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# The Effect of the Implementation of Discipline and Work Motivation Development on Work Productivity in the Construction Workforce PT Industri Manufaktur in Cimahi City

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***Abstract***

*Labor productivity plays an important role in determining the sustainability of a company's growth, especially in the manufacturing industry that depends on operational performance. Work productivity is not only influenced by technology or production systems, but also by the implementation of discipline development and labor motivation. Based on production data, it shows a decrease in production that does not reach the target, this is due to the low level of discipline and motivation of the workforce in completing their work.*

*This study aims to determine the effect of the implementation of discipline and work motivation coaching on labor productivity in the construction department of PT Industri Manufaktur in Cimahi City both partially and simultaneously. This research method uses a quantitative approach. The data collection technique used was a questionnaire. The respondents in this study were 50 workers in the construction department of PT Industri Manufaktur in Cimahi City. The data analysis technique uses multiple regression analysis conducted with the SPSS program version 27. The results of this study show that the development of discipline and work motivation on the labor productivity of the construction department of PT Industri Manufaktur in Cimahi City has a positive effect. Partially fostering discipline and work motivation for the work productivity of the construction workforce of PT Industri Manufaktur in Cimahi City. The following findings show that the implementation of good discipline development and the higher the motivation of the workforce in work, the more work productivity increases.*

## INTRODUCTION

The manufacturing industry is one of the main sectors that contributes greatly to national economic growth because it plays a role in processing raw materials into value-added products (Prabowo et al., 2025). The performance of this sector is reflected in the development of Gross Domestic Product (GDP) which shows an increasing trend in the long term. Based on the latest data, the GDP of the manufacturing industry in Indonesia increased from 704,598.50 billion IDR in the third quarter of 2025 to 708,448.60 billion IDR in the fourth quarter of 2025, having reached a high point of 676,900.00 billion IDR in the second quarter of 2025, while the lowest point was recorded at 70,460.00 billion IDR in the previous period in the data range (Trading Economics, 2026).

This condition shows that the manufacturing industry is vulnerable to economic disruptions. To maintain the sustainability of manufacturing company growth, manufacturing companies need to improve operational efficiency, including through effective and efficient performance and competitiveness of human resources (Fallah et al., 2025). The role of well-managed human resources is one of the factors for achieving success. Quality and optimal human resources will directly affect the company's success in achieving its expected goals (Nugraha & Zainarti, 2025).

Human resources are the main factor that determines the level of productivity in an organization (Ainiyah et al., 2025), especially in the manufacturing industry that depends on

operational performance. Work productivity is not only influenced by technology or production systems, but also by the quality and behavior of labor in carrying out their duties. Workers who have high productivity will be able to do their work effectively and efficiently with the work that has been set (Wisnuwardhana, 2024). On the other hand, the low quality of human resources shown through lack of discipline, low work morale, and high levels of work violations can hinder the production process and reduce the output produced.

Work productivity is still a challenge for the industrial sector in Cimahi City as one of the industrial areas in West Java. Although employment conditions show positive developments, the quality and productivity of the workforce are still relatively low. Data from the Central Statistics Agency (BPS) of Cimahi City shows that in August 2025 the number of working population will reach 291,297 people, an increase of 7,417 people compared to the previous year. The Open Unemployment Rate (TPT) also decreased from 8.97 percent in August 2024 to 8.75 percent in August 2025. However, the unemployment rate that is still relatively high shows that the increase in the quantity of labor has not been fully followed by an improvement in the quality and productivity of labor needed by the industrial world (BPS Cimahi City, 2026).

Productivity problems also occur in one of the manufacturing companies such as PT Industri Manufaktur in Cimahi City. Labor productivity in the construction department of PT Industri Manufaktur in Cimahi City shows fluctuations in the achievement of production targets which are influenced by labor indiscipline and lack of motivation to meet targets.

A substantial body of literature links employee discipline development directly to enhanced operational output. As demonstrated by Ibrahim and Sudrajat (2021), systematic disciplinary guidance serves as a constructive driver of labor productivity. This intervention fundamentally involves instilling an organizational culture where personnel voluntarily understand, value, and adhere to established workplace standards (Fauziah et al., 2025). Furthermore, Hayatun and Ernawati (2022) emphasize that well-executed disciplinary programs optimize individual efficiency by promoting the prudent allocation of working hours, personal effort, and company resources.

