

THE INFLUENCE OF WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. HAMATETSU INDONESIA

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ABSTRACT

The purpose of this research is to explore and analyze employee performance which can be affected by work motivation and work discipline at PT. Hamatetsu Indonesia. The research method used is a quantitative approach by applying the causality method through a survey of the company's employees. With a population of 172 employees, a sample of 120 employees was selected using the Slovin formula with a simple random sampling technique. Primary data was obtained from distributing questionnaires to respondents. Data analysis was carried out using multiple regression, correlation, coefficient of determination, and hypothesis testing. Research shows that overall, employee performance can be significantly influenced by work motivation and work discipline. Specifically, employee performance can be significantly affected by each work motivation and work discipline, and both contribute significantly to improving employee performance. Nevertheless, this study has limitations, especially in its focus on only two variables considered. Therefore, further development is needed by adding research variables and expanding the research object. The results of this research can be a guide for company management in understanding the factors that can improve employee performance. For further research, it is recommended to add variables studied and expand the scope of research, especially in different business fields.

Keywords: Work Motivation, Work Discipline, Employee Performance

ABSTRACT

The purpose of this research is to explore and analyze employee performance which can be affected by work motivation and work discipline at PT. Hamatetsu Indonesia. The research method used is a quantitative approach by applying the causality method through a survey of the company's employees. With a population of 172 employees, a sample of 120 employees was selected using the Slovin formula with a simple random sampling technique. Primary data was obtained from distributing questionnaires to respondents. Data analysis was carried out using multiple regression, correlation, coefficient of determination, and hypothesis testing. Research shows that overall, employee performance can be significantly influenced by work motivation and work discipline. Specifically, employee performance can be significantly affected by each work motivation and work discipline, and both contribute significantly to improving employee performance. Nevertheless, this study has limitations, especially in its focus on only two variables considered. Therefore, further development is needed by adding research variables and expanding the research object. The results of this research can be a guide for company management in understanding the factors that can improve employee performance. For further research, it is recommended to add variables studied and expand the scope of research, especially in different business fields.

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INTRODUCTION

The human resources (HR) department is considered to have an important role in determining whether a company is successful in achieving its goals or not. This suggests that organizational success and performance can be significantly affected by human resource management. To compete in the ever-changing business environment, it is stated that the HR department must have the appropriate skills. This reflects the importance of adapting to changes in the business environment and organizational needs (Akilah, F, 2018).

Motivation is considered an internal force that exists within an individual. This reflects the view that the drive to act and achieve goals comes from internal factors, such as an individual's needs, values and goals. Motivation can be developed or strengthened through the application of external pressure (Alexander, J. A, 2020). External pressure can include various factors, such as encouragement from superiors, financial rewards or the consequences of certain actions. Employee performance that declines or remains poor can be detrimental to the company. Poor performance can result in low productivity, poor quality work and other possible problems that can affect the company's overall operations (Chao, L.Z, 2019). High performance results from a combination of high levels of work motivation and discipline. This reflects the view that when employees comply with rules and are encouraged to work enthusiastically, they tend to achieve better work results. Employee performance contributes directly to the achievement of organizational goals and vision. High-performing employees help organizations realize strategies, gain competitive advantages and achieve business targets (Soesatyo, 2015).

PT. Hamatetsu Indonesia is a company that operates in the spare parts and engine manufacturing sector for four-wheeled and two-wheeled vehicles. They have integrated production facilities, from cold forging to sub-unit assembly. Their products are work in progress (WIP), which are semi-finished products that have gone through one stage of production but are not yet fully finished into finished products. As for the problem of work motivation at PT. Hamatetsu Indonesia is that the company's vision, mission and goals are not well understood by employees. Not having a clear understanding of their roles and responsibilities within the company can result in confusion and loss of motivation. Furthermore, the problem of work discipline at PT. Hamatetsu Indonesia is still not perfect in

