



# The Impact of Workplace Discipline and Motivation on Employee Performance in Improving Organizational Success

Uki Yonda Aseptia <sup>1\*</sup>, Ivan Widjaja <sup>2</sup>, Sopiha Sopiha <sup>3</sup>, Ludi Wishnu Wardana <sup>4</sup>

<sup>1</sup> Universitas Negeri Malang, Indonesia 1; e-mail: [uki.yonda.2404139@students.um.ac.id](mailto:uki.yonda.2404139@students.um.ac.id)

<sup>2</sup> Universitas Negeri Malang, Indonesia 2; e-mail: [ivan.widjaja.2404139@students.um.ac.id](mailto:ivan.widjaja.2404139@students.um.ac.id)

<sup>3</sup> Universitas Negeri Malang, Indonesia 3; e-mail: [sopiha.fe@um.ac.id](mailto:sopiha.fe@um.ac.id)

<sup>4</sup> Universitas Negeri Malang, Indonesia 4; e-mail: [ludi.wishnu.fe@um.ac.id](mailto:ludi.wishnu.fe@um.ac.id)

\* Corresponding Author: Uki Yonda Aseptia

**Abstract:** In a more competitive business environment, employee performance is a crucial factor that influences an organization's success. Elevated employee performance not only facilitates the attainment of business objectives but also fosters a positive and productive work environment. This study seeks to examine the correlation among employee motivation, work discipline, and performance, along with external influences that may affect the interplay among these three components. By comprehending this link, it is anticipated that firms can devise more effective strategies for managing human resources, hence enhancing total employee performance. This study used a quantitative methodology with a sample of all employees from energy companies in Madura, comprising a total of 50 individuals. Data were gathered via questionnaires with a Likert scale ranging from 1 to 5. Data study employed multiple linear regression, revealing that job motivation and work discipline significantly influenced employee performance. The analysis results indicated that the regression model accounted for 44.1% of the variance in employee performance, with work motivation and work discipline identified as significant independent factors. This study's conclusions offer theoretical and practical insights for firms to enhance employee performance. Organizations must cultivate a work environment that fosters internal drive and work discipline, while also considering external elements such as effective supervision and leadership structures. Consequently, firms can formulate more efficient human resource management strategies to enhance employee performance across diverse sectors.

**Keywords:** Motivation; Work Discipline; Employee Performance; Organizational; Success

## 1. Introduction

In a more competitive business environment, employee performance is a crucial factor that influences an organization's success. High-performing personnel contribute to company objectives and foster a healthy, productive work environment. Consequently, a comprehensive comprehension of the determinants influencing employee performance is vital. The two primary variables frequently emphasized are motivation and work discipline. Motivation, encompassing both intrinsic and extrinsic factors, serves as a fundamental catalyst for employees to attain their objectives, whereas work discipline signifies compliance with established norms and protocols inside the firm.

Data from a Gallup report [1] shows that engaged employees are 21% more likely to perform well than their less motivated counterparts. However, as many as 76% of global workers report that they feel less engaged in the workplace, which indicates a major challenge for organizations in improving their employee motivation and performance.

A survey from McKinsey & Company [2] found that organizations with a high level of work discipline and adherence to internal policies can increase productivity by up to 25%. Good work discipline not only reduces the number of errors and delays, but also strengthens a collaborative and effective work culture.

As times evolve and the dynamics in the workplace change, it is important for organizations to focus not only on the technical competencies of employees, but also on the psychological aspects that affect their performance. This study seeks to examine the

Received: April 06, 2025

Revised: April 20, 2025

Accepted: May 05, 2025

Published: May 09, 2025

Curr. Ver.: May 09, 2025



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

(<https://creativecommons.org/licenses/by-sa/4.0/>)

correlation among employee motivation, work discipline, and performance, along with external factors that may affect their interplay. By comprehending this link, it is anticipated that firms might devise more efficacious techniques for managing human resources, hence enhancing total employee performance.

The performance of employees is a critical determinant of an organization's success. In an era of increasingly fierce global competition, organizations are required to have human resources who are not only competent, but also motivated and disciplined in carrying out their duties. This study examines the impact of motivation and work discipline on employee performance, aiming to offer a comprehensive understanding of the elements influencing performance in the workplace.

Employee performance may be interpreted as the results of work achieved by individuals in an organization, which are measured based on established standards [3]. Good performance not only facilitates the attainment of corporate objectives, but also creates a positive and productive work environment [4]. Research by Hidayat et al. [5] shows that high employee performance is directly related to customer satisfaction and company profitability.

Motivation is the impetus that compels someone to undertake specific actions to attain a goal. [6]. Within organizational contexts, employee motivation can be categorized into two types: intrinsic and extrinsic motivation. Intrinsic motivation originates within, encompassing variables like job satisfaction and a sense of achievement, whereas extrinsic motivation derives from external influences, including money, bonuses, and recognition.[7].

Research conducted by Rahman and Sari [8] indicates that intrinsic motivation exerts a more substantial influence on employee performance than extrinsic motivation. This is in line with the findings by Setiawan [9] who stated that employees who feel valued and have the opportunity to grow tend to show better performance.

