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Powering Performance: How Strategic Management and Work Discipline Drive Success in Indonesia's Electricity Sector

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Abstract

The purpose of this study is to identify the variables that most significantly influence employee performance in an electricity company in Indonesia. Furthermore, the impact of strategic management and work discipline on employee performance will be assessed simultaneously and independently in this study. The sample was randomly selected using purposive sampling, with a total of 77 employees. As part of the data collection method, questionnaires were administered to employees deemed suitable for the research. The data were analyzed quantitatively using six formulas (correlation analysis, t-test, F-test, dominance test, multiple linear regression analysis, and coefficient of determination (R²) using SPSS 20 software. The findings indicate a substantial relationship between work discipline and Strategic Management, both individually and collectively, and employee performance in electricity companies in Indonesia. A positive correlation is evident in the regression coefficient with a positive (+) value between work discipline and Strategic Management. In other words, these two elements will increase employee output in electricity companies in Indonesia. Work discipline, Strategic Management, and employee performance have a strong correlation ($r = 0.867$) and a coefficient of determination (0.752) in electricity companies in Indonesia. Furthermore, work discipline is the most influential factor on employee performance.

INTRODUCTION

Organizations are created to be multi-purpose platforms that can meet the needs of diverse stakeholders. Because they adapt to change, organizations are also dynamic forms and relationships (Afrianda, 2025). The question is how to create a competitive and strong organization capable of adapting to every change in this era of globalization. Over time, this question seems to have its own answer, requiring every organization to focus on its resource components, especially its human resources. Because ultimately, humans are responsible for determining whether an organization's goals and direction can be achieved, human resources are the primary focus for all organizational activities. Achieving true organizational goals will be easier if the organization has high-performing human resources (Afrianda et al., 2023).

Contrary to various theories that highlight the need for strategic management and work discipline to achieve goals and meet public expectations, every organization, both private and public, needs to make maximum efforts to improve its image in the eyes of the public. Furthermore, there is currently increasing public demand for government agencies to provide higher-quality public services. One government agency well-known to the public and crucial for the country is the Tax Service Office. In the context of this research, electricity companies in Indonesia are the subject of the study. The work environment has a significant influence on employee performance (Afrianda, R & Yosepha, S.Y., 2025)

This research arose in response to the need for organizations, particularly electricity companies in Indonesia, to improve the effectiveness and efficiency of employee performance. Electricity companies in Indonesia play a central role in managing the electricity system, which is a crucial aspect in supporting the country's development and sustainability. In this context, the primary challenge faced by electricity companies in Indonesia is how to improve employee performance to achieve company targets (Furqan, 2016).

One of the primary focuses of this research is Strategic Management, which has a direct impact on an individual's ability to carry out their duties and responsibilities. Technological developments and rapid changes in the business environment demand that employees possess Strategic Management relevant to their job demands. Therefore, a thorough understanding of the extent to which employee Strategic Management in electricity companies in Indonesia can influence their performance is essential for identifying potential training and development needs. Furthermore, work discipline is also a crucial issue in this organizational context. With an orderly and disciplined work environment, it is expected that employees will consistently carry out their duties and responsibilities, which in turn will positively impact organizational performance (Siswanto, 2023). However, the reality on the ground is often complex, and issues related to work discipline can hinder optimal performance.

Through a case study conducted at an Indonesian electricity company, this research will comprehensively investigate how strategic management and work discipline interact and influence employee performance. This research is expected to provide in-depth and

contextual insights into the internal dynamics of the organization and provide concrete recommendations for improving human resource management at the Indonesian electricity company, which may also be relevant for similar institutions.

HYPOTHESES DEVELOPMENT

In this study, the authors propose several hypotheses, including:

- H1:** Strategic management and work discipline significantly influence employee performance at electricity companies in Indonesia.
- H2:** Work discipline and strategic management significantly influence employee productivity at electricity companies in Indonesia.
- H3:** Strategic management (X1) is the dominant variable influencing employee performance at electricity companies in Indonesia.

