



The Role of Work Discipline in Mediating the Influence of Work Motivation and Stress Management on Employee Performance

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Abstract: This research aims to determine: (1) the effect of work motivation on employee performance; (2) the effect of stress management on employee performance; (3) the effect of work discipline on employee performance; (4) the effect of work motivation on employee work discipline; (5) the effect of stress management on employee work discipline; (6) the role of work discipline in mediating the influence of work motivation on employee performance; (7) the role of work discipline in mediating the influence of stress management on employee performance. This research includes causal associative research with a quantitative approach. The population of this research is educational staff at Yogyakarta State University, all 730 educational staff at Yogyakarta State University. The sampling technique used in this research is cluster sampling (area sampling). Based on the calculation results, the sample size was 252. Data was collected using documentation and questionnaires whose validity and reliability had been tested. The data analysis technique used is path analysis using the Smart PLS 3 application. The results show that: (1) work motivation has a positive and significant effect on employee performance with a p value ($0.000 < 0.05$) and a t statistic value ($4.737 > 1.96$); (2) stress management has a positive and insignificant effect on employee performance with p value ($0.058 > 0.05$) and t statistic value ($1.897 < 1.96$); (3) work discipline has a positive and significant effect on employee performance with a p value ($0.001 < 0.05$) and a t statistic value ($3.358 > 1.96$); (4) work motivation towards employee work discipline; (5) stress management has a positive and significant effect on employee work discipline with a p value ($0.000 < 0.05$) and a t statistic value ($5.401 > 1.96$); (6) work motivation has a positive and significant indirect effect on employee performance through the mediation of work discipline with a p value ($0.004 < 0.05$) and a t statistic value ($2.862 > 1.96$); (7) stress management has a positive and significant indirect effect on employee performance through the mediation of work discipline with a p value ($0.004 < 0.05$) and a t statistic value ($2.862 > 1.96$).

Keywords: work motivation, stress management, work discipline, employee performance

1. INTRODUCTION

Human Resources (HR) are important assets in an organization that play a role in achieving strategic goals. Employee performance is greatly influenced by various factors such as understanding responsibilities, periodic evaluations, key performance indicators (KPIs), and opportunities for self-development. Performance evaluation is an important aspect to assess employee effectiveness and ensure the sustainability of achieving the organization's vision. Without competent HR, the organization will have difficulty achieving optimal results (Satata, 2021).

Yogyakarta State University (UNY) has implemented various policies to improve the quality of human resources, one of which is through performance monitoring and evaluation conducted by the Quality Assurance and Education Development Institute (LPMPP). The survey results show that although the level of student satisfaction with employee performance

is relatively high, there are still several complaints such as lack of responsiveness of administrative staff, ineffective communication, and limited access to academic services.

Several previous studies have shown that work motivation, stress management, and work discipline are the main factors that influence employee performance. Satata, (2021) explains that competent human resources are able to increase organisational effectiveness. Diamantidis & Chatzoglou, (2019) emphasises the importance of continuous performance evaluation in improving the quality of employee work. Nasution & Priangkatara, (2022) stated that employees who have high work discipline are more likely to have better performance.

However, there is a research gap related to the relationship between work discipline as a mediating variable in the influence of work motivation and stress management on employee performance in higher education. Some studies focus more on the corporate and manufacturing sectors, while research on the education sector is still limited. Therefore, this study aims to fill the gap by exploring the role of work discipline as a mediator.

Research results Riyanto et al., (2021) shows that work motivation has a significant influence on increasing employee productivity. Ulum & Mun'im, (2023) found that a lack of skills and training can be a factor that reduces employee performance. Fazira et al., (2023) also confirmed that work motivation has a positive correlation with work productivity and effectiveness.

In addition to work motivation, stress management also plays a role in improving or reducing employee performance. Octaviani & Susilawati, (2023) stresses the importance of stress management in maintaining employee wellbeing and organisational success. Lantang et al., (2023) stated that job stress has a negative effect on job satisfaction, while Altika et al., (2023) found that stress management has a positive impact on employee performance.

