

The Effect of Work Discipline, Work Motivation, and Work Engagement on Employee Performance

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Abstract: This study aims to analyze the effect of work discipline, work motivation, and work engagement on employee performance. The problem raised in this study is the decline in employee performance as reflected in the company's failure to achieve its sales targets. This study was conducted to determine and test the influence of work discipline, work motivation, and work engagement on employee performance, both partially and simultaneously. The research approach used was quantitative. The research population included all employees. The sampling technique used was saturated sampling, so that all 38 employees were used as research samples. Data collection was carried out through questionnaires and observation. The data analysis technique used was multiple linear regression analysis. The results showed that, partially, work discipline, work motivation, and work engagement had a positive and significant effect on employee performance. In addition, simultaneously, work discipline, work motivation, and work engagement were also proven to have a positive and significant effect on employee performance.

Introduction

In the midst of increasingly fierce business competition, companies are required to have optimal organizational performance in order to survive and grow. Organizational performance is greatly influenced by the quality of human resources, especially the performance of employees as the main implementers of company activities (Septinadewi & Idris, 2025:239). Therefore, effective human resource management is an important factor in maintaining the productivity and competitiveness of the company (Othman quoted by Supriyadi & Susilowati, 2020:27).

The importance of improving the quality of human resources is also reflected in

national employment conditions. The Central Statistics Agency (2024) notes that the number of labor force in Indonesia continues to increase, but the challenge of increasing productivity and labor performance is still a major concern. Employee performance itself reflects the level of achievement of individual work results in carrying out tasks in accordance with the standards and goals that have been set (Usmany et al., 2024:123), so that it is an important indicator of the company's success (Rahayu, 2025:805).

One of the trading businesses engaged in the production and sale of ceramic crafts in Tabanan Regency has operational activities that rely heavily on accuracy, punctuality, and employee productivity. However, during 2024 the company has not been able to achieve the set sales target. Of the target of IDR 4.56 billion, the sales realization achieved was only around 70.59%, which shows that employee performance has not been optimal in supporting the achievement of the company's targets.

These performance problems are allegedly influenced by low employee work discipline. The average employee absenteeism rate of above 3% indicates a lack of compliance with rules and working hours. According to Gentari et al. (cited by Indrawati & Mashyuni, 2024:2376), the attendance rate above 3% is relatively high and can hinder the achievement of company goals. Good work discipline can encourage performance improvement, while low discipline can slow down the achievement of organizational targets (Novia, 2024:3).

In addition to work discipline, work motivation also plays an important role in improving employee performance. Work motivation is an internal and external drive that affects the intensity and perseverance of employees at work (Saliano et al., 2024:2606). However, the salary level of employees in the ceramic handicraft trading business in Tabanan Regency, which is still below the regional minimum wage, has the potential to reduce work motivation, which ultimately has an impact on declining employee performance (Fiqly, 2024:2).

In addition, work engagement reflects the level of involvement and commitment of employees to their work, both emotionally and intellectually (Lockwood quoted by Shafwah & Clara, 2024:728). The realization of production that has not fully reached the target shows that employee work involvement still needs to be increased.

Several previous studies have examined the relationship between work discipline, work motivation, and work engagement on employee performance. The results of research conducted by Ratnawati et al. (2022), Fauziyah (2024), and Nogo et al. (2023) show that work discipline has a positive and significant influence on employee performance. In addition, Rahayu (2025), Rusianto et al. (2023), Ratnawati et al. (2022), and Zahras (2023) found that work motivation has a positive and significant effect on employee performance where motivation encourages employees to work more actively and productively. Furthermore, Rahayu (2025) and Burlian (2024) state that work engagement has a positive and significant influence on employee performance, because employees who are highly engaged in their work tend to show higher levels of productivity and responsibility. However, the results of previous studies still show different findings, so there are inconsistencies in the results of the study regarding the influence of work discipline variables, work motivation, and work engagement on employee performance. In addition, most of the previous research was conducted more in the service sector and large companies, but few studies simultaneously examined work discipline, work motivation, and work involvement in trading companies, especially the handicraft industry.

