



THE EFFECT OF WORK COORDINATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE MANPOWER OFFICE OF MANADO CITY

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Abstract

This study aims to determine the effect of Work Coordination and Work Discipline on Employee Performance at the Manpower Office of Manado City, both partially and simultaneously. The background of this study is based on the problems of suboptimal coordination among employees and the level of employee discipline that still needs improvement, which is presumed to affect employee performance. This study uses a quantitative approach with a survey method. The population in this study is all employees of the Manpower Office of Manado City, totaling 35 people, and all of them were used as the sample through a saturated sampling technique. Data were collected through a Likert-scale questionnaire and analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-test, and F-test with the help of IBM SPSS Statistics 27. The results show that all research instruments are valid and reliable. The regression equation obtained is $Y = -0.053 + 0.400X_1 + 0.564X_2$. Partially, Work Coordination has a positive and significant effect on Employee Performance (t count $3.619 > t$ table 1.694 ; Sig. $0.001 < 0.05$), and Work Discipline has a positive and significant effect on Employee Performance (t count $4.535 > t$ table 1.694 ; Sig. $0.000 < 0.05$). Simultaneously, Work Coordination and Work Discipline have a positive and significant effect on Employee Performance (F count $25.030 > F$ table 3.295 ; Sig. $0.000 < 0.05$), contributing 61.0% (R Square = 0.610), while the remaining 39.0% is influenced by other factors outside this



research model. This study recommends that the Manpower Office of Manado City further improve coordination among employees and the enforcement of work discipline to optimize employee performance in supporting public services.

Keywords: Work Coordination; Work Discipline; Employee Performance; Multiple Linear Regression

INTRODUCTION

Every government agency is required to manage its human resources effectively so that organizational goals can be achieved. Human resources are the main asset that plays a role in carrying out all organizational activities. Along with technological development, globalization, and modernization, competition in the world of work continues to increase, requiring every organization to keep improving the quality of its human resources. If an organization is unable to adapt to these developments, the execution of tasks and the achievement of organizational goals may be hindered (Yulandri & Onsardi, 2020).

Employee performance is one of the factors that determines an organization's success. Employees with good performance will be able to carry out their tasks effectively and efficiently so that organizational goals can be achieved. According to Yamin, Nuzleha, and Hidayat (2021), optimal performance reflects an employee's ability to complete work in accordance with their duties and responsibilities, while conversely, low performance will make it difficult for an organization to achieve its goals (Jufrizen & Hadi, 2021). This study is also related to the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 16 (Peace, Justice and Strong Institutions), since good employee performance in government agencies can support quality public services and effective governance.

One factor presumed to influence employee performance is work coordination. According to Stoner, Freeman, and Gilbert as cited in Suryana and Jauhari (2016), coordination is the process of integrating various activities from each part of an organization so that goals can be achieved effectively and efficiently. In government agencies, the coordination process often faces obstacles, such as difficulties in managing employees and differing views between superiors and subordinates (Sari, Marnisah, & Romli, 2020). Besides work coordination, work discipline is also presumed to be a factor affecting



employee performance. According to Fathoni (2006), discipline is an individual's awareness and willingness to comply with all organizational rules and applicable social norms. Without good discipline, an organization will find it difficult to achieve its goals.

Findings from previous studies on the effect of work coordination and work discipline on employee performance still show varying results (a research gap). Sumampouw and Wahyudi's (2020) study found that work coordination has a positive and significant effect on employee performance, while work discipline has no significant effect. In contrast, studies by Syaqui (2019) and Darmanto (2018) found that work coordination and work discipline simultaneously have a positive and significant effect on employee performance. These differing results indicate the need for further research to obtain empirical evidence at different research objects and locations.

Based on preliminary observations at the Manpower Office of Manado City, problems were still found, such as suboptimal information exchange among employees, task execution and cooperation among employees that has not run harmoniously, employee compliance with working hours that still needs improvement, ineffective use of working time, and several tasks not completed within the set target time. This condition shows that employee performance at this agency still needs to be improved. Based on the above description, the authors are interested in conducting research titled "The Effect of Work Coordination and Work Discipline on Employee Performance at the Manpower Office of Manado City," with the aim of determining the effect of Work Coordination and Work Discipline on Employee Performance, both partially and simultaneously.

LITERATURE REVIEW

Work Coordination

According to Rohman (2017), coordinating can be understood as a series of managerial actions taken to prevent disorder, conflict, or gaps in work through efforts to integrate, connect, and align the tasks and responsibilities of subordinates. Nugroho (2022) adds that coordination aims to ensure that all operational activities within an organization run harmoniously and do not overlap. Based on these views, work coordination can be synthesized as a process of unifying and organizing activities among employees and work units so that task execution can proceed in a directed, optimal manner and support the effective and efficient achievement of organizational goals. The indicators of work



coordination in this study refer to Sugandha (2008): (1) unity of action, (2) communication, and (3) cooperation between sections.

