

The Impact of Work Motivation and Work Discipline on Employee Performance in Enhancing Business Performance at PT. Hamatetsu Indonesia

Dampak Motivasi Kerja dan Disiplin Kerja Terhadap Peningkatan Kinerja Karyawan dalam Meningkatkan Kinerja Bisnis di PT. Hamatetsu Indonesia

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ABSTRACT

This study aims to investigate and analyze the influence of Work Motivation and Work Discipline on Employee Performance at PT. Hamatetsu Indonesia. This research is quantitative in nature and employs a causal method with a survey approach to the employees of PT Hamatetsu Indonesia. The population set for this study is 172 employees, with a sample size of 120 determined using the Slovin formula and employing simple random sampling technique directed at PT. Hamatetsu Indonesia employees. The data used in this study are primary data obtained through the distribution of questionnaires. The analytical tools used in this research include multiple regression, correlation, coefficient of determination, and hypothesis testing. The results of the study indicate that simultaneously, work motivation and work discipline have a significant influence on employee performance. Specifically, work motivation has a significant influence on employee performance. Additionally, work discipline also has a significant influence on employee performance. It is evident that work motivation and work discipline positively influence the enhancement of employee performance.

Keywords: Work Motivation, Work Discipline, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan di PT. Hamatetsu Indonesia. Penelitian ini bersifat kuantitatif dan menggunakan metode kausal dengan pendekatan survei terhadap karyawan PT Hamatetsu Indonesia. Populasi yang ditetapkan untuk penelitian ini adalah 172 karyawan, dengan jumlah sampel sebanyak 120 yang ditentukan dengan menggunakan rumus Slovin dan menggunakan teknik simple random sampling yang ditujukan kepada karyawan PT. Hamatetsu Indonesia. Data yang digunakan dalam penelitian ini adalah data primer yang diperoleh melalui penyebaran kuesioner. Alat analisis yang digunakan dalam penelitian ini meliputi regresi berganda, korelasi, koefisien determinasi, dan uji hipotesis. Hasil penelitian menunjukkan bahwa secara simultan, motivasi kerja dan disiplin kerja memiliki pengaruh yang signifikan terhadap kinerja karyawan. Secara parsial, motivasi kerja memiliki pengaruh yang signifikan terhadap kinerja karyawan. Selain itu, disiplin kerja juga memiliki pengaruh yang signifikan terhadap kinerja karyawan. Hal ini membuktikan bahwa motivasi kerja dan disiplin kerja berpengaruh positif terhadap peningkatan kinerja karyawan.

1. Introduction

In today's global and highly competitive business environment, organizations are increasingly required to utilize resources that are proactive, intelligent, innovative, and highly committed. Among these resources, human resources (HR) play a fundamental and strategic role,

serving as the driving force behind organizational success. Human capital is widely recognized as a critical asset, not only because employees execute tasks, but also because their skills, creativity, and commitment directly influence an organization's ability to sustain competitive advantage and achieve strategic objectives (Akilah, 2018; Albrecht & Bakker, 2018). Effective human resource management (HRM) ensures that employees are equipped with the necessary competencies, knowledge, and adaptability to respond to dynamic changes in the business environment, which in turn has a direct and measurable impact on organizational performance (Bhuvanaiah & Raya, 2015). Employee performance—defined as the ability to complete tasks efficiently, effectively, and in alignment with organizational goals—is therefore a core determinant of whether an organization can meet its strategic targets. Numerous studies have highlighted that high employee performance is essential for operational efficiency, goal attainment, and overall organizational success, with individual contributions forming the backbone of collective performance outcomes (Burns & Alexander, 2020; Chen & Wang, 2016).

