The Effect of Human Resource Management and Work Discipline on Employee Performance with Work Motivation as a Mediation Variable in a Property Consulting Company in Ubud Gianyar

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Article Info	Abstract
	The phenomenon of low employee motivation and discipline, which leads to decreased productivity, poses a real challenge for many companies, including those in the property sector. Although various human resource management (HRM) policies have been implemented, the results have not been entirely effective in improving employee performance. This study aims to analyze the influence of human resource management and work discipline on employee performance, with work motivation as a mediating variable at a Property Consulting company in Ubud, Gianyar. A quantitative approach was used in this research with data analysis techniques employing Partial Least Squares (PLS). The number of respondents was 38 employees selected using a census method. The results indicate that HRM has a positive and significant effect on employee performance, both directly and through work motivation as a mediating variable. Work discipline also shows a positive effect on employee performance, with work motivation acting as a mediator that strengthens this relationship. In addition, HRM and work discipline have a significant influence on work motivation. This study concludes that effective HRM strategies and discipline can enhance both motivation and employee performance. The practical implication of this research is the need to improve the quality of HR management and to create a work system that is both disciplined and motivating.

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1. INTRODUCTION

Human resources (HR) are one of the key determinants of organizational success. Organizational performance is highly dependent on the quality of its HR, including skills, knowledge, and work motivation. Given the increasingly competitive business world, sound HR management is a pressing need for organizations to achieve their goals effectively and efficiently. Rialmi (2020) states that HR functions as a driving force and planner in achieving organizational goals. Therefore, an appropriate HR management strategy is essential for organizations to grow and develop in accordance with established expectations.

In this context, work motivation and discipline are two important aspects that influence employee performance. Employee performance, which includes the quality of work results, compliance with company regulations, and the ability to adapt to change, is highly dependent on motivation and discipline. Work motivation is the drive that drives

individuals to achieve the best results in their work. Deci and Ryan (2000) suggest that work motivation consists of intrinsic and extrinsic motivation, both of which play a significant role in encouraging employees to perform better.

However, while numerous studies have demonstrated a positive relationship between work motivation, discipline, and performance, some findings are inconsistent. One example is a study by Suryanto (2020), which showed that even though companies have implemented various HR management policies, the results obtained in improving employee motivation and discipline are not always positive. This can be caused by external factors beyond the company's control, such as economic and social conditions that influence employee behavior. Findings like these demonstrate that effective HR management can indeed have a positive impact, but this is not always immediate and consistent.

Furthermore, research by Ghozali (2021) also showed inconsistent results regarding the influence of HR management on work motivation. In some cases, even though companies had provided training and career development programs, employees involved in these programs did not show significant increases in motivation. This indicates that other factors, such as work-life balance and employee relationships, can play a significant role in shaping work motivation levels. Therefore, companies need to consider various external and internal factors that may influence employee work motivation when planning HR management strategies.

One factor that may influence these inconsistencies is work discipline. Research by Yuliana (2020) found that work discipline can have varying impacts on employee performance. In some companies, strong discipline can increase work efficiency and productivity. However, in other companies, overly strict discipline can actually reduce employee creativity and motivation, ultimately negatively impacting performance. This phenomenon demonstrates that overly strict discipline does not always produce optimal results if it is not accompanied by policies that support employee freedom and innovation.

Furthermore, research by Wahyudi (2021) shows that excessively strict discipline can reduce employee flexibility in facing dynamic work challenges. This contradicts previous research that showed that good discipline contributes to improved employee performance. This situation indicates that in managing discipline, companies must find a balance between adherence to procedures and room for employees to innovate and adapt to change. Excessive discipline can reduce job satisfaction and lead to decreased performance.

In this case, work motivation serves as a mediating variable that can bridge the influence of discipline on employee performance. Research by Robbins (2021) revealed that effective HR management can increase work motivation, which in turn encourages employees to be more disciplined and work harder. Work motivation is a crucial factor linking HR management policies to discipline, so motivated employees are more likely to comply with company rules and procedures.