Work Discipline

According to Afandi (2018), discipline is essentially a managerial effort to ensure that organizational members comply with established rules and policies, reflected through clear regulations, employee compliance, and sanctions for violators. Rivai (2011) adds that work discipline is a tool used by managers to communicate with employees so that they are willing to change certain behaviors and increase their awareness and willingness to comply with regulations. Based on these views, work discipline can be synthesized as an attitude, behavior, and conduct that reflects a person's awareness and willingness to obey, respect, and comply with all organizational rules, whether written or unwritten. The indicators of work discipline in this study refer to Sastrohadiwiryo (2013): (1) attendance, (2) use of working time, and (3) work ethics.

Employee Performance

Mangkunegara (2015) states that performance derives from the term job performance or actual performance, namely the work results achieved by an employee in terms of both quality and quantity in carrying out tasks according to the responsibilities given. Robbins (2012) emphasizes that employee performance is the result obtained by a worker in carrying out their duties, measured based on certain criteria relevant to the job. Based on these views, employee performance can be synthesized as an individual's achievement of work results, both in terms of quality and quantity, in carrying out their tasks and responsibilities in accordance with the standards and criteria set by the organization. The indicators of employee performance in this study refer to Mangkunegara (2017): (1) work quality, (2) work quantity, and (3) initiative.

Previous Research and Conceptual Framework

Halawa's (2024) study at the Ulu Idanotae Sub-district Office, South Nias Regency, showed that work coordination has a positive and significant effect on employee performance. Sadat, Handayani, and Kurniawan's (2020) study showed that work discipline has a positive and significant effect on employee performance. Meanwhile, studies by Syaqui (2019) and Oktarina, Parel, and Josiah (2022) showed that work coordination and work discipline simultaneously have a positive and significant effect on employee performance. Based on the theoretical review and previous research, good work coordination will create harmony in task execution, facilitate communication, and improve cooperation among employees, while high work discipline will encourage employees to be



more compliant with regulations and more responsible in completing tasks. Together, these two factors are presumed to create an orderly, directed, and productive work environment that can improve employee performance.

Research Hypotheses

Based on the conceptual framework above, the research hypotheses are formulated as follows:

H1: Work Coordination is presumed to partially have a significant effect on Employee Performance at the Manpower Office of Manado City.

H2: Work Discipline is presumed to partially have a significant effect on Employee Performance at the Manpower Office of Manado City.

H3: Work Coordination and Work Discipline are presumed to simultaneously have a significant effect on Employee Performance at the Manpower Office of Manado City.

RESEARCH METHOD

This study uses a quantitative approach with descriptive methods and field research. The research was conducted at the Manpower Office of Manado City, located at Jalan Pumorouw No. 228, Tikala Baru, Tikala District, Manado. The population in this study is all employees of the Manpower Office of Manado City, totaling 35 people. The sampling technique used is saturated sampling, in which all members of the population are used as the research sample because the population size is relatively small, so all 35 employees were used as respondents.

Data were collected through observation, a questionnaire distributed via Google Form, and literature study. The research instrument used a 1–5 Likert scale (Strongly Agree = 5, Agree = 4, Somewhat Disagree = 3, Disagree = 2, Strongly Disagree = 1), consisting of 13 statement items for the Work Coordination variable (X1), 12 items for the Work Discipline variable (X2), and 12 items for the Employee Performance variable (Y). Data were analyzed using validity tests (Pearson Product Moment), reliability tests (Cronbach's Alpha), classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, correlation tests, t-tests (partial), and F-tests (simultaneous) with the help of IBM SPSS Statistics 27.

Operational Definition of Variables

Variable	Definition	Indicators
Work Coordination (X1)	The process of integrating the goals and activities among work units or employees so that task execution runs	Unity of action; Communication;



Variable	Definition	Indicators
Work Discipline (X2)	harmoniously, synchronously, and on time to achieve organizational targets.	Cooperation between sections
Employee Performance (Y)	Employees' awareness and willingness to comply with all agency regulations and applicable social norms, whether working time; punctuality, SOP compliance, or task ethics responsibility.	Attendance; Use of working time; Work
	Work results in terms of quality and quantity achieved by employees in carrying out their tasks in accordance with the responsibilities given.	quality; Work quantity; Initiative

Source: Sugandha (2008); Sastrohadiwiryo (2013); Mangkunegara (2017), processed by the researchers (2026)

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of the 35 research respondents based on gender, latest education, and age are presented in Table 1 below.