At PT Hamatetsu Indonesia, a manufacturing company specializing in components for two- and four-wheeled vehicles, preliminary observations have revealed significant challenges related to employee performance. Employees often demonstrate inefficiencies in task completion, inconsistencies in adhering to Standard Operating Procedures (SOPs), and inadequate organization in work processes. These issues hinder the company's ability to meet production targets, maintain quality standards, and achieve strategic objectives, underscoring the urgent need to understand and address the factors that influence employee performance (Choi, Fang, & Khatter, 2022; Cicha, 2022). Motivation has been widely acknowledged as a critical determinant of employee performance. Acting as an internal driving force, motivation propels employees to engage in purposeful actions and strive to achieve their goals. This internal drive can be reinforced through external incentives such as recognition, rewards, managerial support, and professional development opportunities. At PT Hamatetsu Indonesia, the lack of sufficient employee motivation has been linked to a limited understanding of the company's vision and mission, unclear individual role expectations, and diminished engagement, all of which negatively impact performance outcomes (Dadang Heri, 2022; Elvina & Chao, 2019).

Work discipline is another essential factor affecting performance. Discipline manifests through behaviors such as punctuality, adherence to company policies, and the consistent execution of assigned tasks. Poor discipline, reflected in absenteeism, tardiness, or failure to follow established procedures, amplifies existing performance challenges. Conversely, employees with high levels of discipline demonstrate greater focus, organization, and reliability, contributing not only to their own performance but also to operational efficiency and smooth workflow across the organization (Fiorini, 2024; Andriyani, Sumitro, & Nasution, 2023). Empirical research has consistently shown that employees who exhibit both strong motivation and high discipline tend to perform at higher levels, thereby supporting organizational objectives and enhancing competitive advantage (Akilah, 2018; Albrecht & Bakker, 2018). This interplay highlights that employee performance is influenced by multiple, interacting factors and that interventions targeting both motivation and discipline simultaneously are likely to yield the most substantial improvements in productivity and organizational outcomes (Bhuvanaiah & Raya, 2015; Burns & Alexander, 2020).

Despite the acknowledged importance of motivation and discipline, a notable research gap exists in the context of the Indonesian manufacturing sector. Much of the existing literature has focused on service industries, educational institutions, or general HR contexts, with limited empirical investigation of how motivation and discipline jointly influence employee performance in manufacturing organizations (Chen & Wang, 2016; Choi, Fang, & Khatter, 2022). Addressing this gap

is particularly important because understanding these dynamics within a manufacturing environment can provide actionable insights for management practices, directly influencing workforce productivity and operational efficiency. The novelty and relevance of this study lie in its simultaneous examination of work motivation and discipline at PT Hamatetsu Indonesia, offering both theoretical and practical contributions. By analyzing these variables together, this research seeks to deepen understanding of how internal employee factors drive performance outcomes and support organizational effectiveness (Cicha, 2022; Dadang Heri, 2022; Elvina & Chao, 2019).

The primary objective of this research is to investigate the impact of work motivation and work discipline on employee performance at PT Hamatetsu Indonesia. Through this analysis, the study aims to provide evidence-based recommendations for enhancing employee performance, improving operational efficiency, and achieving organizational goals. In doing so, the research also addresses a gap in the literature regarding human resource management in Indonesian manufacturing settings, offering strategic insights that can guide managers in optimizing workforce productivity, engagement, and alignment with organizational objectives (Fiorini, 2024; Andriyani, Sumitro, & Nasution, 2023).

2. Literature Review

Work motivation

Work motivation is the force that drives 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, and external factors, such as recognition and material rewards. Each individual has a unique motivation, which can be influenced by various factors such as the work environment, individual needs, and expectations of rewards. High levels of work motivation not only result in better productivity, but also result in better employee retention and overall satisfaction. Therefore, human resource management often makes efforts to understand and strengthen employee motivation through strategies that include recognizing achievement, career development, and creating a work environment that supports individual growth (Sigit Andriansyah et al., 2024).

