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## Achievement Motivation and Mediating Effect of Preventive Discipline on Task Performance

### Abstract

<sup>6</sup> This study aims to determine the influence of achievement motivation and the mediating role of preventive discipline on task performance. The research method employed a quantitative approach with path analysis using the Structural Equation Modeling (PLS-SEM) technique. The respondents consisted of 31 employees working in a government department in Bandung. The calculation results reveal the mediating role of preventive discipline on task performance, indicating that employees with high achievement motivation, driven by preventive discipline, can enhance task performance. To improve task performance, organizations must establish and reinforce preventive measures in the workplace while actively promoting and supporting employee achievement motivation. This condition can be achieved through goal-setting, implementing recognition programs, and providing opportunities for personal and professional growth.

By establishing preventive measures, organizations can create a conducive environment that encourages employees to adhere to guidelines and procedures, preventing potential issues that may hinder task performance. Additionally, actively fostering employees' achievement motivation through goal-setting initiatives and recognition programs can enhance their drive to excel in their tasks. Providing opportunities for personal and professional growth further supports employees' continuous improvement and development. In conclusion, this study highlights the importance of preventive discipline as a mediating factor in the relationship between achievement motivation and task performance. Organizations can enhance task performance by establishing preventive measures, promoting achievement motivation, and supporting employees' personal and professional growth.

Keywords: achievement motivation, preventive discipline, task performance.

### Introduction

<sup>9</sup> Performance is the outcome of an employee's work in terms of quality and quantity, achieved by carrying out their assigned responsibilities. To enhance employee performance, the company must also pay attention to the competencies required by the employees and the work discipline that needs to be learned or improved. Based on empirical data obtained by researchers, it is known that employee evaluations in one department in Bandung City received an average score of 74.1, which is categorized as reasonably good. This situation indicates that employee performance is not yet optimal as it has yet reached the expected target, which can affect overall performance achievement. Moreover, a pre-survey was conducted to determine the expected

level of performance for the good or average category and establish a basis for evaluating job performance. It revealed that completing tasks on time received a low rating of 46.66%, and the responsibility assessment in achieving goals received a percentage of 70%. This result implies that the performance of employees in meeting the institution's targets still needs to meet expectations. This case is suspected to be due to a lack of preventive discipline among employees. This condition can be observed from the low response rate of employees taking breaks during designated break times, categorized as reasonably good. Therefore, the level of work discipline among employees is still not optimal. The same applies to achievement motivation, which still needs to be improved.

To address these issues, the institution must focus on improving preventive discipline and enhancing employee achievement motivation. Measures can be taken to reinforce the importance of adhering to work guidelines, procedures, and deadlines. Training programs can be implemented to enhance time management skills and foster a sense of responsibility toward achieving organizational goals. Additionally, the institution can provide recognition and rewards for employees who consistently demonstrate high discipline and motivation.

By addressing these shortcomings and promoting a culture of preventive discipline and achievement motivation, the institution can expect to improve employee performance. Establishing clear <sup>2</sup> expectations and providing the necessary support and resources for employees to excel in their roles is crucial. Regular evaluations and feedback should also be conducted to monitor progress and provide guidance for further development.

The empirical data indicates that employee performance in the examined department in Bandung City has yet to reach the desired level. This can be attributed to insufficient preventive discipline and inadequate achievement motivation. However, by implementing targeted interventions and fostering a supportive work environment, the institution can work towards optimizing employee performance and achieving the desired targets.

Achievement motivation plays a crucial role in improving employee performance. Employees with high achievement motivation tend to have the drive to enhance their abilities and knowledge continuously. They strive to master the tasks assigned to them and achieve better results. With solid achievement motivation, employees are more motivated to learn, develop, and improve their competencies to achieve better performance. (Syaifuddin & Sidharta, 2017; Kiuru, Spinath, Clem, Eklund, Ahonen & Hirvonen, 2020)

However, more than achievement motivation is required. Preventive discipline also plays a vital role in improving employee performance. Preventive discipline involves proactive actions to prevent workplace errors, mistakes, and non-compliance. This includes implementing clear guidelines, rules, and procedures and providing training and support to ensure employee compliance. The company creates a culture of accountability, responsibility, and attention to detail by implementing preventive discipline. This fosters an environment that encourages high-quality performance and reduces the likelihood of errors and deviations.

