



The Influence of Work Discipline and Time Management on Employee Productivity at Mie Gacoan, Palopo City

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Abstract : *Employee productivity is an important aspect in supporting the operational effectiveness of food service companies that have high work activity. This study aims to analyze the effect of work discipline and time management on employee productivity at Mie Gacoan, Palopo City. The study uses a quantitative approach supported by qualitative data. The population and sample of the study amounted to 50 employees. Data were collected through questionnaires, observations, interviews, and documentation with a five-point Likert scale questionnaire as the main instrument. Data analysis includes descriptive analysis, validity test, reliability, classical assumptions, multiple linear regression, t-test, F-test, and coefficient of determination. The results of the study indicate that work discipline has a positive and significant effect on employee productivity with a coefficient of 0.932 and a significance of 0.000. Time management also has a positive and significant effect with a coefficient of 0.756 and a significance of 0.000. Simultaneously, both variables have a significant effect with an R Square of 0.881. In conclusion, improving work discipline and time management can support increased employee productivity.*

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Introduction

In the era of globalization and increasingly fierce business competition, companies are required to optimally improve employee performance and productivity. Employee productivity is a crucial indicator in assessing organizational success because it reflects employees' ability to maximize output with available resources. The higher an employee's work productivity, the greater their contribution to achieving company goals. Work productivity is influenced not only by technical factors but also by behavioral and managerial factors, one of which is work discipline. Work discipline is an employee's attitude and behavior in complying with applicable regulations and norms within the organization and

reflects responsibility for assigned tasks. Good discipline can support work efficiency and effectiveness through punctuality, adherence to rules, responsibility, and consistency in work. In addition to work discipline, time management also plays a role in supporting productivity. Kiswati & Chasanah (2019) state that time management is the ability to manage time effectively and efficiently to achieve goals. They emphasize the importance of prioritization, goal setting, planning, preventing procrastination, managing distractions, delegation, taking breaks, and evaluation in effective time management. According to Hidayanto (2019), time management is a personal process that utilizes analysis and planning in using time to increase benefits and efficiency.

In the context of a fast food company like Mie Gacoan in Palopo City, employee productivity is a crucial factor because the characteristics of the food and beverage industry demand fast, dynamic, timely work, and high coordination. Employees are required to work effectively in serving customers, maintaining product quality, and ensuring smooth operations. Mie Gacoan Palopo has a high work activity so that employees need to work quickly, precisely, and efficiently. This condition indicates that work discipline and time management are related to the implementation of employee work. Work productivity itself, according to experts, includes ability, increasing achieved results, work enthusiasm, self-development, quality, and efficiency. Edi Sutresno (2019) stated that productivity is very important for employees in the company because work productivity is expected to make work carried out efficiently and effectively, thereby supporting the achievement of predetermined goals. Thus, regularity in carrying out work and the ability to utilize time optimally are important parts in supporting employee productivity.

The research problem is related to the continued discovery of work discipline issues that can affect employee performance. Phenomena that often occur in similar industries include employee lateness in coming to work, non-compliance with standard operating procedures (SOP), lack of responsibility in completing tasks, high absenteeism rates, and lack of awareness of work regulations. These problems can have an impact on employee productivity, such as slow service, increased work errors, and decreased quality of service to customers. Work discipline is related to work standards that must be achieved by the organization so that goals can be carried out effectively and efficiently. According to "Ajabar (2020: 45)" states that "Work discipline is a management activity to implement operational standards". Furthermore, according to "Sutrisno (2015: 45)" states "Work discipline is an attitude of willingness and willingness of a person to comply with and obey the norms of regulations that apply around him".

In addition to work discipline issues, time management is also a problem related to employee productivity. Time management is a planning and implementation of time use to increase productivity, effectiveness, and efficiency. Time management relates to a person's ability to organize, schedule, and organize time to be more effective and productive. In carrying out work, time management is necessary so that tasks can be completed according to predetermined priorities and time. Time management includes setting goals, setting priorities, making schedules, being assertive, being firm and focused, and avoiding procrastination. Delaying a task can cause delays in completion and disrupt the planned activity schedule. Therefore, the ability to manage time effectively is an important aspect of the work implementation of Mie Gacoan Palopo employees.

These issues indicate that work discipline and time management need to be addressed because both are related to employees' ability to complete work effectively and efficiently. Previous research has shown that work discipline influences employee productivity. Syafrina (2020) demonstrated that work discipline has a positive and significant effect on employee productivity. Saputra, D., et al. (2021) also demonstrated that the work environment and work discipline simultaneously have a significant effect on employee productivity. Ramli, AH (2021) demonstrated that work discipline and work motivation simultaneously have a significant effect on employee productivity. However, previous research also indicates that productivity can be influenced by various other factors. Therefore, work discipline and time management need to be studied in the context of Mie Gacoan in Palopo City to determine their

relationship with employee productivity based on work conditions that involve high activity and require punctuality and efficiency.

