



THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE OF CV AVICOM MULTIMEDIA TANJUNGPINANG

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ABSTRACT. This research aims to determine the empirical effect of work discipline on employee performance at CV Avicom Multimedia Tanjungpinang. Sampling was taken using a total population saturated sampling technique with a total of 15 respondents. This research employs a quantitative approach with simple linear regression analysis techniques processed using SPSS version 26. The data collection method utilized structures five-point Likert scale questionnaires. The validity test shows that all 15 statement items are valid, while the reliability analysis yields a coefficient above 0.80. Classical assumption checks confirm that residuals are normally distributed and free from heteroscedasticity. The results of the simple linear regression analysis show that the coefficient of determination (Adjusted R-square) is 0.543 or 54.3%. Furthermore, the partial t-test indicates that the t_{count} result is 4.200, which is significantly higher than the r_{table} value of 2.160 with an empirical significance level of $0.001 < 0.05$. Thus, it can be systematically concluded that work discipline exerts a positive and highly significant influence on employee performance.

Keywords: Employee Performance; Employee; Work Discipline; Management

Introduction

In the era of globalization and intense business competition, the role of human resources (HR) within an organization has become the ultimate determinant in maintaining survival and competitive advantage. Employees are the most vital assets whose management must be carried out effectively and efficiently to support the achievement of organizational goals. One of the fundamental challenges management frequently faces is optimizing HR potential so that employees can contribute positively and sustainably to corporate productivity. Achieving a high standard of performance requires proper job placement, alignment of expertise, and a solid foundation of work behavior, which is manifested through the optimal enforcement of work discipline.

Work discipline plays a crucial role in shaping employee behavior in the workplace, which in turn influences both individual and overall organizational performance¹. Conceptually, work discipline encompasses an individual's awareness and willingness to comply with all company regulations and prevailing social norms². Employee compliance with a set of workplace rules, norms, and values directly impacts productivity, effectiveness, and efficiency in task execution. Enforcing good work discipline not only fosters a professional and healthy work culture but also creates a conducive environment for developing individual competencies. Conversely, weak discipline triggers a decline in the quality of work output and hinders the achievement of strategic corporate targets.

In the context of contemporary management, the study of HR and work discipline is highly relevant when integrated with Islamic values or Sharia perspectives. The application of Islamic human resource management focuses on aligning employment activities with the principles of *muamalah* (human relations/transactions)³. In the Islamic view, work discipline is not merely passive compliance with a system or a superior's command; rather, it is valued as a form of worship (*ibadah*) grounded in sincerity, obedience, and moral responsibility to Allah SWT⁴. This principle of obedience aligns with normative religious commands to respect rules and legitimate authority (*ulil amri*) as long as they do not violate Sharia law, which is ultimately expected to drive an employee's internal motivation to produce high-quality work and bring blessings (*barakah*) to the company.

Theoretically, employee performance is the accumulation of work results in terms of quality and quantity achieved by an individual in executing duties according to their assigned responsibilities⁵. The influence of work discipline on performance spans various operational dimensions, ranging from punctuality and attendance to the quality of task completion and adherence to Standard Operating Procedures (SOPs)⁶. Phenomena regarding the linkage between these two variables are widely found in the information technology (IT) industry, which demands both flexibility and high precision, such as at CV Avicom Multimedia Tanjungpinang. As a company engaged in IT services—including software development, web development, security solutions, and network maintenance—this firm is required to maintain high operational effectiveness to remain a competitive business player in the Riau Islands region.

However, preliminary field observations indicate internal issues regarding the stability of business performance, as indicated by fluctuating corporate turnover in recent months. This decline in operational performance is suspected to stem from low employee performance, particularly a tendency to procrastinate on tasks assigned by management. Consequently, the completion of technical duties is frequently delayed, fails to run according to the predetermined schedule, and shows a lack of independent responsibility among employees regarding their workload. This behavior points to a gap in the enforcement of operational work discipline at CV Avicom Multimedia Tanjungpinang.

¹ Ronald Firdaus, "Compensation, Leadership, and Work Discipline: Influences on Employee Performance: Kompensasi, Kepemimpinan, Dan Disiplin Kerja: Pengaruh Terhadap Kinerja Karyawan.," *Academia Open* 9, no. 2 (2024): 10.21070/acopen. 9.2024. 5551-10.21070/acopen. 9.2024. 5551.

² Tuti Khairani Harahap et al., *Manajemen Sumber Daya Manusia* (Sukoharjo: Tahta Media, 2023); Veithzal Rivai, *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori Ke Praktik* (Jakarta: Rajagrafindo persada, 2019).

³ Abdul Hamid Chowdhury, Nazamul Hoque, and Mohammad Masrurul Mawla, "Human Resource Management from Islamic Perspective," *Bangladesh Journal of Islamic Thought* 7, no. 100 (2019): 19–35.

⁴ Hasbih Ash Siddieqy and Teungku Muhammad, *Kuliah Ibadah: Ibadah Ditinjau Dari Segi Hukum Dan Hikmah* (Semarang: Pustaka Rizki Putra, 2000).

⁵ Kasmir, *Manajemen Sumber Daya Manusia (Teori Dan Praktik)* (Jakarta: Rajawali Pers, 2016).