terms of attendance, many are absent or don't come to work without legal information, there are still many who are late. Furthermore, regarding performance, there are still many employees who have not been able to achieve their work targets. Of course, in improving employee performance, it is very important to have the right motivation and good discipline. That's why the author is interested in re-examining the influence of motivation and work discipline on employee performance.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a very important strategic approach in managing human resources in an organization. The main focus is maximizing the contribution of employees to achieving organizational goals. This is done by creating a productive work environment and motivating employees to perform optimally. HRM plays a crucial role in facing the ever-changing challenges in the business world, ensuring organizational sustainability, and strengthening long-term growth. With an effective approach to HRM, organizations can respond to market dynamics more adaptively and ensure operational continuity and continuous achievement of targets. (Afandi, 2018).

Human Resource Management (HRM) highlights the importance of optimal use of human resources (HR) to achieve organizational or company goals. This approach considers employees as more than just factors of production but rather as valuable assets who have skills, knowledge and potential that can be developed to improve organizational performance. By understanding that investment in employee development and empowerment can provide significant long-term results, HRM encourages efficient and effective HR management. This includes a selective recruitment process, ongoing training and development, and creating a work environment that supports growth and innovation. Through this approach, HRM not only aims to achieve current organizational goals, but also to prepare the organization to face future challenges and opportunities with skilled, trained and potential human resources. HRM is considered a strategic approach in managing individuals in an organization, where awareness of the added value possessed by human resources is key. In this perspective, employees are not just a cost, but also an investment that can provide added value to the organization. Therefore, HRM seeks to create a work environment that supports employee growth, increases

engagement, and ensures well-being to effectively achieve organizational goals. (Eulin, R, 2020).

Work motivation

Work motivation is a force that encourages individuals to achieve goals and perform better in the work environment. It involves a combination of internal factors, such as personal satisfaction and a sense of accomplishment, as well as external factors, such as recognition and material rewards. Each individual has unique motivation, which can be influenced by various factors such as the work environment, individual needs, and expectations of rewards. A high level of work motivation not only results in better productivity, but also results in better employee retention and overall satisfaction. Therefore, human resource management often makes efforts to understand and strengthen employee motivation through strategies that include recognition of achievements, career development, and creating a work environment that supports individual growth. (Bangun, W, 2018).

Work motivation has a crucial role in shaping employee performance and behavior in an organization. Defined as the drive that encourages individuals to act, work, and achieve certain goals, the main focus for human resource management and organizational leaders is work motivation. Understanding the factors that can increase employee motivation and create a work environment that supports and motivates them is an important step in achieving organizational growth and progress. According to Hasibuan (2019) indicators of work motivation include having responsibility, work achievement, opportunities for advancement, appreciation for performance and desire for challenging tasks. By paying attention to and managing these aspects, management can build a work culture that triggers intrinsic and extrinsic motivation, encourages employees to make maximum contributions and accelerates the achievement of overall organizational goals.

Work discipline

Work discipline is the key to employee compliance, order and compliance with norms, rules and procedures in the work environment. This involves maintaining order in room organization, adherence to uniforms and completion of tasks according to a set schedule. A high level of work discipline is the foundation for efficiency, productivity and a positive work atmosphere. When employees consistently comply with the rules and carry out tasks on time,

the work environment can run efficiently, encouraging optimal productivity and creating a pleasant and harmonious atmosphere in the workplace. Human resource management is typically involved in developing policies and practices that support good work discipline as well as providing guidance and support to employees to maintain optimal levels of discipline. (Gary, 2015).