Work motivation plays a crucial role in shaping employee behavior and performance within an organization. Defined as the drive that drives individuals to act, work, and achieve certain goals, work motivation is a key focus for human resource management and organizational leaders. Understanding the factors that can increase employee motivation and creating a work environment that supports and motivates them is an important step in achieving organizational growth and progress. According to Setiawan et al. (2024) work motivation indicators 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 obedience to norms, rules and procedures in the work environment. It involves maintaining order in the organization of the room, adherence to uniforms and completion of tasks according to set schedules. A high level of work discipline is the foundation for efficiency, productivity and a positive work atmosphere. When employees consistently adhere to rules and carry out tasks on time, the work environment can run

efficiently, encourage optimal productivity and create a pleasant and harmonious atmosphere in the workplace. Human resource management is usually involved in developing policies and practices that support good work discipline and provide guidance and support to employees to maintain optimal levels of discipline (Mehta & Agnihotri).

Work discipline is the foundation of employee compliance and discipline to the rules and norms that apply in the work environment. It 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 take full responsibility for the tasks and responsibilities they carry. In addition, work discipline also includes an understanding of the consequences or sanctions that employees may face if they violate the rules that have been set. These consequences can be in the form of reprimands, penalties or even termination of employment which aims to encourage obedience and ensure 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 properly. It is intended to encourage obedience and ensure compliance with company policies (Lestari et al., 2024). According to Kuswati (2020) there are several indicators that influence employee work discipline. First, individual goals and abilities in understanding and setting clear work targets provide a foundation for the creation of high work discipline. Second, the example shown by the leadership in complying with company rules and norms significantly influences employee behavior patterns. Third, the existence of strict and consistent legal sanctions against rule violations is a trigger for employees to comply with applicable regulations. Fourth, the principle of justice in setting up the reward and punishment system also plays an important role in maintaining work discipline. Finally, nurturing or coaching provided by superiors to their subordinates can shape attitudes and behaviors in accordance with organizational norms, thereby increasing overall work discipline. By paying attention to these indicators, companies can create a work environment that supports the creation of optimal work discipline among its employees.

Employee performance

Employee performance reflects the extent to which the individual has successfully achieved and exceeded the standards set by the organization within a certain period of time. It includes various aspects such as productivity, quality of work, innovation, punctuality and the ability to work effectively in a team. Employee performance evaluation is important because it provides an overview of their contribution to the achievement of organizational goals. Through this evaluation process, management can identify employees' strengths and weaknesses, provide constructive feedback, and identify areas where further improvement or development is required. Thus, employee performance evaluations not only provide an understanding of individual achievements, but also form the basis for decision-making regarding rewards, promotions, or further career development within the organization. Performance evaluation involves assessing an employee's work abilities and skills. This includes understanding of the job, technical skills and the ability to complete assigned tasks (Kelimeda et al., 2018).

Employee performance can indeed be defined as the results or achievements obtained by an employee in carrying out his duties, and the assessment is generally based on certain predetermined criteria. Performance appraisal is to provide a better understanding of employee contributions, assist human resource management in making decisions regarding career development, and ensure that each individual contributes effectively to organizational goals. Performance evaluation is not just about giving an assessment, but also providing feedback to employees. In addition, it can provide a basis for personal development plans and opportunities for

future performance improvement (Gandung 2024). Gjersoe (2021) states that there are several general indicators related to performance, namely: 1) work performance; 2) attendance rate; which measures employee compliance with schedules and responsibilities; 3) compliance with company regulations; and 4) communication effectiveness.

Effect of work motivation on employee performance

Work motivation plays a big role in determining employee performance within an organization. When employees feel motivated, they tend to show higher levels of productivity because they have an internal drive to achieve set goals. In addition, strong motivation also encourages high dedication to work, making employees more focused and passionate in carrying out their tasks. Employees who feel motivated are also more likely to have a high level of commitment to the organization they work for because they see the value and feel connected to the company's mission and vision. All of this together forms a productive and harmonious work environment where employees feel encouraged to give their best in their work (Irfan Nasution, 2022). Highly motivated employees are generally more productive. Strong motivation encourages them to work more persistently and intelligently in achieving goals and completing assigned tasks. Good attendance rates are usually found in motivated employees. They tend to attend consistently and are rarely absent because they feel motivated to perform their duties (Kuswati 2020).