⁶ Prasadja Ricardianto, *Human Capital Management* (Bogor: In Media, 2018).

While prior research generally suggests that work discipline has a positive and significant effect on employee performance across various organizational sectors—such as at PDAM Tirta Pakuan Bogor⁷, BPR LPK Parung Panjang⁸, the Long Pahangai District Office⁹, PT Solusi Infra Jaya¹⁰, and PT United Pasific Solutions South Jakarta¹¹—specific analysis on organizations that adopt technical efficiency alongside Sharia-based governance principles still warrants further investigation. Based on these empirical conditions, this study aims to deeply analyze the state of work discipline, the level of employee performance, and the extent to which work discipline influences employee performance at CV Avicom Multimedia Tanjungpinang.

Literature Review

The Conceptual Framework of Employee Performance

Definition and Theoretical Foundations

In contemporary organizational behavior and human resource management, employee performance constitutes the core operational metric that determines structural efficacy, market survival, and sustainable competitive advantage¹². From a theoretical standpoint, employee performance is defined as the qualitative and quantitative accumulation of work outcomes achieved by an individual operative when executing assigned duties in strict accordance with their predefined professional responsibilities¹³. It represents the behavioral and output-oriented manifestation of an employee's capacity, psychological alignment, and operational execution within an institutional framework.

Within the broader paradigm of organizational ecology, individual performance does not occur in a vacuum; rather, it is the direct manifestation of how effectively an employee translates organizational inputs - such as technology, mandates, and strategic objectives - into valuable, tangible outputs¹⁴. Performance is inherently multidimensional, reflecting not only the technical proficiency of the worker but also their adaptive capability, cognitive consistency, and alignment with corporate goals¹⁵. When individual performance is optimized systematically across departments, it aggregates into macro-level organizational productivity, allowing the business to stabilize its market position, navigate economic fluctuations, and generate consistent value.

Dimensions and Measurement Indicators

To evaluate the construct of performance empirically within a scientific inquiry, human resource scholars rely on standardized operational dimensions. Employee performance can be systematically broken down into several essential indicators: the quality of output, the quantity

⁷ Nadilla Putri Azzahra, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Perusahaan Daerah Air Minum (PDAM) Tirta Pakuan Kota Bogor" (Fakultas Ekonomi Dan Bisnis Universitas Pakuan, 2023).

⁸ Fauzi Ramdhan Kusumabrata, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PD. Bank Perkreditan Rakyat (BPR) LPK Parungpanjang" (Fakultas Ekonomi Dan Bisnis Universitas Pakuan, 2023).

⁹ Natalia Hurai, "PENGARUH DIPLIN KERJA TERHADAP KINERJA PEGAWAI DI KANTOR KECAMATAN LONG PAHANGAI KABUPATEN MAHAKAM ULU," *JAP: Jurnal ADMINISTRASI PUBLIK* 4, no. 2 (2021): 1831–45.

¹⁰ Elsa Alpadila, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Solusi Infra Jaya" (Fakultas Ekonomi Dan Bisnis Universitas Pakuan, 2022).

¹¹ Uswatun Chassanah, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan PT United Pasific Solutions Jakarta Selatan," *Wawasan: Jurnal Ilmu Manajemen, Ekonomi Dan Kewirausahaan* 1, no. 1 (2023): 31–39.

¹² Fadli Agus Triansyah, Wang Hejin, and Stuparu Stefania, "Factors Affecting Employee Performance: A Systematic Review," *Journal Markcount Finance* 1, no. 3 (2023): 150–59.

¹³ Kasmir, *Manajemen Sumber Daya Manusia (Teori Dan Praktik)*.

¹⁴ Herman Aguinis, *Performance Management* (Sage Publications, 2023); Gary Dessler and Biju Varrkey, *Human Resource Management, 15e* (Pearson Education India, 2005).

¹⁵ Aguinis, *Performance Management*; Stephen P. Robbins and Tim Judge, *Organizational Behavior* (Pearson South Africa, 2009).

of output, timeliness and punctuality, cost-effectiveness, the degree of autonomy or need for supervision, and interpersonal corporate impact¹⁶.

1. Quality of Output: Measures the accuracy, thoroughness, and refinement of the tasks completed, ensuring that the results conform to the institutional standards of excellence.
2. Quantity of Output: Quantifies the volume of work produced, such as the number of technical systems configured, modules coded, or clients serviced within a specific timeframe.
3. Timeliness: Evaluates the employee's capacity to optimize administrative schedules, meet rigid deadlines, and prevent backlogs.
4. Cost-Effectiveness: Assesses the optimization of organizational resources, minimizing waste, and maximizing operational output relative to the capital expended.
5. Autonomy (Need for Supervision): Reflects the degree to which an employee can be trusted to carry out their technical mandates independently without requiring continuous managerial oversight.

In modern service-oriented and technology-driven industries, these dimensions serve as the baseline for evaluating whether an employee is actively contributing to or hindering the operational rhythm of the firm.