Work discipline is the foundation of employee compliance and discipline with the rules and norms that apply in the work environment. This includes aspects of personal awareness and individual responsibility for the work they do. As part of work discipline, employees are expected to take initiative and have an attitude of full responsibility for the tasks they carry out. Apart from that, work discipline also includes an understanding of the consequences or sanctions that employees may face if they violate established rules. These consequences can take the form of warnings, penalties or even termination of employment with the aim of encouraging compliance and ensuring compliance with company policies. Thus, work discipline plays an important role in maintaining order and efficiency in the work environment and ensuring that organizational goals can be achieved well. This is intended to encourage compliance and ensure compliance with company policies (Wayne R, 2019). According to Hasibuan (2019) there are several indicators that influence employee work discipline. Firstly, individual goals and abilities in understanding and setting clear work targets provide the basis for creating high work discipline. The two examples shown by leaders in complying with company rules and norms significantly influence employee behavior patterns. Third, the existence of firm and consistent legal sanctions for violations of rules is a trigger for employees to comply with applicable regulations. The four principles of justice in setting reward and punishment systems also play an important role in maintaining work discipline. Lastly, the care or coaching provided by superiors to their subordinates can build attitudes and behavior that are in accordance with organizational norms, thereby improving overall work discipline. To create a work environment by paying attention to these indicators, companies can support the creation of optimal work discipline among their employees.

Employee performance

Employee performance reflects the extent to which the individual is able to achieve and exceed the standards set by the organization within a certain time period. This includes various aspects such as productivity, quality of work, innovation, punctuality and the ability to work

effectively in a team. Evaluation of employee performance is important because it provides an overview of their contribution to achieving organizational goals. From this evaluation process, management can provide constructive feedback, identify employee strengths and weaknesses, and identify areas where improvement or further development is needed. Thus, employee performance evaluation not only provides an understanding of individual achievements, but also becomes the basis for decision making regarding awards, promotions, or further career development within the organization. Performance evaluation involves assessing an employee's work abilities and skills. This includes an understanding of the job, technical skills and being able to carry out the assigned tasks (Hasibuan, 2019).

Employee performance can indeed be interpreted as the results or achievements obtained by an employee in carrying out their duties, and this assessment is generally based on certain predetermined criteria. A better understanding of employee contributions is gained from performance appraisals, assisting human resource management in making decisions regarding career development, and ensuring that each individual contributes effectively to organizational goals. Performance evaluation is not only about providing assessments, but also providing feedback to employees. Additionally, it can provide a basis for personal development plans and opportunities for future performance improvement (Afandi, P, 2018). Hasibuan (2019) states that there are several general indicators related to performance, namely: 1) work performance; 2) attendance rate; that measures employee compliance with their schedules and responsibilities; 3) compliance with company regulations; and 4) communication effectiveness.

THINKING PARADIGM

The Influence of Work Motivation on Employee Performance

Employee performance can be significantly affected by work motivation within the organization. With internal encouragement, employees will feel motivated, they will increase high productivity to achieve the set goals. And, strong motivation also encourages high dedication to work, making employees more focused and enthusiastic in carrying out their duties. Motivated employees also tend to have a high level of commitment to the organization, because they feel connected to the company's mission and vision. This overall creates a productive and harmonious work environment, where employees feel encouraged to give their best in their work.

Employees who have strong motivation are generally more productive because they encourage themselves to work harder and smarter in achieving goals and completing assigned tasks. Good attendance levels are also usually found in motivated employees, because they feel motivated to carry out their duties consistently and are rarely absent.

Work motivation plays an important role in improving employee performance in the organization. When employees feel motivated, they tend to demonstrate higher levels of engagement in their work, which leads to increased productivity and positive contributions to achieving company goals. Strong motivation also triggers a greater sense of responsibility for the tasks given, causing employees to focus more and strive to achieve optimal results. Thus, high work motivation builds a dynamic and productive work environment, where employees feel motivated to continuously improve themselves and make a meaningful contribution to the overall success of the organization. By designing effective motivation strategies, organizations can improve employee well-being, improve performance, and achieve their goals more efficiently. Sustainable work motivation can form a work environment that is dynamic, innovative and focused on achievement. Top of Form

The Influence of Work Discipline on Employee Performance

Work discipline plays an important role in influencing employee performance in the organization. Good discipline helps create a structured, productive and efficient work environment. The existence of work discipline creates order and order in the workplace. (Arif, M. et al, 2019). Employees who have good discipline tend to carry out work schedules, rules and procedures with accuracy and consistency. They consistently follow company rules and policies, demonstrating high adherence to company standards. By adhering to the rules, they avoid violations that could harm the organization's performance and reputation. This attitude not only reflects professionalism but also produces a stable and efficient work environment which in time can improve overall performance and strengthen the company's reputation in the eyes of employees and external stakeholders. (Sarwani, 2016).