Table 1.

Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	19	54.3%
	Female	16	45.7%
Latest Education	Junior High School	1	2.9%
	Senior High School	13	37.1%
	Diploma 2	2	5.7%
	Diploma 3	4	11.4%
Age	Bachelor's Degree (S1)	15	42.9%
	< 25 years	3	8.6%
	26–35 years	13	37.1%
	36–45 years	11	31.4%
	46–56 years	8	22.9%

Source: Primary data processed, SPSS 27 Output (2026), n = 35



Respondents were dominated by male employees (54.3%), with a Bachelor's degree (S1) as their latest education (42.9%), and in the productive age range of 26–35 years (37.1%).

Validity and Reliability Test Results

The validity test was conducted by correlating each item's score with the variable's total score using Pearson Product Moment. An item is declared valid if $r\text{-count} > r\text{-table}$ ($df = 33$; $\alpha = 5\%$; $r\text{-table} = 0.334$). The test results show that all 13 Work Coordination (X1) items had $r\text{-count}$ values ranging from 0.673–0.896, all 12 Work Discipline (X2) items ranged from 0.748–0.919, and all 12 Employee Performance (Y) items ranged from 0.798–0.909. All these values are greater than the $r\text{-table}$ (0.334) with $\text{Sig. (2-tailed)} = 0.000$, so all 37 statement items were declared VALID.

The reliability test used Cronbach's Alpha with a criterion value > 0.60 . The test results show a Cronbach's Alpha value for the Work Coordination variable of 0.962, Work Discipline of 0.965, and Employee Performance of 0.964, as presented in Table 2. All these values are far above 0.60, so the three instruments were declared RELIABLE with a very high level of reliability.

Table 2.

Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Description
Work Coordination (X1)	13	0.962	Reliable
Work Discipline (X2)	12	0.965	Reliable
Employee Performance (Y)	12	0.964	Reliable

Source: SPSS 27 Output, processed by the researchers (2026)

Classical Assumption Test Results

The normality test using the Normal P-P Plot of Regression Standardized Residual shows that the data points are spread following the diagonal line, indicating that the residuals of the regression model are normally distributed. The multicollinearity test shows a Tolerance value of 0.890 (> 0.10) and a VIF value of 1.124 (< 10) for both independent variables, indicating no multicollinearity between Work Coordination and Work Discipline. The heteroscedasticity test through the Scatterplot graph shows points spread randomly above and below the number 0 on the Y-axis without forming a specific pattern, indicating that the regression model does not experience heteroscedasticity (it is homoscedastic). Thus, the regression model in this study has met all classical assumptions and is suitable for hypothesis testing.



Correlation Analysis

The Pearson correlation analysis results show that Work Coordination (X1) has a strong correlation with Employee Performance (Y) of $r = 0.600$, and Work Discipline (X2) has a strong correlation with Employee Performance (Y) of $r = 0.671$. The correlation between the independent variables (X1 and X2) of $r = 0.332$ is classified as low, indicating no serious multicollinearity between the independent variables.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effect of Work Coordination (X1) and Work Discipline (X2) on Employee Performance (Y). The Model Summary results show an R value of 0.781, classified as a strong relationship category, and an R Square value of 0.610, as presented in Table 3.

Table 3.

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.781	0.610	0.586	8.178

Source: SPSS 27 Output, processed by the researchers (2026)

The R Square value of 0.610 shows that 61.0% of the variation in Employee Performance can be explained jointly by the Work Coordination and Work Discipline variables, while the remaining 39.0% is explained by other factors outside this research model, such as work motivation, leadership, or work environment.

Table 4.

F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3348.320	2	1674.160	25.030	0.000
Residual	2140.365	32	66.886	–	–
Total	5488.686	34	–	–	–

Source: SPSS 27 Output, processed by the researchers (2026)

Table 5.

Regression Coefficient Test Results (Coefficients)

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-0.053	5.252	–	-0.010	0.992	–	–
Work Coordination (X1)	0.400	0.110	0.424	3.619	0.001	0.890	1.124



Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Work Discipline (X2)	0.564	0.124	0.531	4.535	0.000	0.890	1.124

Source: SPSS 27 Output, processed by the researchers (2026)

Based on the unstandardized coefficients (B) in Table 5, the following multiple linear regression equation is obtained:

$$Y = -0.053 + 0.400X_1 + 0.564X_2$$

The constant value of -0.053 indicates that if Work Coordination and Work Discipline are 0, Employee Performance would be -0.053. The regression coefficient of X_1 at 0.400 means that every 1-unit increase in the Work Coordination score will increase Employee Performance by 0.400 units, assuming Work Discipline remains constant. The regression coefficient of X_2 at 0.564 means that every 1-unit increase in the Work Discipline score will increase Employee Performance by 0.564 units, assuming Work Coordination remains constant. Both regression coefficients are positive, indicating a unidirectional relationship between Work Coordination and Work Discipline with Employee Performance. The Beta values also show that Work Discipline (0.531) contributes a slightly greater influence than Work Coordination (0.424) on Employee Performance.

