



**EXAMINING THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE
PERFORMANCE WITH WORK MOTIVATION AS A MEDIATING
VARIABLE: EVIDENCE FROM THE BIAK NUMFOR POLICE**

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Abstract

This study aims to analyze the influence of work discipline on the performance of personnel at Biak Numfor Police Resort, with work motivation as an intervening variable. The research is motivated by the high rate of disciplinary violations within the Biak Numfor Police, which has led to a decline in performance and professionalism among personnel. A quantitative approach was applied using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. The sample consisted of 220 active police officers selected through purposive sampling, while the research instrument was developed based on validated and reliable indicators. The results indicate that work discipline has a positive and significant effect on both work motivation and performance. Furthermore, work motivation has a significant influence on performance and mediates the relationship between work discipline and performance. These findings emphasize that work discipline not only directly contributes to improved performance but also builds internal motivation that drives more optimal results. This research provides practical implications for police leadership, particularly the need to implement consistent disciplinary policies, foster a positive work culture, and develop reward systems that enhance motivation. Such strategies are expected to strengthen discipline, boost internal motivation, and ultimately optimize personnel performance at the Biak Numfor Police Resort.

Keywords: Work Discipline, Performance, Work Motivation, Police Force, Intervening Variable



INTRODUCTION

The performance of human resources is one of the crucial aspects in achieving organizational goals, including in law enforcement institutions such as the National Police of the Republic of Indonesia (Polri). In carrying out their main duties and functions as law enforcers, protectors, protectors, and public servants, members of the National Police are required to have high performance supported by very strong discipline (Sedarmayati, 2017). Work discipline in the context of the Police organization reflects the level of compliance with the rules, awareness of responsibility, and punctuality and procedures in carrying out duties.

Demands on the quality of public services establish the performance of Police personnel as a strategic aspect in ensuring social stability. Amid high public expectations for the integrity and professionalism of the Police, the phenomenon of disciplinary violations within the Biak Numfor Police has become a serious concern. Based on data from the Biak Numfor Police Propam Sie Propam for the 2021-2024 period, there are 38 disciplinary violations, with the highest type of violations being actions that reduce the honor and dignity of the National Police institution (21%), as well as evasion and neglect of official responsibilities (21% and 15.9%). This shows that discipline is still a strategic issue that has an impact on the quality of member performance. The violations were mostly committed by non-commissioned officers with less than 10 years of service, which shows the need for a more in-depth managerial and psychological approach in member coaching.

Theoretically, work discipline is understood as a person's awareness and willingness to obey all organizational rules and applicable social norms (Hasibuan, 2011). Discipline is a management tool to direct the behavior of members to be by organizational standards (Rivai, 2011). On the other hand, work motivation also plays an important role in encouraging members to work more effectively. Robbins and Judge (2015) define work motivation as a process that explains a person's intensity, direction, and perseverance in achieving work goals. A number of previous studies have shown a significant relationship between work discipline, motivation, and performance. Novita et al (2018) found that work discipline has a positive effect on performance, Langda and Laily (2021) showed that motivation can mediate the relationship between discipline and performance, while Sherly et al (2023) found that motivation does not play a significant mediator. These gaps suggest that organizational context, work culture, and individual characteristics can influence the relationship between variables, so more research is needed to clarify the mechanism.



The geographic and socio-cultural context in the Biak Numfor area is also a factor that cannot be ignored. As an archipelago in Papua province, Biak has its own challenges in terms of accessibility, social conditions of the community, and local security dynamics. This directly or indirectly affects the level of work stress, perception of leadership, and the work climate within the Biak Numfor Police environment. Therefore, the approach to improving the work of National Police members in this region must be adjusted to local characteristics to be more targeted and sustainable.

Then it is also important to pay attention to *the aspect of reward and punishment* in shaping work discipline. A fair and transparent reward system has been proven to encourage members' intrinsic motivation. On the other hand, indecisiveness in enforcing rules can reduce work morale and cause inequality in the organization. Thus, in addition to regular coaching and technical training, an integrated human resource management system is needed, which combines performance evaluation, character assessment, and motivational empowerment. This research is expected to make a theoretical contribution to the development of human resource management studies in the public sector, as well as become a practical consideration for the leadership of the National Police in formulating strategic policies that are more contextual, responsive, and data-based. The main focus is to create a work environment that is supportive, conducive, and motivates each member to show their best performance, for the sake of increasing public trust in the Police agency.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory design to examine the relationship between work discipline variables, work motivation, and member performance. Data was collected through a questionnaire using a five-point Likert scale that has been tested for validity and reliability. The research instrument includes three main constructs, namely work discipline, work motivation, and performance, each of which is measured based on indicators adapted from the theories of Rivai (2011), Robbins and Judge (2015), and Silaen et al (2021). The respondents in this study were 220 active members using the Slovin formula with an error rate of 5%. The sampling technique is *stratified random sampling*, so that it is *representative* of each level of rank. The data collection instrument is in the form of a questionnaire that is compiled based on indicators from relevant theories. The questionnaire was distributed online using *Google Form* in the period of March 10 – April 17, 2025. Respondents consisted of



personnel with various levels of rank, work unit, age, and service period. The collected data were analyzed using *Partial Least Squares–Structural Equation Modelling* (SEM-PLS) with the help of *SmartPLS* software.