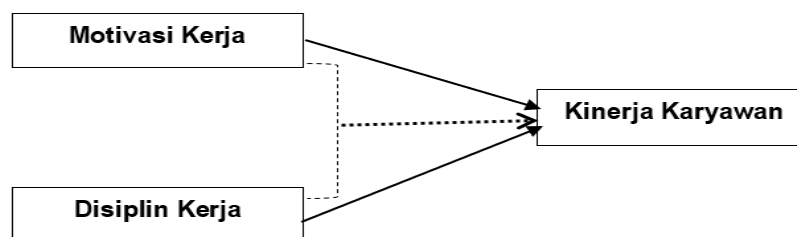
Employee performance in an organization can be significantly positively influenced by work discipline. Having a good level of discipline can bring a number of positive benefits that influence overall employee performance. Work discipline creates an atmosphere of order and order in the workplace. Disciplined employees tend to follow work schedules, rules and procedures consistently (Suyitno, 2017).

The Influence of Work Motivation and Work Discipline on Employee Performance

Employee performance can be significantly affected by two factors, namely work motivation and work discipline. A harmonious combination of motivation and discipline can create a productive work environment and encourage employees to get better results. A high level of motivation and a good level of discipline can increase employee productivity significantly. Employees who have strong intrinsic motivation and solid discipline tend to work more efficiently and effectively. These two factors also play an important role in increasing employee engagement. Employees who are motivated and disciplined are generally more involved in their work, feel responsible for their tasks, and feel connected to the organization's goals. (Heri, 2022).

Involving employees in developing good motivation and discipline requires attention and support from human resource management. This can involve implementing motivational programs, coaching to improve discipline, as well as providing constructive feedback and development opportunities. By maintaining a balance between motivation and discipline, organizations can achieve optimal employee performance (Budianto, E, 2020).

For more details, the thinking framework model is as follows:



Gambar 1
Paradigma Penelitian

RESEARCH METHODS

This research is a quantitative-based research that applies a causality method approach, with the aim of understanding the cause-and-effect relationships between the variables investigated. The research was conducted through a survey of PT employees. Hamatetsu Indonesia, with a total population of 172 employees. From this population, a sample of 120 respondents was selected using simple random sampling techniques. Using primary data obtained from distributing questionnaires to respondents. Carry out analysis using various

statistical methods, such as multiple regression, correlation, coefficient of determination, and hypothesis testing, in accordance with the approach described by Sugiyono (2019).

RESULTS AND DISCUSSION

Results

Table 1
Respondent Characteristics

	Respondent Profile	Amount	Percentage
Income	4,000,000 – 4,999,999	6	5.00%
	5,000,000 – 5,999,999	93	77.50%
	6,000,000 – 6,999,999	10	8.33%
	>7,000,000	11	9.16%
Education	high school	93	77.50%
	D3	10	8.33%
	S1	15	12.50%
	S2	2	1.66%
Length of work	< 3 Years	8	6.67%
	36 years old	25	20.83%
	>6 Years	87	72.50%
Gender	Man	54	45.00%
	Woman	66	55.00%
Age	< 35 years	37	30.83%
	35 – 45 years old	44	36.67%
	>45 years	39	32.50%

Source: Author's data processing results, 2024

Validity and Reliability Test

1. Validity test

The validity test resulted in the correlation value (r calculated) for work motivation (X1), employee performance (Y), and work discipline (X2) exceeding the previously determined correlation value (r table) of 0.1779. This shows that the relationship between work discipline, employee performance and work motivation is statistically significant. Thus, the validity of work motivation is fulfilled because a significant correlation shows that there is a

strong relationship between employee performance and work motivation. This implies that the level of employee performance is determined by work motivation in the study.