This study aims to determine the effect of work discipline on employee productivity, determine the effect of time management on employee productivity, and determine the effect of work discipline and time management on employee productivity at Mie Gacoan, Palopo City. This study is important because employee productivity is related to effective and efficient work implementation, while work discipline and time management are aspects related to orderliness, compliance with rules, time management, and work completion. The urgency of the study lies in the need to determine the extent to which these two variables influence employee productivity in the context of fast food service companies in Palopo City. The novelty of this study lies in testing work discipline and time management together on employee productivity at Mie Gacoan, Palopo City, so that the results of the study are expected to contribute to the development of human resource management science and become evaluation materials for companies in increasing employee productivity.

Research methods

This study uses quantitative research supported by qualitative data. Quantitative data is used to obtain numerical data that can be analyzed statistically, while qualitative data is used to obtain descriptive information regarding employee work conditions and behavior. According to Sugiyono (2021), quantitative data is data obtained through measuring research variables and expressed in numerical form, while qualitative data is in the form of words, sentences, or narratives. Creswell (2020) explains that qualitative data is used to understand phenomena in depth, while quantitative data is used to test relationships between variables through statistical analysis. Moleong (2021) also explains that qualitative data can be obtained through observations, interviews, and documents that describe social phenomena in depth.

This research was conducted at Mie Gacoan in Palopo City. The research location was selected based on human resource development aspects related to work discipline and employee productivity. The study was scheduled to take place from April to June 2026. Data were obtained through questionnaires, observations, interviews, and company documentation.

The main instrument used in this study was a questionnaire administered to employees of Mie Gacoan in Palopo City. The questionnaire contained several questions related to the research variables and indicators. Respondents' responses were measured using a Likert scale with five alternative answers: strongly agree, agree, somewhat agree, disagree, and strongly disagree. Each answer was given a score of 5, 4, 3, 2, and 1. In addition to the questionnaire, data collection instruments were also supported by observations and interviews to obtain information about employee behavior and working conditions within the company environment.

The data analysis technique begins with descriptive analysis to describe the collected data. According to Sugiyono (2019), descriptive analysis is conducted by describing or depicting the data as it is without the intention of making generalizations. Next, the quality of the instrument is tested through validity and reliability tests. Validity testing is carried out using Pearson Correlation Product Moment by comparing the correlation between the scores of each question item and the total score. An item is declared valid if its significance value is less than 0.05. Reliability testing is conducted using Cronbach's Alpha to determine the internal consistency of the instrument, with an acceptable reliability value greater than 0.60.

Prior to the regression testing, this study employed classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests. The normality test was performed using the Kolmogorov-Smirnov test with a significance level of 5%. Data were declared normally distributed if the significance value was greater than 0.05. The multicollinearity test was used to determine the correlation between independent variables with the criteria of a tolerance value greater than 0.10 and a VIF value less than 10. Meanwhile, the heteroscedasticity test was performed using the Glejser Test to determine whether there was inequality in residual variance in the regression model.

Further analysis was conducted using multiple linear regression to determine the relationship between independent variables and employee work productivity as the dependent variable. The regression model used in this study is $Y = \pi + \beta_1 X_1 + \beta_2 X_2 + \epsilon$, with Y as employee work productivity, π as a constant, β_1 and β_2 as the coefficients of each variable, X_1 as organizational culture, X_2 as work



discipline, and ϵ as error. Hypothesis testing was conducted through simultaneous tests or F tests and partial tests or t tests at a significance level of 5%. In addition, the coefficient of determination (R^2) was used to determine the magnitude of the contribution of the independent variables in explaining the dependent variable.

The population in this study was all 50 employees of Mie Gacoan in Palopo City. According to Sugiyono (2021), a population is a generalized area consisting of objects or subjects with certain characteristics to be studied and conclusions drawn from. Arikunto (2020) states that a population is the entire research subject.

The research sample was determined to be 50 people, namely all employees of Mie Gacoan in Palopo City. The entire population was selected as a sample because the population size was only 50 people, so the entire population was used as the research sample. Thus, the research sample consisted of all employees of Mie Gacoan in Palopo City.

The research procedure began with determining the location and time of the study at Mie Gacoan in Palopo City. Data collection was then conducted through questionnaires, observations, interviews, and secondary data sources. Questionnaires were administered to all employees as respondents to obtain data on the research variables, while observations and interviews were used to obtain supporting information regarding employee behavior, working conditions, and company policies. Secondary data were obtained from company documents, such as attendance records, performance reports, and standard operating procedures (SOPs), as well as reference books, scientific journals from 2020 to 2025, and trusted online sources.