RESULTS AND DISCUSSION

Respondent Description

An overview of the respondents of National Police personnel at the Biak Numfor Police, which have been grouped by rank, work unit, gender, age, service period, and last education.

Table 1.
Characteristics of the study respondents

Respondent Identities	Category	Sum	Percentage (%)
Rank	Bintara	108	49
	High Officers	76	35
	First Officer	33	15
	Intermediate Officer	3	1
Work unit	Administration	103	47
	Operational	117	53
Gender	Man	182	83
	Woman	38	17
Age	Less than 20 years old	2	1
	21-30 years old	53	24
	31-40 years old	69	31
	41-50 years old	82	38
	51 years and older	14	6
	Less than 5 years	17	8
Service period	6-15 years	61	28
	16-25 years	98	45
	26-30 years	32	14
	More than 30 years	12	5



Respondent Identities	Category	Sum	Percentage (%)
Final education	High School/Vocationa	138	63
	l School		
	D1-D3	21	9
	D4/S1	57	26
	S2	4	2
	S3	0	0

(Source: data processed by researchers, 2025)

Research Results

This study uses *structural equation modelling* (SEM) analysis based on *partial least squares* (PLS) with the help of *SmartPLS* 3.0 software. The submission is carried out according to the problem formulation, including direct and indirect influences between variables.

The Effect of Work Discipline on Member Performance

The results of the analysis showed that work discipline had a positive and significant effect on the performance of members of the Biak Numfor Police, with a path coefficient of 0.356, a statistical T-value of 4.267, and a *p value* of 0.000 ($p < 0.05$).

Table 2.

Test Results of the Influence of Work Discipline on Performance

Independent Variables	Bound Variables	Coefficient	T statistics	P Value
Work discipline	Performance	0,356	4,267	0,000

(Source: data processed by researchers, 2025)

This indicates that the higher the work discipline of the personnel, the better the performance will be. So, it can be concluded that work discipline has a positive and significant effect on performance. The range of influence is from 0.194 to 0.520, as reinforced by the *effect size* (F2) value of 0.183 (medium). This result is also reinforced by the *R-squared* (R²) value of 0.623 (moderate) or 62.3% variation in performance can be explained by the work discipline, and the *Q-squared* (Q²) value for performance is 0.347, which indicates that the model has high predictive ability. This shows that work discipline not only has a significant effect, but also plays a practical role in predicting improved personnel performance. This is by the theory of Hasibuan (2010), which states that discipline



reflects obedience to applicable work rules and procedures, which directly encourages work efficiency and effectiveness. This finding is also in line with the research of Partini (2012) and Evaita (2013), which states that work discipline has a positive and significant effect on performance.

The Effect of Work Discipline on Work Motivation

Work discipline was proven to have a positive and significant effect on work motivation, with a coefficient value of 0.675, a statistical T of 12.590, and a p value of 0.000.

Table 3.
The Results of the Test of the Influence of Work Discipline on Work Motivation

Independent Variables	Bound Variables	Coefficient	T statistics	P Value
Work discipline	Work Motivation	0,675	12,590	0,000

(Source: data processed by researchers, 2025)

High discipline tends to increase members' work motivation. This shows that the higher the level of discipline of members, the more their work motivation will also increase. The influence range is between 0.565 and 0.775, amplified by a large influence value (F2) of 0.836. This indicates that small changes at the level of discipline will have a big impact on motivational changes. In addition, work discipline was able to explain 45.5% of the variation in work motivation included in the moderate category, which means that work discipline has enough power to explain the difference in motivation between personnel. In terms of predictive ability, the *Q Square* value in the work motivation variable is 0.250, which is included in the medium category. This means that this model is able to predict work motivation properly and reliably based on work discipline variables. This finding is supported by Robbins & Judge (2015), who stated that an orderly work structure and clear rules contribute to the formation of intricate motivation in members. The application of fair and consistent discipline creates a sense of fairness and clarity of job expectations that psychologically strengthens the drive to work better. These results are in line with the research of Idmam Fahmi (2021) and Laila & Okta (2021), which concluded that work discipline has a strong influence on increasing work motivation.