However, research by Widodo (2020) showed conflicting results, where increased work motivation did not always translate into improved discipline. This suggests that while motivation plays a significant role, discipline may be influenced by other factors, such as employee perceptions of company policies or a less conducive work environment. This research demonstrates that while work motivation has the potential to improve discipline, other, more complex factors also influence discipline within an organization.

Based on these findings, we can see that while there are theories linking work motivation and discipline to employee performance, empirical results are not always consistent. Therefore, it is important to understand that an effective HR management strategy cannot be measured by a single dimension but rather requires a more holistic

approach that considers the various variables that influence employee performance in a complex manner.

This phenomenon is also relevant to the situation at a property consulting company located in Ubud, Gianyar. The company faces challenges in improving employee motivation and discipline. Based on initial observations, several employees appear to have low discipline, such as frequently being late and being less productive in completing tasks. This, of course, directly impacts the quality of service provided to clients, ultimately decreasing customer satisfaction and damaging the company's reputation.

However, even though companies have made various efforts to improve motivation and discipline, the results are not always as expected. Employees who have previously received training and rewards do not always show significant improvements in discipline or productivity. This decline in performance can be caused by various external factors that may not have been properly identified by the company. Therefore, companies need to design a more comprehensive HR management strategy, taking into account work motivation factors as the link between HR management and discipline.

Thus, it is important to examine the relationship between human resource management, discipline, and work motivation within a broader framework. This study aims to explore how appropriate human resource management strategies can improve employee performance through work motivation as a mediating variable. It is hoped that this research will provide new insights into the influence of these three variables in property consulting companies and provide practical recommendations for effectively improving employee performance.

An appropriate HR management strategy will lead to increased work motivation, which in turn can improve employee discipline. Conversely, inappropriate or inconsistent HR management can have undesirable consequences, such as low work motivation, decreased discipline, and ultimately, decreased employee performance. Therefore, companies must actively review and evaluate their implemented HR management policies to ensure they are effective in improving employee performance.

Despite the inconsistencies in previous research findings, companies should remain focused on creating a motivating work environment that supports career development and fosters discipline. By continuously improving their HR management strategies, companies can significantly improve employee performance, which will ultimately contribute significantly to achieving their long-term goals. This study aims to identify factors that can improve the effectiveness of HR management and discipline, and to explore how work motivation can play a mediating role in the relationship between employee discipline and performance.

2. METHOD

This research is based on the importance of human resource (HR) management in supporting company performance, particularly in the property industry. Companies need an appropriate HR strategy to maximize employee potential by increasing work motivation and discipline. Motivated and disciplined employees will significantly contribute to productivity, work quality, and the organization's success in achieving its goals. Therefore, good HR management not only creates a conducive work environment but also strengthens the company's competitiveness.

The conceptual framework in this study connects four main variables: human resource management (X1), work discipline (X2), work motivation (Z) as a mediating variable, and employee performance (Y) as a dependent variable. This study aims to understand the direct and indirect influences between these variables. In this context, work motivation

plays an important role as a link between human resource management and discipline on employee performance. A quantitative approach is used to objectively measure the relationship between these variables through data collected from employees at Property Consulting, Ubud, Gianyar.

The hypothesis proposed in this study is:

H1: Human resource management has a positive effect on employee performance.

H2: Work motivation mediates the influence of HR management on employee performance.

**H3**: Work discipline has a positive effect on employee performance.

H4: Work motivation mediates the influence of work discipline on employee performance.

H5: Human resource management has a positive effect on work motivation.

H6: Work discipline has a positive effect on work motivation.

H7: Work motivation has a positive effect on employee performance.

