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The Effect of Corrective Discipline and Intrinsic Motivation on Employee Performance at PDAM Tirta Darma Ayu Indramayu

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Abstract

This study aims to analyze the effect of corrective discipline and intrinsic motivation on employee performance at PDAM Tirta Darma Ayu, Indramayu Regency. A quantitative causal associative design was employed using primary data collected through questionnaires distributed to 107 employees selected through a saturated sampling technique. Data were analyzed using SPSS through validity and reliability tests, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination. The results show that corrective discipline and intrinsic motivation have positive and significant effects on employee performance, both partially and simultaneously. The model explains 44.8% of employee performance variance. These findings suggest that fair corrective discipline and stronger intrinsic motivation can improve employee performance.

Keywords: Corrective Discipline, Intrinsic Motivation, Employee Performance, PDAM, Human Resource Management

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INTRODUCTION

Employee performance is a fundamental issue in human resource management because organizational success depends not only on systems, technology, and infrastructure but also on the ability of employees to carry out their duties effectively. In service-oriented organizations, performance is reflected in the extent to which employees complete tasks according to targets, maintain work quality, comply with procedures, and provide reliable services to stakeholders. Previous studies indicate that employee performance is influenced by both individual and organizational factors, including motivation, work environment, leadership, organizational culture, job satisfaction, and discipline (Diamantidis & Chatzoglou, 2019; Pawirosumarto et al., 2017; Sabil, 2021). Therefore, improving employee performance requires organizations to manage not only technical competence but also employee behavior and internal work motivation.

This issue is particularly relevant for Regional Drinking Water Companies, or Perusahaan Daerah Air Minum (PDAM), because they provide essential public services related to clean water distribution. PDAM employees play an important role in maintaining service continuity, responding to customer complaints, ensuring operational reliability, and supporting administrative and technical functions. In this context, employee performance directly affects service quality, customer satisfaction, and public trust. Employees who work according to standards, arrive on time, follow procedures, and demonstrate responsibility are more likely to support the achievement of organizational goals. Conversely, poor performance may disrupt service delivery and reduce the effectiveness of public service operations.

One of the factors that can influence employee performance is work discipline. Discipline encourages employees to comply with organizational rules, maintain punctuality, and complete tasks according to established procedures. In the context of PDAM, discipline is important because water service operations require coordination, responsiveness, and consistency. Several empirical studies in regional drinking water companies have shown that work discipline has a significant effect on employee performance. Safitri & Widarta (2021) found that work discipline, work motivation, and work stress significantly affected employee performance at Perumda Air Minum Tirta Binangun. Sunatar (2023) also found that work discipline and work environment influenced employee performance in PDAM. Similarly, Kurniawan et al. (2025) found that work

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motivation and work discipline had a positive and significant effect on the performance of PDAM Sleman employees.

However, discipline should not only be understood as a punitive mechanism. In this study, the concept of discipline is specified as corrective discipline, namely organizational action aimed at improving employee behavior after violations or deviations from work rules occur. Corrective discipline emphasizes fair, consistent, and educative actions, such as verbal warnings, written warnings, administrative sanctions, and evaluation of work behavior. This approach is expected to help employees understand the consequences of rule violations, improve their behavior, and return to expected work standards. In public service organizations, corrective discipline is important because repeated lateness, unexplained absence, and non-compliance with procedures may reduce coordination and service effectiveness.

In addition to corrective discipline, intrinsic motivation is also an important factor in improving employee performance. Intrinsic motivation refers to the internal drive that encourages individuals to perform their work because they find it meaningful, enjoyable, and personally satisfying. Self-Determination Theory explains that intrinsic motivation is closely related to the satisfaction of basic psychological needs, namely autonomy, competence, and relatedness (Gagné & Deci, 2005; Ryan & Deci, 2000). In the work context, autonomous and intrinsic forms of motivation are associated with higher quality performance, greater engagement, and stronger persistence because employees perform their duties not merely due to external pressure, but because they personally value the work (Deci et al., 2017). For PDAM employees, intrinsic motivation may appear in the willingness to serve customers well, respond quickly to operational problems, and complete tasks responsibly even without direct supervision.

The relevance of corrective discipline and intrinsic motivation can be seen in the attendance condition of PDAM Tirta Darma Ayu, Indramayu Regency. Based on internal attendance recapitulation for October to December 2025, several work units still recorded lateness and absence without explanation. Although the average attendance achievement reached 88.6%, the accumulated lateness reached 115 cases and unexplained absence reached 11 cases. These findings indicate that employee attendance discipline remains a managerial issue that needs attention. The attendance data are presented in Table 1.

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Table 1. Employee Attendance Recapitulation for October–December 2025

Work Unit	Number of Employees	Accumulated Lateness	Absence Without Explanation	Average Attendance Achievement
CP Kandanghaur	10 employees	55 times	6 times	87%
UP Balongan	8 employees	36 times	4 times	88%
Research and Development Division	5 employees	24 times	1 time	91%
Total / Average	23 employees	115 times	11 times	88.6%

Source: Internal attendance data processed by the researcher (2025).