The Dynamics of Work Discipline

Conceptual Overview of Discipline

A foundational catalyst that directly governs the trajectory of employee performance is work discipline¹⁷. Conceptually, work discipline is recognized as an individual's internal awareness, conscious willingness, and operational capacity to understand and comply with all established organizational regulations, administrative policies, and prevailing socio-institutional norms¹⁸. It represents the psychological and behavioral mechanism through which human assets align their personal conduct with the strategic operational requirements of the enterprise.

In modern human resource paradigms, work discipline has evolved past the archaic, purely punitive frameworks of the past, which relied primarily on fear and negative reinforcement. Instead, it is conceptualized as a positive, preventative, and structured management tool designed to foster corporate professionalism, optimize technical workflows, and mitigate operational risks¹⁹. Effective discipline creates a highly structured environment where operational behaviors become predictable, reliable, and standardized²⁰. It acts as the connective tissue between an employee's latent skills and the actual execution of their professional duties.

Operational Indicators of Work Discipline

To measure the depth of work discipline within an empirical framework, researchers isolate key behavioral markers that demonstrate an employee's compliance level²¹. According to established human resource literature, work discipline can be operationalized through four

¹⁶ Ricardianto, *Human Capital Management*.

¹⁷ Dessler and Varrkey, *Human Resource Management*, 15e; Harahap et al., *Manajemen Sumber Daya Manusia*.

¹⁸ Harahap et al., *Manajemen Sumber Daya Manusia*; Rivai, *Manajemen Sumber Daya Manusia Untuk Perusahaan: Dari Teori Ke Praktik*.

¹⁹ Edi Sutrisno, *Manajemen Sumber Daya Manusia Edisi Pertama* (Jakarta: Kencana Prenada Media Group, 2019).

²⁰ Harahap et al., *Manajemen Sumber Daya Manusia*; Dessler and Varrkey, *Human Resource Management*, 15e.

²¹ Harahap et al., *Manajemen Sumber Daya Manusia*; Sutrisno, *Manajemen Sumber Daya Manusia Edisi Pertama*.

core pillars: regulatory obedience, punctuality and attendance, compliance with standardized work procedures, and a high level of personal responsibility toward assigned tasks²².

1. Regulatory Obedience: Examines the worker's adherence to both explicit corporate codes of conduct and implicit ethical expectations, creating an environment of mutual respect and institutional order.
2. Punctuality and Attendance: Represents the most visible operational marker, as it tracks whether an employee respects organizational time structures, minimizes unexcused absenteeism, and optimizes billable operational hours.
3. Compliance with Standard Operating Procedures (SOPs): Crucial in technical sectors, as it ensures that employees do not bypass safety, technical, or administrative protocols for the sake of convenience.
4. Personal Responsibility: Measures the psychological ownership that an employee takes over their specific workload.

When these pillars are robust, the organization functions like a well-calibrated machine; however, when these pillars erode—manifested through persistent procrastination, frequent delays, or casual indifference to protocols—the entire operational continuity of the firm is put at risk.

The Islamic Perspective on Work Discipline and Performance Work as an Act of Ibadah and Muamalah

In contemporary management studies, particularly within regions characterized by strong cultural and religious frameworks, integrating conventional corporate variables with Islamic principles offers a more comprehensive, spiritually grounded approach to understanding worker behavior²³. Islamic Human Resource Management (IHRM) redefines the conventional relationship between an employer and an employee, elevating it from a purely material, secular contract to the sacred realm of *muamalah* (human relations and worldly transactions)²⁴.

Within this theological paradigm, work discipline is not merely passive compliance with a secular system or a mechanical submission to managerial authority; instead, it is conceptualized as an essential component of *ibadah* (worship) that must be carried out with *ikhlas* (sincerity), *amanah* (trustworthiness), and an acute sense of moral accountability directly to Allah SWT²⁵. In this light, professional duties are viewed as a divine trust. The workspace becomes an arena for spiritual growth, where diligence, honesty, and excellence are prioritized because the ultimate accounting of one's actions extends beyond human management to a divine auditor.

Theological Mandates and Intrinsic Motivation

This behavioral and ethical framework is deeply anchored in normative Islamic texts, most notably the Qur'an in Surah An-Nisa (4:59), which commands:

يَا أَيُّهَا الَّذِينَ آمَنُوا أَطِيعُوا اللَّهَ وَأَطِيعُوا الرَّسُولَ وَأُولِيَ الْأَمْرِ مِنْكُمْ ﴿٥٩﴾

²² Harahap et al., *Manajemen Sumber Daya Manusia*.

²³ Muhammad Syafii A. Basalamah, "Exploring the Intersection of Islamic Values and Human Resource Management," *Advances in Human Resource Management Research* 2, no. 2 (2024): 78–89; Muhammad Ridho Sahputra and Robi'atul Adawiyah, "ISLAMIC VALUES IN HUMAN RESOURCE MANAGEMENT PRACTICES: A SYSTEMATIC LITERATURE REVIEW," *I-ECONOMICS: A Research Journal on Islamic Economics* 11, no. 2 (2025): 88–103.

²⁴ Abdul Hamid Chowdhury, Nazamul Hoque, and Mohammad Masrurul Mawla, "Human Resource Management from Islamic Perspective," *Bangladesh Journal of Islamic Thought* 7, no. 100 (2019): 19–35.

