



	Gema WIRALODRA
	Editor-in-Chief: Yudhi Mahmud
	Publisher: Universitas Wiralodra

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To cite this article:

Haji, T., Setiadi, A., & Sugiyarsih, S. (2025). Influence of Performance and Discipline on Work Productivity Among Employees of PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon. *Gema Wiralodra*, 16.(3), 422 – 435.

To link to this article:

<https://gemawiralodra.unwir.ac.id/index.php/gemawiralodra/issue/view/58>

Published by:

Universitas Wiralodra

Jln. Ir. H. Juanda Km 3 Indramayu, West Java, Indonesia

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Abstract

This study examines the influence of employee performance and work discipline on work productivity at PT. Pelabuhan Indonesia (Persero) Regional 2 Cirebon. The background of this research arises from the observed decline in productivity among employees, despite existing performance management and disciplinary frameworks within the organization. The study aims to determine both the partial and simultaneous effects of performance and discipline on productivity, providing empirical evidence to support managerial policy and human resource development within public enterprises. A quantitative approach was employed using a survey method. Data were collected through questionnaires distributed to 60 employees, selected randomly from a population of 150. Statistical analysis was performed using multiple linear regression. The findings indicate that employee performance and work discipline each have a positive and significant effect on work productivity. Moreover, when tested simultaneously, both variables jointly explain 57.8% of the variation in productivity levels. The study reveals that discipline plays a more dominant role than performance in determining productivity outcomes. This research underscores the importance of integrating performance management with strict adherence to work discipline. It recommends continuous monitoring, employee engagement, and reinforcement of organizational behavior to ensure sustained productivity in public sector institutions.

Keywords: Employee Performance, Work Discipline, Work Productivity, Quantitative Analysis



1. Introduction

Human resource quality plays a central role in determining organizational success, particularly within state-owned enterprises (SOEs) that provide essential public services. PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon (hereafter referred to as Pelindo) represents one of Indonesia's strategic SOEs, serving as a critical gateway for national logistics, trade, and industrial distribution. As a service-based entity operating in a dynamic maritime sector, Pelindo's competitiveness and sustainability depend heavily on employee productivity, which in turn reflects individual performance and work discipline.

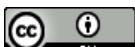
In today's rapidly changing economic and technological environment, productivity has become not merely a measure of efficiency but a multidimensional indicator of organizational vitality. Productivity improvement in the public and semi-public sectors is not only an operational necessity but also an expression of accountability to the public and stakeholders. It is therefore essential to understand the determinants that enhance employee productivity—particularly performance and work discipline—as these factors are closely interlinked with human resource development and organizational culture.

Employee performance is generally defined as the degree to which individuals achieve the expected outcomes of their assigned tasks in terms of quality, quantity, and timeliness. High-performing employees demonstrate initiative, innovation, and accountability in achieving work objectives, thereby aligning personal contributions with organizational goals. Conversely, underperformance leads to inefficiencies that can hinder service quality and delay operational outcomes. Bernardin and Russell (2013) assert that performance represents "the record of outcomes produced on a specified job function or activity during a specified time period." This emphasizes that performance should be both observable and measurable within a defined organizational context.

Work discipline, on the other hand, is a behavioral aspect that reflects the consistency and commitment of employees in adhering to organizational standards. Siagian (2015) describes work discipline as the manifestation of an employee's willingness and awareness to comply with established rules and norms. In operational environments like Pelindo, discipline encompasses punctuality, adherence to safety protocols, attendance reliability, and compliance with supervisory instructions. A disciplined workforce fosters a culture of order, minimizes disruptions, and enhances organizational efficiency. Lack of discipline, such as tardiness or absenteeism, can severely disrupt workflow and erode team morale, resulting in decreased productivity.

The relationship between performance, discipline, and productivity has been the subject of numerous empirical studies. Hasibuan (2017) notes that performance directly contributes to productivity through skill utilization and task mastery, while Mangkunegara (2016) highlights that discipline acts as a moderating variable that reinforces the effect of performance. Studies by Tewal et al. (2017) and Rivai (2018) also emphasize that productivity is not merely the sum of individual performance but the aggregate output of disciplined and coordinated human efforts.

At PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon, the management has identified issues related to fluctuating employee productivity levels over the past few years. Preliminary assessments indicate that while performance standards have been established, consistency in achieving these standards remains a challenge. Similarly, disciplinary issues such as irregular attendance, delayed task completion, and partial adherence to operational procedures have been observed. These behavioral patterns, if left unaddressed, may undermine efficiency, service reliability, and ultimately the company's public image.



The need to improve productivity at Pelindo is further reinforced by the company's strategic position within the national logistics ecosystem. As a regional port operator, Pelindo Cirebon handles a variety of operational tasks ranging from cargo management and port maintenance to service coordination with stakeholders, including shipping companies and government agencies. Thus, maintaining high productivity is not only a matter of internal efficiency but also a component of national economic performance.

This research therefore aims to examine the extent to which employee performance and work discipline influence productivity levels within PT Pelabuhan Indonesia Regional 2 Cirebon. The study is driven by three primary research questions:

1. To what extent does employee performance affect work productivity?
2. To what extent does work discipline affect work productivity?
3. How do performance and discipline simultaneously influence employee productivity?

This research utilizes a quantitative methodology supported by statistical techniques to assess the nature and magnitude of the relationships between the studied variables. By employing multiple linear regression analysis, the study aims to determine how strongly employee performance and work discipline contribute to productivity outcomes. The relevance of this research is reflected in its potential to support organizational policy formulation, improve managerial decision-making, and strengthen human resource strategies focused on increasing productivity in state-owned enterprises.

Moreover, in terms of theoretical contribution, this study enriches the existing literature in public administration and human resource management by providing empirical evidence regarding the combined influence of behavioral and performance-related factors on productivity. From a practical perspective, the findings may assist Pelindo's management in developing comprehensive HR programs that effectively integrate performance assessment, employee development through training, and the enforcement of discipline into a unified framework for productivity improvement.

In conclusion, enhancing employee performance and ensuring strong discipline are closely interconnected approaches that play a vital role in achieving sustainable productivity growth. The results of this study are expected to offer practical insights that align human capital initiatives with organizational objectives, enabling Pelindo to continue fulfilling its responsibility as a leading public enterprise in delivering efficient, reliable, and high-quality port services.

2. Method

This research applies a quantitative descriptive and explanatory approach to examine the influence of employee performance and work discipline on work productivity among employees of PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon. The quantitative approach allows for the objective measurement of relationships between variables, while the explanatory design provides a causal framework to understand how performance and discipline contribute to productivity outcomes.

Research Approach and Design

The study employs an explanatory survey design to analyze cause-and-effect relationships between the independent variables (employee performance and work discipline) and the dependent variable (work productivity). According to Sugiyono (2018), explanatory research seeks to clarify the nature of relationships between variables through hypothesis testing using statistical models. The design is suitable for examining social phenomena in

organizational settings where behavioral variables can be measured numerically through questionnaires.

A survey method was chosen to collect primary data from respondents directly, using a structured questionnaire. The quantitative analysis was complemented by descriptive interpretation to contextualize the numerical results within the operational and policy environment of PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon.

Population and Sampling

The population of this study consists of all permanent employees at PT Pelabuhan Indonesia Regional 2 Cirebon, totaling 150 individuals across multiple departments, including operations, logistics, human resources, finance, and general administration. The diversity of roles among employees provides a robust basis for generalizing the results to the overall workforce.

To determine the sample size, the Slovin formula was applied with a 10% margin of error:

$$n = N / (1 + N(e)^2)$$

Where:

n = sample size

N = population size (150)

e = error tolerance (0.10)

Slovin's formula, sometimes also written as "Sloven's formula" (e.g., Altares et al., 2003, p. 13), is an ad hoc method that lacks strong mathematical justification (Ryan, 2013). It is commonly used to estimate the sample size required to achieve statistically acceptable results when drawing a sample from a population with unknown characteristics. In this context, N represents the population size and e denotes the допускable margin of error, while n refers to the approximate number of samples needed. The formula is believed to have been introduced by Slovin in 1960, with a reference reportedly mentioned in Guilford and Frucher (1973), and it was also independently presented by Yamane (1967).