With the conceptual framework as follows:
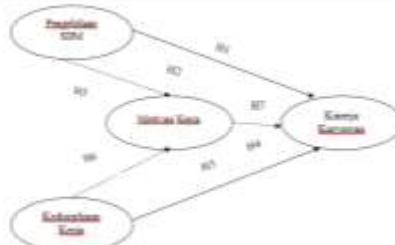
Figure 1. Conceptual Framework

To achieve organizational goals, this study utilizes qualitative and quantitative data obtained through questionnaires, observations, and literature studies, with primary data coming from internal respondents and secondary data from company documents. Data collection was conducted systematically to accurately describe the relationship between human resource management, work motivation, discipline, and employee performance. The research instrument was tested through validity and reliability to ensure its accuracy, and the data were analyzed using Partial Least Squares (PLS) to examine the direct and indirect effects between variables. This process aims to provide an in-depth understanding of how HR strategies can improve employee motivation and discipline, ultimately drive improved individual performance and achieve overall organizational goals.

3. RESULTS AND DISCUSSION

Property Consulting Ubud is a property consulting firm founded in 2018 and focused on luxury properties with high investment value, located in Ubud, Gianyar. With 38 professional employees in marketing, investment, and asset management, the company offers exclusive services such as investment mentoring, market research, and strategic and personalized capital management. The company emphasizes long-term partnerships and the use of the latest technology in operations and marketing. Collaboration is only carried out with partners with more than 10 years of experience, creating a competitive advantage through flexibility and personalized services based on the dynamics of the Bali property market.

The study was conducted by distributing questionnaires to all employees (100% response), demonstrating a high level of participation and complete data. Respondents were predominantly male (63.2%), aged 31–40 years (42.1%), undergraduate (52.6%), and with ≥3 years of service (47.4%). All research instruments were tested for validity and reliability

with satisfactory results, allowing for optimal data analysis. Descriptive statistics show that employee perceptions of the research variables, namely performance, discipline, work motivation, and HR management, are in the good category, with even data distribution and a tendency for positive responses, providing a strong foundation for further analysis.

The descriptive results of respondents' answers indicate that in general, all variables in the study (Human Resource Management, Work Discipline, Work Motivation, and Employee Performance) received an average rating in the "good" category. Human Resource Management obtained an average score of 3.80 with a strength in career development, although aspects of selection and training still need to be improved. Work discipline received an average score of 3.76, with a strength in the implementation of work standards but a weakness in understanding company regulations. Work motivation had an average score of 3.72, with the highest indicator related to self-potential development, while a sense of security regarding the future still requires attention. Employee performance showed the highest score with an average of 3.81, especially in team contribution and target achievement, while the ability to adapt to change was the weakest aspect. These findings provide an important basis for hypothesis testing and drawing conclusions in the next stage.

1. Testing*Outer Model*(Measurement Model)

Outer model testing was conducted to assess the validity and reliability of the instrument in measuring latent variables using the Partial Least Square (PLS) approach through SmartPLS 3.0 software. The analysis results showed that all indicators in the HR Management, Discipline, Motivation, and Employee Performance variables had loading factor values > 0.70, which means they met the requirements for convergent validity. In addition, the discriminant validity test through cross-loading values and comparison of the AVE root to the correlation between constructs also showed that each indicator better represented its respective construct compared to other constructs, so it was valid to differentiate between variables.

In terms of reliability, all constructs in this study had Composite Reliability values above 0.70 and Cronbach's Alpha values above 0.60. These values indicate that all variables have high internal consistency and are suitable for use in subsequent structural testing. By meeting all validity and reliability criteria, it can be concluded that the measurement model in this study meets the standards required for further testing of the relationships between latent variables.

2. Structural Model Analysis (*Inner Model*)

After the outer *model is declared* valid and reliable, the next stage is testing the inner model to evaluate the relationship between latent variables in the research model.