Related discipline work, Efendi et al., (2020) state that discipline Work is aspect fundamental in create productivity employees. Research by Sutrisno & Sunarsi, (2019) as well as Razak et al., (2018) show that employee with level high discipline tend own more performance Good compared to with those who are lacking discipline.

Following is results survey level satisfaction student to performance employees at UNY during three year final:

Table 1. Results Survey Level Satisfaction Student

Year	Amount Respondents	Satisfaction Level
2021	9954 students	83%
2022	9955 students	83%
2023	9664 students	85%

Although level satisfaction student is at in category high , still there is room For improvement . Interview results with student show existence problem in quality services , such as lack of responsiveness employee administration , delays in settlement service academic , as well as lack of communication effective with student .

Based on above exposure, research This aiming For explore How discipline Work can mediate connection between motivation work and management stress to performance employees at UNY. With understand contributing factors to improvement performance employees, expected organization can apply more policies effective For increase quality service academic and administrative in the environment education tall.

2. THEORITICAL REVIEW

The underlying Grand Theory study This is theory Attribution Theory developed by Heider (1920) . This theory explain how individual identify reason from behavior they Alone and others. Heider shares attribution into two, namely dispositional attributions (internal attributions) which are related with personality, motivation, and attitude individual, as well as situational attributions (attributions external) which is influenced by the environment and conditions social. In the context of study this, theory attribution used for understand how motivation work, discipline work, and management stress influence performance employee (Rodiah et al., 2022) .

A number of study previous has discuss factors that influence performance employees. Surajiyo et al., (2021) find that discipline Work own influence significant to performance employee, while motivation act as variable moderation. Hustia, (2020) show that motivation work, environment work and discipline Work influential to performance employee Good in a way partial and also Simultaneously. Joy Harry, (2020) emphasize importance management stress in increase productivity employee. While that, Rosmanidar et al., (2020) disclose that discipline work and motivation Work own influence positive to performance employee with commitment organization as variable mediation.

Relationship Between Variables Study This aiming For researching connection between motivation work, management stress, discipline work, and performance employee. Motivation Work push employee For Work more hard and reaching objective organization. Employees who have motivation tall will tend own discipline more work well , so performance they increase (Hustia, 2020).

Influence Motivation Work on Employee Performance Motivation Work is driving force individual For reach objective certain. Motivated employees will more enthusiastic in

finish his work improving productivity, as well as contribute to organization. A study by Hustia, (2020) found that motivation Work influential significant to performance employees in various sector.

Influence Management Stres on Employee Performance Stres work that is not managed with Good can hinder productivity and reduce performance employee . Joy Harry, (2020) show that management good stress can increase employee mental well-being and overall direct impact positive on its performance. Therefore that, management stress is factors that must be noticed by the organization in increase effectiveness Work employee.

Influence Discipline Work on Employee Performance Discipline Work play a role important in create environment orderly and efficient work. Surajiyo et al., (2021) state that employee with level discipline tall more capable finish task appropriate time and obey rule organization. Discipline work is also related with not quite enough answer employee in operate his job.

Mediation Discipline Work in Connection Motivation Work and Management Stres on Employee Performance Discipline Work functioning as factor strengthening mediation connection between motivation work and management stress to performance employee. An employee who has motivation tall tend more discipline, so that its performance increas . On the other hand, employees who experienced stress tall However own good discipline still capable finish his job with effective (Rosmanidar et al., 2020).

3. METODE

- 1) Type of Research Study This including in category study associative causal. According to Sugiyono, (2019), research associative causal aiming For know influence or connection variable independent to variable dependent. Research This use approach quantitative, where the data is obtained analyzed in a way statistics For test hypothesis that has been set.
- 2) Place and Time of Research Study This implemented at Yogyakarta State University located in Sleman Regency, Special Region of Yogyakarta. Implementation time study in progress from August to November 2023.
- 3) Population and Research Sample Population in study This is all over power education at Yogyakarta State University, which amounts to 730 people. Of the total said, 337 employees status Civil Servants (PNS) and 393 employees status contract. Technique of taking sample used is cluster sampling, with size sample counted use formula Krejcie & Morgan, (1970) , produced the total sample as many as 252 respondents.