The Effect of Work Motivation on Performance

Work motivation also had a positive and significant effect on member performance, with a path coefficient of 0.576, a statistical T of 4.631, and a p value of 0.000.



Table 4.

Test Results of the Effect of Work Motivation on Performance

Independent Variables	Bound Variables	Coefficient	T statistics	P Value
Work Motivation	Performance	0,576	4,632	0,000

(Source: data processed by researchers, 2025)

This shows that personnel who have high work motivation tend to show good performance, so it can be concluded that work motivation has a positive and significant effect on performance. The range of influence is between 0.326 to 0.671. Although the influence on performance comes from work discipline, the influence of self-motivation on performance is also shown to be large, as shown by the *F-square* value of 0.368. In addition, the *R-squared value* of 0.623 belongs to the moderate category, which means that 62.3 of % variation in performance can also be explained by work motivation. The ability of work motivation to predict changes in performance variance is also confirmed through a *Q-squared value* of 0.347, which is included in the medium category.

This result is supported by the theory of Mangkunegaran (2018), which states that work motivation is an internal force that encourages individuals to work optimally to achieve organizational targets. When highly motivated members tend to show better dedication, speed, and work accuracy. These findings are in line with the research of Shahzadi et al (2014) and Susan et al (2012), who stated that work motivation is an important *predictor* for performance improvement in the public sector.

The Influence of Work Discipline on Performance Through Work Motivation

Work discipline also has an indirect effect on performance through work motivation, with a magnitude of influence of 0.340, a statistical T of 5.245, and a p value of 0.000.

Table 5.

Results of the work motivation mediation test

Independent Variables	Coefficient	T statistics	P Value
Work discipline → Work motivation → Performance	0,340	5,245	0,000

(Source: data processed by researchers, 2025)

These results show that high discipline will be more effective in encouraging performance if it is accompanied by increased work motivation; then it can be concluded that work discipline has a positive and significant effect on performance through work motivation. The range of influence is between 0.218



and 0.470, which indicates that this mediating effect is consistent and substantial. Work discipline has a huge influence on work motivation, with an F square of 0.836, while work motivation also has a big influence on performance, namely with an F square value of 0.368. This means that these two pathways are not only significant, but also very powerful practically. Then this model has good predictive ability, as shown by the Q Square value of 0.250 for work motivation and 0.347 for performance. These values show that the model not only explains the relationships between variables but is also able to predict how these variables will be in the future. In other words, this model is valid and feasible to use as a basis for decision-making or policy. To clarify the extent to which work motivation mediates the influence of work discipline on performance, the VAF value is used to be 48.85%, which means that about half of the influence of work discipline on performance occurs through work motivation. In other words, work motivation mediates part of these influences, or is referred to as partial mediation. This supports the theory of Siagian (2013), which states that motivation is the link between behavior, such as discipline and work results. This also supports the findings of Langda & Laily (2021) and Mandra (2021), which affirm the important role of motivation in bridging the influence between discipline and performance.

CONCLUSION

The results of this study show that work discipline has a positive and significant effect on the performance of Biak Numfor Police personnel, both directly and indirectly through work motivation as a mediation variable. Work discipline shown through adherence to rules, punctuality, and responsibility has been proven to not only increase work motivation, but also have a significant impact on personnel performance. Work motivation, both intrinsic and extrinsic, is an important factor that strengthens the relationship between work discipline and performance, because motivated personnel tend to have higher enthusiasm, commitment, and responsibility in carrying out tasks. These findings confirm that improving performance within the Police is not enough to rely only on formal discipline, but also requires systematic efforts to increase work motivation through coaching, support, work environment, and leadership examples.

To improve the discipline and performance of personnel, the Biak Numfor Police needs to conduct routine socialization and training related to standard operating procedures (SOPs) and professional ethics of the National Police so that discipline becomes an inherent work culture. Optimizing the role of superiors in providing examples, guidance, and rewards to outstanding personnel also needs to be



optimized. In addition, the reward and sanction system must be applied objectively and consistently to encourage work motivation and foster a healthy discipline culture. The division of additional tasks should be evaluated so as not to decrease productivity, and the HR department is expected to be more active in competency development, assignment rotation, and functional training. Other efforts that need to be made are mental and spiritual improvement, creating a conducive work environment, and strengthening technology-based performance evaluation systems such as the National Police SIPK so that work assessments can be carried out objectively, measurably, and become the basis for career development. From the academic side, this research encourages the development of theories by including psychological variables such as job satisfaction or organizational commitment, as well as expanding the research object to the level of the Regional Police or similar agencies to improve the generalization of results. Cross-agency or longitudinal research is also recommended to understand the dynamics of the relationship between variables in a more diverse period and organizational context.

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