After all data was collected, data processing and analysis were performed. The first stage was descriptive analysis to describe the characteristics and responses of the respondents. The next stage was instrument validity and reliability testing. After the instrument was declared to meet the criteria, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. Next, multiple linear regression analysis, F-test, t-test, and coefficient of determination (R^2) were conducted to determine the relationship and influence of the research variables on employee productivity.

The variables used in this study include work discipline, time management, and employee productivity. Work discipline is understood as employee behavior in adapting to applicable work regulations and procedures as a form of responsibility for tasks. Time management is an individual's ability to plan, organize, prioritize, and use time effectively to achieve specific goals. Meanwhile, employee productivity is the comparison between work results achieved and resources or time used, reflecting employee effectiveness and efficiency in completing tasks.

Results and Discussion

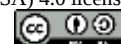
Table 1 Respondent Characteristics Based on Gender

NO	Gender	Number of Respondents	Percentage
1	Man	16	32%
2	Woman	34	68%
	Amount	50	100%

From the results of research on Mie Gacoan in Palopo City, according to gender, it shows that there are more female respondents (68%) than male respondents (32%).

Table 2. Respondent Characteristics Based on Age Type

No	Age	Amount	Percentage
1	<17	2	4.0%
2	17-20	7	14.0%
3	20-25	40	80.0%
4	25-29	1	2.0%
	Amount	50	100%



Based on the table above, the results of the study on Mie Gacoan in Palopo City according to Age, show that most of the respondents are aged 20-25 years, namely 40 people (80.0%), Respondents aged 17-20 years are 7 people (14.0%), Meanwhile, Respondents aged <17 years have 2 respondents (4.0%), and respondents in the 25-29 year old group only have 1 person (2.0%).

Descriptive Analysis Test

Table 3 Employee perceptions of work discipline (X1)

N0	Indicator	Average Score	Information
1	Presence	4.13	Agree
2	Obedience to Superiors	4.22	Strongly agree
3	Responsibility	4.19	Agree
4	Work awareness	4.23	Strongly agree
	Amount	4.19	Agree

Table three shows the results of the average value of X1 4.19. In the first indicator, Attendance obtained an average value of 4.13, which is included in the agree category. This value indicates that most respondents agree to strongly agree that employees have a good level of punctuality in attending work according to the set schedule. In the first indicator, the second statement obtained an average value of 4.22, which is included in the strongly agree category. This value indicates that the majority of respondents agree to strongly agree that employees have complied with the regulations applicable in the company.

In the third statement, the average score was 4.19, which is included in the strongly agree category. This score indicates that the majority of respondents agree that employees are capable of completing their tasks and work within the allotted time. The fourth statement received an average score of 4.23, which falls into the strongly agree category. This score indicates that the majority of respondents agree that employees are capable of completing their tasks and work within the allotted time.

Respondents' responses to work discipline variables

Table 4 Assessment of attendance level indicators

No	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Employees are present on time according to work schedule	2		2	28	18	4.20	Agree
2	Employees rarely come late	2	2	6	29	11	3.90	Agree
3	Employees have a high attendance rate	1	1	3	23	22	4.28	Strongly agree
	Amount						4.13	Agree

Based on Table 4, the attendance level indicator assessment is based on the scores of three statements. The first statement, "Employees arrive on time according to their work schedule," received an average score of 4.20. This score indicates that most respondents agreed to strongly agree that employees have a good level of punctuality in arriving at work according to the established schedule. This indicates that employee attendance discipline is relatively high, thus indicating that Supporting the smooth operation of the company and increasing work effectiveness and productivity. Thus, employee punctuality and attendance can be said to be running well, as expected by the company.

The second statement received an average score of 3.90 from 50 respondents. This indicates that some employees are still occasionally late to work. Therefore, the company needs to continue to improve supervision and guidance regarding time discipline to further minimize the rate of lateness. Overall, this indicator falls into the good/high category, reflecting that employee attendance discipline is running quite well.

The third statement received an average score of 4.28 from 50 respondents. This indicates that the majority of respondents agreed or strongly agreed that employees have a high level of attendance in



carrying out their work. This indicates that employees demonstrate strong commitment and responsibility to their work by consistently attending work according to the established work schedule.

Table 5 Assessment of Compliance with Rules Indicators

NO	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1.	Employees comply with all company regulations	1	1	3	29	16	4.16	Agree
2	Employees work according to applicable SOPs	3		2	23	22	4.28	Strongly agree
3	Employees do not violate work rules		2	4	25	19	4.22	Strongly agree
Amount							4.22	Strongly agree

Based on the assessment of the Compliance with Rules indicator, three statements were assessed. The first statement, "Employees comply with all company regulations," received an average score of 4.16 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees have complied with applicable company regulations. This indicates a high level of employee compliance with company regulations, reflecting a strong awareness and responsibility in carrying out their work in accordance with established provisions.