Measurement Scale Instrument study use Likert scale with 5 options the answer is:

- Strongly Agree (5)
- Agree (4)
- Disagree (3)
- Disagree (2)
- Strongly Disagree (1)

4) Validity and Reliability

Validity Test Validity tested with use Pearson Product Moment correlation. An item is declared valid if the calculated r more big from r table at level significance of 5%. All items in study This show r count more big from r table so that declared valid.

Reliability Test Reliability tested use Cronbach's Alpha method. If the Cronbach's Alpha value is greater from 0.60, then instrument considered reliable. Test results show that all variable own Cronbach's Alpha value is above 0.90, so all over instrument study This can considered reliable.

5) Data Analysis Techniques

- a. Analysis Descriptive Analysis descriptive used For describe characteristics Respondent as well as trend distribution frequency variable study.
- b. Partial Least Squares (PLS) Analysis Data analysis technique used in study This is Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS software assistance.
- c. Model Evaluation
 1. Evaluation of Measurement Model (Outer Model): Using convergent validity, discriminant validity, and composite reliability to ensure instrument study can measure the intended concept in a way accurate.
 2. Structural Model Evaluation (Inner Model): Performed with see R-Square value for know how much big variable independent can explain variable dependent.
- d. Bootstrapping Test The bootstrapping test is used For measure significance connection between variable in the research model, both For effect direct and also No direct through variable mediation discipline Work.

4. RESULTS

This study has 4 research variables, namely: work motivation, stress management, work discipline, and employee performance. Research data were obtained from filling out questionnaires by respondents online with *googleform* . The research data are described in a frequency distribution table with 2 categories according to the statements or questions, namely:

very good, good, enough, not good, very bad good. The results of the descriptive analysis of the research variable data are as follows:

Variables Motivation Work

Work motivation is a drive that can move employee For do action going to objective certain and finish his job as well as can create Spirit And motivation in work. This variable is measured in 3 indicators, namely: behavioral direction, level of effort, and level of persistence. The results of the description of work motivation variables can be seen in the following table:

Table 2. Distribution Frequency Variables Motivation Work

Interval	Category	Frequency	Percentage (%)
43- 50	Very Good	185	73.41
35- 42	Good	46	18.25
27- 34	Enough	15	5.95
19- 26	No Good	4	1.59
10- 18	Very No Good	2	0.79
	Total	316	100.00

Source: Data processed, (2024)

Based on table 14 above, the frequency of respondents' answers can be seen. most tall in category very Good as much as 73.41%, and the lowest frequency of respondents' answers in the very bad category is 0.79%. Thus, it can be concluded that the respondents' work motivation is in the very good category.

Variables Management Stres

Management stress is ability individual For control yourself And change stress Which impact negative become stress work that has a positive impact on employees and ultimately shows optimal work results. This variable is measured using 9 indicators, namely: making changes in cognitive reactions or behavioral reactions, doing meditation and relaxation, doing regular exercise and diet, managing time with Good, expand connection social with family, friends or best friends, always maintain good communication relationships with superiors And colleague Work, increase ability Work, manage And reduce conflict, and provide counseling facilities. The results of the description of stress management variables can be seen in the following table:

Table 3. Frequency Distribution Variables Management Stress

Interval	Category	Frequency	Percentage (%)
95- 110	Very Good	137	54.37

77- 94	Good	89	35.32
59- 76	Enough	19	7.54
41- 58	No Good	7	2.78
22- 40	Very No Good	0	0.00
	Total	316	100.00

Source: Data processed, (2024)

Based on table 15 above, the frequency of respondents' answers can be seen. most tall in category very Good as much as 54.37%, and the lowest frequency of respondents' answers in the bad category is 2.78%. Thus, it can be concluded that respondents' stress management is in the very good category.

Variables Discipline Work

Discipline Work is a attitude Which show that employees are willing and consciously comply with all applicable regulations and standards And realize every task as well as not quite enough he answered. Variables This is measured using 4 indicators, namely: compliance with all regulations, time used effectively, responsibility, and level of attendance.