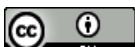
However, the practical usefulness of the formula remains uncertain, not only because the definition of e is imprecise, but also because the required sample size should depend on the variability of the population being measured. Since Slovin's formula does not include a parameter accounting for such variability, its reliability has been questioned (Ryan, 2013). Based on this calculation, the sample size obtained was 60 respondents. The selection of respondents was conducted through simple random sampling, ensuring that each employee had an equal chance of being selected. This method minimizes sampling bias and provides a representative distribution across departments and job categories.

Data Sources

Two types of data sources were used:

Primary Data: Obtained directly from employees through a questionnaire that measured their performance, discipline, and productivity perceptions.

Secondary Data: Derived from internal company records, performance reports, attendance data, and official documents relevant to human resource management at Pelindo.



Research Variables and Operational Definitions

This study involves two independent variables (employee performance and work discipline) and one dependent variable (work productivity). The operational definitions are described below:

Employee Performance (X_1)

Refers to the level of achievement by employees in completing tasks as per organizational standards in terms of quality, quantity, timeliness, and responsibility. The performance variable was measured through ten indicators adapted from Bernardin and Russell (2013), including: Work quality, Task quantity, Initiative and innovation, Problem-solving ability, Responsibility, Cooperation, Timeliness, Accuracy, Service orientation and Work effectiveness.

Work Discipline (X_2)

Refers to the employee's adherence to organizational norms, regulations, and behavioral codes. Measurement indicators were adapted from Siagian (2015) and Mangkunegara (2016), including: Attendance and punctuality, Compliance with regulations, Obedience to superiors, Responsibility in work completion, Consistency in behavior, Work orderliness, Respect for work ethics and safety procedures and Initiative in maintaining discipline.

Work Productivity (Y)

Refers to the level of efficiency and effectiveness of employees in converting input (time, skills, and energy) into output (work results). Measurement indicators were derived from Simanjuntak (2011) and Wibowo (2020), covering: Output quantity, Work quality, Time utilization, Effectiveness, Work speed, Innovation in task performance and Ability to meet performance targets.

All indicators were assessed using a five-point Likert scale, ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree."

Collection Techniques

Data were collected using a structured questionnaire distributed directly to respondents. The questionnaire contained closed-ended questions to ensure consistency and facilitate statistical analysis. Prior to distribution, a pilot test was conducted on ten respondents to evaluate clarity, language, and comprehension. Feedback from the pilot test was used to refine wording and eliminate ambiguity.

To complement the survey data, informal interviews with HR managers and supervisors were also conducted to gain contextual understanding of performance appraisal and disciplinary practices at PT Pelabuhan Indonesia Regional 2 Cirebon.

Validity and Reliability Testing

The validity of each item in the questionnaire was tested using Pearson's Product-Moment Correlation to determine whether each statement correlated significantly with the total score of its respective variable. A correlation coefficient (r -count) greater than the critical value (r -table = 0.254 at n = 60, α = 0.05) indicates that the item is valid.

The reliability of the questionnaire was evaluated using Cronbach's Alpha. According to Nunnally (1978), a reliability coefficient (α) \geq 0.70 signifies acceptable internal consistency. In that case, $\alpha \geq 0.70$ refers to a threshold value for Cronbach's Alpha, which is a statistic used to measure internal consistency reliability of a questionnaire.

- α (alpha) = Cronbach's Alpha coefficient
- ≥ 0.70 = greater than or equal to 0.70



So, $\alpha \geq 0.70$ means that the Cronbach's Alpha value of the questionnaire is at least 0.70, which indicates that the items in the questionnaire are sufficiently consistent with each other in measuring the same underlying construct.