**Table 1 Data on the Production of *Folding Chairs* for the Construction Section of PT Industri Manufaktur in Cimahi City for the Period of 2024-2025**

| Moon | Year 2024 | | Year 2025 | |
|---|---|---|---|---|
| | Target | Realization | Target | Realization |
| January | 4386 | 4386 | 2600 | 2600 |
| February | 5115 | 5115 | 3050 | 3050 |
| March | 3806 | 3802 | 4050 | 4050 |
| April | 2599 | 2599 | 6320 | 6318 |
| May | 2647 | 2647 | 1908 | 1900 |
| June | 2990 | 2990 | 1000 | 998 |
| July | 4084 | 4084 | 200 | 196 |
| August | 4145 | 4145 | 2200 | 2188 |
| September | 3250 | 3250 | 1786 | 1786 |
| October | 4620 | 4620 | 6579 | 6579 |
| November | 6797 | 6775 | 5760 | 5760 |
| December | 6392 | 6392 | 9629 | 9629 |

**Source: Production Department of the Construction Section of PT Industri Manufaktur in Cimahi City, 2026**

This decrease in production target can be seen in table 1, showing that in 2024 in March there will be a 96% decrease in production, and again there will be a decrease in production in November which only reached the target of 78%, this condition indicates that there are inhibiting factors in the production process, both in terms of labor and operations.

In 2025, the production achievement rate is unstable, where in the period from January to March the production target of folding chairs has been achieved by 100%. However, from April to August there was a decrease in productivity with achievements only ranging from 88% to 98%. This condition indicates that there are work activities that are highly dependent on labor.

This is also related to attendance data which shows that the rate of absenteeism and lateness of the workforce is still high, which indicates a lack of motivation for the workforce to understand and comply with the policies that have been set by the company. Such as not achieving production yield targets, this will have an impact on workflows that are not completed on time. Research by Putri et al. (2023) found that work motivation has a positive effect on work productivity. Work motivation acts as an encouragement in meeting these needs in stages until the workforce reaches maximum potential and personal satisfaction (Almananda & Prabowo, 2025)

**Table 2 Labor Attendance Data for the Construction Section of PT Industri Manufaktur in Cimahi City, Period 2024-2025**

| Year | Late Afternoon | Return Home Early | Temporary Exit |
|---|---|---|---|
| 2024 | 217 People | 194 People | 46 People |
| 2025 | 254 People | 199 People | 30 People |

**Source: Production Department of the Construction Section of PT Industri Manufaktur in Cimahi City, 2026**

The results of an interview with *Human Capital General Affair* at PT Industri Manufaktur in Cimahi City showed that there are still construction department workers who have reasons for personal interests such as many workers who enter late, go home early for no apparent reason, thus hindering the flow of the production process. This can be seen from the high number of workers who are late in the afternoon, the workforce that is late will increase by 37 people in 2025, on the grounds that the roads are jammed but the company has made a policy to enter working hours at 07.00 WIB. As a result, there are still many workers who do not want to go to work, go home early, and leave temporarily. In the construction sector, the number of workers who are late for the day and leave early, will increase significantly by 2025. Although the temporary outgoing workforce has decreased, from 46 people to 30 people. Nonetheless, these observed patterns signify that workforce discipline remains suboptimal.

Referring to the empirical records of folding chair output alongside employee attendance figures within PT Industri Manufaktur's construction division in Cimahi City, a visible discrepancy persists between managerial targets and actual output rates, underscoring the urgent necessity for the firm to elevate operational efficiency. Nevertheless, prior empirical investigations concerning the direct impact of disciplinary guidance on output levels continue to yield divergent conclusions.

Grounded in these contextual issues, the current research seeks to examine disciplinary coaching, employee motivation, and output performance within the construction division of PT Industri Manufaktur in Cimahi City, while simultaneously analyzing the individual and joint effects of disciplinary coaching and motivation toward enhancing overall labor productivity.

## LITERATURE REVIEW

### Discipline Development

According to Nitisemito (2015), discipline coaching is the development of an attitude, behavior, and deeds in accordance with the company's regulations, both written and unwritten. Then, according to Prabowo (2017), discipline development is an effort made to create conditions in an orderly, effective and successful work environment through the right regulatory system. Meanwhile, according to Sutrisno (2019), work discipline is an attitude of respect for company regulations and regulations, which exist in employees, which causes them to be able to voluntarily adjust to company regulations and regulations.

Based on some of the definitions above, it can be concluded that discipline coaching is a planned and continuous effort by management to form, strengthen, and increase employee awareness in obeying the rules, rules, and standards that apply in the company in order to achieve optimal work productivity.

