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Antecedents And Consequences Of Employee Work Discipline: The Effects Of Work Stress, Workload, And Work Motivation On Work Discipline And Employee Performance At Pt. Xyz, Cilegon, Banten

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Abstract

Employee work discipline is a strategic determinant of organizational success, particularly in heavy manufacturing industries that demand strict compliance with quality and occupational safety standards. This study examines the antecedents of work discipline work stress, workload, and work motivation and its consequence for employee performance at PT. XYZ, an ISO 9001:2015-certified heavy fabrication company in Cilegon, Banten. The study was motivated by fluctuating employee punctuality rates recorded between January and May 2025, alongside unstable repair-ratio performance during the first half of 2025. A quantitative explanatory survey design was employed, involving 79 employees drawn from a population of 356 through proportionate stratified random sampling based on the Slovin formula. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.1.8. The results show that work stress, workload, and work motivation each have a positive and significant effect on work discipline, and work discipline in turn has a positive and significant effect on employee performance. Work stress, workload, and work motivation also exert direct and significant effects on employee performance, jointly explaining 80.1% of its variance. Contrary to the negative relationships initially hypothesized, work stress and workload were found to positively influence both work discipline and performance, suggesting that moderate, manageable job demands function as motivating challenges rather than debilitating hindrances within this industrial context.

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Keywords: work stress; workload; work motivation; work discipline; employee performance.

INTRODUCTION

Human resources remain the most fundamental asset determining organizational success amid the competitive dynamics of Industry 4.0 and Society 5.0. Beyond managing technology and capital, organizations must ensure that their workforce operates productively, responsibly, and in strict compliance with established rules. Work discipline reflected in consistent conduct, adherence to organizational regulations, and accountability in completing tasks is widely regarded as a core indicator of effective human resource management (Hasibuan, 2022; Rivai & Sagala, 2022). Robbins & Judge, (2023) further conceptualize discipline as a set of managerial actions intended to uphold behavioral and performance standards, while (Colquitt et al., 2022) emphasize that genuine discipline reflects an internalized professional value rather than mere mechanical obedience.

Heavy manufacturing sectors, including fabrication of pressure vessels, heat exchangers, and steel structures, are especially demanding in terms of quality assurance and occupational safety, making work discipline a critical operational requirement. PT. XYZ, located in the Krakatau Industrial Estate, Cilegon, Banten, is a leading heavy-fabrication company certified under ISO 9001:2015 and licensed by the American Society of Mechanical Engineers (ASME) for the engineering and production of process equipment used in the petrochemical, oil and gas, and power-generation sectors. Despite these certifications, preliminary observation and internal company data indicate that employee work discipline has not been fully optimized.

Attendance records for January–May 2025 illustrate this fluctuation, as summarized in Table 1.

Table 1. Employee Punctuality and Tardiness, January–May 2025

Indicator	Jan	Feb	Mar	Apr	May
On-time attendance (%)	68.60	75.97	66.24	59.20	69.06
Tardiness (%)	31.41	24.03	33.76	40.80	30.94

Source: PT. XYZ internal attendance data (2025).

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The data reveal a volatile pattern: punctuality improved in February (75.97%) but deteriorated sharply in April, when tardiness peaked at 40.80% — the lowest discipline level recorded during the observation period. A parallel pattern emerged in the company's repair-ratio (RT) performance indicator between January and June 2025, which fluctuated between 2.56% and 3.53%, including a month-to-month decline of 6.44% in April and 3.40% in June, signaling instability in the quality and consistency of completed work (Dharma, 2021; Mangkunegara, 2021).

This study adopts an antecedent-consequence approach to examine work discipline, consistent with contemporary organizational-behavior literature (Colquitt et al., 2022; Robbins & Judge, 2023). Three antecedents are examined. First, work stress, which in heavy industry arises from tight production deadlines, rigorous quality specifications, and constant safety exposure (Ivancevich et al., 2022). Second, workload, encompassing both the quantitative volume and qualitative complexity of tasks, which becomes highly fluctuating under project-based production schedules(Meshkati, 2021; Tarwaka, 2022) excessive workload has been linked to burnout and weakened compliance behavior (Bakker et al., 2022) Third, work motivation, particularly intrinsic motivation as conceptualized in Self-Determination Theory (Ryan & Deci, 2020), which is theorized to sustain disciplined conduct more effectively than externally imposed incentives. The study further examines employee performance as the consequence of work discipline, measured through work quality, quantity, timeliness, effectiveness, and independence (Dharma, 2021; Mangkunegara, 2021).