When $\alpha \geq 0.70$:

- The questionnaire items are reliably measuring the same concept
- The level of random measurement error is considered acceptable
- The instrument is suitable for research purposes, especially in **social science research**

The results of reliability testing showed:

Employee Performance: $\alpha = 0.873$

Work Discipline: $\alpha = 0.892$

Work Productivity: $\alpha = 0.861$

These results confirm that all instruments were both valid and reliable for further analysis.

Data Analysis Method

Data analysis consisted of two main stages: descriptive analysis and inferential (statistical) analysis.

Descriptive Analysis

This analysis was used to describe respondents' characteristics and summarize the distribution of responses for each variable. Mean scores were categorized using the following scale:

1.00–1.79 = Very Low

1.80–2.59 = Low

2.60–3.39 = Moderate

3.40–4.19 = High

4.20–5.00 = Very High

Descriptive results were then interpreted qualitatively to describe the general condition of employee performance, discipline, and productivity.

Inferential Analysis

To test the research hypotheses, Multiple Linear Regression Analysis was performed using SPSS version 25. The regression equation model is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Which:

- Y = dependent variable
- a = constant (intercept)
- b_1, b_2 = regression coefficients
- X_1, X_2 = independent variables
- e = error term (residual)



The following statistical tests were used:

t-test: to measure the partial effect of each independent variable.

F-test: to test the simultaneous effect of both independent variables.

Coefficient of Determination (R²): to determine the percentage of variance in productivity explained by performance and discipline.

All tests were conducted at a 95% confidence level ($\alpha = 0.05$).

Research Ethics and Limitations

The research followed ethical principles by ensuring respondent confidentiality and voluntary participation. Questionnaires were anonymous, and participation did not affect employees' performance evaluation. Respondents were informed of the study's purpose before completing the survey.

However, the study has several limitations. First, it relies on self-reported data, which may introduce response bias. Second, the study is cross-sectional, capturing data at a single point in time, thereby limiting the ability to assess long-term causal effects. Third, the sample was limited to one regional office of PT Pelabuhan Indonesia, and therefore the results may not fully represent all branches or other SOEs.

Despite these limitations, the methodology provides a sound empirical foundation for analyzing how performance and discipline contribute to productivity improvement in Indonesia's public enterprise context.

3. Results and Discussion

This section presents the empirical results obtained from statistical analysis of the survey data collected from 60 employees of PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon. The findings are discussed in light of the theoretical framework and prior research to provide both statistical interpretation and managerial implications.

Characteristics of Respondents

The study's 60 respondents were selected proportionally from multiple divisions—operations, logistics, human resources, maintenance, and general administration. Based on demographic data, 68% of respondents were male and 32% female. The majority of employees (55%) were between 31 and 45 years old, with more than five years of service. Educational attainment ranged from senior high school (40%), diploma (35%), to undergraduate degrees (25%). These demographics reflect a workforce with substantial operational experience and moderate educational background, suitable for quantitative analysis of work behavior and discipline.

Descriptive Statistical Analysis

Descriptive analysis provides a preliminary overview of employees' perceptions regarding performance, discipline, and productivity. The mean values are presented below:

Table 1

Employees' perceptions regarding performance, discipline, and productivity

Variable	Mean Score	Category
Employee Performance	4.08	High
Work Discipline	4.15	High
Work Productivity	4.10	High

The data showing on the table 1 above indicate that employees at PT Pelabuhan Indonesia generally perceive themselves as performing well, maintaining high discipline, and demonstrating high productivity. This suggests a positive organizational climate supported by effective managerial supervision and clear operational standards. Nevertheless, variation in individual responses implies that some employees may not consistently meet desired productivity targets, which warrants closer managerial attention.

Classical Assumption Tests

Before conducting hypothesis testing, classical assumption tests were performed to ensure the validity of the regression model.

1. *Normality Test*: The Kolmogorov-Smirnov test yielded a significance level (p) of 0.200 (> 0.05), indicating normally distributed residuals.

