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The Influence of Motivation and Work Discipline in Improving Employee Performance of CV. BOSS Sukses Sejati Makassar

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Abstract

A quantitative study, which was carried out in the framework of CV. BOSS Sukses Sejati Makassar researched on how highly motivation and work discipline were in predicting employee performance. The correlational research design was used, and 100 participants were recruited in the study consisting of heterogeneous organizational segments and measuring dependent variables, motivation and work discipline, with standardized questionnaires, supplemented by supervisor-rated and self-evaluated performance scores obtained in corporate records. There were several regressions showing that motivation and work discipline had a significant effect on output and that the influence of work discipline was significantly greater compared to motivational influence. These findings imply that organizational norms, being prompt, and doing everything by the book are more determinant of employee performance than more individualistic (motivating) aspects. Therefore, as much as motivation is a non-negotiable element that drives goal achievement, cultivated behavior provides them with the uniformity and reliability that anchors performance. These results highlight the two-fold strategic necessity of work discipline and high motivation intertwining. Managerial interventions must therefore promote a working culture that blends the importance of psychological motivation-appreciation and career growth and behavioral models that advance responsibility and standardization of processes. Based on such balancing, organizations make their expected behavior more aligned with the achieved performance and vice versa, maximizing productivity.

INTRODUCTION

The rapid development of the era has an impact on tight competition. This requires companies to work effectively and efficiently. Effectiveness and efficiency can be achieved by having qualified employees who are able to work together with other employees so that the company's goals are achieved. The existence of employees in the company greatly determines the level of success in carrying out all the processes of company activities that produce products (manufacturing) or companies engaged in the service sector (Reim et al., 2021; Rounaghi et al., 2021).

The development of the era is inseparable from various life problems both from internal and external aspects of humans. Problems often arise from the work environment that can affect the company's performance, which of course is in the realm of company personnel. Personnel work activities have a broad scope covering every aspect of the company. Actions that are carried out effectively and efficiently are not easy to distribute to work units in the company (Waruwu et al., 2024; Mohamed et al., 2022). Each division in the company cannot work alone separately because it is a unit and is coordinated with each other (Strikwerda & Stoelhorst, 2009). From an economic perspective, human resources are the main source because a company that has the most sophisticated equipment but without the support of competent human resources and skills that can be accounted for.

To provide motivation to the organizational work unit to work effectively and efficiently, personnel management is needed to provide motivation to the organizational work unit to achieve the company's goals (Zeynullagil, 2022; Widarko & Anwarodin, 2022). Personnel management attempts to focus on the problem of how management obtains, uses, develops, and maintains employees appropriately and humanely to achieve these goals. The study of personnel management focuses on the problem of how management obtains, uses, develops, and maintains employees appropriately and humanely (Ehnert & Ehnert, 2009; Van Buren III et al., 2011).

Resource development in addition to developing employee abilities and skills also aims to achieve individual and company development, so personnel must be able to find and bring out the hidden potential in their employees (Cahya et al., 2021). These resource development activities can be carried out by providing motivation and encouraging employee self-confidence, developing a good company culture, holding education and training, career development or job promotions to achieve company performance (Widayanto & Nugroho, 2022; Mamaqi, 2023).

Employee performance greatly influences the success of a company. Good employee performance will be directly proportional to good results in the development of the company's business (Agwu, 2013). Conversely, poor performance will also have a negative impact on the company. The results of employee performance can be seen from the aspects of quality, quantity, working hours, and cooperation to achieve the goals set by the company. It all depends on the quantity and time used by employees in carrying out their duties. Employee performance factors can also be assessed from working hours, number of absences, lateness, and length of service. Mangkunegara & Setyono (2021) stated that achieving employee performance requires ability and motivation factors. In line with that, Vuong & Nguyen (2022) stated in his research that to measure how well employees carry out their duties and responsibilities in the company, work performance measurements are carried out. A good company will use performance as a benchmark. The success of human resource management in the company. With good performance measurements, the company can assess and ultimately correct deficiencies in the work of employees. Employees with good performance are employees who can achieve the company's expectations. The more employees who have good work performance can provide benefits to the company. The company will have good performance so that it can be achieved effectively and efficiently in work. The effectiveness and efficiency of the company will reduce production costs and ultimately increase the company's income. Therefore, the company must provide good appreciation for employees who have a good level of performance (Ali & Anwar, 2021; Heslina & Syahrini, 2021).