Prior studies on these relationships remain fragmented and occasionally inconsistent. (Kobis et al., 2023) found that workload and job stress significantly and negatively affected employee performance among credit-union staff, whereas (Lestari et al., 2020) reported a positive effect of work stress on performance, suggesting that moderate stress can function as a performance-enhancing challenge. (Harahap et al., 2023) demonstrated that work motivation and discipline positively influence performance, while (Chen et al., 2022) found that work stress reduces performance indirectly through impaired mental health. Most of these studies, however, examine only one or two antecedents in isolation, are conducted outside the heavy-manufacturing context, and rarely integrate both the antecedents and the consequence of work discipline within a single explanatory model. This study addresses these conceptual, contextual, and methodological gaps by simultaneously testing the effects of work stress, workload, and work motivation on work discipline, and the effect of work discipline on employee performance, at PT. XYZ.

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Accordingly, this study aims to analyze and test the effects of work stress, workload, and work motivation on work discipline, the effect of work discipline on employee performance, and the direct effects of work stress, workload, and work motivation on employee performance at PT. XYZ, Cilegon, Banten.

Literature Review

Work Discipline

Work discipline refers to employees' awareness, willingness, and capacity to comply with organizational rules, procedures, and norms in pursuit of organizational goals (Hasibuan, 2022; Rivai & Sagala, 2022). Robbins & Judge, (2023) view discipline from a behavioral perspective as managerial actions that enforce performance standards, while Colquitt et al., (2022) stress that genuine discipline is internalized rather than merely externally enforced. In this study, work discipline is conceptualized as the mediating mechanism linking three antecedents — work stress, workload, and work motivation — to employee performance, and is measured through attendance, rule compliance, procedural compliance, work quality, and responsibility (Hasibuan, 2022; Rivai & Sagala, 2022).

Work Stress

Work stress is the psychological and physiological response that arises when job demands are perceived to exceed an individual's capacity or resources (Ivancevich et al., 2022; Schermerhorn et al., 2021). In PT. XYZ, work stress is intensified by strict deadlines, demanding quality specifications, and constant exposure to occupational hazards. Two theoretical perspectives underpin this construct: Conservation of Resources (COR) Theory, which holds that stress emerges when valued resources are threatened or depleted (Bakker et al., 2022), and the Job Demands–Resources (JD-R) Model, which explains that stress results when job demands outweigh available job resources (Bakker et al., 2022). In this study, work stress is measured through job pressure, role conflict, role ambiguity, qualitative overload, and job uncertainty.

Workload

Workload denotes the volume, complexity, and time pressure of tasks that must be completed within a given period relative to an employee's physical and cognitive capacity (Meshkati, 2021; Tarwaka, 2022). Excessive workload can trigger fatigue, reduced concentration, and diminished work quality, whereas appropriately managed

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workload supports optimal performance. This study adopts the NASA Task Load Index (NASA-TLX) framework, measuring workload through mental demand, physical demand, and temporal demand (Meshkati, 2021; Tarwaka, 2022).

Work Motivation

Work motivation is the internal and external drive that directs employees' intensity, direction, and persistence toward organizational goals (Newstrom, 2023; Robbins & Judge, 2023). Self-Determination Theory (Ryan & Deci, 2020) distinguishes intrinsic motivation, arising from inherent interest and satisfaction in the work itself, from extrinsic motivation, driven by external rewards; intrinsic motivation is theorized to sustain disciplined behavior more consistently because it does not depend on external supervision.

Employee Performance

Employee performance represents the qualitative and quantitative outcomes an employee achieves in fulfilling assigned responsibilities (Mangkunegara, 2021). Operationalizes performance through work quality, work quantity, timeliness, effectiveness, and independence. In heavy manufacturing, performance is further reflected in adherence to quality standards, zero-defect achievement, and compliance with safety procedures (Dharma, 2021).

Conceptual Framework and Hypotheses

The conceptual framework integrates the JD-R Model (Bakker et al., 2023), Self-Determination Theory (Ryan & Deci, 2020), and (Hasibuan, 2022) discipline theory, positioning work discipline as the focal mediating variable between three antecedents (work stress, workload, and work motivation) and employee performance as the consequence, as depicted in Figure 1.