The combination of achievement motivation and preventive discipline has a strong synergistic effect on enhancing employee performance. When employees have high achievement motivation and are driven by preventive discipline, they perform better. Achievement motivation propels employees to effectively reach their goals, while preventive discipline provides the structure, guidance, and resources to channel that motivation into productive outcomes. With preventive discipline in place, employees can stay focused, organized, and disciplined in their approach to work, reducing the possibility of errors, rework, and inefficiency.

In this context, the organization needs to consider the competencies employees require and ensure they have high achievement motivation. (Islami, Mulolli & Mustafa, 2018) Additionally, the company should emphasize preventive discipline by implementing relevant procedures, rules, and training. Investing in employee competency development and implementing preventive discipline will positively impact overall employee performance. (Kitsios & Kamariotou, 2021)

Anderman (2020) demonstrates the critical role of achievement motivation in achieving organizational performance. This is also supported by several previous studies, such as Manik & Sidharta (2017), Mahlamäki, Rintamäki & Rajah (2019), Urdan & Kaplan (2020), and Eliyana & Ma'arif (2019). On the other hand, the implications of employee discipline on employee performance are shown in the research conducted by Hersona & Sidharta (2017), Ferdinandus (2020), and Nasution & Priangkatara (2022).

Based on previous issues and research, the research problem formulated for this study is to determine the extent of the influence of achievement motivation and the mediating role of preventive discipline on task performance. This research aims to examine the impact of achievement motivation and the mediating role of preventive discipline on task performance.

In this study, we aim to assess how achievement motivation affects task performance and the extent to which preventive discipline mediates this relationship. By investigating these factors, we seek to understand better the mechanisms by which achievement motivation and preventive discipline influence task performance.

Data will be collected through surveys and interviews to achieve the research objectives. Statistical analysis will examine the relationships between achievement motivation, preventive discipline, and task performance. The findings from this research will contribute to the existing body of knowledge on employee performance and provide insights for organizations to enhance task performance by promoting achievement motivation and preventive discipline.

The research problem in this study pertains to investigating the influence of achievement motivation and the mediating role of preventive discipline on task performance. The research objective is to determine the impact of achievement motivation and the mediating role of preventive discipline on task performance. We aim to understand factors that can improve organizational task performance by addressing these aspects.

## Method

The researcher employed a quantitative research method based on positivist philosophy, which is used to study a specific population or sample. The sampling technique generally involves random selection, and data collection was done using a research instrument. Data analysis was conducted using quantitative and statistical methods to test the predetermined hypotheses. The research sample consisted of 31 employees working in a government department in Bandung.

The research variables consisted of independent and dependent variables. Independent variables influence or cause the dependent variables, which are those influenced or affected by the independent variables. The variables in this study were achievement motivation, measured by adapting the instrument developed by Manik & Sidharta (2017); preventive discipline, adapted from the instrument by Hersona & Sidharta; and task performance, adapted from the instrument by Manik & Sidharta (2017). Before conducting the data analysis, validity and reliability tests were performed, followed by testing using path analysis with a structural equation modeling (SEM-PLS) approach.

The quantitative research method allowed for collecting numerical data, which is essential for testing the research hypotheses. Using a specific sampling technique, the researcher ensured that the sample represented the target population to make accurate inferences. The research instrument, adapted from previous studies, provided a reliable means of measuring the variables of interest. Validity and reliability tests were conducted to ensure the instrument's validity and consistency in measuring the constructs.

The data obtained from the sample were subjected to statistical analysis using path analysis with a structural equation modeling (SEM-PLS) approach. This approach enabled the researcher to examine the relationships between the variables and test the proposed hypotheses. The path analysis technique allowed for assessing direct and indirect effects among the variables, providing insights into the mediating role of preventive discipline on the relationship between achievement motivation and task performance.