Results description variable discipline Work can seen on table following This:

Table 4. Frequency Distribution of Work Discipline Variables

Interval	Kategori	Frekuensi	Persentase (%)
43-50	Sangat Baik	176	69,84
35-42	Baik	56	22,222
27-34	Cukup	14	5,56
19-26	Tidak Baik	5	1,98
10-18	Sangat Tidak Baik	1	0,40
	Total	316	100,00

Source : Data processed , (2024)

Based on table 16 above, the frequency of respondents' answers can be seen. most tall in category very Good as much as 69.84%, and the lowest frequency of respondents' answers in the very bad category is 0.40%. Thus, it can be concluded that the respondents' work discipline is in the very good category.

Variables Performance Employee

Performance employee is achievement or results Work Which achieved well in a way quantity and also quality by employee in completing their tasks according to their responsibilities in the job. This variable is measured using 4 indicators, namely: quantity of work, quality of work, time utilization, and cooperation. The results of the description of

employee performance variables can be seen in the following table:

Table 5. Frequency Distribution Variables Employee Performance

Interval	Category	Frequency	Percentage (%)
53- 60	Very Good	145	57.54
43- 52	Good	79	31.35
33- 42	Enough	18	7.14
23- 32	No Good	8	3.17
12- 22	Very No Good	2	0.79
	Total	316	100.00

Source: Data processed, (2024)

Based on table 17 above, the frequency of respondents' answers can be seen. most tall in category very Good as much as 57.54%, and the lowest frequency of respondents' answers in the very bad category is 0.79%. Thus, it can be concluded that the respondents' performance is in the very good category.

Analysis Data Study

Evaluation Model Measurement

Following This is results measurement model analysis or outer model is done three criteria that is do testing *convergent validity* , *internal consistency reliability* , *discriminant validity* and *composite reliability* using help application *smart-pls* .

Convergent Reliability

Convergent reliability analysis in the measurement model to determine the correlation value between the indicator score and the construct score. The measurement is using the *loading factor value*, and the decision-making criteria are that *the loading factor* is accepted if the value is ≥ 0.70 .

As for the results analysis *convergent reliability* can seen in table 18 below This :

Table 6. Results Test *Convergent Reliability*

	X1	X2	X3	Y
X11	0.913			
X12	0.940			
X13	0.949			
X21		0.904		
X22		0.806		
X23		0.848		
X24		0.858		
X25		0.728		
X26		0.873		
X27		0.851		
X28		0.906		

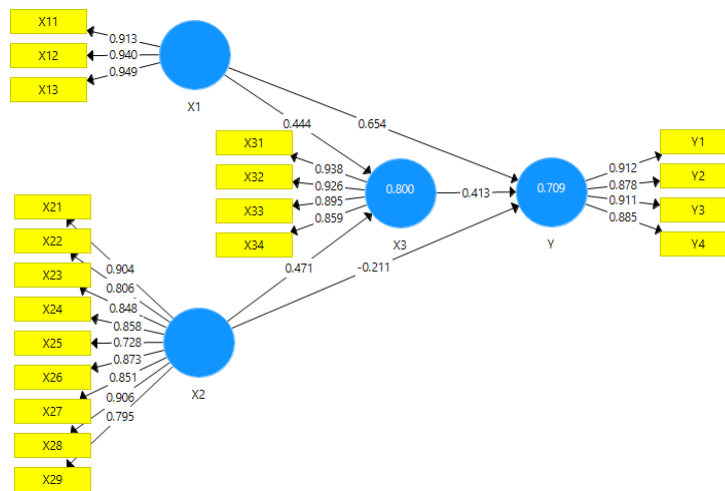
X29		0.795	
X31			0.938
X32			0.926
X33			0.895
X34			0.859
Y1			0.912
Y2			0.878
Y3			0.911
Y4			0.885

Source : Data processed , (2024)

Based on the results of the analysis above, it can be seen that the *loading value factor* all indicator variable study Already in accordance with the criteria, namely the value is above 0.07.

Thus, the data can be continued to the next testing stage.

As for results model study can seen on picture 2 following.



Picture 1. Results Test Convergent Reliability

Internal Consistency Reliability

For measure *internal consistency reliability* study This use mark *composite reliability* (CR) and *Conbach Alpha* . Results of the analysis *composite reliability* is the part that used For test mark reliability indicators on a variable . A variable can stated fulfil *composite reliability* if own mark *composite reliability* > 0.7. Reliability test with *composite reliability* above can reinforced with use mark *cronbach alpha* . A variable can stated reliable / fulfill *cronbach alpha* if own value > 0.6. The results are analysis *composite reliability* And *cronbach's alpha* Which analyzed use help application smart-PLS can seen in table 19 below.