Work motivation plays an important role in improving employee performance within an organization. When employees feel motivated they tend to show higher levels of engagement in their work which leads to increased productivity and positive contributions towards achieving company goals. In addition, strong motivation also triggers a greater sense of responsibility towards assigned tasks, 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 meaningful contributions to the overall success of the organization. Motivated employees tend to be more productive because high motivation encourages them to work more efficiently and effectively, resulting in increased work output. By designing effective motivation strategies, organizations can improve employee well-being, enhance performance, and achieve their goals more efficiently. Sustainable work motivation can shape a dynamic, innovative and achievement-focused work environment (Gjersoe, 2021).

Effect of work discipline on employee performance

Work discipline plays an important role in influencing employee performance in organizations. Good discipline helps shape a structured, efficient and productive work environment. The existence of work discipline creates order and order in the workplace. (Kelimeda et al., 2018). Employees who have good discipline tend to undergo work schedules, rules and procedures with rigor and consistency. They consistently follow company rules and policies, showing high adherence to company standards. By obeying the rules, they avoid violations that could harm the organization's performance and reputation. This attitude not only reflects professionalism but also creates a stable and efficient work environment which in turn can improve overall performance and strengthen the company's reputation in the eyes of employees and external stakeholders (Sarwani, 2016).

Work discipline has a significant positive influence on employee performance in the organization. A good level of discipline can bring a number of positive benefits that affect overall employee performance. Work discipline creates an atmosphere of order and regularity in the workplace. Disciplined employees tend to follow schedules, rules, and work procedures consistently (Cicha 2022).

The influence of work motivation and work discipline on employee performance

Both factors, namely work motivation and work discipline, have a significant impact on employee performance. A harmonious combination of motivation and discipline can create a productive work environment and spur employees to achieve better results. A high level of motivation and a good level of discipline can significantly increase employee productivity. 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 improving employee engagement. Motivated and disciplined employees are generally more engaged in their work, feel responsible for their tasks, and feel connected to organizational goals (Gandung 2024).

Engaging employees in the development of motivation and good discipline requires attention and support from human resource management. This can involve implementing motivation programs, coaching to improve discipline, and providing constructive feedback and development opportunities. By maintaining a balance between motivation and discipline, organizations can achieve optimal employee performance (Sarwani 2016).

3. Methods

This study employed a quantitative research design with a causality approach, aiming to examine the cause-and-effect relationship between work motivation, work discipline, and employee performance at PT Hamatetsu Indonesia. The research was conducted using a survey method, targeting all employees of the company. The population consisted of 172 employees, from which a sample of 120 respondents was selected using a simple random sampling technique to ensure that every employee had an equal chance of being included in the study. The data collected were primary data, obtained directly from respondents through structured questionnaires that measured variables related to motivation, discipline, and performance. This method allowed for standardized data collection, ensuring reliability and consistency across respondents.

Data analysis was performed using statistical techniques suitable for testing causal relationships. Specifically, multiple regression analysis was applied to determine the effect of independent variables (work motivation and work discipline) on the dependent variable (employee performance). In addition, correlation analysis, the coefficient of determination (R^2), and hypothesis testing were conducted to examine the strength, direction, and significance of the relationships among variables. The analysis procedure followed established guidelines as described by Sugiyono (2019), ensuring methodological rigor and validity in assessing how motivation and discipline jointly influence employee performance within the organizational context.