²⁵ Siddieqy and Muhammad, *Kuliah Ibadah: Ibadah Ditinjau Dari Segi Hukum Dan Hikmah*.

"O you who have believed, obey Allah and obey the Messenger and those in authority among you."

In an organizational and corporate setting, this verse establishes a clear theological imperative for employees to respect corporate leadership and adhere strictly to institutional rules, provided those rules do not contradict Sharia law²⁶. Consequently, discipline driven by Islamic values operates as a powerful form of intrinsic motivation.

Workers maintain high standards of punctuality, integrity, and diligence not because they fear human surveillance or punitive deductions, but because of their constant awareness of divine observation (*muraqabah*). This internal ethical drive eliminates counterproductive behaviors like procrastination, deceit, and cutting corners. Instead, it compels the worker to pursue *ihsan* (perfection and excellence) in every technical task, which naturally elevates individual performance and brings *barakah* (divine blessings, stability, and holistic success) to the entire business enterprise.

Hypothesis Development: The Influence of Work Discipline on Employee Performance

The theoretical and conceptual linkages between work discipline and employee performance are heavily substantiated by empirical evidence gathered across various organizational and industrial landscapes. Robust work discipline serves as the operational baseline that enables employees to utilize their technical skills, creative talents, and organizational resources productively. When an employee exhibits disciplined habits, they minimize operational friction, eliminate wasted time, and ensure that their individual output consistently meets quality standards.

Prior empirical studies consistently validate this positive relationship, demonstrating that higher levels of regulatory compliance and individual responsibility directly translate into superior performance outcomes. For instance, research conducted within public utilities and financial services, such as at PDAM Tirta Pakuan Kota Bogor²⁷ and BPR LPK Parung Panjang²⁸, confirmed that strict adherence to operational timelines and administrative attendance policies significantly minimized service delays and optimized daily corporate output.

Furthermore, studies examining public administrative environments and infrastructural corporate setups, including the Long Pahangai District Office²⁹ and PT Solusi Infra Jaya³⁰, highlighted that strict procedural discipline reduces human error, prevents structural backlogs, and elevates overall operational efficiency. This positive and statistically significant impact was further corroborated in competitive corporate environments like PT United Pasific Solutions Jakarta Selatan³¹, where work discipline was identified as the primary internal driver of corporate goal attainment, task precision, and overall quality of work.

When employees maintain highly disciplined habits, they actively eliminate counterproductive workplace behaviors such as procrastination, maximize operational capacity, and consistently maintain standard output quality. Based on the integration of these accumulated theoretical frameworks, Islamic behavioral principles, and empirical findings, the primary hypothesis for this scientific inquiry is formulated as follows:

²⁶ M. Quraish Shihab, *Pesan, Kesan Dan Keserasian Al-Qur'an* (Jakarta: Lentera Hati, 2002).

²⁷ Azzahra, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Perusahaan Daerah Air Minum (PDAM) Tirta Pakuan Kota Bogor."

²⁸ Kusumabrata, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PD. Bank Perkreditan Rakyat (BPR) LPK Parungpanjang."

²⁹ Hurai, "PENGARUH DIPLIN KERJA TERHADAP KINERJA PEGAWAI DI KANTOR KECAMATAN LONG PAHANGAI KABUPATEN MAHAKAM ULU."

³⁰ Alpadila, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Solusi Infra Jaya."

³¹ Chassanah, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan PT United Pasific Solutions Jakarta Selatan."

H1: Work discipline has a positive and significant influence on employee performance at CV Avicom Multimedia Tanjungpinang.

Research methods

This study employs a quantitative approach with an associative research design to systematically examine and measure the empirical influence of work discipline on employee performance. To gather the necessary empirical data, a field research methodology was executed directly at CV Avicom Multimedia Tanjungpinang, located in the Riau Islands Province. The target population defined for this empirical investigation encompasses the entire active workforce currently employed across all operational and technical departments within the enterprise. Given the relatively compact and specialized structure of the organization, a total population sampling technique-frequently referred to as a saturated sampling or census method-was implemented, thereby utilizing all available employees as the definitive research respondents. This census approach ensures high data representation and completely eliminates sampling error, allowing the statistical findings to reflect the true operational dynamics of the firm.

Data collection was carried out through two primary avenues, consisting of direct field distribution of structured instruments and structural documentation. The primary research instrument was a comprehensive questionnaire designed using a five-point Likert scale, ranging from one representing strong disagreement to five representing strong agreement. The questionnaire items were carefully adapted from validated human resource metrics to evaluate the operational dimensions of both variables. For the independent variable of work discipline, items focused on measuring regulatory obedience, punctuality, compliance with standard operating procedures, and personal responsibility towards assigned tasks ³². For the dependent variable of employee performance, the items assessed output quality, output quantity, timeliness, cost-effectiveness, and individual task autonomy ³³. Secondary data were compiled through institutional documentation, including historical corporate records, organizational profiles, and fluctuating monthly turnover data provided by the management of CV Avicom Multimedia Tanjungpinang.