Table 7. Results Internal Test Consistency Reliability

	Cronbach's Alpha	Composite Reliability
X1	0.927	0.953
X2	0.948	0.956

X3	0.926	0.948
Y	0.919	0.942

Source : Data processed , (2024)

Based on the results of the data analysis, it shows that the output value of the Smart PLS analysis obtained a *composite reliability value* for all constructs. > 0.70 And mark *cronbach's alpha* For all construct > 0.60. It can be concluded that all constructs have good reliability.

Convergent Validity

Study use *Average Variance Extracted (AVE)* value for measure *Convergent validity* . Apabilia mark *Average Variance Extracted* ≥ 0.50 then criteria fulfilled . The *Average Variance Extracted (AVE)* value can be seen in table 20 below This .

Table 8. Results *Convergent Validity* Test

	<i>Average Variance Extraction (AVE)</i>
X1	0.872
X2	0.710
X3	0.819
Y	0.804

Source : Data processed , (2024)

From the table above, it can be seen that the AVE value for each construct more from 0.5. By Because That, can taken conclusion that all indicators have passed the convergent validity test and are suitable for use in the next stage of testing.

Discriminant Validity

discriminant validity analysis testing is to prove whether the indicators in a construct will have the largest *loading factor* on the construct it forms from. on *loading factor* with construct other. As for results The analysis can be seen in table 21 below.

Table 9. *Cross Loading*

	X1	X2	X3	Y
X11	0.909	0.795	0.758	0.777
X12	0.941	0.870	0.823	0.739
X13	0.951	0.885	0.863	0.784
X21	0.881	0.904	0.857	0.747
X22	0.809	0.805	0.713	0.641
X23	0.759	0.849	0.735	0.596
X24	0.784	0.857	0.745	0.650
X25	0.599	0.728	0.578	0.507
X26	0.794	0.873	0.757	0.644

X27	0.741	0.853	0.768	0.593
X28	0.850	0.906	0.805	0.702
X29	0.654	0.795	0.639	0.538
X31	0.850	0.840	0.938	0.750
X32	0.848	0.853	0.926	0.765
X33	0.765	0.770	0.895	0.709
X34	0.687	0.695	0.859	0.659
Y1	0.750	0.678	0.739	0.912
Y2	0.680	0.628	0.674	0.880
Y3	0.720	0.679	0.703	0.912
Y4	0.786	0.685	0.743	0.882

Source : Data processed , (2024)

Based on the analysis results, it shows a good *discriminant validity value*, because the *correlation value of the indicator with the construct* higher than the value of other construct indicators. This shows that each latent variable has a strong relationship with its indicator when compared to other latent variables. Thus, the *discriminant validity criteria* at the measurement item level are met.

SRMR

SRMR is used to determine whether empirical data fits the model built. SRMR is *the standardized root mean square residual*, which is a measure of model fit, namely the difference between the data correlation matrix and the estimated model correlation matrix. *Rules of thumb* mark SRMR under 0.08 show model fit (suitable). The results of the SRMR value of this study can be seen in the following table.

Table 10. SRMR values

	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.047	0.047

Source: Data Processed, (2024)

Mark SRMR research This has fulfil criteria that is $0.047 <$

0.08. This means that the proposed model fits/is close to the empirical data, the estimated results of the model correlation matrix are close to the empirical data correlation matrix.

Evaluation Model Structural

1) Mark *R- Square*

R square value describes how much of the endogenous variable variance can be explained by the exogenous variable. Interpretation of the *R square value* is 0.67 (tall), 0.33 (moderate),

0.19 (weak). Change mark R-square can used to assess the influence of certain independent latent variables on the dependent latent variable and whether it has a substantive influence. The R-square values are shown in the table below:

Table 11. Mark R- Square

	<i>R Square</i>	<i>R Square Adjusted</i>
X3	0.800	0.799
Y	0.709	0.706

Source : Data Processed , (2024)

From table 23 above, we can see the *R-Square value* for the Discipline variable. Work as big as 0.800 or is at in the category high. This means that the influence of work motivation and stress management on work discipline is 80%. The *R-Square value* for the Employee Performance variable is 0.709 or is in the high category. This means that the influence of work motivation, stress management, and work discipline on employee performance is 80%.

