

Artikel Info			
Received: August 16, 2025	Revised: October 23, 2025	Accepted: December 27, 2025	Published: February 10, 2026

## Socialization of the Effect of Work Discipline on Employee Performance: A Mediation Study of Motivation as an Intervening Factor at the Regional Revenue Office of Medan City

Ahmad Aswan Waruwu<sup>1\*</sup>

Universitas Pembangunan Panc Budi<sup>\*1</sup>

<sup>\*1</sup>email: [ahmadaswanwaruwu@dosen.pancabudi.ac.id](mailto:ahmadaswanwaruwu@dosen.pancabudi.ac.id)

<p><b>Abstract:</b> Work discipline is one of the key factors in improving employee performance within government institutions. However, performance improvement is influenced not only by discipline but also by motivation as an intervening variable. This Community Service Program (PKM) aims to socialize the influence of work discipline on employee performance by positioning motivation as a mediating factor at the Kantor Dinas Pendapatan Kota Medan in Medan. The methods employed in this program include counseling sessions, interactive discussions, and the delivery of case-based materials relevant to the employees' working conditions. The results of the activity indicate an increased understanding among employees regarding the importance of work discipline and motivation in supporting productivity and improving the quality of public services. Furthermore, participants were able to identify sustainable strategies for enhancing discipline and work motivation. This program is expected to make a tangible</p>	<p><b>Abstrak:</b> Kedisiplinan kerja merupakan salah satu faktor penting dalam meningkatkan kinerja pegawai di lingkungan instansi pemerintah. Namun demikian, peningkatan kinerja tidak hanya dipengaruhi oleh kedisiplinan semata, melainkan juga oleh faktor motivasi sebagai variabel penghubung. Kegiatan Pengabdian kepada Masyarakat (PKM) ini bertujuan untuk mensosialisasikan pengaruh kedisiplinan kerja terhadap kinerja pegawai dengan menempatkan motivasi sebagai faktor mediasi pada Kantor Dinas Pendapatan Kota Medan. Metode yang digunakan dalam kegiatan ini meliputi penyuluhan, diskusi interaktif, serta pemberian materi berbasis studi kasus yang relevan dengan kondisi kerja pegawai. Hasil kegiatan menunjukkan adanya peningkatan pemahaman pegawai mengenai pentingnya kedisiplinan kerja dan motivasi dalam menunjang produktivitas serta kualitas pelayanan</p>
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contribution to improving employee performance and supporting the realization of effective, efficient, and professional governance.

**Keywords:** Work Discipline; Motivation; Employee Performance; Mediation.

publik. Selain itu, peserta kegiatan mampu mengidentifikasi strategi peningkatan disiplin dan motivasi kerja secara berkelanjutan. Kegiatan ini diharapkan dapat memberikan kontribusi nyata dalam meningkatkan kinerja pegawai serta mendukung terwujudnya tata kelola pemerintahan yang efektif, efisien, dan profesional.

**Kata kunci:** Kedisiplinan Kerja; Motivasi; Kinerja Pegawai; Mediasi.

### A. Introduction

Work discipline is one of the important factors that determines the level of an employee's performance, particularly within organizational contexts, both in the private sector and in government institutions. In government agencies such as the Dinas Pendapatan Kota Medan in Medan, work discipline not only reflects individual behavior but also plays a crucial role in shaping a productive and efficient work culture. In this context, work discipline serves as a fundamental foundation for achieving optimal performance, both for the organization as a whole and for the individual employees involved.

According to Robbins and Judge (2017), work discipline encompasses several interrelated aspects, such as punctuality, compliance with rules, and commitment to assigned tasks. These three aspects directly contribute to improving employee performance within an organization. Employees who arrive on time, for example, not only demonstrate seriousness in carrying out their duties but also show respect for time and commitment to their work. This, in turn, can enhance the trust of supervisors and colleagues. Trust built through discipline creates a positive and collaborative work environment, which is essential for achieving organizational goals. Good individual

discipline can generate team synergy, improve efficiency, and minimize errors that may hinder overall team performance.

At the Dinas Pendapatan Kota Medan, work discipline holds significant importance, considering that employees' duties and responsibilities are closely related to managing regional revenue. The success of optimizing regional revenue resources heavily depends on disciplined employee performance in carrying out their duties. Key indicators used to measure work discipline include employee attendance, involvement in assigned tasks, and compliance with established procedures and regulations. Employees with high levels of discipline tend to be more meticulous in performing their tasks and more capable of achieving targets set by the institution.