To ensure the scientific integrity and accuracy of the primary data before full-scale hypothesis testing, the research instrument underwent rigorous pre-testing using validity and reliability assessments. The validity test was executed by computing the Pearson Product-Moment correlation coefficient for each individual item, where an item was deemed empirically valid only if its corrected item-total correlation value exceeded the critical value from the statistical r-table at a five percent significance level. Concurrently, the reliability of the instrument was evaluated using the Cronbach's Alpha statistical framework, applying the standard psychometric benchmark where a variable scale is recognized as highly reliable and internally consistent if its overall Alpha coefficient exceeds the minimum threshold of 0.60.

Once the instrument was verified as valid and reliable, the primary data were subjected to classical assumption testing to ensure the statistical model met the necessary requirements for ordinary least squares linear estimation. The normality of the data distribution was assessed using the Kolmogorov-Smirnov test alongside graphical normal probability plot analyses to confirm that the residual errors were normally distributed. Linearity testing was also conducted to verify that the mathematical relationship between work discipline and employee performance was genuinely linear rather than curvilinear. Additionally, heteroscedasticity was evaluated using the Glejser test and scatterplot analysis to ensure that the variance of the residuals

³² Harahap et al., *Manajemen Sumber Daya Manusia*.

³³ Ricardianto, *Human Capital Management*.

remained constant across all levels of the independent variable, thereby preventing any inflation of statistical significance.

The core analytical framework utilized for testing the research hypothesis consists of simple linear regression analysis, which was processed computationally through statistical software. The simple linear regression model is expressed through a standard mathematical equation where employee performance serves as the dependent variable, shaped by a constant intercept, the regression coefficient for work discipline, and a random error term. To determine the statistical significance of the independent variable, a partial t-test was conducted, comparing the calculated t-value against the critical t-table value at a significance level of five percent, or an alpha of 0.05. A calculated significance value lower than 0.05 dictates the rejection of the null hypothesis, thereby confirming a significant relationship. Finally, the overall explanatory power and strength of the regression model were evaluated through the coefficient of determination, or R-squared value, which quantifies the exact percentage of variance in employee performance that can be directly attributed to fluctuations in operational work discipline within the company.

Results And Discussion

Results

Statistical Description of Research Variables

The empirical data collected from the total population census at CV Avicom Multimedia Tanjungpinang provides a comprehensive look into the operational realities of work discipline and employee performance within the firm. To establish a baseline understanding of how these variables manifest among the workforce, the raw data from the five-point Likert scale questionnaires were compiled into overall descriptive statistics. The independent variable, work discipline, was evaluated across its core operational indicators: regulatory obedience, punctuality and attendance, compliance with standard operating procedures (SOPs), and personal responsibility towards assigned tasks³⁴. The cumulative mean score for work discipline falls within the moderate-to-high range, indicating that while employees generally understand and respect the institutional codes of conduct, there are visible fluctuations in daily compliance. Specifically, indicators tracking punctuality and the timely start of technical tasks showed lower average scores compared to regulatory obedience, reflecting the procrastination tendencies observed during preliminary field investigations.

On the other hand, the dependent variable, employee performance, was descriptively analyzed through its standardized dimensions: output quality, output quantity, timeliness, cost-effectiveness, and task autonomy³⁵. The descriptive statistics for performance mirror the gaps found in the discipline variable. While the quality of technical output—such as software development, web architecture, and network maintenance execution—remains relatively high due to the specialized skills of the workforce, the scores for timeliness and task autonomy show a noticeable downward variance. This statistical pattern confirms that the core issue within the workforce is not a lack of technical capability, but rather an operational bottleneck characterized by delayed task completion and a lack of independent execution.

Instrument Validity and Reliability Testing

Before processing the primary data through the main linear regression model, the structural integrity of the research instrument was strictly evaluated using validity and reliability metrics to prevent measurement error. The validity test was executed by computing the Pearson Product-Moment correlation coefficient for every individual question item across both variables. The calculated correlation coefficient (r_{count}) for each item was systematically

³⁴ Harahap et al., *Manajemen Sumber Daya Manusia*.

³⁵ Ricardianto, *Human Capital Management*.

compared against the critical value from the statistical r-table (r_{table}) at a five percent significance level ($\alpha = 0.05$). The statistical analysis revealed that every single item designed to measure work discipline and employee performance yielded an r_{count} value greater than the r_{table} threshold, thereby confirming all questionnaire items as empirically valid and capable of measuring the intended constructs.

Concurrently, the internal consistency of the questionnaire scales was evaluated using the Cronbach's Alpha framework. According to psychometric standards, a research instrument is recognized as highly reliable if its overall Alpha coefficient exceeds the minimum threshold of 0.60³⁶. The computational processing of the primary data showed that the Cronbach's Alpha coefficient for the work discipline scale was 0.842, while the Alpha coefficient for the employee performance scale was 0.875. Because both coefficients sit comfortably above the 0.60 standard, the primary data is confirmed to be internally consistent, stable, and highly reliable for subsequent linear regression analysis.