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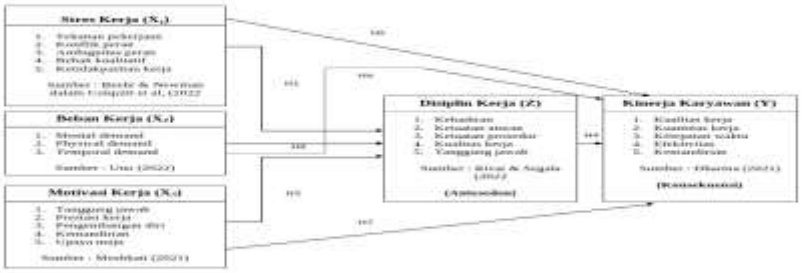


Figure 1. Conceptual Framework

Based on the theoretical foundation and prior empirical findings, the following hypotheses were formulated :

H1: Work stress has a significant effect on work discipline.
H2: Workload has a significant effect on work discipline.
H3: Work motivation has a significant effect on work discipline.
H4: Work discipline has a significant effect on employee performance.
H5: Work stress has a significant effect on employee performance.
H6: Workload has a significant effect on employee performance.
H7: Work motivation has a significant effect on employee performance.

H1 and H2 were initially grounded in COR Theory and the JD-R Model, which predict that excessive stress and workload deplete psychological resources and thereby weaken discipline and performance (Bakker et al., 2022, 2023; Triatmaja et al., 2022) H3 and H7 draw on Self-Determination Theory, which associates higher motivation with stronger compliance and performance (Ryan & Deci, 2020; Satrya & Putra, 2023). H4 reflects organizational-behavior theory linking discipline to task accomplishment (Semarang et al., 2024), while H5 and H6 were likewise expected to be negative based on COR and JD-R reasoning, consistent with (Kobis et al., 2023).

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RESEARCH METHOD

This study employed a quantitative explanatory survey design, chosen for its capacity to measure and test causal relationships among research variables in a systematic and generalizable manner (Creswell, 2021; Sugiyono, 2023). The design is cross-sectional, with data collected at a single point in time (Sekaran & Bougie, 2020).

The population comprised all 356 employees of PT. XYZ across five divisions: Production (214), Quality Control & QHSE (48), Engineering (42), Procurement (28), and HRD & General Affairs (24). The sample size was determined using the Slovin formula with a 10% margin of error, $n = N / (1 + N.e^2) = 356 / (1 + 356 \times 0.10^2) \approx 78.7$, rounded to 79 respondents. Respondents were selected through proportionate stratified random sampling to ensure representation across divisions.

Primary data were collected through a structured questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), distributed directly to employees in coordination with the Human Resources Division. Secondary data on attendance and performance appraisal were obtained through company documentation. Work stress was measured with 10 items across five dimensions (job pressure, role conflict, role ambiguity, qualitative overload, job uncertainty), adapted from (Mangkunegara, 2021) and (Colquitt et al., 2022). Workload was measured with 9 items across three NASA-TLX dimensions (mental, physical, and temporal demand), adapted from (Meshkati, 2021) and (Tarwaka, 2022). Work motivation was measured with 9 items adapted from (Robbins & Judge, 2023) and (Newstrom, 2023). Work discipline was measured with 10 items across five dimensions (attendance, rule compliance, procedural compliance, work quality, responsibility), adapted from (Rivai & Sagala, 2022) and (Sulistyorini, 2014). Employee performance was measured with 10 items across five dimensions (work quality, work quantity, timeliness, effectiveness, independence), adapted from (Mangkunegara, 2021) and (Dharma, 2021).

Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.1.8. PLS-SEM was selected for its suitability with relatively small samples, its non-reliance on multivariate normality assumptions, and its capacity to test complex models involving mediating variables (Ghozali & Latan, 2015; Sarstedt et al., 2021). The analysis proceeded in two stages: evaluation of the measurement model (outer model), comprising outer loading, construct reliability (Cronbach's alpha, rho_A, composite reliability), convergent validity (AVE), and discriminant validity (HTMT); and evaluation of the structural model (inner model), comprising the coefficient of determination (R^2) and hypothesis testing through

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bootstrapping, with significance established at a t-statistic above 1.96 and a p-value below 0.05 (Hair et al., 2019; Sarstedt et al., 2021).