The data in Table 1 show that the attendance issue is not merely an administrative problem but also a behavioral issue that may affect employee performance. Frequent lateness and unexplained absence may disrupt task completion, reduce work coordination, and weaken service responsiveness. Therefore, corrective discipline is needed to guide employees toward better compliance with organizational standards. At the same time, performance improvement cannot rely only on supervision and sanctions. Intrinsic motivation is required so that employees are internally driven to work responsibly, maintain service quality, and contribute to organizational goals.

Previous studies have generally examined work discipline and work motivation as determinants of employee performance. Herliana et al. (2024) found that discipline contributed to employee performance in PDAM Tirta Bhagasasi, while Lestari et al. (2025) showed that intrinsic motivation significantly influenced employee performance at PDAM Tirta Moedal Kota Semarang. Sucipto & Rauf (2021) also demonstrated that intrinsic motivation was related to employee performance through work discipline. These findings indicate that discipline and intrinsic motivation are both relevant to performance improvement. Nevertheless, most prior studies still discuss work discipline in a general sense, while limited attention has been given to corrective discipline as a specific behavioral improvement mechanism, particularly in the context of PDAM Tirta Darma Ayu, Indramayu Regency.

Based on this background, this study aims to analyze the effect of corrective discipline and intrinsic motivation on employee performance at PDAM

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Tirta Darma Ayu, Indramayu Regency. This study contributes to human resource management literature by positioning corrective discipline as a constructive mechanism for improving employee behavior and by integrating it with intrinsic motivation in explaining employee performance. Practically, the findings are expected to provide managerial input for PDAM Tirta Darma Ayu in designing employee development strategies that combine fair disciplinary guidance with efforts to strengthen employees' internal motivation.

LITERATURE REVIEW

Corrective Discipline

Discipline is an important element of human resource management because it reflects employee compliance with organizational rules, work procedures, and behavioral standards. In service organizations, discipline is not only associated with punctuality but also with responsibility, consistency, and the ability to perform work according to established procedures. Employees with good discipline tend to show better work regularity, complete tasks more consistently, and reduce behaviors that may disrupt organizational operations.

In this study, discipline is specified as corrective discipline, which refers to organizational actions aimed at improving employee behavior after violations of work rules or deviations from expected standards occur. Corrective discipline is not positioned merely as punishment, but as a constructive mechanism to guide employees back to appropriate work behavior. It may include verbal warnings, written warnings, administrative sanctions, evaluation, and behavioral guidance. Therefore, corrective discipline emphasizes fairness, consistency, and improvement rather than only sanctioning employees.

In the context of PDAM Tirta Darma Ayu, corrective discipline is relevant because employee lateness, absence without explanation, and non-compliance with procedures can affect service coordination and operational reliability. Corrective discipline is expected to help employees understand organizational standards, recognize the consequences of rule violations, and improve their work behavior. This perspective is consistent with empirical findings showing that discipline contributes to employee performance in public service and water utility organizations. Safitri & Widarta (2021) found that work discipline significantly affected employee performance at Perumda Air Minum Tirta Binangun. Sunatar (2023) also found that work discipline influenced employee performance in PDAM, while Herliana et al. (2024) confirmed that discipline was related to employee performance at PDAM Tirta Bhagasasi. Kurniawan et al. (2025) further

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showed that work discipline and work motivation significantly affected employee performance at PDAM Sleman.

Theoretically, corrective discipline can improve performance because it creates behavioral clarity and strengthens employees' understanding of expected standards. When corrective actions are implemented fairly and consistently, employees are more likely to improve their punctuality, comply with procedures, and take greater responsibility for their duties. Therefore, corrective discipline is expected to have a significant effect on employee performance.

H1: Corrective discipline has a significant effect on employee performance at PDAM Tirta Darma Ayu, Indramayu Regency.

Intrinsic Motivation

Intrinsic motivation refers to an internal drive that encourages individuals to perform an activity because the activity itself is meaningful, enjoyable, or personally satisfying. Unlike extrinsic motivation, which depends on external rewards, punishment, or pressure, intrinsic motivation comes from within the individual. Employees with strong intrinsic motivation tend to work with greater responsibility, initiative, and persistence because they personally value their work.

Self-Determination Theory provides a strong theoretical foundation for understanding intrinsic motivation. Ryan & Deci (2000) explain that intrinsic motivation is closely related to natural human tendencies to seek challenges, develop competence, and engage in activities that provide satisfaction. Gagné & Deci (2005) further explain that motivation in the workplace can vary from controlled motivation to autonomous motivation, and intrinsic motivation represents a more autonomous form of work motivation. Employees who experience autonomy, competence, and relatedness are more likely to demonstrate internal motivation and perform their duties with commitment. A meta-analytic review by Van den Broeck et al. (2016) also emphasizes that basic psychological need satisfaction at work is important for psychological growth, internalization, and well-being. The article is listed in *Journal of Management* volume 42 issue 5 with DOI 10.1177/0149206316632058, and its abstract explicitly reviews autonomy, competence, and relatedness as basic psychological needs at work.

In the organizational context, intrinsic motivation is important because employees do not always work under direct supervision. Employees who are intrinsically motivated tend to maintain work quality even without continuous monitoring. Deci et al. (2017) argue that self-determined forms of motivation are

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relevant to work organizations because they support higher-quality motivation, engagement, and performance. Cerasoli et al. (2014) also found that intrinsic motivation is positively associated with performance, particularly when individuals perceive the task as meaningful. Kuvaas et al. (2017) further suggest that intrinsic and extrinsic motivation may relate differently to employee outcomes, indicating that internal motivation needs to be considered as a distinct predictor of work behavior.

