



## The Relationship between Time Management, Work Discipline, and Employee Performance at PT Jia Tian Indonesia

<sup>1</sup>Untung Surapati\*, <sup>1</sup>Trisninawati, <sup>1</sup>I bagus Endrawan

<sup>1</sup>Universitas Bina Darma Palembang, Indonesia

### Abstract.

#### Background

Employee performance is a key factor in achieving organizational effectiveness and productivity. In workplace settings, time management and work discipline play important roles in helping employees complete tasks efficiently, follow organizational rules, and maintain consistent work quality. However, in daily operations, employees may still face challenges related to task prioritization, schedule changes, punctuality, and work consistency. Therefore, examining the relationship between time management, work discipline, and employee performance is important for improving human resource management practices.

#### Objectives

This study aimed to analyze the relationship between time management and work discipline on employee performance at PT Jia Tian Indonesia.

#### Methods

This study used a descriptive quantitative approach supported by qualitative data. Data were collected through questionnaires, observation, interviews, and documentation. The sample consisted of 30 employees selected from the company environment. The questionnaire measured three main variables: time management, work discipline, and employee performance. Time management was assessed through goal setting, task prioritization, work scheduling, and distraction control. Work discipline was measured through rule compliance, work ethics, standard operating procedures, and self-control. Employee performance was assessed through work quality, work quantity, punctuality, effectiveness, and independence. The data were analyzed descriptively using mean scores and category interpretation.

#### Results

The results showed that employees' time management was generally categorized as good, particularly in setting work goals and determining task priorities. Work discipline was also high, especially in rule compliance and work ethics. Employee performance showed a positive tendency, with work quality, work quantity, punctuality, and independence categorized as good. These findings indicate that employees who are able to plan tasks, prioritize work, comply with company rules, and control their work behavior tend to complete tasks more effectively and consistently.

#### Conclusion

Good time management and strong work discipline contribute positively to employee performance at PT Jia Tian Indonesia. The company is advised to strengthen time management training, improve operational coordination, and maintain a discipline-based work culture to enhance employee productivity and organizational performance.

**Keywords:** Time Management, Work Discipline, Employee Performance, Productivity, Human Resource Management

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\*Correspondence: [untung@gmail.com](mailto:untung@gmail.com)

Untung Surapati

Universitas Bina darma, Palembang, Indonesia



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## INTRODUCTION

Employee performance is one of the key indicators of organizational success. In a competitive business environment, companies are required to develop human resources who are able to work effectively, efficiently, and consistently. Employee performance is not only determined by technical competence but also by behavioral factors such as time management and work discipline.

Time management refers to the ability of individuals to plan, organize, and control the use of time in order to complete tasks effectively. Employees with good time management skills are generally able to set work goals, determine priorities, arrange schedules, and reduce distractions during working hours. In the workplace, this ability helps employees complete tasks on time and avoid delays that may affect organizational productivity.

In addition to time management, work discipline plays an important role in supporting employee performance. Work discipline reflects employees' compliance with organizational rules, standard operating procedures, ethical behavior, and self-control in carrying out job responsibilities. High discipline creates an orderly work environment and helps ensure that operational activities run smoothly.

PT Jia Tian Indonesia is a company engaged in food and beverage service provision for workers at PT GH EMM Indonesia. The company has approximately 55 employees from several divisions. Based on initial observations, several issues were identified, including inconsistent task completion, schedule changes, and the need to improve punctuality and operational effectiveness. These conditions indicate the importance of examining how time management and work discipline relate to employee performance.

Therefore, this study aims to analyze the relationship between time management and work discipline on employee performance at PT Jia Tian Indonesia. The results are expected to provide practical input for the company in improving employee productivity and strengthening human resource management practices.

## METHOD

### Participant

The participants of this study were employees of PT Jia Tian Indonesia, located in Desa II Gunung Raja, Kecamatan Empat Petulai Dangku, Kabupaten Muara Enim, South Sumatra. The population consisted of all employees working at the company. A total of 30 employees participated as respondents in this study. In addition, interviews were conducted with the operational supervisor, administrative staff, and selected employees to support the questionnaire data.

### Research Design

This study used a descriptive quantitative approach supported by qualitative data. The research was conducted from 16 September 2025 to 20 December 2025. Data were collected through questionnaires, observation, interviews, and documentation.

The questionnaire used a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The instrument consisted of three main variables. The first variable was time management, measured through goal setting, task prioritization, work scheduling, and distraction control. The second variable was work discipline, measured through rule compliance, work ethics, standard operating procedures, and self-control. The third variable was employee performance, measured through work quality, work quantity, punctuality, work effectiveness, and independence.

Observation was used to identify actual working conditions, employee punctuality, work habits, and daily operational activities. Documentation included attendance records, daily reports, organizational structure, and performance records.

### Data Analysis

The data were analyzed descriptively by calculating the average score of each indicator. The results were then interpreted using category classifications, including very good, good, moderate, and sufficient. Qualitative data obtained from interviews and observations were used to strengthen and explain the quantitative findings.

## RESULTS AND DISCUSSION

### Results

The results of this study are presented based on three main variables: time management, work discipline, and employee performance. The findings were obtained from questionnaire responses, supported by interviews, observation, and documentation.

#### Time Management

Table 1 presents the descriptive results of employees' time management. Overall, time management was categorized as good. The highest score was found in the indicator of setting goals, while the lowest score was found in minimizing distractions.