METHODS

This research uses a case study approach. A case study of an Indonesian electricity company provides the advantage of gathering in-depth information, identifying unique contexts, and understanding causal relationships between research variables. The case study will include interviews, observations, and document analysis to obtain comprehensive data. The population of this study will be all 83 employees at the Indonesian electricity company. The sample will be selected using a purposive sampling method, focusing on employees with varying levels of Strategic Management and work discipline. The sample size will be determined based on the need to adequately represent various levels of Strategic Management and work discipline.

The instrument used will involve in-depth interviews with employees, managers, and human resource staff (Sinambela, 2021). In addition, direct workplace observations will be conducted to assess levels of work discipline. Secondary data sources such as performance reports, training records, and internal policy documents will also be analyzed. The primary research variables are employee Strategic Management, work discipline, and employee performance. Each variable will be measured using specific indicators derived from the literature review and initial interviews.

Data analysis will involve both qualitative and quantitative approaches. Qualitative data from interviews and observations will be analyzed using thematic analysis techniques to identify patterns and themes. Quantitative data will be analyzed using statistical techniques such as regression to test hypotheses and evaluate relationships between variables. To ensure validity, this study will utilize data triangulation, which involves combining data from multiple sources (Afrianda & Yosepha, 2025). Furthermore, instrument validity and reliability measures will be implemented to ensure the accuracy and reliability of the measurements.

RESULT AND DISCUSSION

Validity Test Results

Validity testing determines the extent to which the concept of the measured phenomenon or event can be accurately revealed by the measuring instrument. An item,

statement, or indicator is considered valid if the calculated r exceeds the table r and is positive (Saleh & Utomo, 2018):

Table 1. Validity Test Results

No	Variable	R Calculate	R table	Results
Strategic Management				
1		0.271	0.224	Valid
2		0.806	0.224	Valid
3		0.281	0.224	Valid
4		0.281	0.224	Valid
5		0.381	0.224	Valid
6		0.229	0.224	Valid
7		0.229	0.224	Valid
8		0.283	0.224	Valid
9		0.285	0.224	Valid
10		0.229	0.224	Valid
11		0.231	0.224	Valid
12		0.241	0.224	Valid
13		0.226	0.224	Valid
14		0.282	0.224	Valid
15		0.620	0.224	Valid
16		0.418	0.224	Valid
17		0.381	0.224	Valid
18		0.354	0.224	Valid
19		0.481	0.224	Valid
Work Discipline				
1		0.291	0.224	Valid
2		0.257	0.224	Valid
3		0.275	0.224	Valid
4		0.273	0.224	Valid
5		0.551	0.224	Valid
6		0.334	0.224	Valid
7		0.316	0.224	Valid
8		0.347	0.224	Valid
Employee performance				
1		0.276	0.224	Valid
2		0.808	0.224	Valid
3		0.189	0.224	Valid
4		0.284	0.224	Valid
5		0.385	0.224	Valid
6		0.225	0.224	Valid
7		0.226	0.224	Valid
8		0.289	0.224	Valid
9		0.291	0.224	Valid
10		0.224	0.224	Valid
11		0.222	0.224	Valid

Source: Processed primary data, 2025

The results of each item are displayed as > 0.224 , which means that there is a significant correlation between each indicator and the overall construct score of each variable. This

indicates that the calculated r is higher than the table r (r calculated r table). Thus, it can be said that each question is considered valid.

Reliability Test Results

The level of trustworthiness of a measuring instrument is assessed through a reliability test before it is reused in a similar study. A construct or variable is considered reliable if it produces a Cronbach's Alpha value greater than 0.70 (Cronbach's Alpha $\approx$ 0.70), as described by Aditya & Mahyuni, 2022. Table 2 below presents a summary of the reliability test results for each variable:

Table 2. Reliability test results

No	Variable	Alpha Cronbach	Results
1	Strategic Management	0.884	Reliable
2	Work Discipline	0.852	Reliable
3	Employee performance	0.741	Reliable

Source: Processed primary data, 2025

It can be concluded that all concepts measuring each variable in the questionnaire are reliable based on the results of the reliability test, which shows that all variables have a large alpha coefficient (above 0.70). Thus, the items in each variable concept can be used as a measuring tool.

