

Distance Traveled and Work Discipline: Is it True That Employees Who Live Closer Are More Disciplined?

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ABSTRACT. Work discipline is a key factor in increasing employee productivity and efficiency, especially in the context of global competition. This study aims to explore the relationship between the distance from home to the workplace and the level of work discipline of employees in Yogyakarta. The method used is an independent sample t-test to compare the level of discipline between employees who live close and far from the workplace. The results of the study show that employees who live closer have a higher level of discipline, with a significant difference indicated by a p-value < 0.05 . The conclusion of this study confirms the importance of considering travel distance in human resource management policies, as well as the need for companies to address the negative impacts of long travel distances on employee discipline. These findings are expected to contribute to better management literature and business practices.

Keyword: Distance Traveled; Work Discipline; Employees

JEL Classification: MM3

INTRODUCTION

Work discipline is a key factor determining productivity and efficiency in the modern workplace. In an era of globalization and increasing competition, organizations are required to ensure that their employees maintain high levels of discipline to achieve the company's strategic goals (Hutauruk et al., 2023; Robbins & Judge, 2017; Siagian, 2016). Good work discipline not only supports the achievement of company targets but also creates a conducive and harmonious work environment (Sutrisno, 2019). This research was conducted on workers in the Yogyakarta area, known for its diversity and socio-economic dynamics.

There is an interesting phenomenon indicating that the distance from home to the workplace can affect employee work discipline levels. Some studies show that employees who live closer to their workplace tend to have higher discipline levels compared to those who live farther away (Wiese et al., 2023; Putra & Syuhada, 2023; Malalia et al., 2024; Petitta & Ghezzi, 2025). This phenomenon raises an important question in the context of human resource management: does commuting distance truly have a significant impact on work discipline, and what are its implications for company policies to improve employee performance?

This study aims to answer this question and provide a deeper understanding of the relationship between travel distance and work discipline. By analyzing the factors that influence work discipline based on travel distance, this research is expected to contribute to the literature on human resource management and better business practices (Dhillon et al., 2023). Additionally, this study also seeks to identify the practical implications of these findings, which can be used as a basis for designing more effective company policies in improving employee work discipline.

The main issue that this study focuses on is the relationship between the distance from home to the workplace and the level of employee work discipline. This phenomenon raises an important question about whether employees who live closer to the workplace have a higher level of discipline compared to those who live farther away. Previous research by Ariyanti, et all. (2021) identified that work discipline has a positive correlation with employee productivity at the Sambutan District Office in Samarinda City. The results of that study showed that high work discipline has an impact on increasing productivity, but did not highlight the factor of travel distance as a variable of the research.

The impact of this issue is very significant, considering that employee performance and efficiency are crucial factors in achieving the company's strategic goals. Long travel distances not only have the potential to decrease employee productivity but can also increase absenteeism and turnover rates, which affect the company's operational costs (Yuliantini & Suryatiningsih, 2021). Employees who have to travel long distances every day tend to experience fatigue, stress, and a decline in work motivation, which can ultimately reduce their work discipline. Therefore, it is important to understand the extent to which travel distance affects employee work discipline, so that companies can design effective policies to address this issue.

Previous research has examined various aspects of work discipline and the impact of commuting distance on employee well-being and performance. Zhang et al. (2023) showed that commuting time has a significant impact on employee job satisfaction, with longer commuting distances tending to decrease satisfaction levels (Zhang, Li, & Wang, 2023). According to the study by Montazer & Young (2024), the quality and predictability of travel time also play important roles in employee well-being and performance, with workers who have predictable travel times reporting higher levels of well-being (Montazer & Young, 2024). Chatterjee et al. (2019), in their literature

review, highlighted that longer commuting distances are often associated with stress and decreased work performance (Chatterjee, Chng, Clark, Davis, De Vos, Ettema, Handy, Martin, & Reardon, 2019). However, these studies do not specifically address differences in work discipline between employees who live close to and far from the workplace.

The research gap lies in the lack of studies directly comparing work discipline levels between employees who live close to and far from the workplace. Most previous research has focused more on the impact of commuting distance on general well-being and job satisfaction without specifically addressing work discipline. Therefore, this study aims to fill that gap by comparing work discipline levels between employees who live close to and far from the workplace. According to research by Nasir et al. (2020), work discipline has a significant impact on employee performance, but it does not address commuting distance as a main variable.

This study is expected to make a significant contribution by filling the gap in previous research. By comparing the level of work discipline between employees who live close and those who live far from the workplace, this study can provide deeper insights into the factors that influence work discipline. The results of this study can be used as a basis for designing more effective company policies to improve work discipline and employee productivity. Thus, this research can make a significant contribution to the literature on human resource management and better business practices.

This study aims to compare the level of work discipline between employees who live closer to the workplace and those who live farther away. The main objective of this research is to identify whether there is a significant difference in work discipline based on the distance traveled from home to the workplace. By analyzing the factors that influence work discipline in these two groups of employees, this research hopes to provide a deeper understanding of the impact of travel distance on work discipline. The results of this study are expected to serve as a basis for companies in designing more effective policies to improve work discipline and employee productivity, as well as to make a meaningful contribution to the literature on human resource management.