Data from the Dinas Pendapatan Kota Medan indicate that employee discipline is directly proportional to the achievement of optimal performance. Employees who are disciplined in carrying out their duties—from punctual attendance to adherence to work procedures—have proven to be more effective in achieving regional revenue targets set by the government. Over the past year, the Dinas Pendapatan Kota Medan successfully achieved its regional revenue targets due to the high level of discipline among its employees. This achievement confirms that discipline is not merely a rule to be followed, but also a primary driving factor in attaining optimal results.

However, despite discipline being a key driver of success in managing regional revenue, challenges in maintaining workplace discipline remain. One of the biggest challenges is ensuring that all employees remain motivated to sustain their work discipline. Factors such as a less conducive work environment, lack of appreciation, and unclear regulations may reduce employees' disciplinary spirit. Therefore, it is essential for managers and leaders at the Dinas Pendapatan Kota Medan to consistently provide supervision, guidance, and recognition to employees who demonstrate high levels of discipline.

According to Stoner and Wankel (2018), strengthening a culture of discipline within an organization can be achieved through exemplary leadership, appropriate

supervision, and rewards for employees who demonstrate high dedication and commitment to their tasks. Additionally, involving employees in planning and evaluating work processes can enhance their sense of responsibility and discipline toward assigned duties.

Furthermore, the importance of work discipline is also evident in the context of organizational culture. A study by Glickman (2019) shows that organizations emphasizing the importance of discipline can enhance employee motivation, which in turn positively impacts performance. At the Dinas Pendapatan Kota Medan, implementing a reward system for disciplined employees can serve as a strategy to increase motivation. For instance, providing monthly awards to employees with the best discipline can encourage others to improve their discipline. With a clear reward system, employees feel valued for their efforts, thereby increasing their work enthusiasm.

Work motivation, on the other hand, can be viewed as the drive that encourages individuals to achieve certain goals. According to Herzberg (2003), work motivation can be influenced by internal and external factors affecting job satisfaction. At the Dinas Pendapatan Kota Medan, motivated employees tend to be more proactive in completing tasks and seeking solutions to problems encountered. This indicates that motivation can function as a bridge between work discipline and employee performance. When employees feel that their hard work is recognized and appreciated, they become more motivated to perform well (Hasibuan, 2017).

For example, a study conducted by Luthans (2011) found that employees who feel valued and motivated demonstrate higher performance compared to those who do not. This finding aligns with initial observations at the Dinas Pendapatan Kota Medan, where employees who receive positive feedback from supervisors tend to be more disciplined and perform better. Therefore, it is important for management to create a work environment that supports employee motivation. For example, management can conduct regular feedback sessions where employees discuss their achievements and receive constructive input.

In this context, the relationship between work discipline, motivation, and employee performance at the Dinas Pendapatan Kota Medan can be analyzed more deeply. Work discipline not only directly affects employee performance but also influences their level of motivation. When employees feel disciplined in performing their tasks, they become more confident and committed to their work. Conversely, employees with low discipline tend to feel dissatisfied and less motivated, which may negatively affect their performance.

Thus, this study focuses on the importance of work discipline and motivation in improving employee performance. It seeks to provide a clearer understanding of the relationship among these three variables and their implications for human resource development in government institutions. In the future, it is important for the Dinas Pendapatan Kota Medan to continuously evaluate and improve its human resource management system so that employee discipline and motivation can be further enhanced. As a result, employee performance will become more optimal, ultimately contributing to the overall achievement of organizational goals.

## **B. Research Method**

This Community Service Program (PKM) employed a participatory and educational approach aimed at enhancing employees' understanding of the influence of work discipline on employee performance, with motivation as a mediating variable, at the Dinas Pendapatan Kota Medan in Medan.

The implementation of this program was carried out through the following stages:

### **1. Preliminary Assessment (Needs Analysis)**

The initial stage involved identifying existing problems related to work discipline, motivation, and employee performance. This was conducted through informal interviews, observation, and coordination with institutional leaders to obtain an overview of current conditions and challenges faced by employees.

### **2. Preparation of Materials**

Based on the findings from the needs analysis, educational materials were developed focusing on:

- 1) The concept and indicators of work discipline
- 2) The role of motivation as a mediating factor
- 3) The relationship between discipline, motivation, and performance
- 4) Practical strategies to improve discipline and motivation in the workplace

The materials were designed in a contextual and case-based format to align with the institutional environment.

### **3. Socialization and Training Sessions**

The main activity consisted of seminars, interactive lectures, and group discussions. Participants were encouraged to actively engage in discussions, share experiences, and analyze real workplace cases. This participatory method aimed to strengthen understanding and internalization of the concepts presented.