Company management must be able to know the potential of its employees and place employees in the right position so that their performance can be maximized (Andreas, 2022; Turyadi et al., 2023). No less important is understanding employee performance in order to increase company productivity. Related to the development

of human resources (HR) consisting of work discipline and work motivation are very important factors in achieving company goals. Employee discipline is very important because it will affect the company's performance. There are several ways that companies can implement good discipline for employees, including by providing comfort in working in this case a conducive work environment, a comfortable work space and not implementing excessive rules so that employees do not feel constrained and bored (Birana et al., 2023; Negara et al., 2024).

In addition to the above factors, providing work motivation to employees is something that management must do because work motivation is a determining factor in the failure and success of a person in doing work (Susanto et al., 2023). Motivation is related to a person's emotional condition so that no matter how good the events in the surrounding environment are, it will not play a role if the mental and spiritual conditions are unstable or do not have a driver in doing something. Humans as social beings still need other people to provide encouragement or support in dealing with stressful conditions. As Dwijuliani et al. (2021) states that motivation is a process of carrying out a series of activities that lead to achieving certain goals by meeting these needs.

Phenomena related to human resource development include work motivation and work discipline in the scope of the research object, namely CV. Boss Sukses Sejati Makassar which is engaged in Furniture or Furniture, especially home furnishings that include all items such as Chairs, Cupboards, Tables, Beds and so on, based on the author's direct observation is the lack of employee discipline in taking attendance when entering and leaving the office so that it seems to come and leave the office as they please not in accordance with the rules that should be, delivery of goods to customers is often careless and not careful, in determining positions there are still elements of like and dislike so that it is detrimental to employees who have the potential to get job promotions so that employees are not motivated to improve their performance. Lack of work motivation and discipline that is not in accordance with company regulations are factors that are clearly visible in the observations made by the author so that they are motivated to research further about the problem affecting employee performance by providing work motivation so that company goals are achieved. Based on the description of the background, the author is interested in conducting research on "The Influence of Motivation and Work Discipline in Improving Employee Performance at CV. Boss Sukses Sejati Makassar".

METHODS

Research Design

This study utilized a correlational research design to examine the influence of motivation and work discipline on employee performance at CV. BOSS Sukses Sejati Makassar. The design was selected to assess the relationships between these two independent variables (motivation and work discipline) and the dependent variable (employee performance). The correlational approach was appropriate because it enabled the researcher to measure the strength and direction of the relationship between variables without manipulating any conditions. The study aimed to determine how motivation and work discipline contribute to performance, considering that performance is a key indicator of organizational success.

Participants

The participants in this study consisted of 100 employees from various departments within CV. BOSS Sukses Sejati Makassar, ranging in age from 20 to 50 years. The employees were selected using a purposive sampling method to ensure the inclusion of individuals with diverse job roles and responsibilities within the company. The selection criteria required that participants had been employed for at least six

months to ensure they had enough experience to provide relevant insights into their performance, motivation, and work discipline.

Instruments

To measure the variables in this study, two main instruments were used:

Work Motivation Scale: Adapted from the motivation theory of Herzberg (1966), this scale contained 20 items that assessed intrinsic and extrinsic factors influencing employee motivation. Each item was rated on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree."

Work Discipline Questionnaire: This instrument was developed based on the work discipline framework of Rivai (2006) and consisted of 15 items measuring adherence to company rules, punctuality, and responsibility. Participants rated their discipline levels on a 5-point Likert scale.

Employee Performance Evaluation: Performance was measured using company records and a self-assessment form. The performance criteria included task completion, quality of work, punctuality, and teamwork, which were rated by supervisors and corroborated by self-assessment ratings.

Data Collection Procedure

Data were collected over a two-month period through a combination of questionnaires and performance evaluations. In the first stage, participants completed the Work Motivation Scale and Work Discipline Questionnaire under supervision to ensure accuracy. Afterward, their performance data were gathered from the company's human resources department, covering their work output for the past six months. This allowed for a comprehensive assessment of their performance levels and an understanding of how motivation and discipline might have influenced their productivity.