2. *Multicollinearity Test*: Variance Inflation Factor (VIF) values for both independent variables were below 10 (Performance = 1.265; Discipline = 1.265), confirming the absence of multicollinearity.

3. *Heteroscedasticity Test*: The scatterplot showed no clear pattern, and the Glejser test significance values exceeded 0.05, indicating no heteroscedasticity problem.

These results confirm that the regression model meets the assumptions required for valid statistical inference.

Regression Analysis

Multiple linear regression was conducted to examine the effect of employee performance (X_1) and work discipline (X_2) on work productivity (Y). The regression equation derived from the analysis is as follows:

$$Y = 5.112 + 0.428X_1 + 0.509X_2$$

The model summary and statistical results are presented below:

Table 2
Summary and statistical results

Variable	Coefficient (β)	t-value	Sig. (p-value)
Employee Performance	0.428	2.754	0.008
Work Discipline	0.509	3.412	0.001
Constant	5.112	—	—
F-statistic	—	37.127	0.000
R ² (Adjusted)	0.578	—	—

Hypothesis Testing Results Showing in Table 2 above:

1. *Hypothesis 1 (H1)*: Employee performance has a positive and significant effect on work productivity.

The regression coefficient ($\beta = 0.428$, $p = 0.008$) confirms that performance significantly contributes to productivity. This implies that improvements in employee capability, motivation, and work outcomes directly increase overall productivity levels.

2. *Hypothesis 2 (H2)*: Work discipline has a positive and significant effect on work productivity.



The coefficient ($\beta = 0.509$, $p = 0.001$) indicates that discipline exerts a stronger influence than performance on productivity. This suggests that consistent adherence to rules, punctuality, and work orderliness are major determinants of efficient task execution.

3. *Hypothesis 3 (H3):* Employee performance and work discipline simultaneously have a positive and significant effect on work productivity.

The F-statistic value ($F = 37.127$, $p = 0.000$) supports this hypothesis. Both variables together explain 57.8% of the variation in productivity, as shown by the coefficient of determination ($R^2 = 0.578$). The remaining 42.2% is attributed to other factors not included in this model, such as work environment, leadership, incentives, and organizational culture.

The findings confirm that both employee performance and work discipline are crucial determinants of productivity at PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon. These results are consistent with the theoretical propositions of performance management and behavioral control theories discussed earlier.

The Role of Employee Performance

Performance plays a foundational role in achieving organizational productivity. High-performing employees tend to complete tasks effectively, maintain quality standards, and contribute to innovation. According to Bernardin and Russell (2013), performance acts as the operational bridge between individual capability and organizational outcomes. The significant coefficient in this study indicates that even small improvements in employee performance yield measurable gains in productivity.

This finding is aligned with Hasibuan (2017), who argued that performance management systems enhance productivity by aligning employee activities with strategic goals. In Pelindo's context, performance-based appraisal and reward mechanisms can serve as motivational tools to sustain high output levels, particularly in operational divisions where productivity directly impacts service delivery and port efficiency.

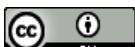
The Role of Work Discipline

Discipline, as the second independent variable, shows a stronger statistical effect on productivity. This result reinforces the argument of Siagian (2015), who stated that discipline acts as a “behavioral regulator” ensuring employees consistently perform according to established standards. In the port management environment, strict discipline is critical for maintaining safety, coordination, and timeliness—key dimensions of productivity in maritime operations.

The study demonstrates that disciplined employees are more likely to adhere to operational schedules, maintain focus under supervision, and reduce errors that can cause inefficiencies. This aligns with Reinforcement Theory (Skinner, 1953), which posits that consistent rule enforcement and positive reinforcement of good behavior foster long-term compliance. PT Pelabuhan Indonesia's management should therefore prioritize consistency in applying disciplinary actions and reward systems to sustain behavioral alignment.

Combined Effects on Productivity

When both performance and discipline are considered simultaneously, their combined influence becomes stronger. This relationship can be explained through Prokopenko's (1987) Productivity Model, which views performance as the technical determinant of productivity and discipline as the behavioral determinant. Both must operate synergistically to achieve optimal results.