## Result and Discussion

The researcher utilized outer loading testing and reliability tests based on the research instrument testing calculations. These tests were conducted to assess the performance and reliability of the research instrument. The outer loading test measures the correlation between the observed variables and the underlying constructs. It helps determine the relationship's strength and the instrument's accuracy in capturing the intended concepts. Additionally, the reliability test evaluates the consistency and stability of the instrument's measurements. This ensures that the instrument produces consistent results over time and across different situations. The researcher obtained valuable insights into the instrument's performance and reliability by employing these testing methods.

Table 1. Validity and Reliabilities Test Results

Item	Achievement	Preventive	Task Performance
Arc1	0.553		
Arc2	0.764		
Arc3	0.855		
Arc4	0.826		
Arc5	0.720		
Arc6	0.591		
Arc7	0.585		
Arc8	0.805		
Prev1		0.773	
Prev2		0.705	
Prev3		0.728	
Prev4		0.570	
Prev5		0.805	
Task1			0.775
Task2			0.753
Task3			0.662
Task4			0.756
Task5			0.618
Task6			0.744
Task7			0.640
Task8			0.819
Reliability	Cronbach's Alpha	Composite Reliability	AVE
Achievement	0.863	0.894	0.520
Preventive	0.765	0.842	0.520
Task Performance	0.868	0.897	0.524

The validity and reliability of an instrument are indicated by the overall values of outer loading and AVE being above 0.5, coupled with Cronbach's Alpha and Composite Reliability values exceeding 0.7. These criteria establish the instrument as both valid and reliable, ensuring that it accurately measures the intended constructs. A high outer loading signifies a strong correlation between the observed variables and their underlying constructs, while AVE represents the amount of variance captured by the construct. Additionally, a Cronbach's Alpha and Composite Reliability value above 0.7 indicates internal consistency and reliability of the instrument's items. Therefore, these findings confirm the instrument's validity and reliability for accurate data collection. (Kock, 2020)

Tabel 2. Path Analysis Result

	Path Value	P Values	Conclusion
Achievement -> Preventive	0.566	0.000	Accept
Achievement -> Task Performance	0.663	0.000	Accept
Preventive -> Task Performance	0.332	0.008	Accept

The achievement motivation towards preventive discipline has a path value of 0.566 with a p-value of 0.000, indicating significance. The path value of achievement motivation towards task performance is 0.663 with a p-value of 0.000, also indicating significance. On the other hand, the path value of preventive discipline towards task performance is 0.332 with a p-value of 0.008, which is considered significant.

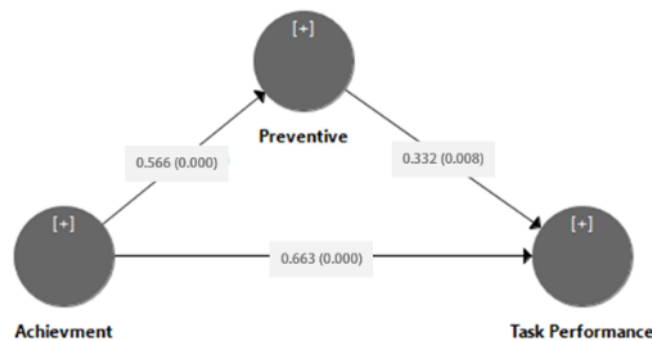


Figure 1. The results of Achievement Motivation and Mediating Effect of Preventive Discipline on Task Performance

The calculations reveal the mediating role of preventive discipline in task performance. Therefore, employees with high achievement motivation, driven by preventive discipline, can produce task performance. The calculation results demonstrate the mediating role of preventive discipline in task performance, indicating that employees with high achievement motivation, driven by preventive discipline, can generate task performance. This conclusion highlights the importance of achievement motivation and preventive discipline in enhancing employee task performance and overall organizational effectiveness.