According to Nursanti (2017) the pattern of discipline coaching can be in the form of:

1. Creating rules and regulations that must be implemented by the workforce
   The indicators used in this study are:
   - Suitability to understand and obey the rules of working hours
   - Conformity to comply with work operational procedures and standards
2. Creating and sanctioning
   The indicators used in this study are:
   - Accuracy in imposing sanctions
   - Speed in imposing sanctions
   - Consistency in sanctioning
   - Impersonality in sanctioning

According to research by Hayatun & Ernawadi, (2022) discipline coaching has a positive effect on work productivity**.**

### Work Motivation

According to Robbins (2016), motivation is the willingness to make high efforts to achieve organizational goals that are conditioned by the ability to meet certain individual needs. Furthermore, according to Hustia (2020), work motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a driving factor for a person's behavior. Meanwhile, according to Hafidzi (2019), motivation is a driving force that creates a person's work passion so that they are able to cooperate, be effective, and be integrated with all their efforts to achieve satisfaction.

Based on these definitions, it can be concluded that work motivation is an encouragement that drives and directs employee behavior to work with enthusiasm, enthusiasm, and responsibility to achieve organizational goals.

In the research of Borotoding & Abdurahman (2024), which adopts Herzberg's two-factor theory, which is included in the intrinsic factors as follows:

1. Success/achievement

   The indicators used in this study are:
   - An inner drive to achieve the best results.
   - An inward drive to achieve the success of every job done.
2. Acknowledgments
   The indicators used in this study are:

- Self-motivation contributes to getting recognition for success from superiors.
- Self-drive contributes to getting recognition for success from colleagues.

3. The work itself
   The indicators used in this study are:
   - An inner drive to complete his work hard.
   - An inner drive to complete meaningful and valuable work.
4. Responsibilities
   The indicators used in this study are:
   - An inner urge to come to work on time.
   - Encouragement in oneself to provide work results according to the company's targets.

Empirical evidence from Putri et al. (2023) demonstrates that occupational motivation significantly enhances workforce productivity. Highly driven personnel typically display greater enthusiasm, proactive initiative, and heightened accountability across their responsibilities, enabling them to execute tasks with elevated efficiency and operational precision.

**Work Productivity**

Hasibuan (2018) characterizes productivity as the ratio of generated output relative to the total resources consumed. Elevating productivity inherently streamlines resource utilization including operational time, material consumption, and human capital while refining production methodologies, institutional frameworks, and workforce competencies. Expanding this concept, Sinungan (2018) views occupational productivity as the capacity of individuals or teams to deliver planned quantities of goods and services within specified timelines. Thus, productivity essentially measures the relationship between realized outcomes and the deployed materials, labor, and hours, maximizing resource efficiency without compromising end-product quality.

Synthesizing these scholarly perspectives, employee productivity fundamentally reflects the proportion of actual professional output generated against the total resources invested, governed by interrelated determinants including occupational drive, behavioral discipline, and technical proficiency.

The evaluation of employee output in this investigation adopts the framework outlined by Rahmansyah and Cahyadi (2025), encompassing the following dimensions:

1. Capabilities
2. Improve the results achieved
3. Work ethic
4. End
5. Efficiency

**The Relationship of Discipline and Work Motivation Coaching Variables to Work Productivity**

A substantial body of empirical literature including studies by Agbeyinka (2024), Hayatun and Ernawati (2022), and Iptian et al. (2020) confirms that structured disciplinary coaching serves as a key driver of labor productivity, demonstrating that robust enforcement mechanisms strengthen policy compliance and elevate institutional output.

Concurrently, investigations by Bhavani (2020), Miftah and Sutrisna (2024), Lesmana and Abdurahman (2024), Nurpribadi et al. (2024), and Borotoding and Abdurrahman (2024) establish a direct, positive correlation between occupational drive and overall worker efficiency. Driven personnel consistently exhibit heightened dedication, proactive engagement, and operational

accountability, thereby executing their responsibilities with superior precision and resourcefulness. Moreover, evidence from Ibrahim and Sudrajat (2024) alongside Zhenjing et al. (2022) indicates that disciplinary guidance and employee motivation exert a concurrent, integrated influence on workforce output.

To illustrate the conceptual relationships linking discipline development and motivational factors to employee output within PT Industri Manufaktur's construction division in Cimahi City, the proposed framework is mapped in the following paradigm diagram:

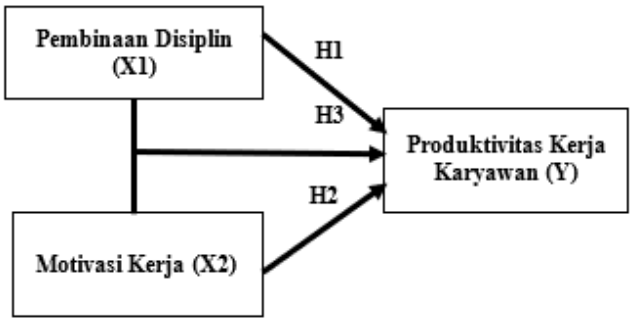



**Figure 1 Research Paradigm of Coaching Discipline and Work Motivation on Construction Labor Productivity at PT Industri Manufaktur in Cimahi City**

Drawing from the conceptual framework outlined above, the research hypotheses are formulated as follows:

H1: Disciplinary coaching positively influences the operational productivity of construction personnel at PT Industri Manufaktur in Cimahi City.