4. Results and Discussion

Results

Table 1. Respondent Characteristics

	Respondent Profile	Total	Percentage
Revenue	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%

	Respondent Profile	Total	Percentage
Education	HIGH SCHOOL	93	77,50%
	D3	10	8,33%
	S1	15	12,50%
	S2	2	1,66%
Length of Service	< 3 Years	8	6,67%
	3 - 6 Years	25	20,83%
	>6 Years	87	72,50%
Gender	Male	54	45,00%
	Female	66	55,00%
Age	< 35 years old	37	30,83%
	35 - 45 years	44	36,67%
	>45 years	39	32,50%

Source: Data Processed, (2024)

Table 1 presents the demographic characteristics of the respondents. Most respondents (77.5%) reported a monthly revenue between 5,000,000 and 5,999,999, followed by those earning above 7,000,000 (9.16%), between 6,000,000 and 6,999,999 (8.33%), and the lowest group earning 4,000,000 to 4,999,999 (5%). In terms of education, the majority of respondents have completed high school (77.5%), while 12.5% hold a bachelor's degree (S1), 8.33% a diploma (D3), and 1.66% a master's degree (S2). Regarding length of service, most employees have more than 6 years of experience (72.5%), followed by 3–6 years (20.83%), and less than 3 years (6.67%). The gender distribution shows slightly more female respondents (55%) than male respondents (45%). Age-wise, respondents are fairly evenly distributed, with 36.67% aged 35–45 years, 32.5% over 45 years, and 30.83% under 35 years. These characteristics provide a comprehensive overview of the respondents' demographic and professional profiles.

Validity and Reliability Test

1. Validity Test

The validity test results show that the correlation value (r count) for work motivation (X1), work discipline (X2), and employee performance (Y) exceeds the predetermined correlation value (r table) of 0.1779. This indicates that the relationship between work motivation, work discipline, and employee performance is statistically significant. Thus, the validity of work motivation is fulfilled as the significant correlation indicates a strong relationship between work motivation and employee performance. This result implies that work motivation plays an important role in determining the level of employee performance 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 trusted to be consistent in measuring the same variable at various times and situations. In a study, the reliability value indicates the extent to which the instrument provides consistent results if 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.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items
Work Motivation	0.902	15
Work Discipline	0.828	15
Employee Performance	0.646	15

Source: Data Processed, (2024)

From the reliability test results, the Cronbach's alpha value is greater than 0.6, so it can be concluded that the reliability test is fulfilled (Reliable).

Classical assumption test results

- 1) The normality test results show that the data obtained has a normal distribution, because the significance value of asymmetry and excessiveness (asym sig) is $0.195 > 0.05$. This indicates that the data does not have a significant slope (asymmetry) or tails that do not fit the normal distribution (excesses), fulfilling the assumption of normality that is important for regression analysis and interpretation of the results.
- 2) The multicollinearity test is conducted to check whether there is a strong correlation between the independent variables in the regression model. Work motivation and work discipline variables were tested to determine the presence of multicollinearity. The test results show that the tolerance and VIF (Variance Inflation Factor) values of both variables are within the accepted ranges, namely tolerance > 0.10 and VIF < 10 . This indicates that there is no indication of multicollinearity between the variables Work motivation and Work discipline, so the regression test assumptions are met.
- 3) The heteroscedasticity test aims to determine whether the variance of the errors in the regression model changes systematically along the predicted value of the dependent variable. In the absence of a discernible pattern in the distribution of data points around the Y-axis, it can be concluded that there is no heteroscedasticity. In this case, since the pattern and distribution of data points around the Y-axis are evenly distributed above and below 0, there is no indication of heteroscedasticity, fulfilling the assumptions of the regression test.
- 4) The Durbin Watson value is used to detect the presence of autocorrelation in the residuals of a regression model. The Durbin Watson value is in the range between 0 and 4, with a value close to 2 indicating the absence of autocorrelation. In this case, since the Durbin Watson value is $0.445 < 2$, there is no autocorrelation in the residuals of the regression model, so the assumptions of the regression test are met.

Based on classical assumption testing, it can be concluded that the research data is feasible to use multiple regression, because the data is normally distributed, there is no autocorrelation, no multicollinearity and no heteroscedasticity.