In the context of PDAM, intrinsic motivation can be reflected in employees' enjoyment in work, interest in assigned tasks, confidence in completing duties, willingness to work based on personal responsibility, and full involvement in work activities. Employees with strong intrinsic motivation may be more responsive in handling service problems, more careful in following procedures, and more responsible in completing technical and administrative tasks. Empirical support is provided by Lestari et al. (2025), who found that intrinsic motivation significantly affected employee performance at PDAM Tirta Moedal Kota Semarang. Sucipto & Rauf (2021) also found that intrinsic motivation was related to employee performance through work discipline.

Based on this theoretical and empirical explanation, intrinsic motivation is expected to improve employee performance because employees who are internally motivated tend to show responsibility, initiative, persistence, and commitment in completing their work.

H2: Intrinsic motivation has a significant effect on employee performance at PDAM Tirta Darma Ayu, Indramayu Regency.

Employee Performance

Employee performance refers to the work results achieved by employees in carrying out their duties according to organizational standards. Performance can be reflected through work quality, work quantity, punctuality, compliance with procedures, target achievement, and contribution to service satisfaction. In public service organizations, employee performance is particularly important because employees directly influence the quality, reliability, and continuity of services provided to the community.

Employee performance is also a multidimensional construct. Koopmans et al. (2014) explain that individual work performance can be measured through dimensions related to task performance, contextual performance, and counterproductive work behavior. This perspective is relevant to the present study because employee performance at PDAM is not only related to task completion but also to compliance with procedures, punctuality, work responsibility, and service behavior. Diamantidis & Chatzoglou (2019) also

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emphasize that employee performance is influenced by various individual and organizational factors, including skills, motivation, work environment, and managerial support.

In the context of PDAM, employee performance can be seen from the ability to complete work targets, follow standard operating procedures, maintain work quality, serve customers properly, complete tasks on time, and provide clear and accountable work information. These indicators are important because PDAM is responsible for providing clean water services, which require both technical reliability and administrative accuracy. When employee performance declines, service delays, customer complaints, and operational inefficiency may occur.

Previous studies show that employee performance is influenced by motivation, discipline, work environment, and organizational factors. Pawirosumarto et al. (2017) found that organizational factors such as work environment, leadership style, and organizational culture influence job satisfaction and employee performance. Sabil (2021) also found that employee well-being and job satisfaction contributed to employee performance. In the PDAM context, Kurniawan et al. (2025), Sunatar (2023), Safitri & Widarta (2021), Herliana et al. (2024), and Lestari et al. (2025) provide empirical evidence that discipline, motivation, work environment, and employee well-being are related to employee performance.

Therefore, employee performance in this study is understood as the achievement of work results based on target orientation, work quality, procedural compliance, customer satisfaction, timeliness, attendance discipline, and transparency. These performance indicators reflect the operational and service demands of PDAM Tirta Darma Ayu as a regional public service organization.

Relationship Between Corrective Discipline, Intrinsic Motivation, and Employee Performance

Corrective discipline and intrinsic motivation are expected to complement each other in improving employee performance. Corrective discipline provides behavioral control by guiding employees to comply with organizational rules and correcting behavior that does not meet work standards. Meanwhile, intrinsic motivation provides internal encouragement that makes employees willing to work responsibly, maintain quality, and contribute to organizational goals.

The relationship between these variables can be understood from two perspectives. First, corrective discipline improves performance by reducing deviant work behavior and strengthening compliance with organizational

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standards. Employees who receive fair and consistent corrective guidance are more likely to understand expectations and improve their behavior. Second, intrinsic motivation improves performance by increasing employees' willingness to exert effort, persist in completing tasks, and find meaning in their work. When employees are motivated internally, they are less dependent on external control and more likely to show initiative.

These two variables are also important when considered simultaneously. Employee performance cannot rely only on disciplinary control because employees may comply only to avoid sanctions. Conversely, intrinsic motivation alone may not be sufficient if organizational rules and standards are not clearly enforced. Therefore, corrective discipline and intrinsic motivation should work together: corrective discipline creates structure and accountability, while intrinsic motivation creates commitment and willingness to perform. This argument is supported by Sucipto & Rauf (2021), who found that discipline mediated the relationship between intrinsic motivation and employee performance. Kurniawan et al. (2025) and Safitri & Widarta (2021) also showed that discipline and motivation simultaneously contributed to employee performance.

Based on this explanation, the third hypothesis is formulated as follows:

H3: Corrective discipline and intrinsic motivation simultaneously have a significant effect on employee performance at PDAM Tirta Darma Ayu, Indramayu Regency.

Research Framework

The conceptual framework of this study explains the relationship between corrective discipline, intrinsic motivation, and employee performance. Corrective discipline is positioned as the first independent variable because it reflects organizational efforts to correct employee behavior and strengthen compliance with work standards. Intrinsic motivation is positioned as the second independent variable because it reflects the internal drive that encourages employees to work responsibly and meaningfully. Employee performance is positioned as the dependent variable because it represents the achievement of work results based on target achievement, work quality, procedural compliance, timeliness, attendance discipline, customer satisfaction, and transparency.