Hypothesis Testing

The t-test (partial) is used to determine the effect of each independent variable partially on the dependent variable, at a significance level of $\alpha = 5\%$ (one-tailed), with $df = n - k - 1 = 32$, resulting in a t-table value of 1.694. The F-test (simultaneous) is used to determine the joint effect of the independent variables, with $df_1 = 2$ and $df_2 = 32$, resulting in an F-table value of 3.295.

Hypothesis 1 (H1): Based on Table 5, the t-count value for Work Coordination is $3.619 > t\text{-table } 1.694$, with Sig. of $0.001 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted, meaning that Work Coordination partially has a positive and significant effect on Employee Performance at the Manpower Office of Manado City.

Hypothesis 2 (H2): The t-count value for Work Discipline is $4.535 > t\text{-table } 1.694$, with Sig. of $0.000 < 0.05$. Therefore, H_0 is rejected and H_2 is accepted, meaning that Work Discipline partially has a positive and significant effect on Employee Performance at the Manpower Office of Manado City.

Hypothesis 3 (H3): Based on Table 4, the F-count value is $25.030 > F\text{-table } 3.295$, with Sig. of $0.000 < 0.05$. Therefore, H_0 is rejected and H_3 is accepted, meaning that Work Coordination and Work Discipline simultaneously have a positive and significant effect on Employee Performance at the Manpower Office of Manado City.



Discussion

The research results show that Work Coordination has a positive and significant effect on Employee Performance. This finding is consistent with Halawa's (2024) study at the Ulu Idanotae Sub-district Office, South Nias Regency, which found that work coordination has a positive and significant effect on employee performance, and is also in line with Marsih and Mindari (2025). Effective coordination among employees and between work units at the Manpower Office of Manado City, reflected in unity of action, communication, and cooperation, has proven able to make task execution more directed, thereby improving employee performance.

The results also show that Work Discipline has a positive and significant effect on Employee Performance, even with a slightly greater contribution (Beta) than Work Coordination. This finding is consistent with the studies of Sadat, Handayani, and Kurniawan (2020) as well as Darmanto (2018), which found that work discipline has a positive and significant effect on employee performance. However, this finding differs from the results of Sumampouw and Wahyudi (2020), who found that work discipline had no significant effect on employee performance in their research object. This difference indicates that the effect of work discipline on performance can vary depending on the organizational characteristics and work culture of each agency, so the results of this study both reinforce and complement the existing research gap.

Simultaneously, the results prove that Work Coordination and Work Discipline together have a positive and significant effect on Employee Performance, contributing 61.0%. This finding is consistent with Syaqui's (2019) study at the South Jakarta Administrative City Secretariat and Oktarina, Parel, and Josiah's (2022) study at the Sekincau Sub-district Office, which also found a positive and significant simultaneous effect of both variables on employee performance. This confirms that good work coordination and high work discipline are two mutually complementary factors in creating an orderly, directed, and productive work environment, making it important for the Manpower Office of Manado City to continue strengthening both aspects in order to optimize employee performance in support of quality public services, in line with SDG Goals 8 and 16.

CONCLUSION

Based on the analysis and discussion, it can be concluded that: (1) Work Coordination partially has a positive and significant effect on Employee



Performance at the Manpower Office of Manado City; (2) Work Discipline partially has a positive and significant effect on Employee Performance at the Manpower Office of Manado City; (3) Work Coordination and Work Discipline simultaneously have a positive and significant effect on Employee Performance at the Manpower Office of Manado City, contributing 61.0%, while the remaining 39.0% is influenced by other factors outside this research model.

Based on these conclusions, it is recommended that: (1) the Manpower Office of Manado City continue to improve coordination among employees by strengthening communication and cooperation between sections; (2) the agency improve the enforcement of work discipline, particularly regarding punctuality and effective use of working hours; (3) leaders provide role models and consistent supervision to foster a disciplined and coordinated work culture; and (4) future researchers add other variables such as work motivation, leadership, or work environment to broaden the scope of explanation for variations in Employee Performance.

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