The evaluation was conducted through the R-square value and hypothesis testing based on the path coefficient, t-statistic, and p-value. The analysis results showed that the Employee Performance variable had an R-square value of 0.681, meaning that 68.1% of the performance variation can be explained by HR management, discipline, and motivation. Meanwhile, the Motivation variable had an R-square of 0.870, meaning that 87% of its variation is influenced by HR management and work discipline.

Hypothesis testing is carried out using the method of *bootstrapping.* The analysis was conducted using SmartPLS 3.0, with significance criteria of t-statistic > 1.96 and p-value < 0.05. The test results showed that all relationships between variables in the structural model were statistically significant, thus the proposed hypothesis was accepted. This indicates that the research model is able to explain the direct and indirect relationships between variables robustly and validly.
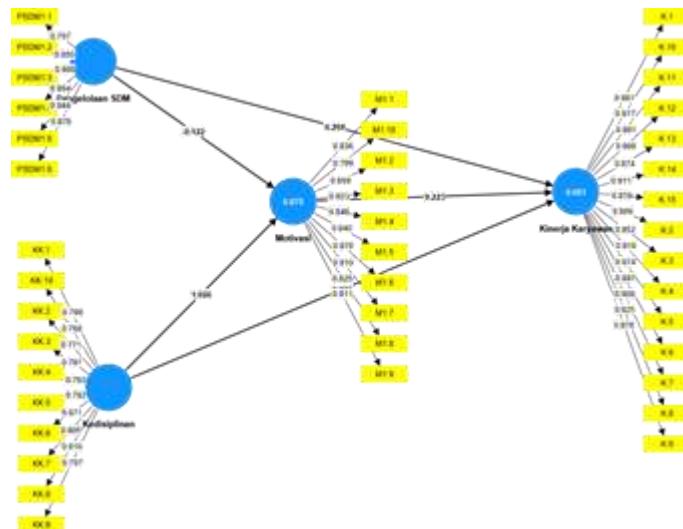
Figure 2. Research Model Results
Table 1. Results of *Path Coefficients*

Connection	Information	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Information
Human Resource Management -> Employee Performance	*Direct Effect*	0.269	0.381	0.0067	4.007	0.031	Significant
Human Resource Management -> Motivation -> Employee Performance	*Indirect Effect*	-0.027	-0.103	0.189	0.145	0.885	Motivation is unable to mediate
Discipline -> Employee Performance	*Direct Effect*	0.389	0.195	0.149	2.707	0.048	Significant
Discipline -> Motivation -> Employee Performance	*Indirect Effect*	0.229	0.394	0.0042	5.422	0.013	Motivation is able

	Effect					to mediate
Human Resource Management -> Motivation	*Direct Effect*	-0,122	0,190	0,253	0,484	0,628 Not Significant
Discipline -> Motivation	*Direct Effect*	1,026	1,100	0,230	4,463	0,000 Significant
Motivation -> Employee Performance	*Direct Effect*	0,223	0,321	0,123	1,827	0,028 Significant

Source: Appendix 7

Based on the results of the hypothesis test, it was found that:

a. The Influence of Human Resource Management on Employee Performance.

The test results show a beta coefficient value of 0.269, a t-statistic value of 4.007, and a p-value of 0.031. Since the t-statistic value is > 1.96 and the p-value is < 0.05, the second hypothesis is accepted. These findings indicate that HR Management has a positive and significant influence on Employee Performance. This means that good HR management will improve employee performance and productivity.

b. The Influence of Human Resource Management on Employee Performance through Motivation as a mediating variable.

The test results show a beta coefficient value of -0.027, a t-statistic value of 0.145, and a p-value of 0.885. Since the t-statistic value is <1.96 and the p-value is >0.05, the fourth hypothesis is rejected. This proves that motivation does not significantly mediate the effect of HR Management on Employee Performance. This means that improving HR management does not necessarily increase employee work motivation, which can impact their performance.

c. The Influence of Discipline on Employee Performance.