Based on these results, this study has novelty because this study simultaneously examines the influence of work discipline, work motivation, and work engagement on employee performance in the ceramic craft trading business in Tabanan Regency, which is

still rarely studied in the context of human resource management. Therefore, this study aims to determine the influence of work discipline, work motivation, and work engagement on employee performance in the ceramic craft trading business in Tabanan Regency. This research is expected to make a theoretical contribution to the development of human resource management research and make a practical contribution to companies in improving employee performance through more effective management of work discipline, work motivation, and work engagement .

Research Method

This study uses a quantitative approach to analyze the influence of work discipline, work motivation, and work engagement on employee performance. The population as well as the sample in this study amounted to 38 employees in the ceramic handicraft trading business in Tabanan Regency, using the saturated sampling method. The variables in this study consisted of three independent variables and one dependent variable, namely work discipline (X_1), work motivation (X_2), and work engagement (X_3), while the bound variable was employee performance (Y). Variable measurements were carried out using a questionnaire with a five-point Likert scale, ranging from a score of 1 (strongly disagree), to a score of 5 (strongly agree).

The data collection technique was carried out by distributing questionnaires directly to respondents. The collected data is then obtained using Statistical Product and Service Solutions (SPSS) software. This research model uses multiple linear regression analysis with the following equations:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

- Y = Employee Performance
- a = Constant value
- β_1 - β_3 = Regression coefficient
- X_1 = Work Discipline
- X_2 = Work Motivation
- X_3 = Work Engagement

The data analysis techniques in this study include research instrument tests (validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, regression coefficients (R^2), and hypothesis tests, namely t-tests for partial influences, and F tests for simultaneous influences.

The relationship between variables in this study is described in the following conceptual framework:

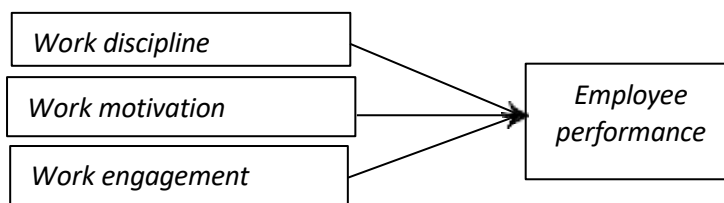


Figure 1. Conceptual Framework

Result and Discussion

Respondent Distribution

The distribution of respondents in this study was classified based on gender, age, length of work, and level of education. The results of the data analysis showed that the

majority of respondents were male employees compared to female employees. Based on age, most respondents were in the productive age group, which is 20-30 years old, which indicates that most employees are at an active and productive stage in their careers.

Based on the length of service, most of the respondents have worked for less than 3 years, this shows that most of the employees are still relatively new, but have sufficient work experience in carrying out the company's operational activities. Meanwhile, based on education level, most of the respondents have a background in vocational education, followed by high school, diploma, and s1. This condition shows that human resources in the company have a fairly diverse background of education so that they can support the implementation of work according to the company's needs.

Validity Test

The questionnaire is considered valid if the calculated r value is greater than the r of the table.

Table 1. Validity Test Results

| Variable | Statement Items | Total Item Correlation | r table | Remarks |
|--------------------------|-----------------|------------------------|---------|---------|
| Employee Performance (Y) | Y.1 | 0,839 | 0,30 | Valid |
| | Y.2 | 0,900 | 0,30 | Valid |
| | Y.3 | 0,885 | 0,30 | Valid |
| | Y.4 | 0,802 | 0,30 | Valid |
| | Y.5 | 0,857 | 0,30 | Valid |
| Work Discipline (X1) | X1.1 | 0,842 | 0,30 | Valid |
| | X1.2 | 0,825 | 0,30 | Valid |
| | X1.3 | 0,835 | 0,30 | Valid |
| | X1.4 | 0,830 | 0,30 | Valid |
| Work Motivation (X2) | X2.1 | 0,741 | 0,30 | Valid |
| | X2.2 | 0,857 | 0,30 | Valid |
| | X2.3 | 0,800 | 0,30 | Valid |
| | X2.4 | 0,931 | 0,30 | Valid |
| Work Engagement (X3) | X3.1 | 0,721 | 0,30 | Valid |
| | X3.2 | 0,858 | 0,30 | Valid |
| | X3.3 | 0,850 | 0,30 | Valid |
| | X3.4 | 0,763 | 0,30 | Valid |

