

Mediating Effect of Work Quality on the Relationship Between Work Procedure and Punishment on Employee Productivity at PT ABC Bojonegoro

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Abstract

Objective–This study aims to investigate the influence of work procedures and punishment on employee productivity, with work quality as a mediating variable, at PT ABC in Bojonegoro. It specifically examines whether work quality can mediate the effects of work procedures and punishment on productivity.

Design/methodology/approach – Using a quantitative descriptive approach, data were collected through structured questionnaires distributed to 48 employees from unit 801 of PT ABC. The research employed path analysis using SPSS version 25 to test direct and indirect relationships among variables: work procedures, punishment, work quality, and employee productivity.

Findings – The results indicate that work procedures, punishment, and work quality each have a direct and significant positive effect on employee productivity. Work procedures and punishment also have significant positive effects on work quality. However, the study found that work quality does not significantly mediate the relationship between either work procedures or punishment and employee productivity.

Research limitations/implications – These findings contribute to organizational behavior and human resource management theories by confirming that structured procedures and fair punishment mechanisms directly improve productivity. However, they challenge assumptions about the mediating role of work quality, particularly in high-target environments and Future studies should consider expanding the scope to include multiple units or companies across different sectors to enhance the external validity of the findings.

Practical implications – For management, the study highlights the importance of maintaining clear SOPs and transparent punishment systems. However, it also emphasizes the need to align productivity metrics with quality assurance processes. Organizations are encouraged to integrate employee training and performance feedback to enhance work quality alongside productivity.

Originality/value – This research offers novel insights into the limited mediating role of work quality in the relationship between procedural and disciplinary mechanisms and productivity. It underscores the complex interaction between external motivators and internal work values in driving performance within operational teams

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INTRODUCTION

Electric power companies in Indonesia play a crucial role in providing electricity to meet industrial and household demands with adequate quantity and quality. These companies also perform scheduled maintenance of electrical installations to prevent risks that could harm the public. However, over time, issues have arisen due to economic and social factors, such as violations committed by individuals for personal gain, which may increase the risk of fire and cause state losses. PT. ABC is a subsidiary of one of the largest electricity companies in Indonesia, established to support the distribution and maintenance of customer kWh meters. PT. ABC's role is in the operation and maintenance of transmission and distribution networks (Malik & Ningsih, 2023). This study focuses on unit 801 located in Bojonegoro, which reportedly has lower productivity than units 802–805.

Customer tagging is the main work activity at unit 801, where officers visit customers' homes to inspect the physical condition and measurement parameters of kWh meters, including terminal counts, current levels, cos phi, and power limits. The productivity rate in unit 801 is only 6%, which is considered critically low, as it affects the accuracy of input data and overall employee performance.

To improve productivity, one strategy is implementing clear work procedures. Work procedures (SOPs) are standard sequential steps for task completion (waruwu, 2023). Proper and consistent implementation improves effectiveness and efficiency (Tambunan, 2022). A company with clear SOPs reduces variation in work methods, minimizes errors, and improves coordination among employees (Abdul & Maliah, 2022). At PT. ABC, tagging procedures are guided through the centralized application ACMT (Aplikasi Catat Meter Terpusat). Besides SOPs, another factor affecting productivity is punishment (Yansari dan Samsusri, 2023). According to Rivai (2019), punishment functions as a tool for management to communicate with employees, compelling them to follow rules and work procedures. *PT. ABC* imposes salary deductions for unmet targets.

Punishment also correlates with work quality. The aim of punishment is to reduce detrimental behavior and push employees to meet company standards. When employees are aware of penalties, they are motivated to maintain high work quality to avoid punishment (Dihan N.F, 2020). Work quality is critical for productivity. Companies rely on human resources with strong work quality to achieve goals (Radhiana & Arsyad, 2023). High work quality directly affects productivity and company profitability (Darni & Febriansyah, 2024). Poor performance can lead to presenteeism being physically present but unproductive—which negatively impacts profit margins (Saint-martin & Inanc, 2019). At PT. ABC, work quality is measured based on data input accuracy for terminal 4, cos phi, current, and power limit. Research data shows that only cos phi has satisfactory quality. (Researcher, 2024).