2. Reliability Test

The reliability of an instrument is a measure of the extent to which the instrument can be relied upon or is trusted to consistently measure the same variable at various times and situations. In a study, the reliability value indicates the extent to which the instrument provides consistent results when used repeatedly in the same situation. If an instrument has a high level of reliability, it can be considered that the data obtained from the instrument is reliable and valid for use in statistical analysis and making appropriate conclusions related to the variables studied. Therefore, reliability evaluation is an important step in ensuring the quality and accuracy of data collected in a study.

Tabel 2
Hasil Uji Reliabilitas

Variabel	Cronbach's Alpha	N of Items	Nilai Kritis	Keterangan
Motivasi kerja	0,902	15	0,6	Reliabel
Disiplin kerja	0,828	15	0,6	Reliabel
Kinerja karyawan	0,646	15	0,6	Reliabel

Sumber: Hasil Olah data Peneliti, 2024

From the results of the reliability test, the Cronbach's alpha value was obtained which was > 0.6 , so the conclusion was that the reliability test was fulfilled (Reliable).

Classic assumption test results

- 1) The results of the normality test show that the data obtained has a normal distribution, because the significance value of asymmetry and excess (asym sig) is $0.195 > 0.05$. This indicates that the data do not have significant skew (asymmetry) or tails that do not conform to a normal distribution (excess), meeting the assumption of normality that is important for regression analysis and interpretation of the results.
- 2) The multicollinearity test is carried out to check whether there is a strong correlation between the independent variables in the regression model. The variables Work Motivation and Work Discipline were tested to determine the existence of multicollinearity. The test results show that the tolerance and VIF (Variance Inflation

Factor) values for both variables are within the accepted range, namely tolerance > 0.10 and VIF < 10 . This shows that there is no indication of multicollinearity between the variables Work Motivation and Work Discipline, so the assumption regression test is met.

- 3) The purpose of the heteroscedasticity test is to determine whether the variance of the error in the regression model changes systematically along the predicted value of the dependent variable. With no visible pattern in the distribution of data points around the Y axis, the conclusion is that there is no heteroscedasticity. In this case, because the pattern and distribution of data points around the Y axis is evenly distributed above and below the number 0, there is no indication of heteroscedasticity, meeting the assumptions of the regression test.
- 4) The Durbin Watson value is used to detect the presence of autocorrelation in the residuals of the regression model. Durbin Watson values range between 0 and 4, with values closer to 2 indicating the absence of autocorrelation. In this case, because the Durbin Watson value is $0.445 < 2$, there is no autocorrelation in the residuals of the regression model, so the regression test assumptions are met.

Based on classical assumption testing, it can be concluded that the research data is suitable for using multiple regression, because heteroscedasticity does not occur, autocorrelation occurs, multicollinearity does not occur, and the data is normally distributed.

Influence of work motivation and work discipline Simultaneously on employee performance

The results of the analysis obtained the following equation:

$$Y = 33.971 + 0.114 X_1 + 0.392 X_2 + e$$

Interpretation:

- 1) A constant value of 33.971 indicates the anticipated level of employee performance if there are no changes in work motivation and work discipline. This constant represents the starting point or baseline value of an employee's performance, indicating the approximate performance that can be expected when other variables remain constant.
- 2) The work motivation regression coefficient (X_1) with a value of 0.114 shows how big the impact of work motivation is on employee performance in the units measured. This means that every one unit increase in work motivation will cause an increase of 0.114 units in employee performance, as long as work discipline remains. Conversely, a one unit

decrease in work motivation will result in a decrease of 0.114 units in employee performance.