2) Test Significance *path coefficient* or Test Hypothesis

The results of the structural model testing can be seen in the *path coefficient table* which can be seen in the following table.

Table 12. Test Significance Hypothesis Study

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDE)</i>	<i>P Values</i>
X1→X3	0.444	0.444	0.094	4,737	0,000
X1→Y	0.654	0.664	0.106	6,153	0,000
X2→X3	0.471	0.472	0.087	5,401	0,000
X2→Y	- 0.211	- 0.200	0.111	1,897	0,058
X3→Y	0.413	0.388	0.123	3,358	0,001
X1→X3→Y	0.183	0.171	0.064	2,862	0,004
X2→X3→Y	0.194	0.182	0.067	2,882	0,004

Source : Data Processed , (2024)

Based on table 24 above, the test results can be interpreted Which reviewed from influence in a way direct from every independent variables to dependent variables. The results of the analysis can be explained as follows.

- a) Results test influence direct variable motivation Work to discipline Work obtained mark p value (0,000 < 0.05) And mark t statistics (4,7371.96). Then the hypothesis accepted , so that can concluded that motivation Work influential in a way positive and significant to discipline Work.

- b) Influence test results direct variable motivation Work to variable performance employee obtained p value ($0.000 < 0.05$) and t statistic value ($6.153 > 1.96$). So the hypothesis accepted , so that can concluded that motivation Work influential in a way positive and significant to performance employee .
- c) Influence test results direct variable management stress to variable discipline Work obtained mark p value ($0,000 < 0.05$) And t statistic value ($5.401 > 1.96$). So the hypothesis accepted , so that can concluded that management stress influential in a way positive and significant to discipline Work .
- d) Influence test results direct variable management stress to variable performance employee obtained p value ($0.058 > 0.05$) and t statistic value ($1.897 < 1.96$). So the hypothesis rejected , so that can concluded that management stress No influential in a way positive and negative significant to performance employee .
- e) Results test influence direct variable discipline Work to variable performance employee obtained p value ($0.001 < 0.05$) and t statistic value ($3.358 > 1.96$). So the hypothesis accepted , so that can concluded that discipline Work influential in a way positive and significant to performance employee .
- f) Influence test results No direct variable motivation Work to variable performance employee through mediation variable discipline Work obtained p value ($0.004 < 0.05$) and t statistic value ($2.862 > 1.96$). So the hypothesis accepted , so that can concluded that motivation Work influential in a way positive in a way No direct and significant to performance employee through mediation discipline Work Influence test results No direct variable stress management on variable performance employee through mediation variable discipline Work obtained mark p value ($0.004 < 0.05$) And mark t statistics ($2,862 > 1.96$). Then the hypothesis accepted , so that can concluded that stress management has an effect in a way positive in a way No direct and significant to performance employee through mediation discipline Work .

Based on the results of the hypothesis test, it is known that out of 7 hypotheses proposed, there is 1 hypothesis that is not significant, namely H5. For more details, see the following hypothesis test summary table:

Table 13. Summary Results Test Hypothesis Study

Hypothesis	Hypothesis Which submitted	<i>T Statistics</i>	<i>P Values</i>	<i>Results</i>
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H1	Motivation Work → Employee Performance	6,153	0,000	Significant
H2	Management Stress → Employee Performance	1,897	0.058	Not Significant
H3	Discipline Work → Employee Performance	3,358	0.001	Significant
H4	Motivation Work → Work Discipline	4,737	0,000	Significant
H5	Management Stress → Work Discipline	5,401	0,000	Significant
H6	Work Motivation → Discipline Work → Employee Performance	2,862	0.004	Significant
H7	Stress Management → Discipline Work → Employee Performance	2,882	0.004	Significant

5. DISCUSSION

Influence Motivation Work to Performance Employee

Based on the results of the research hypothesis test, it is known that work motivation has a positive and significant influence on employee performance. This means that every change in work motivation variables will have an impact on increasing employee performance significantly. Findings This supports theory Reeve, (2018) that motivation is a process that can arouse behavior, maintain behavioral progress and channel specific behavior so that motives in the form of needs and desires will encourage someone to act. The motivation that exists within employees can be a driver to complete their tasks well. Thus, an employee who has higher motivation will have better performance.