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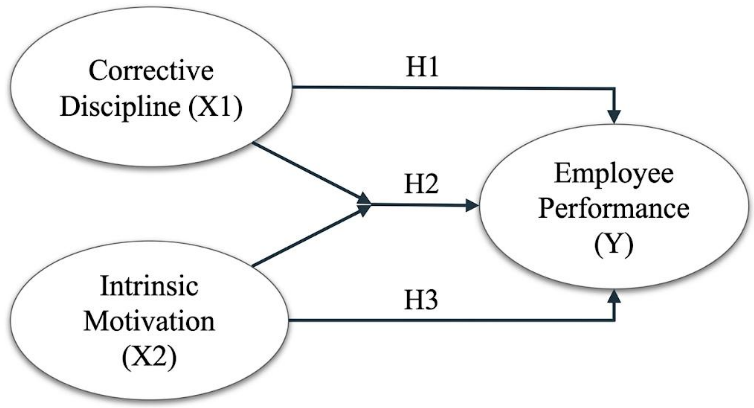

Figure 1. Research Framework

RESEARCH METHOD

This study employed a quantitative approach with a causal associative research design. A quantitative approach was used because the data were collected in numerical form and analyzed using statistical procedures. The causal associative design was applied to examine the effect of the independent variables, namely corrective discipline and intrinsic motivation, on the dependent variable, namely employee performance. This design is appropriate because the study aims to test the extent to which changes in corrective discipline and intrinsic motivation are associated with changes in employee performance.

The research was conducted at PDAM Tirta Darma Ayu, Indramayu Regency, West Java. The population consisted of all active employees of PDAM Tirta Darma Ayu, totaling 107 employees. Because the population was relatively limited and accessible, this study used a census or saturated sampling technique, in which all members of the population were included as respondents. Therefore, the sample consisted of 107 respondents. This sampling approach was selected to ensure that the data represented the entire employee population involved in the research context.

The data used in this study consisted of primary and secondary data. Primary data were obtained directly from respondents through questionnaires distributed to employees of PDAM Tirta Darma Ayu. Secondary data were obtained from organizational documents, previous studies, books, journal articles, and other relevant references related to corrective discipline, intrinsic motivation, and employee performance. The questionnaire was designed using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

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Likert-type scales are widely used in survey research to measure respondents' perceptions, attitudes, and behavioral tendencies, and they can be analyzed statistically when the scale is treated as an approximation of interval data (Norman, 2010).

The research instrument was developed based on three main variables: corrective discipline, intrinsic motivation, and employee performance. Corrective discipline was measured through indicators related to verbal warning, written warning, postponement of periodic salary increases, and postponement of promotion. Intrinsic motivation was measured through indicators related to interest and enjoyment, competence, autonomy, and full involvement in work. Employee performance was measured through indicators related to target achievement, work quality, compliance with standard operating procedures, customer satisfaction, timeliness, attendance discipline, and transparency. The indicators of employee performance were developed by considering the multidimensional nature of individual work performance, which includes task accomplishment, contextual contribution, and work behavior (Koopmans, Bernaards, Hildebrandt, van Buuren, et al., 2014). The operationalization of the research variables is presented in Table 2.

Table 2. Variable Operationalization and Measurement Indicators

Variable	Code	Dimension	Indicator	Number of Items
Corrective Discipline	X1	Corrective discipline	Verbal warning	1
Corrective Discipline	X1	Corrective discipline	Written warning	1
Corrective Discipline	X1	Corrective discipline	Postponement of periodic salary increase	1
Corrective Discipline	X1	Corrective discipline	Postponement of promotion	1
Intrinsic Motivation	X2	Interest and enjoyment	Enjoyment in work	1
Intrinsic Motivation	X2	Interest and enjoyment	Interest in work	1
Intrinsic Motivation	X2	Competence	Feeling capable and effective in completing tasks	1

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Intrinsic Motivation	X2	Autonomy	Working based on personal willingness	1
Intrinsic Motivation	X2	Flow	Full involvement and focus in work	1
Employee Performance	Y	Target	Orientation toward achieving work targets	1
Employee Performance	Y	Quality	Compliance of work results with standards or SOP	1
Employee Performance	Y	Quality	Commitment to improving work quality	1
Employee Performance	Y	Procedural compliance	Compliance with applicable SOP	1
Employee Performance	Y	Customer satisfaction	Satisfaction with work results	1
Employee Performance	Y	Timeliness	Completing tasks on time	1
Employee Performance	Y	Attendance discipline	Arriving at work on time	1
Employee Performance	Y	Transparency	Clear and accountable work information	1

Source: Developed from the research instrument (2026).

Before hypothesis testing, the research instrument was evaluated through validity and reliability testing. The validity test was used to determine whether each questionnaire item was able to measure the intended construct. An item was considered valid when the calculated correlation value was greater than the required table value. Reliability testing was conducted using Cronbach's Alpha to assess the internal consistency of the measurement items. Cronbach's Alpha is a widely used reliability coefficient for measuring the internal consistency of multi-item instruments (Cronbach, 1951). In this study, a variable was considered reliable when the Cronbach's Alpha value exceeded the commonly accepted threshold of 0.70.

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The analysis included descriptive statistics, validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. Descriptive statistics were used to describe

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respondent characteristics and the distribution of respondents' answers. Validity and reliability tests were used to ensure that the research instrument was suitable for further analysis.