H2: Occupational motivation exerts a positive impact on the labor productivity of construction workers at PT Industri Manufaktur in Cimahi City.

H3: Disciplinary guidance and work motivation collectively affect employee productivity as evaluated through the perceptions of direct supervisors at PT Industri Manufaktur in Cimahi City.

## RESEARCH METHODS

This study uses a quantitative method with a descriptive and associative approach. The variables in the study are described into a number of indicators that will be used as the basis for the measurement of each variable. The indicators used are as follows:

**Table 3 Operationalization of Variables**

| **Variable Coaching Discipline (x1) Sub Variabel:** | **Indicator** |
|---|---|
| 1. Creating rules and regulations that are worked on by the workforce | • Suitability, understanding and complying with the regulations that have been set by the company<br>• Adjustments comply with work procedures and operational standards |
| 2. Creating and sanctioning | • Accuracy in imposing sanctions<br>• Speed in imposing sanctions<br>• Consistency in sanctioning<br>• Impersonality in sanctioning |
| **Work Motivation Variables (X2) Sub Variabel:** | **Indicator** |
| 1. Success/achievement | • An inner drive to achieve the best results of work |

| | |
|---|---|
| | • The drive in oneself to obtain the success of every job done |
| 2. Acknowledgments | • Self-motivation contributes to getting recognition for a success from the boss<br>• Self-drive contributes to getting recognition for success from colleagues |
| 3. The work itself | • An inner drive to get his work done hard<br>• An inner drive to complete meaningful and valuable work |
| 4. Responsibilities | • An inner urge to come to work on time<br>• Internal motivation to deliver work results according to the company's target |
| **Work Productivity Variable (Y) Sub Variabel:** | **Indicator** |
| 1. Capabilities | • Adequate manpower abilities and skills in carrying out their work<br>• The ability of the workforce to complete the work according to the set standards |
| 2. Improve results achieved | • The conformity of labor labor results with the predetermined quantity<br>• Workforce ability to produce better output than previous periods |
| 3. Work ethic | • Enthusiasm of the workforce in completing the tasks given<br>• Enthusiasm of the workforce in following the standard operating procedures of work procedures |
| 4. End | • The conformity of labor labor results meets the quality standards set by the company<br>• Labor capability minimizes errors and breakdowns in the production process<br>• Conformity pays attention to the quality of each completed work |
| 5. Efficiency | • Ability to make optimal use of working time<br>• Ability to use materials and work equipment economically and appropriately |

Information was gathered through structured interviews and survey instruments. The target population comprises all personnel working within the construction division of PT Industri Manufaktur, Cimahi City. Given the limited universe size, a complete enumeration (census) approach was applied, yielding a total sample size of 50 active respondents. Measurement scales were structured around a semantic differential format, while the data collection instruments underwent thorough validity and reliability assessments.

Descriptive statistical evaluations were conducted to deliver a structured, transparent, and comprehensive representation of the empirical interrelationships among the variables under study. The analytical thresholds established for this descriptive evaluation are categorized as follows:

**Table 4 Respondents' Attitude Criteria Regarding Variables of Discipline Development, Work Motivation, and Work Productivity of the Construction Section at PT Industri Manufaktur in Cimahi City**

| Interval | Discipline Development | Work Motivation | Work Productivity |
|---|---|---|---|
| 1,00 – 1,80 | Very Bad | Very Low | Very Bad |
| 1,81 – 2,60 | Bad | Low | Bad |
| 2,61 – 3,40 | Enough | Medium | Enough |
| 3,41 – 4,20 | Good | Height | Good |
| 4,21 – 5,00 | Excellent | Very High | Excellent |

Subsequently, analytical procedures commenced with classical assumption evaluations, encompassing tests for residual normality, multicollinearity diagnostics (confirmed by VIF values below 10 and tolerance metrics exceeding 0.100), and heteroscedasticity checks. A multiple linear regression model was subsequently constructed, with hypotheses evaluated through individual (t-statistic), joint (F-statistic), and coefficient of determination (R2) analyses. Within this associative framework, the R2 metric measures the proportion of variance in the dependent construct accounted for by the predictors. The criteria detailed below serve to interpret the resulting determination values:

**Table 5 Determination Coefficient Interpretation Guidelines**

| Interval Coefficient | Influence Level |
|---|---|
| ≤ 4.99% | Very Low Influence |
| 5% - 16,99% | Low but Definite Influence |
| 17% - 49,99% | Influence Is Quite Meaningful |
| 50% - 80,99% | High/Strong Influence |
| ≥ 81% | Very High Influence |

**Source: Fitrianingsih & Budiansyah, (2019)**

## RESULTS AND DISCUSSION

### a. Validity Test

Construct validity was assessed to ensure the measurement instrument accurately captures the empirical concepts it is designed to evaluate. The outcomes of this diagnostic assessment are summarized below:

**Table 6 Validity Test Results**

| No. Questionnaire | X1-R Calculate | X2-R Calculate | Y-R Calculate | R Table |
|---|---|---|---|---|
| 1 | X1.1 = 0,793 | X2.1 = 0,680 | Y.1 = 0.521 | 0,278 |
| 2 | X1.2 = 0,590 | X2.2 = 0,662 | Y.2 = 0.447 | 0,278 |
| 3 | X1.3 = 0,757 | X2.3 = 0,561 | Y.3 = 0.605 | 0,278 |
| 4 | X1.4 = 0,760 | X2.4 = 0,391 | Y.4 = 0.473 | 0,278 |
| 5 | X1.5 = 0,670 | X2.5 = 0,592 | Y.5 = 0.594 | 0,278 |
| 6 | X1.6 = 0,656 | X2.6 = 0,693 | Y.6 = 0.311 | 0,278 |
| 7 | - | X2.7 = 0,655 | Y.7 = 0.579 | 0,278 |
| 8 | - | X2.8 = 0,685 | Y.8 = 0.498 | 0,278 |
| 9 | - | - | Y.9 = 0.351 | 0,278 |
| 10 | - | - | Y.10 = 0.607 | 0,278 |

| | | | | |
|---|---|---|---|---|
| 11 | - | - | Y.11 = 0.645 | 0,278 |
| Description: | Valid | Valid | Valid | |

**Source: SPSS Data Processing Results Version 27, Reprocessed 2026**

The statistical outcomes presented in Table 6 demonstrate that all measurement items achieved construct validity, given that each observed r-statistic surpasses the critical cut-off value of 0.278 (r-table). Consequently, the assessment parameters chosen for this research prove structurally capable of capturing the target variables effectively.

**b. Reliability Test**

Reliability diagnostics were executed to determine whether the survey instrument provides consistent, precise, and stable measurement outcomes across repeated temporal applications. The empirical findings from this internal consistency evaluation are detailed below:

**Table 7 Reliability Test Results**

| Variabel | Cronbach's Alpha | Conditions | Remarks |
|---|---|---|---|
| Discipline Development (X1) | 0,793 | 0,60 | Reliabel |
| Work Motivation (X2) | 0,759 | | Reliabel |
| Work Productivity (Y) | 0,712 | | Reliabel |

**Source: SPSS Data Processing Results Version 27, Reprocessed 2026**

Based on table 7, the results of the reliability test show that all variables are reliable, with *Cronbach's Alpha* value > 0.60. This states that the measurement instruments used to collect data in this study are consistent and reliable.

**Respondents' Responses to Discipline Development**

The results of respondents' responses related to discipline development with sub-variables which include creating regulations and disciplines implemented by the workforce and creating and providing sanctions, as follows:

**Table 8 Total Average Respondents' Responses to the Statement on Discipline Development Variables**

| Sub Variabel | Total Average | Criteria |
|---|---|---|
| Creating rules and regulations that are implemented by the workforce | 3,35 | Quite Appropriate |
| Create and sanction | 3,37 | Quite Effective |
| **Total Average Score** | **(3.35+3.37):2 = 3.36** | |
| **Criteria** | **Good** | |

**Source: Questionnaire, Reprocessed 2026**

As evidenced in Table 8, participant evaluations regarding disciplinary coaching yielded an aggregate mean value of 3.36, falling under the "moderate/adequate" classification relative to the optimal benchmark of "very good." The lowest composite score (3.35) emerged within the dimension measuring regulatory compliance and implementation by the workforce, qualifying as "moderately compliant." Conversely, the highest rating was recorded in the dimension concerning the establishment and enforcement of disciplinary sanctions, registering a mean of 3.37 ("moderately effective"). These findings suggest that disciplinary guidance programs within PT

Industri Manufaktur's construction division in Cimahi City have achieved a moderate degree of organizational realization.