To enhance productivity, strategies such as establishing SOPs, applying appropriate punishment, and promoting a positive work culture are needed. These can guide employee behavior systematically and transparently, contributing to higher productivity (Nasution et al., 2020). This research investigates the influence of work procedures, punishment, and work quality on employee productivity. The results can help the company improve its procedures and disciplinary systems to boost productivity.

LITERATURE REVIEW

Work Procedures (SOPs) According to Santosa (Ratna & Hasin, 2022) SOPs are documents that describe operational activities—routine or non-routine—in a company, serving as systematic guidelines for task execution. **Punishment** Rifaldi in (Dwiyanti et al (2023) defines punishment as a consequence imposed on individuals for errors or violations, aiming to educate and correct future behavior.

Quality Hasibuan (2019) defines work quality as an evaluation of behavior and performance by management to guide future decisions. It reflects knowledge and skills relevant to job performance.

Productivity (Nurul, 2020) describes productivity as a measure of production process efficiency,

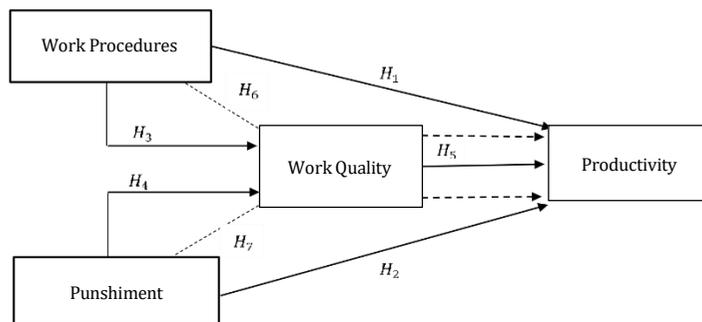
representing how well a company utilizes resources like labor, capital, technology, and materials.

HYPOTHESIS DEVELOPMENT

A number of studies have proven that work procedures have an influence on employee productivity (Dwianjani & Mardhiyah, 2024). According to Ardiana Raka, Andjarwati (2020) states that work procedures (SOP) have a positive but insignificant influence on productivity. According to Faiqoh et al (2022) and Nurlina (2020), punishment has a positive and significant impact on productivity. The presence of punishment can make someone who violates regulations aware of their actions that harm the company and prevent them from repeating them (Kadek et al., 2022).

In order to improve employee work quality, a good standard operating procedure (SOP) system is needed to support the effectiveness and efficiency of employees in performing their work (Rifka, 2019) so that standard operating procedures (SOPs) can have a positive and significant effect on employee work quality (Kogoya, 2021). In human resource management, there is always a punishment system imposed on employees who violate regulations or fail to meet the standards set by the company. As explained by Irham Fahmi in Sofiati (2021), punishment is a sanction received by employees due to their inability to perform or complete assigned tasks. Punishment has a positive and significant influence on employee work quality (Frimayasa et al., 2021; Rezky et al., 2023). Work quality is essential in human resource management to assess the effectiveness and efficiency of employees' work outcomes. Work quality has a positive and significant impact on productivity (Eka et al., 2022).

Work procedures (SOPs) in a company serve as guidelines for employees in performing their work, so that the work quality and productivity they produce will be high because they align with what consumers and the company desire (Endayani N, Tulhusnah L, 2022; Lazarus Abdul Aziz, Maliah, 2022). Thus, work procedures influence employee productivity through work quality. Punishment is also given to employees who are unable to perform their work according to the established standards, so that indirectly, employees will strive to improve their work quality to meet the established standards (Sofiati, 2021). Once their work quality is high, the productivity generated will also increase (Farizky & Hermiati, 2023), indicating that work quality can mediate the relationship between punishment and employee productivity.



Source: Researcher (2024)

Figure 1. CONCEPTUAL FRAMEWORK

Based on the conceptual framework above, the researcher established the following hypotheses:

1. Work procedures have a positive effect on employee productivity.
2. Punishment has a positive effect on employee productivity.
3. Work procedures have a positive effect on employee work quality.
4. Punishment has a positive effect on employee work quality.
5. Work quality has a positive effect on productivity.