The second statement obtained an average score of 4.28. This score indicates that the majority of respondents agreed or strongly agreed that employees had carried out their work in accordance with the company's established procedures and operational standards. This indicates that employee compliance with SOPs is high.

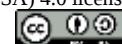
The third statement obtained an average score of 4.22. This score indicates that the majority of respondents agreed or strongly agreed that employees rarely or never violate the work rules established by the company. This indicates that employee compliance with work rules is high.

Table 6 Responsibility indicator assessment

NO	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Employees complete tasks on time		3	7	23	17	4.08	Agree
	Employees are responsible for work results		2	3	23	22	4.30	Strongly agree
	Employees do not delay work		1	5	21	22	4.30	Strongly agree
Amount							4.23	Strongly agree

Based on the Responsibility indicator assessment, three statements are assessed. The first statement, "Employees complete tasks on time," received an average score of 4.08 from 50 respondents. This score indicates that the majority of respondents agree that employees are capable of completing their tasks and work within the allotted timeframe. This indicates that employees' level of responsibility in completing their work is in the good or high category.

The second statement, "Employees Are Responsible for Work Results," received an average score of 4.30 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees have a strong sense of responsibility for the results of their work. This indicates that employees are not only focused on completing tasks but also pay attention to the quality and results of the work they are responsible for.



The third statement, "Employees do not procrastinate," received an average score of 4.30 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees have a habit of completing work promptly without procrastination. This indicates that employees' level of responsibility in carrying out their duties is in the very good category.

Table 7 Work Awareness indicator assessment

No	Statement	STS	TS	CS	S	SS	Average score	Category
		1	2	3	4	5		
1	Employees work without supervision		2	5	25	18	4.18	Agree
2	Employees have initiative in working	1	1	4	27	16	4.14	Agree
3	Employees are aware of their skills	1	1	3	24	21	4.26	Strongly agree
Amount							4.19	agree

Based on the Work Awareness indicator assessment of three statements, the first statement, which states that employees work without supervision, received an average score of 4.18 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are capable of carrying out their work independently without requiring constant supervision from superiors. This indicates that employee independence is in the high category.

The second statement, "Employees have initiative in their work," received an average score of 4.14 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees have the ability to take initiative in carrying out their work. This indicates that employee independence is in the high category.

The third statement, "Employees Are Aware of Their Obligations," received an average score of 4.26 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees have a high level of awareness of the obligations and responsibilities they must fulfill in their jobs. This indicates that employee independence is in the very good category.

Table 8 Employee perceptions of time management (X2)

No	Indicator	Average Score	Information
1	Time planning	3.99	Agree
2	Priority Determination	4.11	Agree
3	Use of Time	4.21	Strongly agree
4	Time control	4.14	Agree
Amount		4.11	Agree

Table eight shows the results of the average value of X2 of 4.11. The first indicator of Time Planning obtained an average value of 3.99, which is included in the agree category. This value indicates that most respondents agree that employees have a high level of time planning and create work plans before carrying out their duties and responsibilities. The second statement obtained an average score of 4.11, which is included in the agree category, indicating that employees have the ability to set work priorities.

The third statement received an average score of 4.21, which falls into the strongly agree category. This score indicates that the majority of respondents strongly or strongly agree that employees utilize their available work time effectively. The fourth statement received an average score of 4.14, which falls into the agree category. This score indicates that employees' ability to manage time and complete work effectively is in the high category.



Respondents' responses to the Time Management variable

Table 9 Assessment of Time Planning Indicators

No	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Employees Make Work Plans Before Working	1	1	9	28	11	3.94	Agree
2	Employees Prepare Daily Work Schedules	3	2	7	26	12	3.84	Agree
3	Employees manage their time well	2		2	29	17	4.18	Agree
Amount							3.99	Agree

Based on the Time Planning indicator assessment of three statements, the first statement, "Employees Create a Work Plan Before Working," received an average score of 3.94 from 50 respondents. This score indicates that the majority of respondents agree that employees create a work plan before carrying out their duties and responsibilities. This indicates that employees' work planning ability is in the good category.

The second statement, namely Employees Prepare Daily Work Schedules, obtained an average score of 3.84 from 50 respondents. This score indicates that the majority of respondents agree that employees have developed a daily work schedule as a guideline for carrying out their duties and responsibilities. This indicates that employees' ability to organize and plan their daily work is considered good.

The third statement, "Employees Manage Time Well," received an average score of 4.18 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are able to manage and utilize their work time effectively in carrying out their duties and responsibilities. This indicates that employees' time management skills are in the high category.

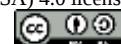
Table 10 Assessment of Priority Determination Indicators

No	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Employees are able to determine important work	2		6	22	19	4.14	Agree
2	Employees prioritize urgent work	2	1	5	27	15	4.04	Agree
3	Employees complete work according to priority	1		5	29	15	4.14	Agree
Amount							4.11	Agree

Based on the assessment of the Prioritization indicator from three statements, the first statement received an average score of 4.14 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees have a good ability to identify and prioritize tasks to be completed first. This indicates that employees' ability to prioritize work is in the high category.