Multicollinearity Test Results

Finding the ideal relationship between independent variables in a regression model is the goal of multicollinearity testing. The tolerance value and the Variance Inflation Factor (VIF) value indicate the presence of multicollinearity. If the VIF calculation results show that no independent variable has a VIF value greater than 10 and if the tolerance value shows that no variable has a tolerance value less than 0.10, it indicates that there is no correlation between the independent variables with a value greater than 95% (Soewito,2023). Thus, it can be said that there is no multicollinearity in the regression model. The following table displays the results of the multicollinearity test:

Table 3. Multicollinearity test results

No	Variable	Tolerance Value	VIF
1	Strategic Management	0.733	1.364
2	Employee performance	0.733	1.364

Source: Processed primary data, 2025

It can be concluded that there are no signs of multicollinearity between the independent variables in the regression model because the table shows that all independent variables in this study have VIF values smaller than 10 and tolerance values greater than 0.10. This indicates that there is no correlation between independent variables whose values are greater than 90%.

Autocorrelation Test Results

The Durbin-Watson test (DW test) is a technique that can be used to determine the presence or absence of autocorrelation in a regression model. It can be concluded that there is no autocorrelation if the DW value is greater than the upper limit (du) and less

than the number of independent variables (Mintzberg, H., 1994). The following are the results of the autocorrelation test:

Table 4. Autocorrelation test results

Model Summary ^b						
Model	R	R Square	Adjusted Square	R	Std. Error the Estimate	Durbin-Watson
1	.867 ^a	.752	.746		1.495	1.990
a. Predictors: (Constant), Work Discipline (X2) Strategic Management (X1)						
b. Dependent Employee performance (Y)						

Because the Durbin Watson (DW) value of 1.990 is smaller than 4-1683 (4-du) and larger than the lower limit (du) of 1.683, then from the table above it can be concluded that there is no positive or negative autocorrelation.

Regression Test Results

Table 5. Recapitulation of Regression Test Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Strategic Management (X1)	.163	.027	.409	6.056	.000
Work Discipline (X2)	.725	.184	.582	8.614	.000
Constant	: 12.944				
R	: 0.867				
R Square	: 0.752				
F Count	: 112.38				
Sig F Count	: .000				

To test theories regarding the simultaneous and partial influence of independent variables on dependent variables, regression analysis was used. Regression analysis is used to predict the extent to which manipulating, changing, increasing, or decreasing the value of the Strategic Management and Work Discipline variables will affect the value of the performance variables. The following are the results of the regression analysis:

$$Y = 12.944 + 0.163 X1 + 0.725 X2$$

Information:

Y = Employee performance

X1 = Strategic Management

X2 = Work Discipline

Discussion

The statistical test results show that each independent variable influences the dependent variable, both simultaneously and partially, individually and collectively. Both independent variables have a positive influence, meaning that higher levels of Strategic Management and work discipline will lead to higher employee performance. This finding

supports the proposed hypothesis. The findings of this study align with previous research. The following is an explanation of the influence of each variable.

The Simultaneous Influence of Strategic Management and Work Discipline on Employee Performance

The F-test (simultaneous test) used to test hypothesis (H1) showed that Strategic Management and work discipline simultaneously influence employee performance at electricity companies in Indonesia. This is because in government agencies, work discipline and Strategic Management are closely related. Work discipline is a way to assess employee capabilities and skills, while Strategic Management refers to existing competencies. This is based on the premise that employees can essentially actualize their abilities if they are competent in carrying out their duties. Therefore, Strategic Management, always accompanied by work discipline, will improve employee performance.

As is the case at electricity companies in Indonesia, every employee consistently instills high discipline in their work to fulfill their duties and responsibilities, resulting in efficient and productive performance. The analytical findings, which indicate that work discipline and Strategic Management have a positive and significant effect on employee performance, support previous research conducted by (Hidayat, 2021), which examined the relationship between Strategic Management and performance.

The Partial Influence of Strategic Management and Work Discipline on Employee Performance

The Influence of Strategic Management on Employee Performance

"Strategic Management has a positive influence on employee performance," is demonstrated by the results of partial testing (t-test). Strategic Management empowers individuals to perform better by demonstrating the type of work they have completed. Employees' proficiency in their work and the refinement of their thought processes and behaviors to achieve established goals are directly correlated with their tenure. Furthermore, the length of tenure of an employee at an electricity company in Indonesia indicates that the employee possesses mature abilities and skills in carrying out their duties and responsibilities.