Results findings This Also strengthen results study (Hustia, 2020) which proves that work motivation has a significant influence on employee performance. This shows that the higher the level of work motivation possessed by employees, the employee performance tends to increase. Work motivation is an important factor that can influence employee performance in an organization or institution (Ghozali, 2018) . Therefore, it is important for UNY human resource management to pay attention to and improve employee work motivation so that it can achieve the performance that optimal (Adhan & Andi Prayogi, 2021).

Influence Management Stres to Performance Employee

Based on the results of the research hypothesis test it is known that stress management own influence positive And No significant to performance employees. This means that any

changes in the stress management variable cannot significantly improve employee performance. This result is relevant to the respondents of this study, namely educational staff at Yogyakarta State University. It is known that the payroll system at UNY uses remuneration where incentives will be given according to the performance of each employee. So that employees when working in stressful conditions or not will still carry out their work well. Because if employees do not complete the tasks that are their responsibility well, they will not get additional incentives from its performance. With thus so Good And whether or not employee in stress management does not have a significant impact on performance.

Influence Discipline Work to Performance Employee

Based on results test hypothesis study known that discipline work has a positive influence on employee performance. This means that every increase in the work discipline variable will significantly improve employee performance. This finding supports the theory (Maryani et al., 2021) that work discipline is an attitude, behavior and action that is in accordance with organizational rules, both written and unwritten rules. When employees are able to maintain good work discipline, this will have a positive impact on their productivity, efficiency, and work effectiveness. By maintaining work discipline, employees tend to be more focused, organized, and responsible in carrying out their duties and responsibilities. This helps increase work time efficiency, reduce absenteeism rates, and improve the quality of work results. To create employee work discipline therefore, there needs to be support from a conducive work environment (Ajimat, A., & Latif, A. (2020). Thus, it is important for organizations to pay attention to and encourage work discipline among employees as one of the key factors in improving employee performance. Through good work discipline development, it is hoped that employee performance can be improved overall, providing benefits for both individuals and the organization as a whole (Irawan et al., 2021).

In addition, this study can be a reinforcement of the results of previous studies (Hustia, 2020) ; (Rosmanidar et al., 2020) ; Lumbantobing, 2019) which found that work discipline has a positive and significant influence to performance employee. Discipline Work covers various aspects, such as punctuality, compliance with company rules, responsibility, and dedication in carrying out tasks. With strong work discipline, employees tend to be more focused, efficient, and productive in carrying out their tasks. They will be more likely to follow established work procedures, avoid negligence, and minimize errors in carrying out work. In addition, good work

discipline can also reflect the level of professionalism and commitment a employee to work And organization place they work. Thus, it can be concluded that high work discipline own impact positive Which significant to performance employee, and this is an important factor in achieving company goals and increasing overall work productivity and effectiveness (Mawardi et al., 2024) .

Influence Motivation Work to Discipline Work

Based on the results of the hypothesis test, work motivation has a positive and significant influence on work discipline. This means that every increase in the work motivation variable will be able to increase work discipline significantly. These findings support the theory (Reeve, 2018) that work motivation is A process Which can to awaken behavior, aintaining behavioral progress and channeling specific behavior so that motives in the form of needs and desires will encourage someone to act. Motivation provides driving force to employees For comply all rule Which applicable in place Work. so that employees who have a high level of motivation, their work discipline tends to be high too. For that reason, every organization needs to pay attention to and improve the work motivation of its employees. Leaders have a responsibility For Keep going motivate employees they with make a favorable work environment where employees feel comfortable working in it (Miao et al., 2020) . Motivated employees tend to be more likely to align their actions with organizational goals and show higher levels of commitment. Thus, the positive impact of work motivation on work discipline emphasizes the importance of creating a work environment that encourages and maintains employee motivation. By prioritizing motivation, organizations can effectively improve work discipline and ultimately contribute to the achievement of organizational goals (Saputra, 2019).