- 6. Work procedures have a positive effect on productivity through work quality.
- 7. Punishment has a positive effect on productivity through work quality.

RESEARCH METHODOLOGY

The type of research used in this study is quantitative research with a descriptive approach. The population refers to a general area that includes specific objects or subjects with a number and characteristics that have been determined by the researcher to be studied. From this population, conclusions can be drawn after the research is conducted (Sugiyono, 2019). In this study, the population involves all customer service unit staff at PT. ABC in Bojonegoro, consisting of 5 customer service units with a total of 218 people, using purposive sampling as the sampling technique, where the sampling technique uses certain considerations in accordance with the desired criteria to determine the number of samples to be studied (Sugiyono, 2019). The criteria for this study are the 48 staff members of unit 801. The data source used in this study is primary data obtained through the distribution of offline questionnaires. The data analysis technique used in this study is path analysis, which is operated through the Statistical Package for Social.

Table 1.
OPERATIONAL DEFINITION

Variable	Operational Definition	Indicator
Work Procedures (X1)	According to Santosa in (Ratna & Hasin, 2022), SOPs can be defined as documents that describe a company's routine and non-routine operational activities. SOPs in a company aim to provide clear and systematic guidelines on how to perform work so that all work in the company can be well planned and in line with the company's objectives.	According to Santosa in (Ratna & Hasin, 2022), there are several indicators in work procedures, namely: <ol style="list-style-type: none"> 1. Efficiency 2. Consistency 3. Minimisation of errors 4. Problem solving 5. Work map
Punishment (X2)	According to Rifaldi in (Dwiyanti et al., 2023), punishment is a penalty imposed on an individual as a consequence of their mistakes or violations with the aim of educating and correcting future mistakes.	According to Rifaldi in (Dwiyanti et al., 2023), there are several indicators of punishment, which are explained below: <ol style="list-style-type: none"> 1. Repetition of the same mistake 2. Punishment given with clarity 3. Punishment given immediately after evidence of violation.

Work Quality (X3)	According to (Hasibuan,, 2019) work quality is an evaluation of employee behaviour and performance results conducted by management to determine the policies that employees will receive in the future.	According to Hasibuan (2019) there are four indicators that can be used to measure employee performance, namely <ol style="list-style-type: none"> 1. Personal potential 2. Optimal work results 3. Work process 4. Enthusiasm
Productivity (Y)	According to Nurul (2020), productivity in industry is defined as a relative measure or indicator of the production process, which is a combination of production and activities that measures how well a company utilises its resources, including labour, capital, technology, and raw materials, to achieve the desired results.	According to Nurul (2020), there are several indicators of productivity, including: <ol style="list-style-type: none"> 1. Ability 2. Work ethic 3. Self-development 4. Time management 5. Quantity and quality 6. Work environment 7. Commitment

Source: Researcher (2024)

RESULTS AND DISCUSSION

RESULTS

Based on the results of data collection through the distribution of questionnaires to 48 respondents who are employees of unit 801 at PT. ABC in Bojonegoro,

Table 2
RESPONDENTS CHARACTERISTICS

Respondents Characteristics		
Gender	Male	Female
	98%	2%
Age	<25 years	25-45 years
	3%	97%
Education	High school/vocational school	Bachelor
	81%	19%
Status	Single	Married
	15%	85%
Earning/month	3-4 million	>4 million
	100%	0%
Work Experience	1-3 years	>3 years
	19%	81%

Source: Researcher (2024)

it can be seen that the characteristics of the respondents are dominated by gender, with 98% are male, 97% aged 25-45 years, 81% with a high school/vocational school education, 85% are married, 100% earning 3-4 million IDR per month, and 81% with more than 3 years of work experience (Researcher's data, 2024).

Based on the validity test, 48 statements yielded a calculated r value greater than the table r value (0.285), indicating that the statement instrument has good validity. The reliability test showed that work procedures, punishment, work quality, and productivity yielded values greater than Cronbach's Alpha of 0.60. An instrument is considered reliable if the Cronbach Alpha value is greater than 0.60 (Firdaus, 2021).