**Respondents' Responses to Work Motivation**

The results of respondents' responses related to work motivation with sub-variables including success/achievement, recognition, work itself, and responsibility, are as follows:

**Table 9 Total Average Respondents' Responses to Statements on Work Motivation Variables**

| Sub Variabel | Total Average | Criteria |
|---|---|---|
| Success/achievement | 3,52 | Height |
| Acknowledgments | 3,29 | Medium |
| The work itself | 3,54 | Height |
| Responsibilities | 3,77 | Height |
| **Total Average Score** | **(3.52+3.29+3.54+3.77):4 = 3.53** | |
| **Criteria** | **Height** | |

**Source: Questionnaire, Reprocessed 2026**

As shown in Table 9, the overall assessment of employee work motivation generated an aggregate mean of 3.53, placing it within the "high" category relative to the ideal benchmark of "very high." The highest dimension score reached 3.77 ("high"), represented by the responsibility sub-variable. In contrast, the lowest evaluation was recorded under the recognition dimension, yielding a moderate average of 3.29. These findings suggest that managerial appreciation and recognition practices for construction personnel at PT Industri Manufaktur in Cimahi City require targeted enhancement.

**Respondents' Responses to Work Productivity**

The results of respondents' responses related to work productivity with sub-variables including ability, improving the results achieved, work morale, quality, and efficiency, are as follows:

**Table 10 Total Average Respondents' Responses to Statements on Work Productivity Variables**

| Sub Variabel | Total Average | Criteria |
|---|---|---|
| Capabilities | 3,81 | Good |
| Improve results achieved | 3,40 | Enough |
| Work ethic | 3,63 | Height |
| End | 3,60 | Good |
| Efficiency | 3,66 | Good |
| **Total Average Score** | **(3.81+3.40+3.63+3.60+3.66):5 = 3.62** | |
| **Criteria** | **Height** | |

**Source: Questionnaire, Reprocessed 2026**

As indicated in Table 10, participant assessments for the work productivity construct yielded a composite mean of 3.62, situating it within the "high" classification against the ideal standard of "very high." Among its dimensions, improving achieved output registered the lowest average score at 3.40, falling into the "moderate/sufficient" category. These results indicate that the overall output performance of construction labor at PT Industri Manufaktur in Cimahi City still requires targeted operational improvement.

**The Effect of Coaching Discipline and Work Motivation on Work Productivity**

In this study, classical assumption testing was carried out consisting of normality tests, multicollinearity tests, and heteroscedasticity tests. The following are the results of the test:

**Table 11 Results of the Classical Assumption Test**

| **Normality Test** | | |
|---|---|---|
| | | **Unstandardized Residual** |
| Asymp. Sig. (2-tailed) | | .200d |
| **Multicollinearity Test** | | |
| **Variabel** | **Collinearity Statistics** | |
| | **Tolerance** | **LIVE** |
| Discipline Development (X1) | 0.860 | 1.162 |
| Work Motivation (X2) | 0.860 | 1.162 |
| a. Dependent Variable: Work Productivity (Y) | | |
| **Heteroscedasticity Test** | | |
| **Variabel** | **t** | **Say.** |
| Discipline Development (X1) | -1.932 | 0.059 |
| Work Motivation (X2) | 1.371 | 0.177 |
| a. Dependent Variable: ABS_RES | | |

**Source: SPSS Data Processing Results Version 27, Reprocessed 2026**

To verify that the empirical data satisfies standard regression requirements, diagnostic evaluations of classical assumptions were executed. The normality assessment yielded an asymptotic significance value of 0.200 ($p > 0.05$), confirming that the regression residuals follow a normal distribution. Multicollinearity diagnostics revealed a tolerance statistic of 0.860 (exceeding the 0.10 benchmark) paired with a variance inflation factor (VIF) of 1.162 (well below the critical ceiling of 10.00), demonstrating an absence of multicollinearity and verifying that the explanatory variables do not exhibit problematic intercorrelations. Additionally, heteroscedasticity testing produced significance coefficients of 0.059 for disciplinary coaching and 0.177 for occupational motivation (both $p > 0.05$). These metrics establish the presence of homoscedasticity, indicating consistent residual variance across all observations.

**The Effect of Coaching Discipline and Work Motivation on Partial Work Productivity**

A multiple linear regression analysis was performed to quantify the explanatory power and magnitude of the independent variables on the criterion construct. The estimated model parameters and statistical outputs are presented in the following table:

**Table 12 Multiple Regression Test Results**

| **Variabel** | **Unstandardized Coeffcients** |
|---|---|
| | **B** |
| Constant | 2,955 |
| Discipline Development | 0,622 |
| Work Motivation | 0,809 |
| Dependent variables: Work Productivity | |

**Source: SPSS Data Processing Results Version 27, Reprocessed 2026**

Based on the results from the multiple regression test, the following equation is obtained:

$$Y = 2.955 + 0.622X_1 + 0.809X_2$$

1. The statistical analysis reveals a regression value of 0.622 for the disciplinary guidance

variable. This finding demonstrates that cultivating workplace discipline exerts a favorable and substantial impact on employee output, classifying the relationship as a strong structural influence.