**Table 1.** Descriptive results of time management

Variable	Indicator	Mean Score	Category
Time Management	Setting goals	4.30	Very good
Time Management	Determining priorities	4.15	Good
Time Management	Making work schedules	4.08	Good
Time Management	Minimizing distractions	3.65	Sufficient

The results show that employees were generally able to set work goals, determine task priorities, and prepare work schedules. However, the ability to minimize distractions still needs improvement because some employees continued to experience interruptions during working hours.

#### Work Discipline

Table 2 shows the results of work discipline. Overall, work discipline was categorized as good to very good. The highest score was found in work ethics, followed by rule compliance.

**Table 2.** Descriptive results of work discipline

Variable	Indicator	Mean Score	Category
Work Discipline	Rule compliance	4.40	Very good
Work Discipline	Work ethics	4.55	Very good
Work Discipline	Standard operating procedures	4.20	Good
Work Discipline	Self-control	4.18	Good

The results indicate that employees had a high level of discipline, especially in complying with company rules and maintaining work ethics. Documentation also showed that the lateness rate from September to November 2025 was only 3% of total attendance, reflecting strong punctuality and discipline.

#### Employee Performance

Table 3 presents the descriptive results of employee performance. Overall, employee performance was categorized as good. The highest score was found in work quality, while the lowest score was found in work effectiveness.

**Table 3.** Descriptive results of employee performance

Variable	Indicator	Mean Score	Category
Employee Performance	Work quality	4.25	Good
Employee Performance	Work quantity	4.10	Good
Employee Performance	Punctuality	4.05	Good
Employee Performance	Work effectiveness	3.90	Fairly good
Employee Performance	Independence	4.00	Good

The findings show that employees were able to produce work that met company standards in terms of quality, quantity, punctuality, and independence. However, work effectiveness still needs further improvement, particularly in relation to coordination between divisions during busy operational periods.

#### Relationship between Time Management, Work Discipline, and Employee Performance

The results indicate that time management and work discipline are positively related to employee performance. Employees with good time management tended to complete tasks more effectively and on time. Similarly, employees with high work discipline showed better punctuality, consistency, and work quality.

**Table 4.** Summary of variable tendencies

Variable	Main Finding	General Category
Time Management	Employees were able to set goals, prioritize tasks, and prepare schedules, although distraction control still needs improvement.	Good
Work Discipline	Employees showed strong rule compliance, work ethics, punctuality, and self-control.	Good to very good
Employee Performance	Employees showed good work quality, quantity, punctuality, and independence, with room for improvement in effectiveness.	Good

### Discussion

The findings show that time management plays an important role in supporting employee performance at PT Jia Tian Indonesia. Employees who were able to set goals and determine priorities tended to work in a more focused and organized manner. This condition helped them complete tasks according to work targets and reduce delays. However, the indicator of minimizing distractions received the lowest score, which suggests that some employees still faced interruptions during working hours. These interruptions may come from sudden operational requests, personal conversations, or changes in work schedules.

Work discipline also showed a strong contribution to employee performance. The high scores in rule compliance and work ethics indicate that employees were generally able to follow company regulations, arrive on time, and maintain professional behavior in the workplace. The use of an automatic attendance system also supported employee punctuality. This finding is strengthened by documentation showing a low lateness rate of only 3% during the observed period.

Employee performance was generally good, especially in work quality, quantity, punctuality, and independence. These results indicate that employees were able to complete their responsibilities according to company expectations. However, work effectiveness obtained the lowest score among the performance indicators. This suggests that although employees were productive, there were still challenges in optimizing work processes, especially when work volume increased or coordination between divisions was not fully effective.

Overall, the results suggest that time management and work discipline support better employee performance. Time management helps employees organize their tasks, use working hours efficiently, and complete work according to priorities. Meanwhile, work discipline strengthens consistency, responsibility, and compliance with company standards. When both factors are implemented together, employee performance becomes more stable and productive.

Therefore, PT Jia Tian Indonesia should strengthen time management practices, particularly in scheduling and distraction control. The company should also maintain its discipline-based work culture through consistent rule enforcement, SOP implementation, and effective communication between divisions. These efforts can help improve employee productivity and support organizational performance more effectively.

### CONCLUSION

This study concludes that time management and work discipline have a positive relationship with employee performance at PT Jia Tian Indonesia. Employees showed good time management, especially in setting goals and determining work priorities. However, scheduling consistency and distraction control still need further improvement.

Work discipline was categorized as high, particularly in rule compliance and work ethics. Employees generally complied with company rules, arrived on time, followed work procedures, and maintained professional behavior. Employee performance was also categorized as good, especially in terms of work quality, work quantity, punctuality, and independence.

Overall, the study shows that employees who manage time effectively and maintain strong work discipline tend to demonstrate better performance. Therefore, the company is encouraged to provide regular time management training, strengthen SOP implementation, improve coordination between divisions, and maintain a discipline-based work culture. These efforts are expected to enhance employee productivity and support the achievement of organizational goals.

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### AUTHOR CONTRIBUTION STATEMENT

Untung Surapati contributed to the conceptualization, data collection, field observation, data analysis, and initial drafting of the manuscript. Trisninawati provided supervision, methodological guidance, academic validation, and manuscript review. I Bagus Endrawan contributed to manuscript review, critical revision, and final approval. All authors have read and approved the final version of the manuscript.

### CONFLICT OF INTEREST AND FUNDING

The authors declare that there is no conflict of interest regarding the publication of this article.

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