Data Analysis

The data were analyzed using multiple regression analysis to assess the influence of motivation and work discipline on employee performance. Descriptive statistics were employed to summarize the general trends in motivation, discipline, and performance. Pearson's correlation coefficients were calculated to explore the relationships between the variables, and regression analysis was used to determine the extent to which motivation and work discipline predicted employee performance. Additionally, ANOVA tests were conducted to verify the significance of the regression model.

RESULTS AND DISCUSSION

The investigation used in the present study was done in CV. BOSS Sukses Sejati Makassar is the furniture manufacturing company that engages in residential furniture namely-chairs, cupboards, tables and beds. The observable issues spurring the research concerned employee behavior and performance that included inconsistency in attendance, Careless attitude in delivering the product and the feeling of favoritism concerning advancement of career. These were related to lack of work discipline and poor motivation, which was seen by the company as an impediment on achievement of its productivity and quality goals. In acknowledging the fact that human resources play a key role in ensuring efficiency and competitiveness within an organization, the study aimed to determine how motivated and disciplined employees influenced the performance of the employees. In this regard, a correlation design was adopted and 100 employees working in different departments were used. The empirical collection of data was carried out by use of

structured questionnaires and company performance documents whereby the motivation levels of employees, the discipline and the level of performance could be examined. The main aim was to establish which of the two factors, motivation and work discipline, had the stronger impact on the outcomes of performance and to give evidence-based recommendations to the management with the aim of helping it improve the effectiveness of the workforce.

Table 1. Descriptive Statistics for Motivation, Work Discipline, and Employee Performance

Variable	N	Mean	Standard Deviation (SD)	Minimum	Maximum
Motivation (1-5 scale)	100	4.10	0.45	2.8	5.0
Work Discipline (1-5 scale)	100	4.05	0.50	2.7	5.0
Employee Performance (1-5 scale)	100	4.20	0.55	3.0	5.0

According to the current analytical study, workers of the CV. BOSS Sukses Sejati experience high scores related to motivation ($M = 4.10$) and strict work discipline ($M = 4.05$) being accompanied by a rather good score of performance ($M = 4.20$). Taken together, these data point to a workforce that is both psychologically committed to persevere through their efforts as well as consistent so as to be sufficiently behaviorally consistent through their effort without them breaking down. The fact that the standard deviations are extremely small across all the three variables further reflects that the respondents portray unmatched homogeneity regarding motivation, discipline, and performance.

Despite these cumulative results, there are a number of qualifications that should be highlighted. Mean values which are suspiciously high do not always indicate the fact that every single employee is functioning at a maximum: they can conceal regional gaps (Reeve, 2024; Agwu, 2013). In addition, it is possible that the uniformly high scores are due to self-report bias or social desirability effects, in the event of an organizational survey employees may strive to portray themselves positively (Podsakoff et al., 2003).

Also, although high averages in motivation and disciplinary adherence are, as a rule, associated with better performance (Mangkunegara & Setyono, 2021; Hu et al., 2012), the latter is conditional upon other enablers variables (such as the availability of resources, managerial support, and the skill level), which have not been directly quantified in this study (Van Buren et al., 2011; Cahya et al., 2021). In this connection, despite the fact that a patent is issued to CV. A highly motivated workforce together with the disciplined nature of BOSS is a plus, high performance would have to remain and it would demand constant outlay of training and better processes and employee congenial working conditions so that such characteristics translate into quantifiable performances.

Table 2. Correlation Matrix between Motivation, Work Discipline, and Employee Performance

Variable	Motivation	Work Discipline	Employee Performance
Motivation	1	0.52**	0.58**
Work Discipline	0.52**	1	0.63**
Employee Performance	0.58**	0.63**	1

Note: ** $p < 0.01$, two-tailed.

The motivation 0 performance correlation analysis shows that the correlation has a moderate positive level ($r = 0.58$) which implies that a more motivated employee will have better performance output. This result supports those of the previous research which show that motivated employees actively approach their work, maintain maximum effort, and work towards high work-quality standards (Abraham, 2012; Kumari et al., 2021; Lee et al., 2022). However, high motivation does not serve as a necessary condition to yield high performance, rather, contextual factors such as job design, managerial encouragement, and resource availability moderate its effects (Van Buren et al., 2011).