Hypothesis Testing Between Variables

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.313	4.629		3.956	.000
	Work Procedures	.973	.109	.795	8.903	.000

a. Dependent Variable: Productivity

Source: Researcher (2024)

Figure 2. RESULTS OF HYPOTHESIS TEST X1 AGAINST Y

Based on Figure 2 above, it shows that the significance value is < 0.05, namely 0.000, so it can be concluded that work procedures have a significant positive effect on employee productivity (H1 Accepted).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.690	4.972		3.960	.000
	Punishment	.951	.119	.763	8.010	.000

a. Dependent Variable: Productivity

Source: Researcher (2024)

Figure 3. RESULTS OF HYPOTHESIS TEST X2 AGAINST Y

Based on Figure 3 above, it shows that the significance value is < 0.05, namely 0.000, so it can be concluded that punishment has a significant positive effect on employee productivity (H2 Accepted).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.561	2.610		6.345	.000
	Work Procedures	.448	.062	.731	7.273	.000

a. Dependent Variable: Work Quality

Source: Researcher (2024)

Figure 4. RESULTS OF HYPOTHESIS TEST X3 AGAINST Y

Based on Figure 4 above, it shows that the significance value is < 0.05, namely 0.000, so it can be concluded that the work procedure has a significant positive effect on work quality (H3 Accepted).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.823	2.835		6.286	.000
	Punishment	.423	.068	.678	6.249	.000

a. Dependent Variable: Work Quality

Source: Researcher (2024)

Figure 5. RESULTS OF HYPOTHESIS TEST X4 AGAINST Y

Based on Figure 5 above, it shows that the significance value is < 0.05, namely 0.000, so it can be concluded that punishment has a significant positive effect on work quality (H4 Accepted).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.988	6.700		.744	.460
	Work Quality	1.533	.188	.768	8.131	.000

a. Dependent Variable: Productivity

Source: Researcher (2024)

Figure 6. RESULTS OF HYPOTHESIS TEST X5 AGAINST Y

Based on Figure 6 above, it shows that the significance value is < 0.05, namely 0.000, so it can be concluded that work quality has a significant positive effect on productivity (H5 Accepted).

Path Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	16.177	2.714	
	Work Procedures	.379	.136	.618
	Punishment	.080	.139	.127

a. Dependent Variable: Work Quality

Source: Researcher (2024)

Figure 7. PATH TEST RESULTS MODEL 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.538	.518	1.75427

a. Predictors: (Constant), Punishment, Work Procedures

b. Dependent Variable: Work Quality

Source: Researcher (2024)

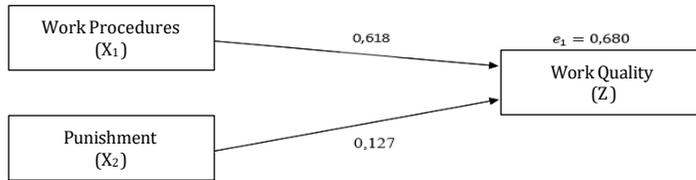
Figure 8. R SQUARE TEST RESULTS MODEL 1

Based on Figure 8, the R Square test value is 0.538 or 53.8%, which means that the influence of work procedures with punishment on work quality is 53.8%, while the remaining 46.2% is influenced by other variables. To determine the value of e₁, refer to the formula below:

$$e_1 = \sqrt{(1 - R)} \dots \dots \dots (1)$$

$$e_1 = \sqrt{(1 - 0,538)}$$

$$e_1 = 0,680$$



Source: Researcher (2024)
Figure 9. PATH TEST RESULTS MODEL 1

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4.188	5.739	
	Work Procedures	.391	.233	.320
	Punishment	.269	.221	.216
	Work Quality	.774	.236	.388

a. Dependent Variable: Productivity

Source: Researcher (2024)
Figure 10. PATH TEST RESULTS MODEL 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.717	.698	2.77286

a. Predictors: (Constant), Work Quality, Punishment, Work Procedures
b. Dependent Variable: Productivity