This research offers significant novelty by identifying innovative aspects that have not been previously discussed. One of the new findings of this study is the direct comparison between the level of work discipline of employees who live close to the workplace and those who live farther away, which has not been specifically studied in the previous literature. Additionally, this study also explores the factors that influence work discipline based on travel distance, providing deeper insights into the impact of travel distance on work discipline.

The practical implications of this study are very important in the context of human resource management. The results of this research can be used by companies to design more effective policies to improve employee work discipline. For example, companies might consider providing incentives or additional facilities for employees who live far from the workplace, or implementing remote work policies to mitigate the negative impacts of long travel distances. These strategies are expected to enhance overall employee productivity and well-being.

The theoretical contribution of this research lies in its ability to expand and enrich existing theories related to work discipline and travel distance. By comparing the level of work discipline between employees who live close to the workplace and those who live farther away, this study can provide new perspectives on how travel distance affects work discipline. The results of this research are expected to serve as a basis for future studies in the field of human resource management and make a meaningful contribution to the existing literature.

METHODS

The method applied in this study is the Difference Test Method, which aims to identify differences between two or more data samples. In some cases, this method is also useful for comparing samples with a certain value. One of the commonly used testing techniques is the independent sample t-test, which is designed to determine whether two unrelated samples have significantly different means. The independent sample t-test is conducted by comparing the difference between two means with the standard error of the mean difference between the two samples. This means that the method assesses whether the observed variation between the two means is significant or merely a result of random variation in the data. The use of the t-test is crucial in various research fields because it helps ensure that the observed differences in sample data are not merely due to chance. In general, the independent sample t-test helps researchers make stronger conclusions about the relationship between variables and allows them to determine the statistical significance of the differences found.

Here is a table containing variables, conceptual definitions, operational definitions, and indicators according to (Lamain et al., 2022), (Sanjaya et al., 2014), dan (Suseno & Dhuha, 2017):

Table 1. variables, conceptual definitions, operational definitions, and indicators

Category	indicators
Employee Performance	Number of tasks completed per day
	Amount of output produced per unit of time
	Employee work efficiency level
Quality of Work	Error or mistake rate in work
	Superior or customer satisfaction with the work results
	Accuracy and reliability of work output
Attendance and Punctuality	Number of days with on-time attendance
	Frequency of attendance outside the designated schedule
	Number of delays or absences
Motivation and Job Satisfaction	Employee motivation level towards their work

	Employee satisfaction with Saturday work policy
	Employee desire to continue working in the organization
Work Conditions on Saturday Workdays and Saturday Holidays	Number of tasks assigned on Saturday workdays vs. Saturday holidays
	Employee perception of workload level
	Employee stress level
	Time spent on personal activities outside of work
	Employee perception of work-life balance
	Physical conditions and facilities at the workplace on Saturday workdays vs. Saturday holidays
	Support from supervisors and colleagues
	Employee job satisfaction level
	Employee physical and mental health level
	Employee perception of their overall quality of life
Work Policy	Employee perception of the Saturday work policy
	Level of acceptance and satisfaction with the policy
	Impact of work policy on employee productivity and well-being
	Employee suggestions for work policy improvement
	Effectiveness level of implemented policy recommendations
	Long-term impact of policy recommendations on employee performance

RESULT AND DISCUSSION

Table 2. Group Statistics
Group Statistics

	Jarak	N	Mean	Std. Deviation	Std. Error Mean
Hasil	Jarak Tempat Tinggal Dekat	70	72,3571	2,90943	,34774
	Jarak Tempat Tinggal Jauh	70	86,6000	2,96061	,35386

Source: SPSS (2025)

Table 3. Independent Samples Test

Independent Samples Test									
				t-test for Equality of Means					
				t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower Upper
Hasil	Equal variances assumed	0,206	0,651	-28,708	138	0,000	-14,24286	0,49613	-15,22385 -13,26186
	Equal variances not assumed			-28,708	137,958	0,000	-14,24286	0,49613	-15,22386 -13,26186

Source: SPSS (2025)

The research results indicate a significant difference in the level of work discipline between employees who live close to and far from the workplace. From data analysis, the group of employees who live close have an average work discipline of 72.36, while the group who live far reaches 86.60. The results of the independent t-test show a very low p-value ($p < 0.001$), indicating that this difference is not just due to chance. These findings align with previous research showing that travel distance affects employee productivity and well-being. Employees who live far tend to experience stress and fatigue from long commutes, which can contribute to a decrease in their work discipline. Therefore, it is important for companies to consider travel distance when designing human resource policies. This research provides new insights into the importance of managing external factors that can affect work discipline and recommends implementing strategies such as flexible work locations or incentives for employees who live far.

CONCLUSION

This study aims to identify the relationship between the distance from home to the workplace and the level of employee work discipline. The analysis results show that there is a significant difference in the level of work discipline between employees who live close to and far from the workplace, where employees who live closer tend to have higher discipline. However, this research has limitations, such as a sample limited to the Yogyakarta area, so the results may not be generalizable to other regions. The managerial implications of these findings suggest that companies need to consider travel distance factors in designing human resource policies. For example, companies can

provide incentives for employees who live far or implement flexible work policies to improve discipline and productivity. For future research, it is recommended to explore other variables that may affect work discipline, such as transportation conditions and socio-economic factors, and to expand the scope of the research to more diverse regions to gain a more comprehensive understanding.

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