The test results show a beta coefficient value of 0.389, a t-statistic value of 2.707, and a p-value of 0.048. Since the t-statistic value is greater than 1.96 and the p-value <0.05, the first hypothesis is accepted. This proves that Discipline has a positive and significant effect on Employee Performance. This means that the higher the level of discipline, the higher the level of employee performance in the company.

d. The Influence of Discipline on Employee Performance through Motivation as a mediating variable.

The test results show a beta coefficient value of 0.229, a t-statistic value of 5.422, and a p-value of 0.013. Since the t-statistic value is > 1.96 and the p-value < 0.05, the third hypothesis is accepted. This proves that motivation is able to significantly mediate the effect of discipline on employee performance, so that motivation becomes an important link in increasing the impact of discipline on work results.

e. The Influence of Human Resource Management on Work Motivation

The test showed a beta coefficient value of -0.122, a t-statistic of 0.484, and a p-value of 0.628. Since t <1.96 and p >0.05, hypothesis H5 is rejected. This indicates that

HR management does not have a significant influence on work motivation. In other words, the implemented HR management strategy is not sufficient to directly stimulate employee work motivation.

f. The Influence of Work Discipline on Work Motivation

Very strong results were obtained, namely a beta coefficient of 1.026, a t-statistic of 4.463, and a p-value of 0.000. Since $t>1.96$ and $p<0.05$, hypothesis H6 is accepted. This means that work discipline has a very significant influence on motivation. The higher the employee discipline, the higher their level of motivation at work.

g. The Influence of Motivation on Employee Performance

Based on the statistical test results, the original sample (O) value was 0.223, the t-statistic was 1.827, and the p-value was 0.028. Since the p-value was less than 0.05 ($p < 0.05$), hypothesis H7 was accepted. These results indicate that work motivation has a positive and significant effect on employee performance. This means that the higher the level of work motivation an employee has, the higher their contribution and performance will be in the organization.

Further model evaluation showed an R-square value of 0.681 for Employee Performance and 0.870 for Motivation, indicating that the model has high predictive ability. The calculated Q-square value of 0.9585 indicates very strong predictive relevance, while the Goodness of Fit (GoF) value of 0.752 indicates that the overall model is very feasible and strong in explaining the relationships between variables in the study. With these results, this model is declared valid for use in hypothesis testing.

4. CONCLUSION

Based on the results of the analysis and discussion in the previous chapter, and referring to the formulation of the problem and research objectives, the following conclusions can be drawn:

1. Human resource management has a positive and significant impact on employee performance. This result is reflected in the value of *path coefficient* of 0.269, *t-statistic* amounting to 4,007, and p-value of 0.031, which meets the criteria for statistical significance (*p*< 0.05). This means that the better the human resource management, including recruitment, training, development, evaluation, and compensation, the higher the employee performance.

2. Work motivation does not mediate the relationship between HR management and employee performance. The second hypothesis is rejected because the value of *path coefficient* of -0.027, *t-statistic* of 0.145, and *p-value* A value of 0.885 indicates the insignificance of the mediation pathway. This means that even if HR is optimally managed, this does not automatically increase employee motivation to perform better.

3. Work discipline has a positive and significant impact on employee performance. This finding is supported by the value *path coefficient* of 0.389,*t-statistic*of 2,707, and *p-value* of 0.048. This indicates that discipline, such as adherence to procedures, punctuality, and work responsibility, are important determinants in shaping productive work behavior. In a work context that demands precision and tight deadlines, such as the property industry, a high level of discipline is a prerequisite for project success.

4. Work motivation significantly mediates the relationship between discipline and employee performance. The fourth hypothesis is accepted, with a value of *path coefficient* of 0.229,*t-statistic*amounting to 5,422, and *p-value* of 0.013, indicating significance at the 5% level. These results indicate that high work discipline can foster intrinsic work motivation, which ultimately improves performance.