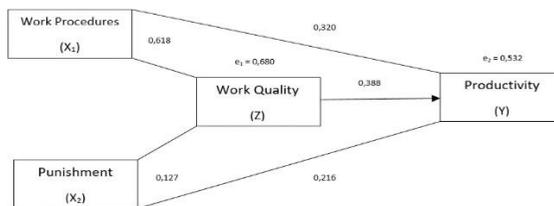
Source: Researcher (2024)
Figure 11. R SQUARE TEST RESULTS MODEL 2

Based on Figure 11, the R Square test value is 0.717 or 71.7%, which means that the influence of work procedures, punishment, and work quality on productivity is 71.7%, while the remaining 28.3% is influenced by other variables. To determine the value of e_1 , refer to the formula below:

$$e_2 = \sqrt{1 - R} \dots \dots \dots (2)$$

$$e_2 = \sqrt{1 - 0,717}$$

$$e_2 = 0,532$$



Source: Researcher (2024)
Figure 12. PATH TEST RESULTS MODEL 2

Based on Figure 12 above, it can be seen that the direct effect of the work procedure variable on productivity is 0.320 and the direct effect of punishment on productivity is 0.216. To determine the indirect effect of variable X through Z on Y, we use the product of the beta value of X on Z. The following are the results of the indirect effect in this study:

$$H6 = \beta_{zx1} \times \beta_{yz}$$

$$H6 = 0,618 \times 0,388$$

$$H6 = 0,240$$

$$H7 = \beta_{zx2} \times \beta_{yz}$$

$$H7 = 0,127 \times 0,388$$

$$H7 = 0,049$$

Source: Researcher (2024)

Figure 12. INDIRECT EFFECT RESULTS

Based on the above measurement results, it is known that the indirect influence value in this study is relatively small compared to the direct influence value. This shows that work procedures and punishment through work quality do not have a significant effect on productivity (H6 Rejected and H7 Rejected).

DISCUSSION

This discussion will explain the results of data processing from a series of data tests conducted by researchers. The following is a discussion of the results of questionnaire data processing at unit 801 of PT. ABC in Bojonegoro.

The Effect of Work Procedures on Employee Productivity

Based on the results of the hypothesis test, the work procedure variable has a significant positive effect on the employee productivity variable. This is because the majority of respondents are of productive age, namely 25-45 years old, which is theoretically the age with optimal physical and psychological performance (Rosano, 2020). If work procedures are understood and aligned with workloads, productivity tends to increase (Ardiana Raka & Andjarwati, 2020; Dwianjani & Mardhiyah, 2024).

Based on the statement indicators in the questionnaire, it is evident that the work procedures at PT. ABC in Bojonegoro have efficiency aimed at accelerating work; consistency aimed at completing work without significant variations in results; workflows aligned with the provided processes; minimisation of errors; and the ability to resolve work-related issues among employees. These results are supported by the majority of respondents agreeing with the work procedure indicators, and organisational justice theory indicates that fair, clear, and consistent work procedures enhance positive perceptions, which in turn increase commitment and work productivity (Supriyanto, 2020); (Kurniawati & Ramli, 2024); (Zia ur Rehman et al., 2023).

This finding reinforces organisational justice theory and organisational behaviour theory, which state that clarity and consistency in work systems (particularly work procedures) can create positive employee perceptions of the work environment (Gong et al., 2023). This proves that work procedures are not merely an administrative aspect but also a psychological factor that influences motivation and productivity. Thus, this study adds empirical evidence that procedural variables play a significant role in theoretical models explaining employee performance (Kusumaningrum et al., 2020).

Practically, company management needs to pay attention to the design and implementation of efficient, clear, and fair work procedures. Work procedures that align with employees' capabilities and are easy to understand can enhance daily operational performance. HR managers and direct supervisors are advised to conduct regular evaluations of work procedures, provide training on SOP understanding, and integrate employee feedback to create adaptive and empowering procedures. This has the potential to significantly increase productivity and employee loyalty to the company.