Table 3. The Effect of Work Motivation and Work Discipline Simultaneously on Employee Performance

Model	Performance				
	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
1 (Constant)	33,971	0,741		45,833	0,000
X1	0,144	0,031	0,257	4,673	0,000
X2	0,392	0,029	0,734	13,339	0,000

Source: Data Processed, (2024)

Based on the results of the multiple linear regression analysis, the regression equation is expressed as $Y=33.971+0.144X_1+0.392X_2+e$, where Y represents employee performance, X_1 is work motivation, X_2 is work discipline, and e is the error term. The constant value of 33.971 indicates the expected level of employee performance when both work motivation and work discipline are held constant. The regression coefficient for work motivation (0.144) shows that a one-unit increase in work motivation will lead to an increase of 0.144 units in employee performance, assuming work discipline remains unchanged. Similarly, the regression coefficient for work discipline (0.392) indicates that a one-unit increase in work discipline will result in an increase of 0.392 units in employee performance, assuming work motivation remains constant. Both variables have statistically significant effects, as indicated by their t-values and significance levels (Sig. = 0.000). Furthermore, the simultaneous effect of work motivation and work discipline on employee performance is strong, with a very high correlation of 0.979 and an R-squared value of 0.958, suggesting that 95.8% of the variation in employee performance can be explained by these two factors. These findings highlight the critical importance of improving both work motivation and discipline as strategies to enhance employee performance, while the remaining 4.2% of performance variation may be influenced by other factors not included in the model.

Discussion

The results of this study indicate that work motivation has a significant positive impact on employee performance. Employees who are highly motivated tend to demonstrate greater energy, focus, and commitment in completing their tasks, which directly improves productivity and the quality of their work (Chen & Wang, 2016). Motivation functions as an internal driving force that encourages employees to engage actively with their responsibilities, take initiative, and pursue higher standards of performance. In addition to internal drives, external factors such as recognition, rewards, and professional development opportunities play a crucial role in sustaining motivation. Choi, Fang, and Khatter (2022) emphasize that these organizational practices reinforce employees' sense of value and achievement, which in turn maintains high levels of engagement. Furthermore, motivated employees are more likely to take proactive approaches in problem-solving and decision-making, which contributes to overall organizational effectiveness (Cicha, 2022). Research by Elvina and Chao (2019) also identifies work motivation as a key determinant of employee commitment, while Fiorini (2024) and Gjersoe (2021) suggest that motivated employees align their personal goals with organizational objectives, thereby enhancing both individual and collective performance outcomes. Moreover, Kuswati (2020) and Mehta and Agnihotri (2017) highlight that motivated

employees are better able to maintain concentration, initiative, and perseverance, which substantially improves task completion and operational efficiency.

Work discipline is another critical factor influencing employee performance. Disciplined employees consistently adhere to organizational rules, follow standard procedures, and maintain structured work habits, ensuring that tasks are performed efficiently and without unnecessary delays. Dadang Heri (2022) emphasizes that employees who practice high levels of discipline contribute to smoother workflow processes and reduce operational disruptions, which directly impacts organizational efficiency. Irfan Nasution (2022) further explains that discipline extends beyond compliance, encompassing responsibility and accountability within the workforce. Research by Kelibulin et al. (2020) and Lestari, Watini, and Rose (2024) supports the notion that clear policies, consistent supervision, and a balanced system of incentives and sanctions reinforce disciplined behavior effectively. Setiawan, Vidada, Hadi, and Zhafiraah (2024) also highlight that disciplined employees tend to be more organized, focused, and capable of producing high-quality results, ultimately contributing to overall productivity. Gandung (2024) argues that cultivating work discipline fosters a culture of reliability and predictability, reducing errors and ensuring consistency in performance outcomes.