In practice, employees who possess strong technical competence (performance) but lack discipline may underdeliver due to irregular attendance or procedural violations. Conversely, highly disciplined employees with poor performance skills may achieve orderliness without productivity gains. Thus, sustainable productivity requires a balanced interaction between competence and discipline.

Policy and Managerial Implications

The empirical results of this study have significant implications for both management practice and public policy. For PT Pelabuhan Indonesia (Persero) and similar state-owned enterprises, the findings suggest that productivity enhancement cannot rely solely on skill improvement or training but must be reinforced by behavioral management and institutional discipline.

From a managerial perspective, three policy directions are recommended:

1. *Institutionalize Performance-Based Management*: Regular performance appraisals linked to measurable KPIs and reward mechanisms can improve motivation and accountability.
2. *Reinforce Behavioral Discipline*: Clear enforcement of work rules combined with positive reinforcement (such as recognition or incentives for exemplary discipline) can enhance compliance and morale.
3. *Integrate HRD and Supervision Systems*: Collaboration between HR divisions and operational supervisors ensures that disciplinary and performance measures are aligned and mutually reinforcing.

From a public administration perspective, the study's findings support ongoing reforms within Indonesia's SOEs aimed at increasing transparency, accountability, and productivity. The results echo the principles of the **National Bureaucratic Reform Agenda (2010–2025), which emphasizes performance-based governance, meritocracy, and professional discipline as the foundations of an efficient public sector.

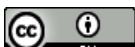
Summary of Findings

- Employee performance positively influences productivity.
- Work discipline exerts a stronger and more consistent influence on productivity.
- Both variables together explain over half of the observed productivity variations.
- Policy consistency, managerial enforcement, and behavioral reinforcement are critical for sustaining productivity improvements.

Overall, the study empirically validates the theoretical assertion that productivity is both a behavioral and performance-driven outcome. Effective organizations, therefore, must invest simultaneously in competence development and behavioral discipline to achieve sustainable productivity growth.

4. Conclusion

This study was conducted to analyze the influence of employee performance and work discipline on work productivity at PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon. The results, obtained through multiple linear regression analysis of 60 employee respondents, demonstrate that both independent variables—performance and discipline—have a positive and significant effect on employee productivity, both individually and simultaneously. The key conclusions of this research are summarized below.



First, employee performance significantly influences work productivity. The statistical results show that higher performance, as measured by task achievement, work quality, timeliness, and initiative, contributes positively to the increase of productivity levels. This finding confirms that employees who possess adequate technical skills, motivation, and competence tend to generate greater outputs relative to their inputs. Performance is therefore a direct manifestation of the organization's capability to transform human capital into measurable results. Within the operational context of PT Pelabuhan Indonesia, improved performance translates into more efficient port operations, faster cargo handling, and better customer service.

Second, work discipline has a stronger and more consistent impact on productivity than performance alone. The analysis reveals that discipline, represented by punctuality, attendance, rule compliance, and behavioral consistency, explains a significant portion of productivity variation. This suggests that productivity is not solely dependent on competence, but also on behavioral stability and adherence to standards. A disciplined workforce ensures predictability, coordination, and reduced operational risks, especially in service-based public enterprises where time and accuracy are critical.

Third, performance and discipline jointly influence productivity in a synergistic manner. The combination of these two variables explains 57.8% of the total variance in productivity, indicating that nearly two-thirds of productivity outcomes can be accounted for by behavioral and performance factors. This result supports the theoretical model of Prokopenko (1987) and the empirical evidence provided by Hasibuan (2017) and Mangkunegara (2016), emphasizing that productivity is the result of both behavioral consistency (discipline) and technical capability (performance).

Finally, the research confirms that productivity within state-owned enterprises is not only a function of individual competence but also the product of organizational culture and management consistency. Therefore, any effort to enhance productivity must address both individual and systemic factors through integrated human resource management strategies.