The Effect of Punishment on Employee Productivity

Based on the results of the hypothesis test, the punishment variable has a positive and significant effect on employee productivity. This is because the majority of respondents have a high school education level, which is categorised as intermediate and tends to be more respectful and obedient to authority and

regulations (Samsudin, 2010), and the majority have the same income, ranging from IDR 3,000,000 to IDR 4,000,000 (100%) and are married (85%). Therefore, if they violate regulations or fail to meet set targets, their income or salary will be deducted, potentially causing financial issues within their families (Sampe & Dongoran, 2021). As a result, they prefer to comply with rules and meet set targets to avoid punishment in the form of salary deductions. This indicates that the punishment imposed by PT.ABC in Bojonegoro is clear and transparent, which can influence employee productivity (Faiqoh et al., 2022; Lamuda, 2023; Nurlina, 2020).

These findings contribute to the strengthening of behaviourist theory, particularly Skinner's concepts of reinforcement and punishment, which state that individual behaviour can be shaped through the consequences received (Orji et al., 2024). Structured and consistent punishment has been proven to have a corrective effect on deviant work behaviour. These results are also relevant to economic motivation theory, which posits that individuals act rationally to avoid economic losses, in this context in the form of salary deductions. This study also enriches the human resource management theoretical framework by emphasising that punishment, when applied fairly and communicatively, can be an effective managerial tool to enhance employee compliance, discipline, and productivity, especially among workers whose work motivation is driven by economic needs.

Practically speaking, company management needs to ensure that the punishment system implemented is clear, fair, transparent, and well-communicated to all employees. PT. ABC can maintain this approach by ensuring the clarity of SOPs related to violations and sanctions, while also adopting a humanistic approach to prevent punishment from causing excessive psychological pressure. Additionally, management must provide evaluation and appeal mechanisms to ensure that punishments are not one-sided. Structured punishments will help create a disciplined, measurable, and productive work environment while maintaining employee trust in the management system.

The Effect of Work Procedures on Work Quality

Based on the results of the hypothesis test, the work procedure variable has a positive and significant effect on the work quality variable. This is because the characteristics of the respondents are dominated by those with more than 3 years of work experience (81%), so they have mastered and are accustomed to the work procedures (SOP) applicable in the company. Consistency and commitment, when maintained continuously, will lead to better work quality (Attia, 2014), thereby influencing employee work quality (Sukmara & Budiarto, 2024; Ritonga & Mardiyah, 2023) at PT. ABC. Long tenure also plays a role in improving employee work quality (Firdaus & Satya, 2024).

This study also supports the Total Quality Management (TQM) approach, in which process standardisation through SOPs serves as the basis for systematic and continuous improvement in work quality (Hananta & Susyanti, 2024).

From a practical standpoint, companies need to maintain and strengthen the implementation of work procedures (SOPs) by ensuring that procedure documents are always up to date, easy to understand, and relevant to the latest operational conditions. Long-serving employees need to be continuously involved in SOP refinement because they have direct experience in their implementation.

Additionally, regular internal training is also crucial to ensure that understanding of procedures remains consistent across all employee levels. As a result, work quality standards can be consistently achieved, even during personnel changes or job expansions.

The Effect of Punishment on Work Quality

Based on the results of the hypothesis test, the punishment variable has a positive and significant effect on the work quality variable. This is because the characteristics of the respondents are dominated by males (100%) and married status (85%), who have family responsibilities and therefore tend to avoid the risk of salary deductions imposed by PT.ABC. As a result, they are more responsive to punishment. The majority of respondents have been employed for more than three years, during which time loyalty and an

understanding of workplace culture (Purnomo & Suhendra, 2020) have been established, including the imposition of punishment, so they are already aware of the consequences they will face. The punishment imposed can strengthen disciplinary attitudes (Septiana & Adinata, 2022; Pujianti et al., 2022) and work quality if consistently applied (Frimayasa et al., 2021).

These findings reinforce behaviourist theory, particularly B.F. Skinner's principle of operant conditioning, in which punishment is used to reduce or avoid undesirable behaviour, and in this context has been shown to contribute to an increase in positive work behaviours such as discipline and improved quality. Additionally, these results align with the cognitive-behavioural approach, which states that perceptions of the risk of sanctions can influence an individual's attitudes and performance in the workplace (Robbins & Judge, 2017).