- 3) The work discipline regression coefficient (X_2) with a value of 0.392 indicates how much influence work discipline has on employee performance in the units measured. Thus, every one unit increase in work discipline will result in an increase of 0.392 units in employee performance, assuming constant work motivation. Conversely, a one unit decrease in work discipline will result in a decrease of 0.392 units in employee performance.

The analysis shows that there is a very strong relationship between work motivation and work discipline and employee performance. The high simultaneous correlation, reaching a value of 0.979, indicates that increasing discipline and work motivation makes a significant contribution to increasing employee performance. On the other hand, a decrease in discipline and work motivation has the potential to reduce employee performance. These findings highlight the importance of increasing work discipline and motivation as a step to improve employee performance in the workplace. In addition, the high R-Square value, namely 0.958 or 95.8%, shows that work discipline and motivation can explain most of the variation in employee performance. In other words, around 95.8% of work discipline and motivation are the reasons for changes in employee performance, while the remaining 4.2% may be influenced by factors that are not in the research. This emphasizes that improving employee performance requires motivational factors and work discipline. In addition, the statistical significance of the F value shows that employee performance can be affected by work motivation and work discipline simultaneously in a statistically significant manner. Therefore, these results provide strong support for organizational policies and strategies in increasing employee work motivation and work discipline to achieve optimal performance.

The Effect of Partial Work Motivation on Employee Performance

After evaluating employee performance which can be significantly affected by partial work motivation, a t test was carried out to determine whether the work motivation regression coefficient had statistical significance. The p-value or probability value obtained for the work motivation variable is 0.000, which is far less than the α significance level which is usually set at 0.05. This indicates that the probability of the observed results occurring by chance or sampling error is very low. The calculated t value for work motivation is 4.673, which also shows the size of the population average in standard units and the difference between the

sample means. To assess whether this difference is significant, the calculated t value must be compared with the critical t table value at a predetermined significance level α . In this case, because the calculated t value $>$ t table ($4.673 > 1.979$), the conclusion is that employee performance is significantly and partially influenced by work motivation.

These results indicate that employee performance can be significantly influenced by individual work motivation. Increasing work motivation at the individual level can lead to an increase in overall employee performance. Organizations need to pay special attention to encouraging and maintaining high levels of work motivation among their employees. Strategies such as recognition, rewards, training and career development opportunities can help increase employee work motivation which in turn will contribute positively to the achievement of overall organizational goals and results.

Influence Work discipline Partially On employee performance

After evaluating the significance of employee performance which can be partially influenced by work discipline, analysis was carried out using the t test to determine whether the work discipline regression coefficient was statistically significant. The p-value obtained for the work discipline variable is 0.000, indicating that the possibility of the observed results occurring by chance or sampling error is very low. The p-value is even less than the significance level α which is usually set at 0.05. The calculated t value for work discipline with a value of 13.339 shows a significant difference between the population average and the sample average in standard units. In this hypothesis test, the calculated t value is then compared with the critical value of the t table at the predetermined significance level α . With appropriate degrees of freedom and α of 0.05, the t table value is 1.979. From the comparison between the calculated t and t table values, it is concluded that the calculated t value (13.339) is much greater than the t table value (1.979), indicating that employee performance can be partially and significantly affected by work discipline.

These results illustrate that employee performance is significantly influenced by individual work discipline. In other words, increasing the level of work discipline at the individual level can contribute positively to the overall performance of employees. The implication is that organizations need to pay sufficient attention to fostering and strengthening a culture of work discipline in the workplace. Steps such as establishing clear policies and

procedures, effective supervision, and providing appropriate incentives and sanctions can help encourage employees to maintain high levels of discipline.

Discussion

Partially, employee performance can be positively influenced by work motivation, showing that the existence of a level of motivation can increase individual productivity and contribution in the workplace. The results of the hypothesis confirm that employee performance can be significantly influenced by work motivation, underlining the importance of motivation as a main factor in increasing their productivity (Kuswati, Y, 2020). Motivated employees tend to show higher levels of passion, focus, and commitment to their work. Various other factors may also play a role in determining employee performance, and a particular organizational context may influence the degree to which work motivation influences performance. In addition, positive research results on work motivation should be balanced with attention to other factors such as working conditions, leadership, and organizational support that can influence employee well-being and overall performance (Pratama, G.D, 2020).