Classical assumption testing was conducted before regression analysis to ensure that the regression model met the required statistical assumptions. The normality test was used to assess whether the regression residuals were normally distributed. The multicollinearity test was conducted by examining tolerance and variance inflation factor (VIF) values to ensure that there was no strong correlation between independent variables. The heteroscedasticity test was used to determine whether the variance of residuals was constant across levels of prediction. These tests were necessary to ensure that the multiple linear regression model could be interpreted appropriately.

The multiple linear regression model used in this study was formulated as follows:

$$\mathbf{Y = a + \beta 1X1 + \beta 2X2 + e}$$

Where **Y** represents employee performance, **a** represents the constant, **β1** and **β2** represent regression coefficients, **X1** represents corrective discipline, **X2** represents intrinsic motivation, and **e** represents the error term. The partial effect of each independent variable was tested using the t-test, while the simultaneous effect of corrective discipline and intrinsic motivation on employee performance was tested using the F-test. The coefficient of determination (R^2) was used to identify the proportion of variation in employee performance that could be explained by corrective discipline and intrinsic motivation. All hypothesis tests were conducted at a significance level of 5% or 0.05.

This study also considered research ethics. Respondents were informed that their participation was voluntary, and the collected data were used only for academic purposes. The identity and responses of participants were kept confidential to maintain research integrity and protect respondent privacy. The research process was adjusted to the operational schedule and internal policy of PDAM Tirta Darma Ayu so that data collection did not interfere with employees' work activities.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondent profile provides an overview of the demographic composition of the employees involved in this study. The characteristics observed include gender, age, length of service, and educational background. These characteristics are important because they help explain the general profile of the

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respondents who evaluated corrective discipline, intrinsic motivation, and employee performance.

Table 3. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	69	64.5%
Gender	Female	38	35.5%
Age	18-25 years	16	15.0%
Age	25-35 years	53	49.5%
Age	35-45 years	32	29.9%
Age	> 45 years	6	5.6%
Length of Service	1 year	9	8.4%
Length of Service	1-5 years	44	41.1%
Length of Service	5-10 years	43	40.2%
Length of Service	> 10 years	11	10.3%
Education	Diploma	1	0.9%
Education	Bachelor (S1)	84	78.5%
Education	Master (S2)	3	2.8%
Education	Senior High/Vocational School	19	17.8%

Source: Primary data processed by the researcher (2026).

Table 3 shows that the majority of respondents were male employees, accounting for 64.5% of the total respondents, while female employees accounted for 35.5%. Based on age, the largest group was employees aged 25-35 years, representing 49.5% of respondents. This indicates that the respondents were dominated by employees in a productive age group. Based on length of service, most respondents had worked for 1-5 years (41.1%) and 5-10 years (40.2%), indicating that the majority had sufficient work experience to evaluate organizational discipline and performance practices. In terms of education, most respondents held a bachelor's degree (78.5%), suggesting that the sample had an adequate educational background to understand and respond to the questionnaire items.

Descriptive Analysis of Research Variables

Descriptive analysis was used to understand respondents' perceptions of corrective discipline, intrinsic motivation, and employee performance. The mean score was interpreted using the five-point Likert scale, where a higher mean

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indicates stronger agreement with the statement items. The descriptive results are summarized in Table 4.

Table 4. Descriptive Analysis of Research Variables

Variable	Number of Items	Mean Range	Overall Mean	Interpretation
Corrective Discipline (X1)	4	3.54-3.62	3.58	Good
Intrinsic Motivation (X2)	5	3.67-3.77	3.72	Good
Employee Performance (Y)	8	3.61-3.67	3.64	Good

Source: Primary data processed by the researcher (2026).

The descriptive results show that all variables were perceived positively by respondents. Corrective discipline obtained an overall mean of 3.58, indicating that employees generally agreed that corrective disciplinary practices were implemented in the organization. Intrinsic motivation obtained the highest overall mean of 3.72, indicating that employees tended to perceive themselves as having internal willingness, interest, competence, and involvement in their work. Employee performance obtained an overall mean of 3.64, which indicates that respondents generally perceived their work performance as good in terms of target achievement, quality, punctuality, procedural compliance, and service accountability.

Validity and Reliability Test

Validity testing was conducted to ensure that each questionnaire item measured the intended construct. Reliability testing was conducted to examine the internal consistency of the measurement instrument. Cronbach's Alpha is one of the most widely used coefficients for evaluating the internal consistency of multi-item instruments (Cronbach, 1951). The validity and reliability results are summarized in Table 5.

Table 5. Validity and Reliability Test Results

Variable	Number of Items	r Table	r Count Range	Cronbach's Alpha	Decision
Corrective Discipline (X1)	4	0.190	0.645-0.718	0.841	Valid and reliable

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Intrinsic Motivation (X2)	5	0.190	0.688-0.779	0.888	Valid and reliable
Employee Performance (Y)	8	0.190	0.501-0.711	0.879	Valid and reliable

Source: Primary data processed by the researcher (2026).