When work motivation and work discipline are considered simultaneously, they generate a synergistic effect that further enhances employee performance. Motivation provides the energy, enthusiasm, and initiative necessary to drive action, while discipline ensures that these actions are sustained, structured, and aligned with organizational goals. Kelimeda, Ridwan, and Dalle (2018) assert that employees who exhibit both high motivation and strong discipline achieve superior productivity and work quality because motivational energy is effectively channeled through consistent and regulated behavior. Dadang Heri (2022) and Irfan Nasution (2022) emphasize the crucial role of management in creating an environment that fosters both motivation and discipline, through supportive leadership, constructive feedback, and clear enforcement of rules. Chen and Wang (2016) further note that this integrated approach not only enhances individual employee performance but also strengthens organizational effectiveness by ensuring that employees are both committed and reliable.

The combined influence of work motivation and discipline is particularly significant in dynamic and competitive work environments. Organizations that cultivate a motivated and disciplined workforce are more capable of meeting performance targets, maintaining high-quality outputs, and responding adaptively to operational challenges. By simultaneously focusing on motivation and discipline, managers can create a resilient and agile workforce that is prepared to meet both current and future organizational demands. This approach highlights the importance of aligning internal employee factors with broader strategic objectives to achieve sustainable performance improvements (Choi, Fang, & Khatter, 2022; Fiorini, 2024). Moreover, the interaction between motivation and discipline reinforces the idea that employee performance is not influenced by a single factor but by the interplay of multiple, interdependent factors, which must be managed in an integrated and strategic manner.

Ultimately, the findings of this study have important theoretical and practical implications. Theoretically, they reinforce the understanding that both motivation and discipline are essential determinants of performance and should be considered together rather than in isolation. Practically, organizations can leverage these insights to design effective human resource management strategies, including tailored motivation programs, recognition systems, clear and consistent disciplinary policies, and continuous managerial support. Such interventions not only enhance individual performance but also contribute to the efficiency, productivity, and long-term

competitiveness of the organization (Dadang Heri, 2022; Elvina & Chao, 2019; Kelimeda, Ridwan, & Dalle, 2018). By integrating these concepts into human resource practices, organizations can foster a high-performing, engaged, and disciplined workforce capable of achieving both individual and collective goals.

5. Conclusions

Based on the research results, it can be concluded that work motivation and work discipline have significant positive effects on employee performance. Partially, work motivation enhances performance by increasing employees' energy, focus, and commitment, enabling them to engage more effectively with their responsibilities and pursue higher productivity and quality in their work. Motivated employees are more likely to take initiative, be proactive in problem-solving, and maintain consistent effort toward achieving both personal and organizational goals. Similarly, work discipline contributes positively and significantly to performance, as disciplined employees demonstrate organization, focus, and reliability in completing tasks. High levels of discipline also ensure adherence to established procedures and operational standards, which supports smooth workflow, reduces errors, and improves overall organizational efficiency. When considered simultaneously, motivation and discipline produce a synergistic effect: motivation provides the drive and enthusiasm to initiate tasks, while discipline ensures that these efforts are sustained, consistent, and aligned with organizational objectives. These findings highlight the importance of adopting an integrated human resource management approach that simultaneously nurtures motivation and enforces discipline to optimize employee performance outcomes.

Theoretically, the influence of motivation and discipline on performance can be explained through management and psychological perspectives, which emphasize that fulfilling both intrinsic and extrinsic needs drives higher-level employee behavior and achievement. Understanding these mechanisms allows human resource practitioners to grasp the complex dynamics that shape employee engagement, productivity, and commitment, providing a foundation for evidence-based interventions. From a managerial perspective, the findings suggest that organizations should implement comprehensive strategies to enhance both motivation and discipline. Effective motivation programs may include recognition, rewards, incentives, training, and career development opportunities, tailored to the individual needs and aspirations of employees. At the same time, clear, consistent, and transparent discipline policies are necessary to guide behavior, maintain accountability, and provide opportunities for corrective action when needed. For future research, examining contextual factors such as organizational culture, leadership style, and structure as moderators of the relationship between motivation, discipline, and performance could provide deeper insights. Further studies could also explore the relative impact of intrinsic versus extrinsic motivation, as well as cross-cultural variations, to better understand how motivation and discipline interact to influence employee performance in diverse organizational contexts.

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