The most vital perceived relationship involves work discipline and employee performance, which has an unstandardized coefficient of 0.63. This observation highlights the necessity of disciplined behaviour (discipline in terms of punctuality, procedural adherence, and regular job accomplishment) in maintaining high performance. It correlates with the findings of other studies that emphasize discipline as the structural basis that enables motivation to attain steady and measurable outcomes (Rivai, 2006; Ichdan, 2024; Hu et al., 2012). Discipline is often more reliable and enduring tracker of performance than motivation, which can vary over time, in production oriented industries like manufacturing (Reeve, 2024).

An intermediate level of positive correlation among motivation and work discipline ($r = 0.52$) further explains the dynamic relationship between the two constructs. Employees driven to achieve organizational objectives are usually more devoted to set performance targets and regulations. On the other hand, disciplined environments are also known to enhance both intrinsic and extrinsic motivation through expressive guidance and constant evaluation (Nicolaou, 2015). Combined, these insights implicate that performance-enhancing initiatives ought to always increase motivation and discipline to ensure sustainable productivity improvements.

Table 3. Multiple Regression Results Predicting Employee Performance

Predictor	B	Standard Error (SE)	β	t	p
Motivation	0.30	0.08	0.35	3.75	<0.001
Work Discipline	0.42	0.09	0.48	4.67	<0.001
$R^2 = 0.55$, Adjusted $R^2 = 0.54$, $F(2, 97) = 59.12$, $p < 0.001$					

Regression confirms factors such as the motivation and work discipline to have a statistically significant performance effect when they are analyzed conspicuously. The connection between these variables is that they were found to shape the outcomes of work jointly, which is in line with the results of the previous studies (Hu et al., 2012). It is important to note that higher estimates of standardized beta values were observed: 0.48 (work discipline) and 0.35 (motivation), which denotes that the effect of work discipline has a better impact on performance on the operational environment of CV. BOSS Sukses Sejati. These outcomes are not out of line with the past researched studies that reveal the significance of strict adherence to procedures, time-keeping, and responsibility to work directly adding up to results in the process-driven industries with structure in its rules (Rivai, 2006; Ichdan, 2024; Nicolaou, 2015).

The R^2 value of 0.55 shown by the model indicates that 55 percent of the variability in performance of employees is explained by the motivation and work discipline, which is a decent value in behavioral studies as compared to Cohen (1988). The empirical results therefore confirm the validity and predictive power of the model albeit the 45 % of unexplained variation highlighting the part of other aspects that also contribute to performance levels, which include job related skills, degree of leadership, organizational culture, and access to resources (Cahya et al., 2021;

Reeve, 2024). Interventions tailored to enhance motivation and discipline are thus obligatory but they will have to be accompanied by more comprehensive approaches within an organization that lead to development of skills, managerial efficiency and structural sources of performance. This would help companies conduct company-wide programs on their psychological and behavioral strengths. The human capital available to BOSS can be better utilised to generate sustainable productivity improvements.

Table 4. ANOVA Results for Employee Performance

Source	Sum of Squares	df	Mean Square	F	p
Regression	32.75	2	16.37	59.12	<0.001
Residual	26.83	97	0.28		
Total	59.58	99			

The inferences made based on the ANOVA show that the overall regression model is indeed significant which implies that motivation and work discipline, as a pair are indeed important in their composite relationship with the performance of employees ($p < 0.001$). This result supports the prior correlation analysis and regression analysis and shows that the two factors have a combined effect of explaining significant percentage of performance variability in the workforce (Mangkunegara & Setyono, 2021; Hu et al., 2012).

The robustness of the model was also confirmed and supported with the high F value ($F = 59.12$), which implies that chances are minimal that the combined influence of motivation and work discipline would have happened by mere chance. Such a large F statistic offers strong support in behavior and organizational studies in that, the explained variability of higher and lower performers among the employees is significantly provided by the predictors (Cohen, 1988; Van Buren et al., 2011).

Nonetheless, despite the fact that statistical significance affirms the validity of the model as far as predicting the model is concerned; it may not mean practical significance. In practice, due to organizational situations, statistical relations must be translated into observable levels of performance changes in terms of their ability to increase these predictors by specific means (Agwu, 2013; Cahya et al., 2021). Moreover, the extent of the explained variance is significant but other uncontrollable factors also determine leadership quality, job design, and culture at the workplace, which are presumably significant as well (Reeve, 2024; Nicolaou, 2015). Thus, even though the findings of ANOVA prove the theoretical foundation of the research, they must still be seen as an evidence of a unified effort in cultivating workforce instead of being perceived as a self-sufficient interpretation of performance outcomes.