The second statement obtained an average score of 4.04 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees prioritize work with a high level of urgency. This indicates that employees' ability to prioritize work is in the very good category.

The third statement received an average score of 4.14 from 50 respondents. This score indicates that the majority of respondents agree that employees are capable of completing work based on



established priorities. This indicates that employees' ability to manage and execute work according to its level of importance is in the high category.

Table 11 Assessment of Time Use indicators

No	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Employees Use Working Time Effectively	1	4		30	15	4.16	Agree
2	Employees Don't Waste Time While Working	1		6	24	19	4.20	Agree
3	Employees Focus on Completing Tasks	1		4	25	20	4.26	Strongly agree
	Amount						4.21	Strongly agree

Based on the Time Use Indicator Assessment of three statements, the first statement received an average score of 4.16 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are able to utilize available work time effectively to complete their tasks and responsibilities. This indicates that employees' ability to manage their work time is in the high category.

The second statement received an average score of 4.20 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are able to utilize their work time effectively and avoid activities that could hinder work completion. This indicates that employees' discipline and time management are high.

The third statement obtained an average score of 4.26 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are able to focus and concentrate on their assigned tasks. This indicates that employees' level of focus in completing tasks is in the very good category.

Table 12 Assessment of Time Control Indicators

No	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Employees Able to Avoid Work Delays	1		7	27	15	4.10	Agree
2	Employees Utilize Working Hours Effectively to Complete Tasks	1		7	27	15	4.14	Agree
3	Employees are able to complete work within the specified time.		2	8	30	20	4.17	Agree
	Amount						4.14	Agree1

Based on the Time Control indicator assessment of three statements, the first statement received an average score of 4.10 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are capable of completing work without procrastinating. This indicates that employees' ability to manage time and complete work accurately is in the high category.

The second statement received an average score of 4.14 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are able to optimally utilize available working hours to complete assigned tasks and responsibilities. This indicates that employees' ability to manage their work time is high.

The third statement received an average score of 4.17 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are capable of completing their tasks and work within the deadlines or targets set by the company. This indicates that employees' ability to manage their work time is high.

Table 13 Employee Perceptions Regarding Employee Productivity (Y)

No	Indicator	Average Score	Information
1	Quality of Work	4.09	Agree
2	Quantity of Work	4.13	Agree



3	Punctuality	4.08	Agree
4	Work Efficiency	4.03	Agree
5	Self-development	4.05	Agree
6	Quality	4.11	Agree
Amount		4.08	Agree

Table 13 shows the average Y score of 4.08. The first indicator obtained an average score of 4.09, which falls into the agree category. This indicates that employees are capable of producing high-quality work. The second statement obtained an average score of 4.13, indicating that employees can achieve the company's set targets. The third statement obtained an average score of 4.08, indicating that employees are capable of completing work and responsibilities quickly and meeting the company's deadlines.

The fourth statement obtained an average score of 4.03, indicating that respondents were able to utilize their work time effectively and tried to avoid unproductive activities. The fifth statement obtained an average score of 4.05, indicating that respondents had the desire and effort to develop their abilities. The sixth statement obtained an average score of 4.11, indicating that the respondents' work results met company standards.

Respondents' responses to the Employee Productivity variable

Table 14 Assessment of Work Quality Indicators

No	Indicator	STS	TS	CS	S	SS	Average Score	Category
		1	2	3	4	5		
1	Employees Produce Quality Work	3		5	29	13	3.98	Agree
2	Work Results According to Company Standards	2		5	30	13	4.10	Agree
3	Employees Work Carefully	1		6	24	19	4.20	Agree
Amount							4.09	Agree

Based on the Work Quality Indicator Assessment of three statements, the first statement received an average score of 3.98 from 50 respondents. This score indicates that the majority of respondents agree that employees are capable of producing high-quality work in accordance with company standards. This indicates that employee work quality is in the good category.

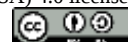
The second statement received an average score of 4.10 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that the work produced by employees meets the standards and regulations set by the company. This indicates that employee work quality is in the high category.

The third statement received an average score of 4.20 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees carry out their work with great care and attention to detail. This indicates that employees' level of thoroughness in their work is in the high category.

Table 15 Assessment of Work Quantity Indicators

No	Statement	STS	TS	CS	S	SS	Average Score	Category
		1	2	3	4	5		
1	Employees are able to complete many tasks	1	1	7	8	13	4.02	Agree
2	Employees Achieve Targets	2		3	25	20	4.22	Strongly agree
3	Employees are able to work optimally	2		3	29	16	4.14	Agree
Amount							4.13	Agree

Based on the Work Quantity indicator assessment of three statements, the first statement received an average score of 4.02 from 50 respondents. This score indicates that the majority of respondents agreed to strongly agree that employees are capable of completing a certain amount of work



within their responsibility within a certain time period. This indicates that employee work quantity is in the good category.