Achievement motivation is a psychological construct that reflects an individual's desire for success, accomplishment, and personal growth. It is characterized by a drive to set challenging goals, persist in facing obstacles, and strive for excellence. Employees with high achievement motivation are more likely to be self-motivated, proactive, and committed to achieving their

goals. (Foster & Sidharta, 2019) They exhibit a strong work ethic and are willing to put in the effort required to excel in their tasks and responsibilities. (Anderman, 2020)

On the other hand, preventive discipline refers to implementing proactive measures to prevent errors, lapses, and non-compliance in the workplace. (Ferdinandus, 2020) It involves establishing clear guidelines, rules, and procedures and providing training and support to ensure employees adhere to them. (Hadian, Manik, Hardiyana, Yusup, Sidharta & Coenraad, 2022) Preventive discipline promotes a culture of accountability, responsibility, and attention to detail, creating an environment that fosters high-quality work and minimizes errors and deviations. (Dheviests & Riyanto, 2020)

The findings indicate that preventive discipline is crucial to mediating achievement motivation and task performance. When a culture of preventive discipline supports employees with high achievement motivation, their performance is significantly enhanced. Preventive discipline facilitates by providing the necessary structure, guidance, and resources to channel employees' motivation toward productive outcomes. It helps employees stay focused, organized, and disciplined in their approach to work, reducing the likelihood of errors, rework, and inefficiencies. (Chai, Ismail & Khan, 2021)

The significance of preventive discipline as a mediator suggests that organizations should prioritize implementing and reinforcing preventive measures in their work processes. This includes clearly defining expectations, providing regular training and feedback, and establishing systems for monitoring and addressing issues promptly. By fostering a culture of preventive discipline, organizations can create an environment that supports and amplifies employees' achievement motivation, leading to improved task performance and overall organizational success. (Nasution & Priangkatara, 2022)

Furthermore, the findings highlight the interconnected nature of achievement motivation, preventive discipline, and task performance. More is needed for employees to possess high achievement motivation. The presence of preventive discipline as a mediating factor is essential in translating that motivation into tangible performance outcomes. Organizations must recognize and nurture both aspects to create a synergistic effect that maximizes employee potential and fosters a high-performance work environment.

The results of the calculations emphasize the pivotal role of preventive discipline in mediating the relationship between achievement motivation and task performance. Employees with high achievement motivation, supported by preventive discipline, are more likely to exhibit enhanced performance in their tasks and responsibilities. Organizations should strive to cultivate a culture of preventive discipline, integrating it with strategies to promote and sustain employees' achievement motivation. By doing so, organizations can unlock the full potential of their workforce, driving productivity, quality, and overall success. Therefore, it is recommended that the company strengthen preventive discipline by clarifying and reinforcing rules and procedures, providing relevant training, and giving constructive feedback to employees. Thus, the company



will create a work environment that supports improved employee performance and overall organizational success.

## Conclusion

Based on the calculation results, preventive discipline significantly mediates <sup>3</sup> the relationship between achievement motivation and task performance. Employees who possess high achievement motivation, coupled with the support of preventive discipline measures, are more likely to exhibit improved task performance. This highlights the importance of fostering a culture of preventive discipline within organizations to enhance employees' performance outcomes.

Organizations should prioritize the establishment and reinforcement of preventive measures in the workplace. This includes clearly defining expectations, providing comprehensive training, and implementing systems for monitoring and addressing issues promptly. Employees will be better equipped to achieve their goals and perform at their best by creating a culture that values preventive discipline. Organizations should actively promote and support employees' achievement motivation. This can be done through goal-setting initiatives, recognition programs, and providing opportunities for personal and professional growth. Organizations can enhance their overall task performance by nurturing employees' intrinsic motivation to succeed.

Further research should be conducted to gain a more comprehensive understanding of <sup>3</sup> the relationship between achievement motivation, preventive discipline, and task performance. This research can involve a more extensive and diverse sample, explore additional variables, and consider longitudinal studies to assess the long-term effects.

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