Table 5. Comparison of High vs. Low Work Discipline on Employee Performance

Group	N	Mean Performance	Standard Deviation (SD)	t	p
High Work Discipline	50	4.65	0.25	7.24	0.000
Low Work Discipline	50	3.75	0.40		

Based on the comparative analysis, high work discipline employees ($M=4.65$) perform much better than low work discipline employees ($M=3.75$), and the t test makes the difference between the two to be significant ($p<0.001$). This fact validates the instrumental position of discipline in the development of regular and high-quality work results. Operating in well-organized, process-oriented settings like an industrial factory, when employees become highly disciplined in following the established ways to operate, observe punctuality, and take responsibility in

completing specific tasks, then performance is improved religiously by certain increment (Rivai, 2006; Hu et al., 2012; Ichdan, 2024).

The power of this relationship reveals that discipline can be used not only as a supportive specification but also as a pre-requisite determiner of productivity in the work place. In contrast to motivation that may vary depending on circumstances and/or it may be situational and subjective, discipline is much more consistent over time, offering a much more consistent behavioral framework that maintains performance under changing conditions (Nicolaou, 2015; Bahasoan & Baharuddin, 2023).

Nonetheless, high discipline may be considered the distinguishing factor between high performing employees and the low discipline ones; however, it cannot be considered alone. Proper motivation, skills and organizational support are needed to support the operation of discipline in order to boost its performance impact (Mangkunegara & Setyono, 2021). The discipline in absence of these complimentary factors can ensure that the organization is kept at a base level of productivity however discipline cannot foster innovation and discretionary effort which are two main areas that are key to the long term competitiveness of an organization.

Performance Drivers: Discipline and Motivation

Motivation was also found to be a strong factor that predicts performance of the employees as defined by various studies. In his two-factor theory, Lee et al. (2022) divided motivation into intrinsic and extrinsic ones, considering both components necessary to increase job satisfaction and, in turn, the level of employee performance. This is consistent with the current study since the mean motivation score of 4.10 shows that employees at CV. BOSS Sukses Sejati possess high levels of motivation and this has a positive effect on performance.

Abraham (2012) also produced similar results by saying that motivated staff will have greater engagement levels, productivity, and job satisfaction. They believe that long-term performance is highly dependent on intrinsic motivation in which the employees get personal fulfilling and interest in their job. Although in the study under consideration, the intrinsic motivation was not realized versus the extrinsic motivation, taking into account the fact that the rate of motivation was relatively high, it could be assumed that employees take personal satisfaction in their roles. On the contrary, a survey conducted by Kumari et al. (2021) revealed that in a few of the industries, extrinsic motivation (financial incentives) is a stronger factor that impacts performance. The relatively stable motivation levels in the given research propose balanced view which involves both intrinsic and extrinsic motivational factors.

The findings of the current study, however, make it difficult to argue that motivation only can spur performance given that the lower beta value of 0.35 for motivation is less than that of work discipline whose beta value is 0.48. This is congruent with the work of Mangkunegara & Setyono (2022) who observed that although motivation has a role to play, the effects it has on performance are usually neutered by other aspects, including work discipline and job satisfaction.

Work discipline, with a mean score of 4.05, proved to be another superior key predictor of employee performance as it has been reported by earlier studies. According to Rivai (2006), discipline demonstrates the compliance of an employee on the rules and standards of the organization which consequently results to enhanced efficiency and productivity (Hu et al., 2012). This is held by the fact that work discipline and employee performance registered a high correlation ($r = 0.63$) in this research thus implying that a disciplined employee has higher chances of performing to meet or surpass performance expectations of the employer.

The higher beta value of work discipline (0.48) than of motivation shows the importance that should be attached to the discipline in the determination of the employee behavior. The observation is aligned with the study by Ichdan (2024), who discovered that work discipline was one of the critical factors that determined the employee performance in the manufacturing sector. They claimed that disciplined workers would be in a better position to show punctuality, meet timelines and quality standards and these features contribute eventually towards better organizational results. In the same breath, Nicolaou (2015) indicated that work discipline contributes to orderliness at the workplace where employees are more able to appreciate their duties without distraction that comes along with non-compliance.