The second statement received an average score of 4.22 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are capable of achieving the work targets set by the company. This indicates that employees' work target achievement level is in the high category.

The third statement received an average score of 4.14 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are able to maximize their abilities and potential in carrying out their work. This indicates that employee productivity and work quantity are in the high category.

Table 16 Assessment of Timeliness Indicators

No	Statement	STS	TS	CS	S	SS	Average Score	Category
		1	2	3	4	5		
1	Employees Complete Work on Time	1	1	4	24	20	4.22	Strongly agree
2	Employees are rarely late in completing tasks	1		8	27	14	4.06	Agree
3	Employees Work According to Deadlines	2	1	9	23	15	3.96	Agree
	Amount						4.08	Agree

Based on the assessment of the Punctuality indicator from three statements, the first statement received an average score of 4.22 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are capable of completing work within the timeframe set by the company. This indicates that employees' punctuality in completing work is in the high category.

The second statement received an average score of 4.06 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are generally able to complete tasks according to the established schedule and rarely experience delays. This indicates that employees' punctuality in completing tasks is in the good or high category.

The third statement received an average score of 3.96 from 50 respondents. This score indicates that the majority of respondents agreed that employees are capable of carrying out and completing work within the deadlines set by the company. This indicates that employees' punctuality in meeting work deadlines is in the good category.

Table 17 Assessment of Work Efficiency Indicators

No	Statement	STS	TS	CS	S	SS	Average Score	Category
		1	2	3	4	5		
1	Employees Use Resources Effectively	1		11	24	14	4.00	Agree
2	Employees Work Without Wasting Time	2		10	25	13	3.94	Agree
3	Employees Work Efficiently	1		6	26	17	4.16	Agree
	Amount						4.03	Agree

Based on the Work Efficiency Indicator Assessment of three statements, the first statement received an average score of 4.00 from 50 respondents. This score indicates that the majority of respondents agree that employees are able to utilize available resources, such as time, equipment, materials, and work facilities, effectively in completing their work. This indicates that employee work effectiveness is in the good category.

The second statement received an average score of 3.94 from 50 respondents. This score indicates that the majority of respondents agree that employees are able to utilize their work time effectively and strive to avoid unproductive activities during their work. This indicates that employee work effectiveness is in the good category.

The third statement received an average score of 4.16 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are capable of carrying out



their work efficiently by optimally utilizing available time, energy, and resources. This indicates that employee work efficiency is in the high category.

Table 18 Self-Development Indicator Assessment

No	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Actively Seeking Opportunities to Improve Skills and Knowledge	2		7	29	12	3.98	Agree
2	Open to criticism and suggestions for self-improvement	2		5	29	13	4.04	Agree
3	Striving to Develop New Skills That Support Personal Abilities	1		3	33	12	4.12	Agree
Amount							4.05	Agree

Based on the Self-Development Indicator Assessment of three statements, the first statement received an average score of 3.98 from 50 respondents. This score indicates that the majority of respondents agree that employees have the desire and effort to continuously develop their skills and increase their job-related knowledge. This indicates that employee awareness of the importance of self-development is in the good category.

The second statement received an average score of 4.04 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees are open to criticism and suggestions from superiors, coworkers, and others as a basis for self-evaluation and improvement. This indicates that employees' level of openness to constructive feedback is in the good or high category.

The third statement received an average score of 4.12 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employees actively strive to develop new skills that can support their work capabilities. This indicates that employees' self-development levels are high.

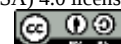
Table 19 Quality Indicator Assessment

No	Statement	STS 1	TS 2	CS 3	S 4	SS 5	Average Score	Category
1	Quality Work Results That Meet Standards and Minimal Errors	1		6	28	15	4.12	Agree
2	Product or Service Quality is Better Than Competitors	1		6	31	12	4.06	Agree
3	There are not many errors or defects in product service	1		6	27	16	4.14	Agree
Amount							4.11	Agree

Based on the Quality Indicator assessment of three statements, the first statement received an average score of 4.12 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that employee work met company standards and had a low error rate. This indicates that employee work quality is in the high category.

The second statement received an average score of 4.06 from 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that the company's products or services are of better quality than those of competitors. This indicates that the overall work quality is in the good/high category.

The third statement had an average score of 4.14 out of 50 respondents. This score indicates that the majority of respondents agreed or strongly agreed that the company's products or services have a low error or defect rate. This indicates that employee work quality is high.