An employee will be able to work effectively, efficiently, and productively if they possess a high level of Strategic Management, encompassing knowledge, skills, abilities, and attitudes appropriate to their position. This occurs as a result of the employee's increased Strategic Management in completing assigned tasks. This aligns with previous research examining the influence of Strategic Management on employee performance, supporting previous research conducted by Prayogi et al., 2019. Their findings indicate that Strategic Management has a significant and positive influence on employee performance.

The Influence of Work Discipline on Employee Performance This is based on the results of the t-test which shows that employee performance is positively influenced by work discipline. One of the keys to success in carrying out duties as a professional

employee is discipline, which is a fundamental professional principle. Therefore, employee discipline is absolutely necessary so that all activities can run according to established mechanisms. Similar rules also apply in electricity companies in Indonesia, where employees are required to fulfill their obligations on time to avoid consequences such as salary deductions. Therefore, all employees are expected to arrive and leave on time.

Strategic Management Has a More Dominant Influence on Employee Performance Compared to Work Discipline

The work discipline variable (X2) has a beta coefficient of 0.582, and the Strategic Management variable (X1) has a beta coefficient of 0.409, consistent with the results of the standardized beta coefficient analysis. Therefore, in this study, work discipline—compared to other independent variables, such as Strategic Management—has a dominant influence on employee performance. This is due to the fact that Strategic Management is a fundamental foundation of individual traits and indicates a way of thinking or acting that balances circumstance and provides long-term support. The level of discipline of each employee plays a major role in determining their level of Strategic Management. Workplace discipline also refers to the personal qualities of employees that enable them to perform at a higher level. Organizations place great importance on employee work discipline; the more disciplined an employee is, the better their performance. Workers with strong work discipline will feel confident in their ability to complete tasks on time and accurately. Research (Sunarsi, 2018) entitled "The Influence of Leadership Style, Motivation and Work Discipline on the Performance of Marvin Foundation Educators" supports this statement by concluding that work discipline has a positive and significant influence on employee performance.

CONCLUSIONS

Reliability testing was conducted using primary data collected from questionnaires to ensure that respondents' answers to statements remained consistent over time. Furthermore, validity testing was conducted to determine the validity of the questionnaire. Each statement in each variable was valid and reliable, as evidenced by the validity and reliability tests. The results of the classical assumption tests, including multicollinearity, heteroscedasticity, autocorrelation, and normality tests, indicated that the regression model was normally distributed, with no heteroscedasticity, and no correlation between the independent variables. Based on the discussion above, the following conclusions can be drawn: Simultaneously, the variables of Strategic Management and work discipline significantly influence employee performance in electricity companies in Indonesia.

(1) Partially, it is proven that the variables of work discipline and strategic management have a significant influence on employee productivity in electricity companies in Indonesia. This implies that employee performance can be improved in proportion to the level of strategic management and employee understanding of the value of work discipline. Conversely, poor performance is the result of employees who lack a good

understanding of work discipline and are less competent in their work. (2) The Strategic Management Variable (X1) is a variable that has a dominant influence on employee performance in electricity companies in Indonesia with the highest absolute standardized coefficient beta value.

The findings of this study carry important implications for the management of electricity companies in Indonesia in their efforts to enhance employee performance. The fact that strategic management and work discipline both have a significant simultaneous and partial influence on employee performance highlights the need for focused attention on these two factors in human resource planning and management. In particular, since strategic management emerged as the most dominant variable, companies should formulate and implement clear, measurable strategies that are well-communicated and understood across all levels of the organization. Additionally, improving employees' understanding and application of work discipline should be embedded into the organizational culture to foster a productive and professional work environment. Consistent implementation of both strategic management and work discipline is believed to contribute significantly to the sustainable improvement of employee performance.

RECOMMENDATIONS

We recommend leveraging initiatives to reduce workplace stress to optimal levels for improved employee performance. To achieve this, we recommend improving employee financial and non-financial well-being, strengthening formal and informal organizational communication, examining and considering employee expectations regarding performance appraisal methods, increasing oversight of their implementation, and conducting concurrent training sessions.

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