Partially, employee performance can be positively influenced by work discipline, showing that a level of discipline can improve individual performance. From the results of hypothesis testing, it is proven that employee performance can be significantly affected by work discipline. Thus, employee performance can be influenced significantly and positively by work discipline. This shows that a high level of work discipline in an organization or team can contribute positively to employee performance. High work discipline can have a positive impact on employee productivity and the quality of work results. Disciplined employees tend to be more focused, organized, and able to carry out their duties well (Fani, W. M, 2019). A high level of discipline can contribute to the operational efficiency of an organization. Employees who comply with work rules and regulations can help reduce disruptions and improve overall workflow. Management plays an important role in encouraging and maintaining a high level of work discipline. providing support for disciplined behavior can be an important factor in achieving optimal performance, providing clear direction, and providing constructive feedback (Rahmadani, S, 2020).

Improving employee performance can be significantly influenced by overall motivation and work discipline. When work motivation and work discipline work together, they can create positive synergy. Motivation can provide a boost of positive energy, while discipline helps

maintain consistent and purposeful action. Human resource management needs to adopt an integrated approach to improve employee performance (Dalle, J, 2018). This involves paying attention to and managing both motivational factors and work discipline simultaneously. Managers have a key role in shaping employee motivation and discipline. Managers need to encourage motivation by designing a supportive and rewarding work environment, while ensuring consistent application of disciplinary rules and processes. By increasing motivation and discipline simultaneously, it can be hoped that employees will be more productive and produce better quality work. Motivation can increase enthusiasm and initiative, while discipline helps ensure consistency in achieving results.

CONCLUSION

From the research results, the conclusion was that employee performance can be influenced significantly and positively by work motivation in part. The findings showed that employees who are motivationally driven tend to show high levels of enthusiasm, focus and commitment to their work. Apart from that, employee performance can also be affected significantly and positively by partial work discipline. Employees with a good level of discipline are usually more focused, organized and able to carry out their tasks effectively. Operational efficiency can be increased with high discipline and can also improve organization and overall workflow. Employee performance is significantly influenced by motivation and work discipline, and both are able to create positive synergy in improving performance. Motivation provides a boost of positive energy, while discipline helps in maintaining consistency and direction of action. Therefore, human resource management needs to apply an integrated approach, in improving employee performance it needs to involve discipline management and work motivation.

IMPLICATIONS

Theoretical implications regarding employee performance which can be affected by work discipline and motivation can be explained through various management and psychological theories. Meeting these needs requires good work motivation and if employees feel driven to achieve high level needs, this can contribute to better performance. Applying these theories in the context of work motivation and work discipline can help managers and human resource practitioners understand the complex dynamics that influence employee performance.

Integration of these concepts in human resource management practices can provide a solid foundation for achieving optimal employee performance.

The managerial implications of employee performance which can be influenced by discipline and work motivation can help managers and organizational leaders in developing effective strategies to improve employee performance. Managers need to design and implement effective motivation programs. This can include providing rewards, incentives, development opportunities, and recognition of employee achievements. Knowing what motivates individual employees can help managers design more relevant and effective programs. Managers need to have clear and consistent discipline policies. This policy must be implemented fairly and in line with company norms. The disciplinary process must be transparent and provide opportunities for employees to improve employee behavior.

RESEARCH GUIDE IS COMING

In the future, research can be more in-depth on how contextual factors, such as leadership, organizational culture, and organizational structure, moderate the relationship between employee performance, work discipline, and work motivation. Understanding how these factors interact can provide richer and more contextual insights. Research can dissect types of motivation, such as intrinsic and extrinsic motivation, and how each type of motivation contributes to performance. Research could explore differences in work motivation and discipline across various cultural contexts.

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