5. Human resource management has no significant effect on work motivation. The fifth hypothesis was rejected because the analysis results showed a path coefficient of -0.122, a t-statistic of 0.484, and a p-value of 0.628, which did not meet the criteria for statistical significance (p > 0.05). This means that although the company has implemented HR management such as training and compensation systems, these have not been able to directly increase employee work motivation. This indicates a possible gap between the implementation of HR policies and employee perceptions or psychological needs.
6. Work discipline has a positive and significant effect on work motivation. The sixth hypothesis is accepted based on a path coefficient of 1.026, a t-statistic of 4.463, and a p-value of 0.000, indicating a high level of significance (p < 0.05). This finding indicates that the higher the discipline employees possess in terms of punctuality, compliance with rules, and work responsibilities, the higher their perceived work motivation. Work discipline plays a role in establishing structure, order, and self-confidence that support the emergence of intrinsic motivation.

Work motivation has a positive and significant effect on employee performance. The seventh hypothesis was accepted with a path coefficient of 0.223, a t-statistic of 1.827, and a p-value of 0.028, indicating significance at the 5% level. This means that employees with high work motivation tend to demonstrate better performance. Motivation is an internal drive that influences work enthusiasm, commitment to tasks, and the achievement of organizational targets in a more consistent and results-oriented manner.

5. SUGGESTION

Based on the conclusions of the research results and empirical findings that have been described, the following are several suggestions that can be put forward to support improvements in management policies and practices in organizations, particularly in the property consulting services sector:
1. Human resource management has been proven to have a significant influence on improving performance, so companies need to improve the capabilities of the HR function in a more strategic and business-based direction of *human capital development*. It is recommended that organizations should not only focus on administrative aspects such as recruitment and compensation, but also strengthen talent *management*, *employee engagement*, as well as ongoing training programs tailored to actual project needs and industry developments. This approach will foster an adaptive and highly competitive workforce.
2. Given that work discipline has been proven to contribute positively to performance, management needs to create work systems and cultures that support discipline as an internal value, not just a structural instruction. This requires a combination of consistent rule enforcement and reward.*intrinsic reinforcement*, such as recognition, role clarity, and exemplary leadership. Companies should also conduct preventive discipline monitoring through performance *dashboard* or *employee tracking* transparent *system* and communicative.
3. Although motivation did not mediate the relationship between HR management and performance, it was shown to play a role in bridging the influence of discipline on performance. Therefore, it is recommended that companies develop more motivational strategies. *Personalized*, taking into account the basic needs of employees such as recognition, sense of belonging (*belongingness*), and career prospects. Use of the

approach *intrinsic motivation* can be optimized through job *enrichment, coaching*, as well as employee involvement in decision making.

4. To continuously improve employee performance, companies need to develop a performance measurement system. *Comprehensive* And *real-time*, with indicators relevant to work targets and client expectations. Furthermore, management must be more responsive to non-technical factors such as work stress, emotional exhaustion, and role ambiguity that may hinder performance. In the long term, investing in strengthening an organizational culture that supports collaborative work, autonomy, and responsibility will be a critical foundation for building sustainable performance.

5. For further research, it is recommended that the model be expanded by adding other relevant variables such as leadership style, organizational commitment, job satisfaction, and organizational culture, which theoretically also influence employee performance. Furthermore, the analytical approach can be expanded through more complex mediation and moderation techniques, such as moderated *mediation* or *multi-mediation*, in order to understand the relationship between variables in more depth. This study is also limited to the property consulting services sector in one particular region; therefore, future research can expand the scope of the industry and geographic location to increase the generalizability of the findings. The use of a longitudinal design or a cross-sectional approach *mixed methods.* It is highly recommended that the dynamics of the relationship between variables can be traced more accurately and qualitative data can enrich quantitative findings. In addition, analysis methods such as *Covariance-Based SEM*, hierarchical regression, or multigroup analysis can also be used as alternatives or comparisons to obtain more robust and in-depth results.

6. ACKNOWLEDGEMENT

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