Source: Data processed by SPSS (2026)

Based on Table 1, all statements in the questionnaire are declared valid. This is indicated by the correlation value of each item that is greater than the minimum requirement for validity testing. Therefore, all items used in this study were able to accurately measure the variables of work discipline, work motivation, work engagement, *and* employee performance.

Reliability Test

Table 2. Reliability Test Results

| Variables | Cronbach Alpha | Standard Cronbach Alpha | Description |
|--------------------------|----------------|-------------------------|-------------|
| Employee Performance (Y) | 0,909 | 0,60 | Reliable |
| Work Discipline (X1) | 0,852 | 0,60 | Reliable |
| Work Motivation (X2) | 0,848 | 0,60 | Reliable |
| Work Engagement (X3) | 0,805 | 0,60 | Reliable |

Source: Data processed by SPSS (2026)

The reliability test in this study was conducted using Cronbach Alpha. A variable is considered reliable if its Cronbach Alpha value is greater than 0.60. Based on Table 2, all variables have a Cronbach Alpha value above 0.60. This shows that the research instrument is reliable and the questionnaire used in this study is consistent and reliable in measuring each variable.

Multiple Linear Regression Analysis

Table 3 Multiple Linear Regression Analysis Test Results

| Models | Unstandardized Coefficients | | Standardized Coefficients | | |
|-----------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | t | Sig. |
| 1 (Constant) | .272 | 2.093 | | .130 | .897 |
| Work Discipline | .450 | .155 | .372 | 2.909 | .006 |
| Work Motivation | .353 | .134 | .302 | 2.625 | .013 |
| Work Engagement | .421 | .183 | .321 | 2.307 | .027 |

Source: Data processed by SPSS (2026)

The multiple linear regression equation can be formulated as follows:

$$Y = 0.272 + 0.450X_1 + 0.353X_2 + 0.421X_3$$

The regression equations obtained in this study can be explained as follows:

1. A constant value of 0.272 indicates that if the variables of work discipline, work motivation, and work engagement are at zero or have not changed, then employee performance still has a value of 0.272.
2. The work discipline regression coefficient is 0.450 and has a positive value, which means that any improvement in work discipline will contribute to improving employee performance.
3. The work motivation regression coefficient is 0.353 and has a positive value, which means that any increase in work motivation will contribute to the improvement of employee performance.
4. The work engagement regression coefficient is 0.421 and has a positive value, which means that any increase in work engagement will contribute to improving employee performance.

Coefficient of Determination (R^2)Results of Determination Coefficient Analysis (R^2)

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Models | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .825a | .681 | .653 | 2.424 |

Source: Data processed by SPSS (2026)

Based on the results of the determination analysis in Table 4, it was found that the value of the Adjusted R Square was $0.653 \times 100\% = 65.3\%$. Thus, it can be concluded that work discipline, work motivation, and work engagement have an influence of 65.3% on employee performance, while the remaining 34.7% is influenced by other factors outside of this study.

Simultaneous Test (F Test)

Table 5. F-Test Results

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------|
| Models | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 426.048 | 3 | 142.016 | 24.171 | .000b |
| | Residual | 199.768 | 34 | 5.876 | | |
| | Total | 625.816 | 37 | | | |

Source: Data processed by SPSS (2026)

Based on table 5, the value of Fcount of 24.171 is greater than the Ftable of 2.88, and the significance value of F is 0.000 which is smaller than 0.05. This shows that work discipline, work motivation, and work engagement simultaneously have a positive and significant effect on employee performance.