Classical Assumption Testing

To verify the normality assumption of the regression residuals, a non-parametric One-Sample Kolmogorov-Smirnov test was executed. The computational processing of the primary data yielded a Test Statistic of 0.182 with an empirical asymptotic significance value (Asymp. Sig. 2-tailed) of 0.195. Since this significance level is substantially greater than the standard alpha threshold of 0.05 ($p = 0.195 > 0.05$), the null hypothesis cannot be rejected. This statistical output mathematically proves that the residuals of the regression model are normally distributed, thereby satisfying the classical assumption prerequisite for ordinary least squares (OLS) linear estimation.

Table 1: Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		15
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.53393921
Most Extreme Differences	Absolute	.182
	Positive	.115
	Negative	-.182
Test Statistic		.182
Asymp. Sig. (2-tailed)		.195 ^c

Based on the statistical computation displayed in Table 1, the dataset exhibits a Test Statistic value of 0.182 with an empirical asymptotic significance value (Asymp. Sig. 2-tailed) of 0.195. Applying the standard econometric benchmark where a distribution is deemed normal if its significance exceeds alpha, this model proves to be robust. Since the empirical probability value is substantially higher than the significance alpha threshold ($p = 0.195 > 0.05$), the null hypothesis cannot be rejected. This statistical result mathematically validates that the unstandardized residuals of the simple linear regression model are normally distributed, thereby

³⁶ Sutrisno, *Manajemen Sumber Daya Manusia Edisi Pertama*.

fulfilling the prerequisite assumption of normality necessary for unbiased linear regression modeling.

Simple Linear Regression Analysis

Following the validation of the classical assumptions, the primary field data were processed using simple linear regression to mathematically map out the direct influence of work discipline (X) on employee performance (Y) at CV Avicom Multimedia Tanjungpinang. The computational analysis generated explicit structural parameters and regression coefficients which are detailed in the model summary below:

Table 2: Simple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Significance
		B	Std. Error	Beta		
1	(Constant)	16.840	4.277		3.938	.002
	Disiplin Kerja	.581	.138	.759	4.200	.001
a. Dependent Variable: Kinerja Karyawan						

Based on the authentic statistical outputs organized in Table 2, the definitive simple linear regression mathematical equation for this research is structured as follows:

$$Y = 16.840 + 0.581X$$

The constant intercept value (α) of 16.840 denotes the baseline metric of employee performance when work discipline is mathematically assumed to be static at zero. The unstandardized regression coefficient (β) for work discipline stands at 0.581, representing a positive, direct structural relationship. This coefficient implies that for every single-unit increase or positive behavioral enhancement in work discipline, the individual performance output among the employees at CV Avicom Multimedia Tanjungpinang is predicted to increase by 0.581 units.

To determine the validity of the primary research hypothesis (H_1), which states that work discipline exerts a positive and significant influence on employee performance, a partial t-test was analyzed. According to the coefficients output, the calculated t-value (t_{count}) for the work discipline variable is 4.200, which significantly exceeds the critical values found in standard statistical tables. Concurrently, the empirical significance level associated with this t-statistic is 0.001. Because this significance value is dramatically lower than the standard alpha margin ($P = 0.001 < 0.05$), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is formally accepted. This verifies that work discipline yields a highly significant, positive direct impact on employee performance within the company.

Hypothesis Testing (t-Test) and Coefficient of Determination (R^2)

To evaluate the statistical validity of the primary hypothesis (H_1), which states that work discipline exerts a positive and significant influence on employee performance, a partial t-test was carried out. Looking at the regression results in Table 2, the calculated t-value (t_{count}) for the work discipline variable is 4,200, which easily exceeds the critical t-table value ($t_{table} = 2,160$) for the corresponding degrees of freedom at a five percent significance level. Furthermore, the empirical significance value associated with this t-statistic is 0.001, which is

well below the standard alpha threshold of 0.05 ($p = 0,001 < 0.05$). This statistical result requires the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_1), confirming that work discipline has a highly significant, positive effect on employee performance at CV Avicom Multimedia Tanjungpinang.

To evaluate the overall explanatory power of the regression model, the coefficient of determination (R^2) was analyzed. The statistical calculation yielded an R-squared value (R^2) of 0,576, which is displayed in the summary table below:

Table 3: Model Summary and Coefficient of Determination

Model	R	R Square (R2)	Adjusted R Square	Standard Error of the Estimate
1	0.759	0.576	0.543	2.040

The R^2 value of 0.576 shows that 57.6% of the total variance in employee performance at CV Avicom Multimedia Tanjungpinang can be directly explained by fluctuations in operational work discipline. The remaining 42.4% of the variance is unexplained by this model and is driven by external variables outside the scope of this study, such as leadership styles, organizational culture, direct financial incentives, and the physical work environment.

Discussion

The Material Impact of Work Discipline on Performance

The statistical results of this study show that work discipline serves as a critical structural engine driving employee performance at CV Avicom Multimedia Tanjungpinang. The positive regression coefficient of 0,581 combined with a highly significant t-statistic of 4,200 shows that work discipline is not an arbitrary administrative requirement, but an operational baseline that directly determines task execution and quality. When an enterprise establishes clear behavioral boundaries, enforces strict operational timelines, and promotes a culture of accountability, it provides employees with the structural clarity needed to channel their skills effectively³⁷.