2. The statistical parameter for employee motivation is recorded at 0.809, confirming a constructive correlation with workforce output. This specific metric signifies that motivational drivers possess a notably strong and prominent influence on overall operational performance.

**Partial Test (t-test)**

To ascertain the individual effect of each independent variable (X) on the dependent construct (Y), a partial statistical evaluation via the t-test was executed. This procedure involves comparing the observed t-value with the established critical t-table limit. The computational findings generated from this assessment are detailed in the table below:

**Table 14 Results of Partial Test of Coaching Discipline and Work Motivation on Work Productivity**

| Variabel | t count | T table | Say. | Remarks |
|---|---|---|---|---|
| Discipline building (X1) | 3,275 | 1,677 | 0,002 | Signifikan |
| Work motivation (X2) | 5,572 | | 0,000 | |

**Source: SPSS Data Processing Results Version 27, Reprocessed 2026**

Based on table 14 of the test results show that:

1. Discipline development has a positive effect on work productivity obtained t-count 3.275 > 1.677 (table) and significance value of 0.002 < 0.05.
2. Work motivation had a positive effect on work productivity obtained t-count 5.572 > 1.677 (table) and significance value of 0.000 < 0.05.

**The Effect of Coaching Discipline and Work Motivation on Simultaneous Work Productivity**

This research evaluates the capacity of the proposed analytical model to explain the variance within the dependent variable. The computational outcomes of this assessment are detailed in the table below:

**Table 13 Determination of the Influence of Discipline and Work Motivation Development on Work Productivity on the Construction Department of PT Industri Manufaktur in Cimahi City**

| Model Summaryb | | | | |
|---|---|---|---|---|
| Models | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .760a | 0.578 | 0.560 | 3.65625 |

a. Predictors: (Constant), work motivation (X2), discipline development (X1)

**Source: SPSS Data Processing Results Version 27, Reprocessed 2026**

As presented in Table 13, the calculated R-square coefficient stands at 0.578. This statistical metric indicates that the combination of disciplinary coaching and employee motivation jointly accounts for 57.8% of the variance in labor productivity among the construction staff at PT Industri Manufaktur in Cimahi City. According to established assessment criteria, this percentage signifies a robust and substantial level of impact. Meanwhile, the residual 42.2% is determined by external factors outside the scope of the current investigation. Consequently, it can be deduced that optimizing disciplinary guidance alongside motivational drivers will directly result in elevated workforce output.

**Simultaneous Test (F Test)**

This test aims to determine the influence between independent variables together or simultaneously on dependent variables. Based on the results of the data processing, it can be seen in the following table:

**Table 15 Results of Simultaneous Test of Coaching Discipline and Work Motivation on Work Productivity**

| Variabel | Calculation | Ftable | Say. | Remarks |
|---|---|---|---|---|
| Coaching Discipline and Work Motivation for Work Productivity | 32,206 | 3,20 | 0,001 | Signifikan |

**Source: SPSS Data Processing Results Version 27, Reprocessed 2026**

Based on the table of test results, the Fcal value of Fcal > Ftabel (32.206 > 3.20) and the significance number of < 0.05 (0.001 < 0.05), meaning that the variables of discipline coaching (X1) and work motivation (X2) have a simultaneous effect on the labor productivity of the construction department of PT Industri Manufaktur in Cimahi City.

## DISCUSSION

### The Effect of Discipline Development on Work Productivity

Empirical findings from this investigation confirm that disciplinary guidance significantly and favorably impacts the operational output of construction personnel at PT Industri Manufaktur in Cimahi City. Statistical hypothesis evaluation for this construct yielded a calculated t-statistic of 3.275, easily exceeding the critical benchmark of 1.677, alongside a significant p-value of 0.002 (below the 0.05 alpha mark). Furthermore, the multiple linear regression model recorded a coefficient of 0.622 for this variable, indicating a direct proportional relationship, as disciplinary interventions improve, workforce performance rises accordingly. Essentially, the robust implementation of disciplinary coaching translates directly to heightened labor efficiency.

These empirical outcomes closely align with the conclusions drawn by Ibrahim and Sudrajat (2021), who established a direct link between disciplinary measures and enhanced employee output, noting that stronger organizational discipline corresponds with superior institutional productivity. Supporting this, Hayatun and Ernawati (2022) emphasize that well-executed disciplinary programs maximize worker efficiency by promoting the prudent allocation of effort, time, and material assets. This dynamic is particularly crucial in labor-intensive industries, where overall production levels are heavily dictated by employee adherence to rules, attendance rates, and operational effectiveness (Apandi et al., 2025).