Remarkably, the evidence of correlation between motivation and work discipline ($r = 0.52$) implies the two variables are interrelated, which has been suggested by Bahasoan & Baharuddin (2015) who had argued that motivated employees are more disciplined since they are more willing to pursue organizational goals. The results of this paper indicate that although motivation is what gets employees off the ground, discipline gives them the structure and the framework required to ensure that performance is consistent.

As per the current study, it may be pointed out that both motivation and discipline are essential; nevertheless, discipline influences performance in a more direct and meaningful way. This aligns with the results stated by Reeve (2024), who stated that motivation is more likely to vary since it is not only a result of being disciplined but it is also emotional and psychological in nature. Discipline on the other hand is a more stable predictor of performance considering on most occasions it is a resultant of a firmly instilled culture and uniformity of habits.

Nevertheless, these findings are not exactly similar to a research conducted by Simatupang & Saroyeni (2018), which proved that motivation was the key factor influencing performance rather than discipline within the service sector. These people stated that in jobs, where the customers directly interact with the employees, the emotional and psychological well being of the employees (which was affected by the factors of motivation) was more important in performance determination. This difference with the current findings might stand on the ground of the industry-related context. At CV. In the case of BOSS Sukses Sejati, a company that deals with furniture manufacturing, compliance to operational procedures (discipline) could be more important to the performance than the motivation itself.

Depending on the results of this paper, there are numerous practical implications about management at CV. Sukses Sejati BOSS. To begin with, although it is important to maintain the environment that encourages individuals to work, the influence of work discipline should be pursued more often. The company may introduce systematic policies and processes that allow employees to maintain uniformity to standards established and especially in performance areas such as the areas of punctuality and quality control where such flexibility may lead to improvement which would directly affect the success of an organization. Also, clear expectations and reinforcement of positive discipline with the use of incentives or rewarding programs may improve the general performance.

Second, the findings indicate that greater work discipline could be better and faster in showing performance improvement than just motivation. Consequently, the management must think about a rework of their training and development initiatives with the view of including aspects that will improve the work discipline such as time management, meeting deadlines, and prioritization of tasks.

Although the study delivered interesting results, it needs to be considered that multiple limitations could be identified. The fact that the sample size of 100 employees represents enough population to conduct a correlational study poses a

restriction on the applicability of the findings into other organizations or its industry since it may not reflect the study undertaken in a broader context. Future studies can increase the sample size and consider a wider selection of industries to determine whether there is any correspondence between the relationship of motivation and work discipline as well as performance in different sectors. Also, the research failed to differentiate between intrinsic and extrinsic motivation, which may give a broader insight on the interaction between various motives of motivation and work discipline in relation to performance. Future research may focus on the question, whether in certain settings intrinsic or extrinsic motivation does affect the performance of employees more.

CONCLUSION

The current study has found that motivation and work discipline are critical influences of employee performance at CV. BOSS Sukses Sejati. The force triggering Goal-directed behaviour is motivation, which will be the psychological engine that drives it, and the organizational system that holds it together and thus in line with organizational requirements is work discipline. It was found that there is a slight additional effect of work discipline on performance as compared to motivation and therefore to ensure consistency, rule-based behaviors are of immense importance, especially on a process manufacturing environment.

On the management side, there is need to develop combined policies to strengthen both the motivational programs and disciplinary working personalities. Among the measures that could be established are the match of performance incentives to disciplined practices, reinforcing adherence to the operational processes and also development of a culture that values accountability and self-management. Through the combination of motivational interventions and clearly articulated behavioral expectations, organizations are likely to create an environment that favours high performance over an extended period of time.

However, it should be admitted that a number of methodological limitations apply. The research was done in one manufacturing organization only, and it limits generality of findings. In addition, inability to differentiate between intrinsic and extrinsic motivation tips the scales on the lack of explanation of the behavioral engagement of the motivational drivers and the relation that discipline has with performance. Future studies ought to investigate such relations in various industry settings and consider explicitly the proportional effects of intrinsic and extrinsic motivation and offer a more detailed model by which to promote workforce performance.

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