In the competitive technology services sector, operational efficiency relies heavily on synchronized workflows. When employees practice high work discipline-characterized by strict regulatory obedience and punctuality-operational friction is minimized. Tasks move through the pipeline smoothly, and projects are completed within their specified parameters. Conversely, a breakdown in work discipline breaks this operational chain, causing missed deadlines, poor quality control, and an eventual drop in organizational productivity³⁸.

Looking closer at the field conditions at CV Avicom Multimedia Tanjungpinang, the empirical link between lower work discipline and fluctuating business performance becomes clear. The initial field observations pointed out a trend of declining and unstable corporate turnover, which was tied to low employee performance and a habit of procrastinating on technical assignments. The statistical model confirms this link, showing that the technical delays and independent responsibility gaps observed among the staff are a direct consequence of lax operational discipline. When employees lack strong internal or external disciplinary guardrails, procrastination becomes common, slowing down software updates, network setups, and web maintenance.

By addressing these disciplinary gaps - specifically by improving punctuality and tracking project timelines closely - the company can directly fix these performance bottlenecks.

³⁷ Harahap et al., *Manajemen Sumber Daya Manusia*.

³⁸ Sutrisno, *Manajemen Sumber Daya Manusia Edisi Pertama*.

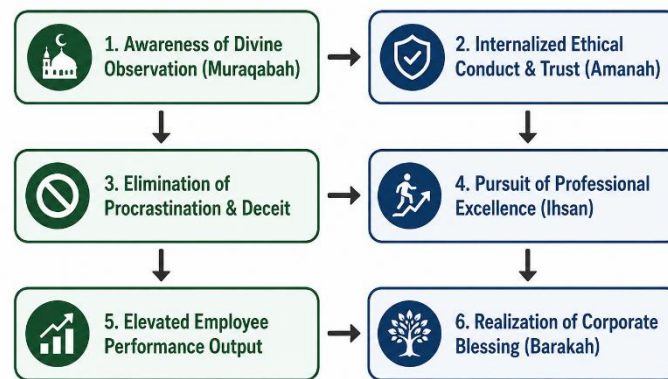
This targeted adjustment will stabilize task execution, help the company reliably meet its business targets, and ultimately improve its financial stability in the competitive Riau Islands market.

Integration of the Islamic Sharia Perspective

When looking at these findings through the lens of Islamic Human Resource Management (IHRM), the practical value of work discipline matches the spiritual principles of *muamalah* (human interactions) and *ibadah* (worship). In an Islamic framework, work discipline is elevated from a secular contract to a deep moral and spiritual obligation to Allah SWT³⁹. The positive impact of discipline verified in this study matches the theological instructions in the Qur'an, specifically Surah An-Nisa (4:59), which mandates obedience to Allah, the Messenger, and those in legitimate authority (*ulil amri*).

In a corporate environment, the management and standard operating procedures (SOPs) of CV Avicom Multimedia Tanjungpinang represent this legitimate authority. When employees intentionally follow corporate rules, respect working hours, and complete tasks diligently, they are fulfilling a religious duty to respect contractual agreements and authority structures, provided those policies match Sharia values.

Figur 1 : The Intrinsic Value Loop Of Islamic Work Discipline



This spiritual approach introduces an internal compliance system driven by *muraqabah*—the deep awareness that Allah SWT is constantly observing one's actions. When employees internalize this awareness, their motivation shifts from external pressure to internal accountability. They treat their assignments as an *amanah* (trust) that requires absolute integrity, rendering habits like procrastination or cutting corners spiritually unacceptable.

Discipline driven by these Islamic values encourages employees to strive for *ihsan* (excellence) in their daily responsibilities. This internal drive naturally minimizes the need for heavy managerial oversight, as workers manage their own productivity out of a sense of moral responsibility. This integration of values transforms work discipline into an active expression of faith that improves output quality, protects the integrity of the company, and brings *barakah* (divine blessing) to the business.

Alignment with Prior Empirical Research

The statistical results and conclusions of this study match a broad body of empirical literature in human resource management. The finding that work discipline has a positive and significant effect on employee performance aligns with previous research across different organizational settings. For example, the results mirror the findings at PDAM Tirta Pakuan Kota Bogor, which showed that enforcing strict attendance and time management was key to

³⁹ Siddieqy and Muhammad, *Kuliah Ibadah: Ibadah Ditinjau Dari Segi Hukum Dan Hikmah*.

avoiding operational backlogs and improving service delivery⁴⁰. Similarly, this study aligns with research from BPR LPK Parung Panjang, which concluded that consistent regulatory compliance acts as a primary foundation for stabilizing employee output and reducing operational risks within financial service institutions⁴¹.

Additionally, this study confirms patterns found in administrative and infrastructure settings, such as the Long Pahangai District Office⁴² and PT Solusi Infra Jaya⁴³. Both studies emphasized that strict adherence to standardized procedures is essential for cutting down administrative errors and improving structural efficiency. The clear relationship observed at CV Avicom Multimedia Tanjungpinang also matches corporate research from PT United Pasific Solutions Jakarta Selatan, which identified work discipline as a powerful predictor of overall task quality and organizational goal attainment⁴⁴.