This study also expands the scope of research in human resource management by demonstrating that punishment, often viewed negatively, can serve as a constructive managerial tool when applied fairly, transparently, and consistently.

Practically, the findings of this study provide guidance that companies like PT. ABC need to ensure that punishment is applied objectively, transparently, and standardised. To support sustainable work quality, punishment should be positioned as part of the performance management system, not as a tool for intimidation. The imposition of sanctions accompanied by clear communication regarding mistakes and their corrections, as well as opportunities for employees to improve their performance, will create a fairer and more productive work environment. Documenting the punishment system and conducting regular evaluations of its effectiveness are also strategic steps to ensure that its impact remains positive for employee work quality.

The Effect of Work Quality on Productivity

Based on the results of the hypothesis test, the quality of work variable has a positive and significant effect on the productivity variable. This is because the characteristics of the respondents are dominated by those aged 25-45 years and have an income of 3-4 million per month. At this age, individuals are in their productive years (Rosano, 2020), ready to work, and have a high sense of responsibility, making them highly capable of producing optimal work. The questionnaire results indicate that 'employees produce work optimally in line with what the company desires.' with a majority of respondents agreeing, leading to the conclusion that optimal work maintains work quality, which in turn increases work productivity (Eka et al., 2022; Radhiana & Arsyad, 2023). With an income of 3-4 million per month, which falls under the middle-income category, employees tend to maintain work quality (Sasmitasari et al., 2024) to remain productive (Djafar & Astika, 2023; Sipayung et al., 2021) and avoid penalties.

These findings reinforce performance theory and work motivation theory, particularly Vroom's expectancy theory, which states that individuals will work hard and maintain the quality of their work when they believe that quality work will result in high performance and appropriate rewards. In addition, these results also support the work competency model, which emphasises that work quality is the main factor driving sustainable productivity (Alias et al, 2022).

Thus, this study reinforces the relationship between individual dimensions (age, income, motivation) and organisational output (productivity) and can serve as an additional reference within the framework of human resource management theory and organisational behaviour.

From a practical perspective, company management needs to identify and manage factors that influence work quality, such as skill training, providing feedback, and strengthening a fair reward and punishment system. Ensuring that every employee has a clear understanding of work quality expectations will help maintain productivity in the long term.

Additionally, retaining employees during their productive years through appropriate retention strategies and providing quality performance-based incentives are concrete steps to support productivity. Therefore, work quality measurements should be conducted regularly and used as a basis for managerial decision-making.

The Effect of Work Procedures on Productivity Mediated by Work Quality

The results of the path analysis of the influence of work procedures on productivity through work quality show that work quality cannot mediate work procedures on employee productivity, because the indirect influence value is smaller than the direct influence value (0.240 | 0.618). This is because employees are given five days to achieve the target of 200 kWh customer meters for inputting the ACMT application in accordance with the work procedures at PT.ABC. However, many staff members attempt to meet the target without paying attention to the quality of the tagging results, such as inputting the kWh meter terminal 5 into the terminal 4 menu. Staff members do this because selecting the Terminal 4 menu does not require inputting parameters such as current, cos phi, and power limit, thereby enabling the target to be met. Thus, the work procedure directly helps complete the tagging task without a conscious effort to improve quality. Therefore, it can be concluded that the work procedure in this study directly influences employee productivity but does not influence productivity through work quality. According to Ritonga & Mardhiyah (2023), work procedures significantly influence work effectiveness, but the influence through mediation, such as OCB or work quality, is not always strong. Work procedures also help boost work motivation and discipline, but they do not directly improve work quality if not supported by training (Wakhyuni & Sari, 2018).

This finding makes an important contribution to operational management and organisational behaviour theory by showing that efficient work mechanisms (SOPs) do not always guarantee improvements in work quality, especially in the context of high targets and time pressure. This supports the view in open work system theory, which emphasises the importance of aligning processes, outputs, and work values developed by the organisation (Alvarez et al, 2021).