RESULT AND DISCUSSION

Result

A total of 79 valid questionnaires were collected. Respondents were predominantly male (73 persons, 92.4%), consistent with the technical and physically demanding nature of heavy-fabrication work, while female respondents accounted for 6 persons (7.6%). By age, most respondents were 25–35 years old (35 persons, 44.3%), followed by 36–45 years (21 persons, 26.6%), under 25 years (12 persons, 15.2%), and above 45 years (11 persons, 13.9%). By tenure, the largest group had worked 1–3 years (29 persons, 36.7%), followed by 4–6 years (22 persons, 27.8%), more than 6 years (17 persons, 21.5%), and less than 1 year (11 persons, 13.9%). By education, most respondents held a senior-high-school-level qualification (51 persons, 64.6%), followed by a bachelor's degree (17 persons, 21.5%), diploma (9 persons, 11.4%), and master's degree (2 persons, 2.5%).

Table 2. Measurement Model Evaluation (Outer Model)

Construct	Outer Loading Range	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Work Stress (X1)	0.836–0.891	0.959	0.965	0.964	0.730
Workload (X2)	0.744–0.895	0.951	0.955	0.958	0.696
Work Motivation (X3)	0.844–0.936	0.968	0.970	0.973	0.798
Work Discipline (Z)	0.740–0.819	0.936	0.938	0.945	0.635
Employee Performance (Y)	0.706–0.850	0.939	0.940	0.949	0.649

Source: SmartPLS 4.1.1.8 output, primary data processed (2026).

All indicator outer loadings exceeded the 0.70 threshold, confirming satisfactory indicator reliability. Cronbach's alpha, rho_A, and composite reliability values for all constructs exceeded 0.70, and all AVE values exceeded 0.50, jointly confirming adequate internal consistency and convergent validity (Hair et al., 2019; Sarstedt et al., 2021).

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Table 3. Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT)

Construct Pair	HTMT Value
Work Stress ↔ Workload	0.110
Work Stress ↔ Work Motivation	0.093
Workload ↔ Work Motivation	0.161
Employee Performance ↔ Work Discipline	0.839

Source: SmartPLS 4.1.1.8 output, primary data processed (2026).

All HTMT values remained below the conservative threshold of 0.90, indicating that each construct is empirically distinct and that discriminant validity is adequately established (Hair et al., 2019; Sarstedt et al., 2021).

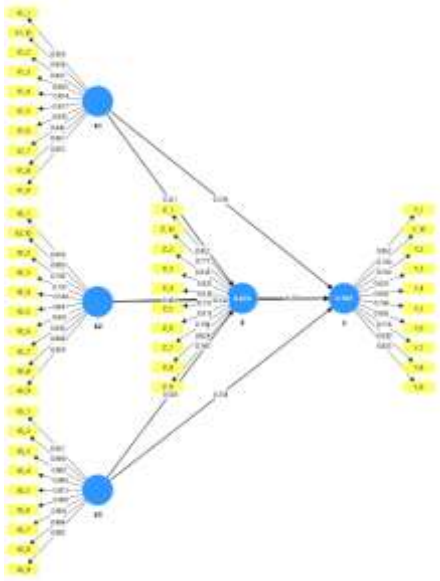


Figure 2. PLS-SEM Structural Model (Bootstrapping Output)

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Table 4. Hypothesis Testing Results (Path Coefficients)

Hyp.	Path	Original Sample (β)	t-statistics	p-values	Result
H1	Work Stress → Work Discipline	0.321	5.598	0.000	Significant, positive
H2	Workload → Work Discipline	0.436	6.915	0.000	Significant, positive
H3	Work Motivation → Work Discipline	0.528	8.933	0.000	Significant, positive
H4	Work Discipline → Employee Performance	0.260	3.068	0.000	Significant, positive
H5	Work Stress → Employee Performance	0.378	5.762	0.000	Significant, positive
H6	Workload → Employee Performance	0.332	4.960	0.000	Significant, positive
H7	Work Motivation → Employee Performance	0.354	4.816	0.000	Significant, positive

Source: SmartPLS 4.1.1.8 bootstrapping output, primary data processed (2026).