Influence Management Stres to Discipline Work

Based on the results of previously conducted research, it shows that stress management has a positive and significant influence. to discipline Work. It means every change management stress can significantly increase work discipline. When work stress is managed with Good, employee tend own level satisfaction Work higher, greater motivation, increased productivity, and better psychological well-being. In addition, employees who are able manage stress with Good Also tend own balance between life Work And life personal, Which can contribute on improving their performance. Effective stress management can improve employee productivity, because employees who implement good stress management techniques have a

better ability to complete tasks on time and improve the quality of work results. Thus, effective stress management practices can help employees optimize their performance, improve focus, creativity, and efficiency at work, and provide quality work. Which more good (Altika et al., 2023) . For That every Organizations need to address and manage the stressors of their employees. Strategies such as managing workloads, aligning tasks with employee skills, promoting open and democratic leadership, and providing opportunities to participate in decision-making can help improve productivity, mental health, and overall well-being. It is important for organizations to consider management stress as factor crucial in policy making to improve employee performance in the future (Amriana, 2019) .

1. Influence Motivation Work on Employee Performance Through Discipline Work Based on results analysis influential No direct between motivation work on employee performance mediated by work discipline variables, it is known that there is a significant direct influence between work motivation Work to performance employee through discipline Work. It means, Every increase in work motivation will be able to increase work discipline and indirectly can improve employee performance. This shows that work motivation can improve employee performance through increasing the level of work discipline. This finding also shows that work motivation can affect employee work discipline, which in turn contributes to increased performance. In this context, it is important for organizations to pay attention to work motivation and work discipline factors as an effort to improve employee performance. By ensuring that employees are well motivated and maintaining the level of discipline Work Which tall, organization can reach results performance Which better (Nursaid et al., 2023).
2. Influence Management Stres to Performance Employee Through Discipline Work Based on the results of the analysis, there is an indirect influence between management stress to performance employee Which mediated by variable discipline Work known that there is influence significant in a way direct between motivation Work to performance employee through discipline Work . This means that every improvement management stress will can increase discipline Work and in a way No direct can increase performance employee . Results findings This it can be concluded that: (1) Effective stress management can help reduce employee stress levels, which in turn can improve employee performance, (2) Work discipline is also an important factor that can directly affect employee performance, and (3) In this context, work discipline can act as a mediator between stress management and

employee performance. This means that good stress management can improve employee work discipline, which then contributes to improving their performance (Agus et al., 2019)

Limitations Study

This research was conducted on employees of Yogyakarta State University. There are several limitations related to the research conducted as follows:

- a. Lots factors Which influence performance employee Which must researched, but here researcher only take a number of his just that is motivation Work And management stress as well as with variable mediation that is discipline Work .
- b. Study This only done in one institutions, so that results study This No can generalized.
- c. Instruments data collection only in the form of questionnaire, so that limit depth understanding about the phenomenon being studied.

6. CONCLUSION

Conclusion

Based on the results of the research that has been conducted, the conclusion of this research is:

- a. There is influence positive And significant motivation Work to performance employee;
- b. There is influence positive And No significant management stress to performance employee
- c. There is influence positive And significant discipline Work to performance employee;
- d. There is influence positive And significant motivation Work to discipline Wor ;
- e. There is influence positive and significant management stress to discipline Work;
- f. There is influence positive And significant in a way No direct motivation Work to performance employee through discipline Work;
- g. There is influence positive and significant in a way No direct management stress to performance employee through discipline.

Suggestion

Based on results exposure conclusion And implications, so The suggestions in this research are:

1. For study next in order to be able to expand coverage study with consider other factors that can also influential to performance employees, such as environment work, support superiors and other personal factors;
2. Dig more in mechanism role discipline Work as a mediator between motivation work,

management stress and performance employee;

3. So that can adopt strategy For increase motivation Work employees, such as give opportunity development career, giving confession on achievement and support balance work-life;
4. Do study act continue in organization For evaluate effectiveness from programs Which implemented, as well as the impact to performance employee.

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