Validity and Reliability Test Results**1. Validity Test****A. Work Discipline (X1)****Table 20 Work Discipline Validity Test**

Statement	R-Count	R-Table	Information
X1.1	0.7760	0.2787	Valid
X1.2	0.5630	0.2787	Valid
X1.3	0.8160	0.2787	Valid
X1.4	0.8480	0.2787	Valid
X1.5	0.8140	0.2787	Valid
X1.6	0.6460	0.2787	Valid
X1.7	0.8170	0.2787	Valid
X1.8	0.7090	0.2787	Valid
X1.9	0.8820	0.2787	Valid
X1.10	0.5650	0.2787	Valid
X1.11	0.8750	0.2787	Valid
X1.12	0.8910	0.2787	Valid

Based on the results of the validity test presented in table 20, it is known that all statements used to measure the work discipline variable have a correlation value (r-calculated) that is greater than the r-table, namely 0.2787 with a total of 50 respondents at a significance level of 5%.

For example, statement X1 has a calculated r-value of 0.7760, while statement X12 shows the highest value, namely 0.8910. Likewise, the other statements show calculated r-values that are above the table r-value. Thus, it can be concluded that the 12 statements in the work discipline variable are declared valid. This means that each statement is able to measure the intended aspect accurately and is suitable for use in the research data collection process.

B. Time Management (X2)**Table 21 Time Management Validity Test**

Statement	R-Count	R-Table	Information
X2.1	0.8060	0.2787	Valid
X2.2	0.7330	0.2787	Valid
X2.3	0.8710	0.2787	Valid
X2.4	0.8730	0.2787	Valid
X2.5	0.8180	0.2787	Valid
X2.6	0.8670	0.2787	Valid
X2.7	0.8560	0.2787	Valid
X2.8	0.7050	0.2787	Valid
X2.9	0.6950	0.2787	Valid
X2.10	0.7850	0.2787	Valid
X2.11	0.7770	0.2787	Valid
X2.12	0.3870	0.2787	Valid

Based on the results of the validity test presented in table 21, it is known that all statements used to measure the Time Management variable have a correlation value (r-count) that is greater than r-table, namely 0.2787 with a total of 50 respondents at a significance level of 5%.

For example, statement X2 has a calculated r-value of 0.8060, while statement X2.4 shows the highest value, namely 0.8730. Likewise, the other statements show calculated r-values that are above the table r-value. Thus, it can be concluded that the 12 statements in the Time Management variable are declared valid. This means that each statement is able to measure the intended aspect accurately and is suitable for use in the research data collection process.



C. Employee Productivity

Table 21 Employee Productivity Validity Test

Statement	R-Count	R-Table	Information
Y1	0.7280	0.2787	Valid
Y2	0.8280	0.2787	Valid
Y3	0.7560	0.2787	Valid
Y4	0.8580	0.2787	Valid
Y5	0.8990	0.2787	Valid
Y6	0.8700	0.2787	Valid
Y7	0.9290	0.2787	Valid
Y8	0.8620	0.2787	Valid
Y9	0.8550	0.2787	Valid
Y10	0.8430	0.2787	Valid
Y11	0.8820	0.2787	Valid
Y12	0.9080	0.2787	Valid
Y13	0.8790	0.2787	Valid
Y14	0.8140	0.2787	Valid
Y15	0.8420	0.2787	Valid
Y16	0.8800	0.2787	Valid
Y17	0.8660	0.2787	Valid
Y18	0.6750	0.2787	Valid

Based on the results of the validity test presented in table 21, it is known that all statements used to measure the Employee Productivity variable have a correlation value (r-calculated) that is greater than r-table, namely 0.2787 with a total of 50 respondents at a significance level of 5%.

For example, statement X1 has a calculated r-value of 0.7280, while statement Y7 shows the highest value, namely 0.9290. Likewise, the other statements show calculated r-values that are above the table r-value. Thus, it can be concluded that the 18 statements in the Employee Productivity variable are declared valid. This means that each statement is able to measure the intended aspect accurately and is suitable for use in the research data collection process.

2. Reliability Test

Table 22 Reliability Test of Work Discipline Variable (X1)

Cronbach's Alpha	N Of Items
0.936	12

Based on table 22 above, the X1 variable obtained a reliability value of 0.936 with a greater level of reliability in accordance with the provisions that have been conveyed that if the level of reliability obtained is greater than 0.60, it can be concluded that the reliability of the dependent variable.

Table 23 Reliability Test of Time Management Variable (X2)

Cronbach's Alpha	N Of Items
0.943	12

Based on table 23 above, the X2 variable obtained a reliability value of 0.943 with a greater level of reliability in accordance with the provisions that have been conveyed that if the level of reliability obtained is greater than 0.60, it can be concluded that the reliability of the dependent variable.

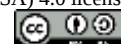


Table 24 Reliability Test of Employee Productivity Variable (Y)

Cronbach's Alpha	N Of Items
0.976	18

Based on table 24 above, the Y variable obtained a reliability value of 0.976 with a greater level of reliability in accordance with the provisions that have been conveyed that if the level of reliability obtained is greater than 0.60, it can be concluded that the reliability of the dependent variable.