All seven hypotheses were supported, as every path exhibited a t-statistic above 1.96 and a p-value below 0.05. Notably, work stress and workload showed positive — rather than the initially hypothesized negative — effects on both work discipline and employee performance, indicating that, within the currently observed range, these job demands function more as manageable challenges than as debilitating hindrances.

The coefficient of determination (R^2) for employee performance was 0.801 (adjusted R^2 = 0.781), indicating that work stress, workload, work motivation, and work discipline jointly explain 80.1% of the variance in employee performance, a substantial level of explanatory power (Ghozali & Latan, 2015), while the remaining 19.9% is attributable to factors outside the proposed model.

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DISCUSSION

Work stress on work discipline (H1). Work stress had a positive and significant effect on work discipline (β = 0.321; t = 5.598; p = 0.000). This suggests that, within tolerable limits, work pressure prompts employees at PT. XYZ to remain compliant and accountable rather than disengaged. This finding aligns with (Jufrizen & Sitorus, 2021), who reported that work-condition factors shape discipline, and diverges from studies conducted in less safety-critical settings where stress predominantly erodes compliance (Chen et al., 2022).

Workload on work discipline (H2). Workload positively and significantly affected work discipline (β = 0.436; t = 6.915; p = 0.000). Workload that remains proportionate to employees' capacity appears to reinforce, rather than undermine, orderly task completion, consistent with Kobis et al. (2023), who identified workload as a determinant of employee work behavior.

Work motivation on work discipline (H3). Work motivation exerted the strongest effect among the three antecedents on work discipline (β = 0.528; t = 8.933; p = 0.000), supporting Self-Determination Theory (Ryan & Deci, 2020) and corroborating (Satrya & Putra, 2023). Motivated employees demonstrated stronger commitment to rule compliance, punctuality, and responsibility.

Work discipline on employee performance (H4). Work discipline positively and significantly influenced employee performance (β = 0.260; t = 3.068; p = 0.000), confirming discipline as a key behavioral driver of task accomplishment, consistent with (Semarang et al., 2024) and (Arsindi et al., 2022).

Work stress on employee performance (H5). Work stress also had a direct positive effect on employee performance (β = 0.378; t = 5.762; p = 0.000). This mirrors (Lestari et al., 2020), who found that stress within a manageable range can heighten focus and drive employees toward target completion — functioning as a challenge stressor rather than a hindrance stressor in this context.

Workload on employee performance (H6). Workload positively and significantly affected employee performance (β = 0.332; t = 4.960; p = 0.000), in line with (Khairi & Syahrian, 2022), suggesting that proportionally distributed workload can enhance productivity rather than diminish it.

Work motivation on employee performance (H7). Work motivation positively and significantly affected employee performance (β = 0.354; t = 4.816; p = 0.000), consistent with Arsindi et al., (2022), reinforcing motivation's role in sustaining employee effort and output quality.

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Taken together, these findings indicate that although work discipline significantly mediates the pathway from antecedents to outcomes at the conceptual level, work stress, workload, and work motivation each retain strong direct effects on employee performance independent of discipline. This pattern is broadly consistent with the JD-R Model's proposition that job demands can operate as either hindrances or challenges depending on their intensity and controllability (Bakker et al., 2023); at PT. XYZ, the demands studied appear, at their current levels, to function predominantly as challenges that mobilize compliance and effort rather than as threats that erode them.

CONCLUSION

This study demonstrates that work stress, workload, and work motivation each have a positive and significant effect on work discipline among employees of PT. XYZ, with work motivation exerting the strongest influence. Work discipline, in turn, has a positive and significant effect on employee performance, and work stress, workload, and work motivation each also exert direct, positive, and significant effects on employee performance. Collectively, these four variables explain 80.1% of the variance in employee performance. The results indicate that, contrary to the negative relationships commonly hypothesized in the literature, moderate and manageable levels of work stress and workload can act as constructive challenges that strengthen both compliance and output in a high-standard heavy-manufacturing environment. Practically, management should sustain structured stress-management practices, proportional workload distribution, and motivation-enhancing programs — such as recognition, career development, and consistent leadership support — while maintaining firm and consistent enforcement of work-discipline standards, as these factors jointly underpin sustained performance improvement. Future research is encouraged to extend this model with additional variables such as leadership style, organizational culture, compensation, or job satisfaction, and to apply it to larger and more diverse samples to strengthen the generalizability of the findings.

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