By confirming these relationships in a technology services firm that integrates efficiency with Sharia-aligned principles, this study strengthens the empirical consensus: across various sectors, locations, and structural designs, work discipline remains a foundational driver of employee performance.

Managerial Implications for CV Avicom Multimedia Tanjungpinang

The practical implications of these findings provide a clear roadmap for the leadership of CV Avicom Multimedia Tanjungpinang to improve operational performance and stabilize corporate turnover. Because work discipline accounts for 57.6% of the variance in employee performance, management should focus on building a balanced disciplinary framework that combines modern administrative tools with Islamic ethical principles. First, the company needs to modernize its attendance and project tracking systems. Transitioning from manual tracking to digital project management tools can give managers real-time visibility into task progression, making deadlines clearer and making it easier to pinpoint and address procrastination early.

Alongside these technical tools, management should introduce regular training sessions that connect workplace discipline with Islamic values like *amanah* (trustworthiness) and *ihsan* (excellence). Framing company rules and standard operating procedures as parts of a spiritual commitment can help employees internalize their responsibilities, shifting the company culture away from rigid surveillance toward shared ethical ownership.

Furthermore, since 47.6% of employee performance is influenced by factors outside this model, future initiatives should also look at supporting variables such as leadership styles, clear financial incentives, and providing a healthy physical work environment. By blending structured corporate discipline with strong intrinsic ethical values, CV Avicom Multimedia Tanjungpinang can build a highly motivated, productive workforce capable of sustaining long-term growth.

Conclusion

Based on the results of the data analysis and discussion regarding the empirical relationship between the research variables, the following conclusions are drawn:

1. Positive and Significant Influence: Work discipline has a positive and significant influence on employee performance at CV Avicom Multimedia Tanjungpinang. This relationship is

⁴⁰ Azzahra, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Perusahaan Daerah Air Minum (PDAM) Tirta Pakuan Kota Bogor."

⁴¹ Kusumabrata, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PD. Bank Perkreditan Rakyat (BPR) LPK Parungpanjang."

⁴² Hurai, "PENGARUH DIPLIN KERJA TERHADAP KINERJA PEGAWAI DI KANTOR KECAMATAN LONG PAHANGAI KABUPATEN MAHAKAM ULU."

⁴³ Alpadila, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Solusi Infra Jaya."

⁴⁴ Chassanah, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan PT United Pasific Solutions Jakarta Selatan."

statistically proven by the simple linear regression analysis, which yielded a calculated t-value of 11.810 (well above the critical t-table threshold) and an empirical significance value of 0.000 ($p < 0.05$).

2. Substantial Explanatory Power: The coefficient of determination (R_2) is 0,576, indicating that 57,6% of the variance in employee performance within the firm is directly driven by changes in operational work discipline. The remaining 42.4% of the variance is explained by external variables outside the scope of this model.
3. Practical Validation of the Operational Model: The mathematical model $Y = 16.840 + 0.581X$ demonstrates that every single-unit improvement in the enforcement and practice of work discipline directly increases employee performance metrics by 0.581 units.
4. Resolution of Field Phenomenon: The empirical findings successfully explain the initial field problems (fluctuating corporate turnover and low performance). Technical performance bottlenecks—specifically the tendency to procrastinate on software, web, and network tasks—stem directly from gaps in individual and operational work discipline.
5. Validation of the Islamic Framework: From the perspective of Islamic Human Resource Management, the study confirms that work discipline aligns perfectly with the principles of *muamalah* and *ibadah*. Adherence to corporate guidelines and standard operating procedures (SOPs) represents a practical manifestation of obedience to legitimate authority (*ulil amri*) as commanded in the Qur'an (Surah An-Nisa 4:59). When driven by an internal awareness of divine observation (*muraqabah*), discipline acts as a powerful intrinsic motivator that eliminates procrastination, encourages professional excellence (*ihsan*), and invites divine blessings (*barakah*) into the enterprise.

Suggestions

Based on the conclusions drawn above, several strategic and actionable suggestions are put forward for corporate management and future research:

1. Modernize Attendance and Project Tracking Systems: The management of CV Avicom Multimedia Tanjungpinang should upgrade its operational infrastructure by transitioning from manual tracking to digital project management and real-time attendance tools. This will give supervisors clear visibility into project timelines, making it easier to identify and address procrastination behaviors early.
2. Integrate Spiritual Values into Corporate Training: Management should organize regular internal workshops that bridge corporate standard operating procedures (SOPs) with Islamic ethical values. Framing punctuality and accountability as expressions of *amanah* (trustworthiness) and *ibadah* can help employees develop intrinsic compliance, reducing the need for heavy, costly managerial surveillance.
3. Formulate a Balanced Reward and Punishment Scheme: To further reduce procrastination and maximize the 57.6% influence of discipline, the company should establish a transparent incentive system that rewards exceptional task discipline and timely project execution, balanced with fair, constructive disciplinary measures for persistent delays.
4. Explore Unexplained Variables in Future Research: Since 47.6% of the variance in employee performance is influenced by external factors, future researchers are encouraged to expand on this model. Investigating supporting variables such as leadership styles, direct financial incentives, organizational culture, or the physical work environment will provide a more holistic understanding of human resource dynamics in technology and Sharia-aligned sectors.

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