Table 5 indicates that all questionnaire items were valid because the r count values for all variables exceeded the r table value of 0.190. The r count values for corrective discipline ranged from 0.645 to 0.718, intrinsic motivation ranged from 0.688 to 0.779, and employee performance ranged from 0.501 to 0.711. The reliability test also showed that all variables were reliable because the Cronbach's Alpha values were greater than 0.70. Corrective discipline obtained a Cronbach's Alpha of 0.841, intrinsic motivation obtained 0.888, and employee performance obtained 0.879. These results indicate that the research instrument had adequate measurement quality and could be used for further statistical analysis.

Classical Assumption Test

Classical assumption testing was conducted before multiple linear regression analysis to ensure that the regression model met the requirements for hypothesis testing. The tests included normality, multicollinearity, heteroscedasticity, and autocorrelation diagnostics. The results are presented in Table 6.

Table 6. Classical Assumption Test Results

Assumption Test	Indicator/Criteria	Result	Decision
Normality	Residual points follow the diagonal line; significance above 0.05	Criteria fulfilled	Normal residual distribution
Multicollinearity	Tolerance > 0.10 and VIF < 10	Tolerance = 0.998; VIF = 1.002 for X1 and X2	No multicollinearity
Heteroscedasticity	Scatterplot points spread randomly without a clear pattern	Criteria fulfilled	No heteroscedasticity

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Autocorrelation	Durbin-Watson close to 2.00	Durbin-Watson = 2.020	No autocorrelation indication

Source: Primary data processed by the researcher (2026).

The normality test indicated that the residuals were normally distributed because the observed points followed the diagonal line and the significance value met the required criterion. The multicollinearity test showed that corrective discipline and intrinsic motivation had tolerance values of 0.998 and VIF values of 1.002, indicating that the independent variables were not highly correlated with each other. The heteroscedasticity test also showed that the residual points were randomly distributed without forming a specific pattern, indicating that the variance of the residuals was constant. In addition, the Durbin-Watson value of 2.020 suggested no indication of autocorrelation. Therefore, the regression model was considered appropriate for hypothesis testing.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the effect of corrective discipline and intrinsic motivation on employee performance. The results of the regression coefficient analysis are presented in Table 7.

Table 7. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	0.810	0.310	-	2.613	0.010	-	-
Corrective Discipline (X1)	0.374	0.061	0.447	6.126	< 0.001	0.998	1.002
Intrinsic Motivation (X2)	0.400	0.061	0.477	6.536	< 0.001	0.998	1.002

Source: Primary data processed using SPSS (2026).

Based on Table 7, the multiple linear regression equation is formulated as follows:

$$Y = 0.810 + 0.374X1 + 0.400X2$$

The constant value of 0.810 indicates that employee performance would remain at 0.810 when corrective discipline and intrinsic motivation are assumed to be constant. The coefficient of corrective discipline was 0.374, indicating that an increase in corrective discipline is associated with an increase in employee performance, assuming that intrinsic motivation remains constant. The coefficient of intrinsic motivation was 0.400, indicating that an increase in intrinsic

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motivation is associated with an increase in employee performance, assuming that corrective discipline remains constant. Both coefficients were positive, which means that corrective discipline and intrinsic motivation had a positive direction of influence on employee performance.

The standardized coefficient of intrinsic motivation (Beta = 0.477) was slightly higher than the standardized coefficient of corrective discipline (Beta = 0.447). This suggests that intrinsic motivation had a relatively stronger contribution to employee performance than corrective discipline, although both variables were statistically significant. This result is theoretically consistent with Self-Determination Theory, which states that internally driven motivation can support more autonomous, persistent, and higher-quality work behavior (Gagne & Deci, 2005; Deci et al., 2017).

Hypothesis Testing and Model Fit

Hypothesis testing was conducted using the t-test for partial effects and the F-test for simultaneous effects. The coefficient of determination was used to determine the explanatory power of the model. The summary of hypothesis testing is presented in Table 8.

Table 8. Hypothesis Testing Summary

Hypothesis	Relationship Tested	Statistical Result	Sig.	Decision	Conclusion
H1	Corrective Discipline to Employee Performance	t = 6.126	< 0.001	Accepted	Positive and significant effect
H2	Intrinsic Motivation to Employee Performance	t = 6.536	< 0.001	Accepted	Positive and significant effect
H3	Corrective Discipline and Intrinsic Motivation to Employee Performance	F = 42.187	< 0.001	Accepted	Simultaneous significant effect

Source: Primary data processed using SPSS (2026).

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Table 9. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.669	0.448	0.437	0.38711	2.020

Source: Primary data processed using SPSS (2026).

The t-test results show that corrective discipline had a positive and significant effect on employee performance, as indicated by a t-value of 6.126 and a significance value below 0.001. Therefore, H1 was accepted. Intrinsic motivation also had a positive and significant effect on employee performance, as indicated by a t-value of 6.536 and a significance value below 0.001. Therefore, H2 was accepted. The F-test result showed an F-value of 42.187 with a significance value below 0.001, indicating that corrective discipline and intrinsic motivation simultaneously had a significant effect on employee performance. Therefore, H3 was accepted.

The coefficient of determination shows that the R Square value was 0.448. This means that corrective discipline and intrinsic motivation explained 44.8% of the variance in employee performance, while the remaining 55.2% was explained by other variables not included in this model, such as leadership style, work environment, compensation, organizational culture, employee well-being, or other human resource management factors. Although the model does not explain all factors affecting employee performance, the R Square value indicates that corrective discipline and intrinsic motivation are meaningful predictors of employee performance in the context of PDAM Tirta Darma Ayu.

