motivated to do work according to predetermined standards because they automatically become more disciplined at work, which in turn will lead to better performance. Furthermore, research conducted by (Hastuti, 2023) concluded that work motivation has a positive and significant effect on employee performance with work discipline as a mediator. high work discipline caused by work motivation has a positive impact on employee performance. The higher the work motivation, the more disciplined the employees, which in turn will affect and have an impact on improving performance.

Conclusion

This study concludes that achieving optimal employee performance depends not only on the strength of work motivation but also on the extent to which the motivation is directed through consistent work discipline. Work discipline proves to be a significant mediating variable, transforming internal drive into productive and measurable work behavior. Therefore, the synergy between work motivation and work discipline is an important foundation in human resource management to encourage sustainable and high-quality employee performance. From the description above, improving employee performance involves increasing work motivation or indirectly through work discipline. Based on the results of testing the hypothesis that the author proposes, the following conclusions are obtained:

1. The first hypothesis, which states that work motivation has a positive and significant effect on employee performance, is supported or accepted, meaning that the higher the work motivation possessed by employees, the more employee performance will increase.
2. The second hypothesis, which states that work motivation has a positive and significant effect on work discipline, is supported or accepted, meaning that the higher the work motivation possessed by employees, the more work discipline increases.
3. The third hypothesis, which states that work discipline has a positive and significant effect on employee performance, is supported or accepted, meaning that the higher the work discipline possessed by employees, the more employee performance will increase.
4. The fourth hypothesis, which states that work discipline has a positive and significant effect on the relationship between work motivation and employee performance, is supported or accepted, meaning that work discipline can mediate the relationship between work motivation and employee performance.

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