Hypothesis Test (T-Test)

Table 6. Partial Test Results (T-Test)

| Coefficients ^a | | | | | | |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| Models | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
| | | B | Std. Error | Beta | t | |
| 1 | (Constant) | .272 | 2.093 | | .130 | .897 |
| | Work Discipline | .450 | .155 | .372 | 2.909 | .006 |
| | Work Motivation | .353 | .134 | .302 | 2.625 | .013 |
| | Work Engagement | .421 | .183 | .321 | 2.307 | .027 |

Source: Data processed by SPSS (2026)

The t-test is used to determine the partial influence of each independent variable on the dependent variable.

1. Work Discipline (X1) has a tcal value of 2.909 which is greater than the ttable of 1.690, with a significance level of $0.006 < 0.05$. This shows that H2 is accepted, meaning that work discipline has a positive and significant effect on employee performance.
2. Work Motivation (X2) has a tcal value of 2.625 which is greater than the ttable of 1.690, with a significance level of $0.013 < 0.05$. This shows that H3 is accepted, meaning that work

motivation has a positive and significant effect on employee performance. Work engagement (X3) has a tcount value of 2.307 which is greater than the ttable of 1.690, with a significance level of $0.027 < 0.05$. Therefore, H4 is accepted, meaning that work engagement has a positive and significant effect on employee performance.

Discussion

The Influence of Work Discipline, Work Motivation, and Work Engagement on Employee Performance

Based on the results of the F test, a Fcal value of 24.171 was obtained, which was greater than Ftable of 2.88 with a significance value of 0.000 which was smaller than 0.05. Thus, H0 is rejected and H1 is accepted, which means that work discipline, work motivation, and work engagement simultaneously have a positive and significant effect on employee performance. This shows that improving work discipline, work motivation, and employee attachment together can improve employee performance. On the contrary, the low of these three variables has the potential to reduce employee performance.

The Effect of Work Discipline on Employee Performance

Based on the results of hypothesis testing through the t-test, work discipline was proven to have a positive and significant effect on employee performance. This is shown by a tcal value of 2.909 which is larger than the ttable of 1.690 and a significance value of 0.006 which is smaller than 0.05. This means that partial work discipline has a positive and significant influence on employee performance. These results show that the better the implementation of work discipline, the more employee performance will improve. On the contrary, low work discipline can have an impact on declining employee performance.

The Influence of Work Motivation on Employee Performance

The results of hypothesis testing through the t-test show that work motivation has a positive and significant effect on employee performance. This is evidenced by a tcal value of 2.625 which is larger than the ttable of 1.690 and a significance value of 0.013 which is smaller than 0.05. This means that work motivation partially has a positive and significant effect on employee performance. These results indicate that increasing work motivation is able to encourage employees to work more optimally, thus having an impact on improving performance. Conversely, low work motivation can lead to a decrease in employee performance.

The Effect of Work Engagement on Employee Performance

Based on the results of the t-test, work engagement has been proven to have a positive and significant effect on employee performance. This is shown by a tcal value of 2.307 which is larger than the ttable of 1.690 and a significance value of 0.027 which is smaller than 0.05. This means that work engagement partially has a positive and significant effect on employee performance. These results show that the higher the level of employee attachment to their work, the better the performance produced. On the other hand, low work engagement can hinder employee performance achievement.

Conclusion

This study was conducted to determine the influence of work discipline, work motivation, and work engagement on employee performance. Based on data analysis, it was found that the variables of work discipline, work motivation, and work engagement had a positive and significant influence on employee performance both partially and simultaneously. This shows that the higher the level of discipline of employees, the higher their work motivation, and the more engaged they are in the work, the higher their performance.

Theoretically, the results of this study are in accordance with the concept of human resource management, which states that employee behavior and work attitudes can affect organizational performance. Practically, the findings of this study can be a consideration for company management to improve employee performance through efforts to strengthen discipline, provide appropriate work motivation encouragement, and create working conditions that are able to increase employee involvement in carrying out their work.

This study has several limitations, because it was only conducted on one company, including a small sample size and a small number of respondents, besides that this study only used three independent variables, namely work discipline, work motivation, and employee *engagement*. Therefore, further research is recommended to expand the research object and add other variables related to employee performance so that the research model can provide a clearer picture.

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