3. Multiple Linear Regression Analysis

Table 24 Multiple Linear Regression Analysis

Model	Sum Of Squares	Df	Mean Square	F	Sig
1	Regression	6740,306	2	174,394	,000b
	Residual	908,274	47		
	Total	7648,580	49		

a. Dependent variable Employee Productivity

b. Predictors: (Constant), Work Discipline, Time Management

Based on the test above, the calculated f-value was (174.394) and the f-table value using a 5% (0.05) showed that the calculated f-value < f-table and the significance level was .000b, so it can be concluded that work discipline and time management have a significant effect on employee productivity, so the first hypothesis is accepted.

4. Partial Test (T Test)

Table 25 T-Test

Model	Unstandardized coefficients		Standardized coefficients	T	Sig
	B	Std Error	Beta		
1	Constant	-4,475	4,254	-1,052	,298
	Work Discipline	,932	,166	,560	,000
	Time Management	,756	,184	,412	,000

a. dependent variable: employee productivity

- A. Based on the results of the tests that have been carried out, the calculated t for the organizational culture variable is .932 and sig = .000. Because .000 > 0.05, this should indicate that work discipline (X1) has a significant partial effect on productivity. So the second hypothesis should be accepted.
- B. The results of the tests that have been carried out obtained t count for variables based on time management = .756 and sig = .000. Because .000 > 0.05, this should indicate that time management (X1) has a significant partial effect on productivity. So the third hypothesis should be accepted.

Based on table 26, a multiple linear regression equation is obtained, as the multiple linear regression equation is $y = a + b_1x_1 + b_2x_2 + e$, so if it is entered into an equation, namely:

$$Y = 14.524 + 0.310 X_1 + 0.351 X_2$$

From the results of the regression equation, it can be explained that:

- A. $a = 14.524$ if the value of $X = 0$ then the Performance value is 14.524.
- B. $b_1 = 0.932$, which means that work discipline has a significant effect on employee productivity at Mie Gacoan in Palopo City. This indicates that if variable X_1 is increased by one unit, then Y will increase by 0.932.
- C. $b_2 = 0.756$, which means that time management has a significant effect on employee productivity at Mie Gacoan in Palopo City. This indicates that if variable X_2 is increased by one unit, then Y will increase by 0.756.



5. Coefficient of Determination Test (R^2)

Table 30 Test Results via SPSS software R^2

Model Summary				
Model	R	R Square	Adjusted Square	R Standard Error of the Estimate
1	,939a	,881	,876	5,39602

a. Predictors: (constant), X2,X1

R square = 0.881 or 88.1%. This means that only 88.1% of the variability in performance can be explained by work discipline and time management. The remainder (11.9%) is explained by other factors outside the model.

DISCUSSION

High employee productivity is reflected in the ability to produce quality work, achieve work targets, complete work on time, work efficiently, and continuously develop personal skills. Therefore, companies need to continuously maintain and improve work discipline through consistent supervision, evaluation, and implementation of rules. Furthermore, companies need to provide time management training to improve employees' ability to prioritize work and utilize their work time optimally.

Work discipline is a crucial factor influencing employee productivity. It is reflected in employee compliance with company regulations, punctuality in arriving at work, responsibility in completing tasks, and adherence to applicable operational standards. The study results show that work discipline is in the high category with a good average score for each indicator. This indicates that Mie Gacoan employees in Palopo City have a high awareness of complying with regulations and carrying out their work responsibilities. This high level of work discipline encourages the creation of an orderly and organized work environment, enabling operational processes to run effectively. Thus, employee productivity can increase because work can be completed according to the targets set by the company.

Time management has also been shown to impact employee productivity. Good time management is evident in employees' ability to develop work plans, prioritize tasks, manage time effectively, and utilize working hours optimally. Research shows that employees' time management is at a high level. Employees are able to manage their work time effectively, ensuring timely completion of work and achieving targets. Good time management skills also help employees reduce procrastination and increase work efficiency. Therefore, the better an employee's time management, the higher their work productivity.

Conclusion

This study shows that work discipline and time management are significantly associated with employee productivity at Mie Gacoan, Palopo City. Work discipline obtained an average score of 4.19, time management 4.11, and employee productivity 4.08. The regression results indicate that work discipline and time management are positively and significantly related to employee productivity, while simultaneously the two variables explain 88.1% of the variation in employee productivity ($R^2 = 0.881$). The study is limited to one business unit with 50 respondents and relies on respondents' perceptions through questionnaires, which may involve subjectivity. Future research is recommended to involve more companies and respondents and include other variables such as work motivation, work environment, workload, leadership, and job satisfaction to provide a more comprehensive understanding of factors related to employee productivity.

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