Theoretical Implications

From a theoretical standpoint, this study reinforces the Goal-Setting Theory (Locke & Latham, 1990) and the Behavioral Reinforcement Theory (Skinner, 1953), both of which explain the mechanisms by which performance and discipline affect outcomes. Goal-setting enhances performance by clarifying objectives, while reinforcement strengthens discipline by rewarding compliance. When implemented together, they create a continuous cycle of motivation and behavioral regulation that fosters productivity.

Furthermore, the results extend the application of the Van Meter and Van Horn (1975) policy implementation model** within a micro-organizational setting. In this context, company-level performance and disciplinary policies act as implementation instruments that directly affect organizational outputs (productivity). This linkage highlights how public administration theories can be operationalized in human resource management to achieve practical results in state-owned enterprises.

Practical and Policy Implications

The findings have significant implications for management at PT Pelabuhan Indonesia and similar public enterprises:

1. Institutionalization of Performance-Based Management

Management should develop and enforce a robust performance appraisal system that links individual achievements with measurable Key Performance Indicators (KPIs). Feedback mechanisms must be established to provide constructive evaluation, while high-performing



employees should be recognized through merit-based rewards. Consistent performance evaluation also supports transparency and accountability, key principles of good corporate governance.

2. Strengthening Organizational Discipline Systems

The company should implement a comprehensive discipline management framework combining preventive and corrective measures. Preventive discipline can be fostered through orientation programs, code of conduct dissemination, and leadership modeling. Corrective discipline should be applied consistently, with clear sanctions and documentation to ensure fairness and maintain morale.

3. Integration of Performance and Discipline in HR Strategy

Performance and discipline should not be treated as separate HR functions. Instead, they must be integrated within a unified system of employee development. Training programs should incorporate behavioral expectations alongside technical competencies. Supervisors must act as mentors who reinforce both productivity and discipline simultaneously.

4. Data-Driven Decision Making

Management should employ digital HR analytics to monitor attendance, performance trends, and productivity indicators in real time. Such systems enable evidence-based decision-making, helping management identify problem areas early and design targeted interventions to sustain productivity.

5. Enhancement of Leadership Capacity

Supervisors and middle managers play a pivotal role in reinforcing both performance and discipline. Leadership training focused on communication, motivation, and conflict management will ensure that discipline enforcement and performance monitoring are applied constructively rather than punitively. A participative leadership approach can further strengthen employee commitment and organizational citizenship behavior.

6. Alignment with National Public Sector Reform Goals

The study's findings align with the objectives of Indonesia's Grand Design of Bureaucratic Reform (2010–2025), particularly in improving state-owned enterprise performance and service quality. By institutionalizing discipline and performance management, PT Pelabuhan Indonesia contributes to the broader reform agenda of professionalism, efficiency, and public accountability.

Limitations and Future Research Directions

Despite its robust methodological design, this research has certain limitations.

First, it is based on a cross-sectional survey, which limits causal inference over time. Future studies should employ longitudinal designs to examine productivity trends and the long-term effects of performance and discipline.

Second, the study focuses on a single regional branch, which may not represent all operational environments across PT Pelabuhan Indonesia's national network. Comparative studies across multiple regions could enhance generalizability.

Third, the model only accounts for performance and discipline; other potential determinants of productivity, such as motivation, leadership style, and organizational culture, should be included in future research to obtain a more holistic understanding.

Concluding Remarks

In conclusion, this research contributes to both theory and practice by empirically demonstrating that productivity in public enterprises is a dual outcome of competence (performance) and behavioral adherence (discipline). The study underscores that sustainable



productivity improvement requires a balance between technical efficiency and behavioral consistency. By embedding these principles into its human resource management framework, PT Pelabuhan Indonesia (Persero) Regional 2 Cirebon can enhance its operational effectiveness, strengthen its public service commitment, and exemplify best practices for Indonesia's state-owned enterprise transformation.

Productivity, therefore, is not merely a numerical indicator of output but a reflection of organizational discipline, leadership integrity, and the collective pursuit of excellence.

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