Discussion

The Effect of Corrective Discipline on Employee Performance

The results of this study show that corrective discipline has a positive and significant effect on employee performance at PDAM Tirta Darma Ayu, Indramayu Regency. This finding indicates that the better the implementation of corrective discipline, the higher the employee performance. Corrective discipline in this study includes verbal warnings, written warnings, postponement of periodic salary increases, and postponement of promotion. These actions are not interpreted merely as punishment but as a managerial mechanism to correct employee behavior and guide employees to comply with organizational standards.

This finding is relevant to the condition of PDAM Tirta Darma Ayu, where employee lateness and unexplained absence were still found in several work units. Corrective discipline becomes important because attendance, punctuality, and compliance with procedures are closely related to the effectiveness of public

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service operations. Employees who understand organizational rules and the consequences of violations are more likely to improve their work behavior, complete tasks on time, and follow standard operating procedures. In this sense, corrective discipline functions as a behavioral control mechanism that supports employee accountability and work regularity.

Theoretically, the influence of corrective discipline on employee performance can be understood through the role of organizational justice and goal clarity. Corrective discipline will be more effective when it is implemented fairly, consistently, and transparently. Colquitt et al. (2001) explain that organizational justice is related to employees' attitudes and behaviors, especially when employees perceive that procedures and decisions are applied fairly. In the context of this study, corrective discipline that is perceived as fair can encourage employees to accept corrective actions as guidance rather than as personal punishment. Furthermore, Locke & Latham (2002) emphasize that clear goals and feedback can direct employee effort, increase persistence, and improve performance. Corrective discipline provides feedback on behavior that does not meet organizational standards, allowing employees to understand what needs to be corrected.

The results of this study are consistent with previous empirical findings in water utility and public service organizations. Safitri & Widarta (2021) found that work discipline significantly affected employee performance at Perumda Air Minum Tirta Binangun. Sunatar (2023) also found that work discipline influenced employee performance in PDAM. Similarly, Herliana et al. (2024) showed that discipline was related to employee performance at PDAM Tirta Bhagasasi, while Kurniawan et al. (2025) found that work discipline and work motivation significantly affected employee performance among PDAM Sleman employees. These findings strengthen the argument that discipline is an important determinant of performance in organizations that require punctuality, procedural compliance, and service reliability.

However, the contribution of this study lies in its more specific focus on corrective discipline rather than general work discipline. Corrective discipline emphasizes improvement after violations occur, meaning that its purpose is not only to control employees but also to develop better work behavior. Therefore, PDAM Tirta Darma Ayu should implement corrective discipline as an educative and developmental process. Disciplinary actions should be accompanied by clear communication, behavioral evaluation, and opportunities for employees to

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improve their work conduct. This approach can help prevent repeated violations while maintaining a positive organizational climate.

The Effect of Intrinsic Motivation on Employee Performance

The results of this study also show that intrinsic motivation has a positive and significant effect on employee performance. This finding means that employees who have stronger internal motivation tend to demonstrate better performance. Intrinsic motivation in this study includes enjoyment in work, interest in assigned tasks, perceived competence, autonomy, and full involvement in work activities. These indicators reflect employees' internal willingness to work not merely because of external pressure or rewards, but because they find their work meaningful and valuable.

This finding is consistent with Self-Determination Theory, which explains that intrinsic motivation grows when employees experience autonomy, competence, and relatedness in their work environment (Gagné & Deci, 2005; Ryan & Deci, 2000). Employees who feel competent in completing their duties, have a sense of responsibility, and feel that their work contributes to organizational goals are more likely to work with initiative and persistence. Deci et al. (2017) also emphasize that autonomous motivation is important in work organizations because it supports higher-quality motivation, engagement, and performance.

Intrinsic motivation is especially important in the context of PDAM because employees are expected to maintain service quality even when they are not always directly supervised. For example, technical employees need to respond quickly to operational problems, while administrative employees must provide accurate and responsible service to customers. Employees with strong intrinsic motivation are more likely to take initiative, maintain work quality, and complete tasks responsibly. This is important because public service organizations cannot rely solely on external control; they need employees who are internally committed to service quality.

The empirical result of this study is in line with Lestari et al. (2025), who found that intrinsic motivation significantly affected employee performance at PDAM Tirta Moedal Kota Semarang. Sucipto & Rauf (2021) also found that intrinsic motivation was related to employee performance through work discipline. At the broader theoretical level, Cerasoli et al. (2014) showed that intrinsic motivation is positively associated with performance, particularly when the task is meaningful and requires quality effort. Kuvaas et al. (2017) further explained that intrinsic and extrinsic motivation may relate differently to

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employee outcomes, indicating that internal motivation should be treated as a distinct and important predictor of work behavior.

This finding can also be interpreted through the relationship between intrinsic motivation and work engagement. Christian et al. (2011) found that work engagement is related to task performance and contextual performance. Employees who are intrinsically motivated are more likely to be engaged in their work because they experience interest, meaning, and involvement. In the context of PDAM Tirta Darma Ayu, this means that employees with high intrinsic motivation may not only complete their formal duties but also show greater responsibility in supporting service continuity, solving problems, and maintaining customer satisfaction.