### The Effect of Work Motivation on Work Productivity

The findings of this empirical analysis demonstrate that occupational motivation significantly and positively influences the operational output of construction personnel at PT Industri Manufaktur in Cimahi City. Statistical evaluation of this motivational variable produced a calculated t-statistic of 5.572, which easily exceeds the critical t-table threshold of 1.677, alongside a highly significant p-value of 0.000 (well below the 0.05 alpha limit). Additionally, the multiple linear regression model yielded a positive coefficient of 0.809 for this construct. This substantial metric indicates a direct correlation: as internal and external motivation levels rise, workforce performance inherently improves, confirming that a highly driven staff leads to optimal productivity.

These outcomes strongly corroborate the earlier conclusions drawn by Putri et al. (2023), who established a direct link between motivational drivers and heightened labor efficiency. Highly

motivated employees consistently display superior morale, proactive engagement, and a strong sense of duty in executing their tasks, ultimately operating with greater precision and effectiveness. Conversely, as noted by Prabowo and Ropiyani (2017), a deficit in workforce motivation is frequently manifested through increased rates of employee tardiness and absenteeism.

**The Effect of Coaching Discipline and Work Motivation on Work Productivity**

Based on the simultaneous statistical evaluation, the combination of discipline development and work motivation significantly dictates overall employee productivity. The joint analysis produced a calculated F-value of 32.206 (surpassing the critical F-table mark of 3.20) and achieved a significance level of 0.001 (< 0.05).

As a result, motivational drivers and disciplinary guidance collectively determine 57.8% of the labor output within the construction division at PT Industri Manufaktur, Cimahi City. This metric confirms that the two variables exert a remarkably strong joint impact on workforce efficiency, while the unaccounted 42.2% is influenced by other unexamined elements outside the scope of this study. In essence, continuously improving both staff motivation and disciplinary coaching practices will effectively elevate operational productivity.

## CONCLUSION

Drawing from the empirical investigation concerning the impact of disciplinary coaching and occupational motivation on labor output, the following conclusions have been established:

1. Based on participant feedback, the execution of disciplinary development among construction personnel at PT Industri Manufaktur in Cimahi City falls into the "adequate" or "sufficient" category. Consequently, optimizing this disciplinary guidance will directly result in elevated labor output.
2. Employee motivation within the same construction division achieved a "high" rating from respondents, indicating that further strengthening workers' internal drive will continually boost operational performance.
3. The overall labor productivity of this construction workforce is currently classified as "high." This confirms that continuous improvements in both disciplinary frameworks and motivational strategies will systematically maximize worker efficiency.
4. Regarding the individual (partial) and collective (simultaneous) impacts of disciplinary coaching and occupational motivation on workforce output at PT Industri Manufaktur in Cimahi City:
    a. Disciplinary coaching exerts a constructive impact on the operational output of construction personnel at PT Industri Manufaktur in Cimahi City. Consequently, implementing robust disciplinary measures will directly elevate overall task performance.
    b. Occupational drive contributes favorably to the efficiency of the construction staff at PT Industri Manufaktur in Cimahi City. Therefore, cultivating strong employee motivation inherently drives up labor output.
    c. Collectively, both disciplinary guidance and work motivation dictate the productive capabilities of the construction division at PT Industri Manufaktur in Cimahi City. Thus, optimizing both elements simultaneously will guarantee heightened organizational productivity.

Based on the results of the research, there are several suggestions that can be considered for the Company and future researchers, as follows:

1. Advice for companies

a. Based on the respondents' responses to the level of creating regulations implemented by the workforce, it is included in the criteria that are quite appropriate. So of course, companies still need to improve the establishment of clear rules and regulations that must be obeyed by all workers as a guideline in work.
b. Based on the respondents' responses to the level of recognition, it is included in the moderate criteria. Therefore, the company needs to pay attention to the needs and desires of each worker, such as providing rewards or bonuses as a form of recognition from both superiors and colleagues for the achievements and contributions that have been given by the workforce in the company, so that every worker feels cared for so that they are always motivated to have a positive impact on the company.
c. Based on the respondents' responses to the level of improvement achieved which is included in the sufficient criteria. Therefore, the company needs to set targets that are in accordance with the capabilities of the workforce and have adequate resources with the number of targets determined by the company, so that productivity in the production activities carried out remains optimal both in terms of quality and quantity of output produced by the workforce.

2. Suggestions for future researchers

The results of this study can be used for comparison and reference for future researchers. However, it is recommended to add other theories, recent theories, samples, indicators that are not discussed in the following study. And it is necessary to add other variables as independent variables that can affect work productivity, such as work stress, organizational commitment, physical and non-physical work environment, or other factors.

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