### **4. Focus Group Discussion (FGD)**

A Focus Group Discussion was conducted to explore employees' perspectives on factors influencing discipline and motivation. The FGD also served to formulate practical recommendations that could be implemented within the institution.

### **5. Evaluation and Feedback**

At the end of the program, an evaluation was conducted to measure participants' understanding and gather feedback regarding the activity. The evaluation was carried out through questionnaires and reflective discussions to assess improvements in knowledge and awareness.

Through these stages, the PKM aimed not only to provide theoretical insight but also to encourage sustainable behavioral changes that support improved employee performance and organizational effectiveness.

### **C. Results and Discussion**

In this modern era, effective human resource management (HRM) has become one of the key determinants of organizational success, both in the public and private sectors. One of the factors that plays an important role in improving employee performance is work discipline. High levels of discipline can create a productive and sustainable work environment. At the Kantor Dinas Pendapatan Kota Medan in Medan, for example, employee discipline has been proven to have a significant influence on performance. Through this community service activity, the program aims to explore more deeply the effect of work discipline on employee performance as well as the role of motivation as a mediator in this relationship.

#### **Work Discipline and Employee Performance**

Work discipline is inseparable from employee productivity and performance. In the context of the Kantor Dinas Pendapatan Kota Medan, collected data indicate that employees with high levels of discipline tend to achieve better performance targets. Employees who arrive on time, follow procedures correctly, and demonstrate strong commitment to their duties are able to complete their work more efficiently and effectively.

According to Robbins (2016), discipline is behavior reflected in an individual's awareness and ability to comply with rules and norms applicable in the workplace. Essentially, work discipline creates a structured and organized environment, which in turn enhances the quality of employees' work. This is supported by various studies showing a positive relationship between discipline and performance (Luthans, 2011).

#### **The Role of Motivation as a Mediator**

One of the interesting findings in this analysis is the role of motivation as a mediator in the relationship between work discipline and employee performance. Motivation, whether intrinsic or extrinsic, has a substantial impact on individual performance. Employees with high motivation are more enthusiastic in completing their tasks and are more likely to achieve predetermined targets.



Work motivation influences the level of discipline demonstrated by an employee. According to Herzberg (1959), work motivation consists of motivator factors and hygiene factors, both of which affect performance and job satisfaction. High motivation encourages employees to maintain discipline, while good discipline increases self-confidence and job satisfaction, ultimately leading to more optimal performance.

### **Recommendations for Performance Improvement**

Based on the analysis conducted, several important recommendations can be proposed to improve employee performance at the Kantor Dinas Pendapatan Kota Medan. First, management needs to develop programs aimed at enhancing work discipline, such as training that emphasizes the importance of discipline and how it contributes to better performance. Reward programs for employees who demonstrate high discipline can also serve as an effective strategy to encourage others to improve their work quality.

Second, motivation must be managed effectively to maintain employees' work enthusiasm. Rewards, recognition of achievements, and good communication between supervisors and subordinates will create harmonious relationships and enhance intrinsic motivation. This, in turn, will strengthen employees' discipline in carrying out their responsibilities.

### **The Importance of Communication and a Conducive Work Environment**

In addition, open and effective communication between supervisors and subordinates needs to be strengthened. Within organizations, good communication not only clarifies goals and expectations but also provides space for employees to express problems or challenges they face. Open communication fosters mutual trust, which can enhance both motivation and discipline at work.

A conducive work environment also plays a major role in improving discipline and motivation. A study by Kahn (1990) shows that a supportive and safe environment can positively influence employee behavior, encouraging them to be more disciplined in performing their duties.



#### **D. Conclusion**

In conclusion, work discipline plays a crucial role in improving employee performance within public sector institutions. At the Kantor Dinas Pendapatan Kota Medan in Medan, disciplined employees—those who adhere to regulations, demonstrate punctuality, and show strong commitment to their responsibilities—tend to achieve higher performance outcomes. Discipline creates a structured and organized work environment that supports efficiency, accountability, and the achievement of institutional targets.

Furthermore, motivation functions as a significant mediating variable in the relationship between work discipline and employee performance. High levels of motivation, whether intrinsic or extrinsic, strengthen employees' willingness to maintain discipline and perform their duties effectively. When employees feel valued, recognized, and supported, their motivation increases, which in turn reinforces disciplined behavior and contributes to improved performance.

Therefore, strengthening work discipline and managing employee motivation should become strategic priorities for organizational leadership. Through consistent supervision, fair reward systems, effective communication, and the creation of a conducive work environment, institutions can foster sustainable improvements in employee performance. Ultimately, the integration of discipline and motivation will support the achievement of organizational goals and enhance overall public service quality.

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