Therefore, management should not focus only on sanctions or formal rules. Strengthening intrinsic motivation requires a work environment that supports employee competence, autonomy, and recognition. PDAM Tirta Darma Ayu can encourage intrinsic motivation by providing opportunities for employees to develop skills, involving employees in problem solving, giving constructive feedback, and appreciating employees' contributions. These efforts can help employees feel that their work is meaningful and that their role is important for public service.

The Simultaneous Effect of Corrective Discipline and Intrinsic Motivation on Employee Performance

The results of the simultaneous test show that corrective discipline and intrinsic motivation jointly have a significant effect on employee performance. This finding indicates that employee performance at PDAM Tirta Darma Ayu is not determined by only one factor but by the combination of behavioral control and internal motivation. Corrective discipline provides structure, standards, and accountability, while intrinsic motivation provides internal willingness, initiative, and commitment. When both factors are present, employees are more likely to work according to organizational rules while also demonstrating responsibility and engagement.

The coefficient of determination indicates that corrective discipline and intrinsic motivation explain 44.8% of the variation in employee performance. This means that these two variables make a meaningful contribution to employee performance, although other factors outside the model still explain the remaining variation. Employee performance is indeed a multidimensional construct influenced by various individual and organizational factors. Diamantidis & Chatzoglou (2019) explain that performance can be affected by employee skills,

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motivation, work environment, and managerial support. Pawirosumarto et al. (2017) also show that organizational factors such as work environment, leadership style, and organizational culture can influence job satisfaction and employee performance. Therefore, although corrective discipline and intrinsic motivation are important, future performance improvement strategies should also consider other human resource and organizational factors.

The simultaneous effect found in this study is consistent with previous research. Kurniawan et al. 2025) found that work motivation and work discipline significantly affected employee performance at PDAM Sleman. Safitri & Widarta (2021) also found that motivation and discipline contributed to employee performance in a regional drinking water company. Sucipto & Rauf (2021) further demonstrated that intrinsic motivation and discipline were related to employee performance, with discipline functioning as a mediating mechanism. These findings show that discipline and motivation should be managed together because both influence employee behavior from different but complementary directions.

From a managerial perspective, corrective discipline and intrinsic motivation should not be treated as separate policies. Corrective discipline is needed to maintain order, consistency, and compliance with standards, while intrinsic motivation is needed to encourage employees to work with commitment and initiative. If the organization relies only on discipline, employees may comply merely to avoid sanctions. Conversely, if the organization relies only on motivation without clear standards, employee behavior may lack consistency and accountability. Therefore, the most effective human resource strategy is to integrate corrective discipline with motivational development.

This integrated approach is also relevant to the concept of performance as both task behavior and contextual behavior. Koopmans, et al. (2014) explain that individual work performance includes task performance, contextual performance, and counterproductive work behavior. Corrective discipline can reduce counterproductive behavior such as lateness and absence, while intrinsic motivation can strengthen task performance and contextual contribution. In addition, Podsakoff et al. (2009) emphasize that positive discretionary behaviors can contribute to organizational effectiveness. In PDAM Tirta Darma Ayu, employees who are both disciplined and intrinsically motivated may not only complete their main duties but also contribute to teamwork, service improvement, and problem solving.

The findings also suggest that employee performance improvement should be based on both control and empowerment. Corrective discipline

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represents the control side because it ensures that employees comply with rules and procedures. Intrinsic motivation represents the empowerment side because it encourages employees to work voluntarily, responsibly, and meaningfully. Judge et al. (2001) show that positive employee attitudes are related to performance, which means that organizations need to consider not only rules but also employees' psychological and attitudinal conditions. Thus, PDAM Tirta Darma Ayu should develop a balanced human resource policy that combines fair corrective actions, clear work standards, employee involvement, competence development, and recognition.

Overall, this study confirms that corrective discipline and intrinsic motivation are important predictors of employee performance at PDAM Tirta Darma Ayu. Corrective discipline helps employees align their behavior with organizational expectations, while intrinsic motivation strengthens internal commitment to work. The combination of both variables can support better punctuality, procedural compliance, work quality, task completion, and service orientation. These findings provide practical implications for PDAM management to strengthen employee performance through a fair disciplinary system and a work environment that supports employees' internal motivation.

CONCLUSION

This study concludes that corrective discipline has a positive and significant effect on employee performance at PDAM Tirta Darma Ayu, Indramayu Regency. This finding indicates that corrective actions, such as verbal warnings, written warnings, and administrative sanctions, can help employees improve work behavior, comply with organizational rules, and perform duties more responsibly when implemented fairly and consistently.

Intrinsic motivation also has a positive and significant effect on employee performance. Employees who experience enjoyment in work, competence, autonomy, and full involvement in their tasks tend to show better work quality, punctuality, responsibility, and service orientation. This confirms that employee performance is not only shaped by external control but also by internal willingness to contribute to organizational goals.

The results further show that corrective discipline and intrinsic motivation simultaneously affect employee performance. The coefficient of determination indicates that both variables explain 44.8% of the variation in employee performance, while 55.2% is influenced by other factors outside the model. Therefore, PDAM Tirta Darma Ayu is advised to strengthen a fair and educative

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corrective discipline system while also creating a work environment that supports employee competence, participation, recognition, and intrinsic motivation.

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