This finding also serves as a note for the job performance model approach, indicating that quantitative and qualitative performance can operate separately if control systems and procedural understanding are not balanced with a focus on work quality (Schneider et al., 2020). Practically, companies need to re-evaluate the focus of procedure implementation. If procedures only drive productivity from a quantitative perspective without integrating quality control, practices like taking shortcuts—such as choosing easier terminal menu options—may emerge.

PT. ABC needs to strengthen the socialisation of SOPs that are quality-oriented and align the performance evaluation system so that it is not only based on the number of targets achieved but also on the accuracy and quality of the data input. It is also recommended to provide regular technical training so that employees understand the importance of data quality in the work process and its impact on customer service and company reputation.

The Effect of Punishment on Productivity Mediated by Work Quality

The results of the path analysis of the influence of punishment on productivity through work quality show that work quality cannot mediate punishment on employee productivity, because the indirect influence value is smaller than the direct influence value (0.049 | 0.127). Punishment is a tool or sanction used by management to regulate employee behaviour in accordance with what the company wants. For example, at PT. ABC in Bojonegoro, punishment in the form of salary deductions is imposed on employees who violate rules or fail to complete tasks according to set targets. Therefore, employees prioritise achieving targets over work quality, as evidenced by 48 employees meeting the target of 40 people, while the quality of data input tagging—comprising valid terminals, cosphi, current, and power limit—shows that only cosphi meets quality standards (Researcher data, 2024). This is also influenced by the characteristics of the respondents, who are predominantly married men with an income of 3-4 million and more than 3 years of work experience. They have high economic motivation because they must support their families, and their long work experience makes them more compliant with formal company rules than facing penalties in the form of salary deductions, which would result in financial problems for their families. Thus, punishment does not improve work quality because their work motivation is more external and reactive rather than internalised values of quality, so mediation does not form significantly (Pujianti et al., 2022).

These findings enrich the literature on behavioural performance and extrinsic motivation theory, showing that external control (punishment) can indeed direct employee behaviour towards achieving

targets, but does not necessarily improve work quality. Within the framework of Expectancy Theory (Vroom) and Self-Determination Theory (Deci & Ryan, 2020), external control-based motivation tends to encourage short-term compliance but does not support long-term work quality achievement, as it does not stem from personal desire or values regarding work quality.

PT. ABC management should consider balancing punishment and rewards to foster work behaviour that not only pursues targets but also prioritises quality. Additionally, an approach focusing on nurturing and training in work values is needed, so employees work not just out of fear of punishment but also understand the impact of work quality on company reputation and customer satisfaction.

Implementing regular coaching, quality feedback, and reinforcing organisational values can strengthen intrinsic motivation. This strategy is more likely to encourage quality work consciously than simply relying on formal control and punishment.

CONCLUSION

Based on the results of the research and data analysis conducted in this study, it can be concluded that work procedures have a positive and significant effect on employee productivity at PT. ABC in Bojonegoro, punishment has a positive and significant effect on employee productivity at PT. ABC in Bojonegoro, work procedures have a positive and significant influence on employee work quality at PT. ABC in Bojonegoro, punishment has a positive and significant influence on employee work quality at PT. ABC in Bojonegoro, work quality has a positive and significant effect on employee productivity at PT. ABC in Bojonegoro, work procedures do not have a significant effect on employee productivity through work quality at PT. ABC in Bojonegoro, and punishment does not have a significant effect on employee productivity through work quality at PT. ABC in Bojonegoro

RECOMMENDATION

Based on the results of this study, the researchers offer the following recommendations for companies and future researchers are companies are expected to improve employee productivity by designing and implementing efficient, clear, and fair SOPs, such as pocket handbooks, ensuring that SOPs are updated, providing SOP training, and implementing structured punishment and evaluation and appeal mechanisms so that penalties are not one-sided, thereby positioning penalties not as a tool for intimidation but as part of the performance management system to give employees the opportunity to improve themselves so that work quality is maintained. For future researchers, if they wish to conduct research on employee productivity, it is recommended that they first observe other factors or variables that may affect productivity, as well as monitor the development of issues at the location over time, so that they can find more accurate or new research results that can be used for the development of knowledge in the field of human resource management.

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