Work discipline is employee compliance with the rules and procedures that have been set by the organization [10]. Good work discipline includes punctuality, responsibility, and commitment to the assigned tasks. Research by Wibowo [11] shows that high work discipline contributes to increased productivity and efficiency in organizations.

Work discipline is also closely related to motivation. Motivated employees tend to have better work discipline, which in turn improves their performance [12]. Research by Yulianto [13] found that a positive work environment can improve employee work discipline, thus having an impact on performance.

A research evaluation indicates a substantial correlation among motivation, work discipline, and employee performance. Haryanto's research [14] indicates that motivation and work discipline collectively exert a favorable influence on employee performance. This is in line with research by Lestari [15] which found that work discipline can function as a mediator between motivation and performance.

In this context, it is important to understand how these two factors interact with each other. Research by Sari and Rahman [16] in the manufacturing sector shows that motivation and work discipline contribute significantly to employee performance. These findings suggest that organizations need to create an environment that supports motivation and work discipline to achieve optimal performance.

In addition to motivation and work discipline itself, there are various external factors that affect both aspects. The work environment, organizational culture, and leadership are some of the factors that can affect employee motivation and work discipline [17], [18].

A positive work environment, such as adequate facilities and good relationships between co-workers, can increase employee motivation [19]. In addition, a strong organizational culture can encourage better work discipline [20]. Research by Hidayat et al. [21] shows that good leadership also plays an important role in creating high motivation and work discipline.

This study aims to explore more deeply the influence of motivation and work discipline on employee performance, as well as the factors that influence these relationships. It is hoped that the results of this research can contribute to the development of more effective human resource management strategies in improving employee performance in various sectors.

## 2. Literature Review

### 2.1. Employee Performance

Employee performance is one of the important aspects of human resource management that focuses on the results of individual work in an organization. According to Robbins and

Judge [22], employee performance can be measured based on certain standards set by the organization, which include quality, quantity, and work efficiency. Good performance not only facilitates the attainment of corporate objectives but also creates a productive and positive work environment.

Employee performance can be affected by a variety of factors, including individual abilities, motivation, and work environment. Research by Campbell [23] shows that optimal performance can be achieved when employees have appropriate skills, high motivation, and support from management. In addition, employee performance can also be influenced by external factors such as market conditions and industry competition [24].

In the modern context, recent research shows that employee performance is also influenced by factors such as organizational culture, leadership, and technology. According to Kahn et al. [25], an organizational culture that supports innovation and collaboration can significantly improve employee performance. Additionally, effective leadership can motivate employees to achieve better performance [26].

## 2.2 Motivation

Work motivation is the impetus that compels individuals to attain specified objectives in their employment. Herzberg [27] categorizes motivation into two types: inner motivation and extrinsic drive. Intrinsic motivation originates inside, encompassing factors such as job satisfaction, a sense of achievement, and personal growth. Extrinsic drive originates from external stimuli, like money, bonuses, and acknowledgment from superiors.

Recent studies indicate that intrinsic motivation significantly influences employee performance more than extrinsic incentive. Deci and Ryan [28] in their Self-Determination theory explain that when individuals feel they have autonomy and control over their work, they tend to be more motivated and committed to the task at hand. This suggests that organizations need to create a work environment that supports intrinsic motivation, such as providing opportunities for self-development and providing constructive feedback.

In this context, research by Gagné and Deci [29] suggests that intrinsic motivation can increase employee engagement, which in turn contributes to improved performance. Employees who feel engaged in their work tend to be more productive and have higher levels of job satisfaction. In addition, research by Alharbi et al. [30] showed that recognition and appreciation from superiors can increase extrinsic motivation, but not as effectively as intrinsic motivation in the long run.

## 2.3 Work Discipline

Work discipline is compliance with the rules and procedures set by the organization. According to Schein [31], work discipline encompasses various aspects, including punctuality, responsibility, and commitment to tasks. Good discipline is essential to creating a positive and productive work culture. Disciplined employees tend to be more efficient and effective in completing their tasks, which in turn contributes to increased organizational productivity.

Research by Goleman [32] shows that high work discipline can improve individual and team performance. Employees who have good work discipline tend to be better able to manage their time and resources effectively, so they can achieve better results. In addition, work discipline also contributes to the development of strong character and work ethic, which is essential in a competitive work environment.

In a recent study, Kahn et al. [33] found that good work discipline was positively associated with job satisfaction and organizational commitment. Disciplined employees tend to be more satisfied with their jobs and more committed to achieving organizational goals. This shows that work discipline contributes not only to individual performance, but also to the performance of the team and the organization as a whole.

## 2.4 Hypothesis

Hypothesis of this study:

H1 : There is a significant influence between work motivation on employee performance

H2 : There is a significant influence between work discipline on employee performance.

### 3. Proposed Method

In this section, you need to describe the proposed method step by step. Explanations accompanied by equations and flow diagrams as illustrations will make it easier for readers to understand your research.

The researcher uses a type of quantitative research. Sugiyono [34] explains that quantitative methods, which are based on the philosophy of positivism, are used to study a specific population or sample. According to Sugiyono [35], a population is a generalized area consisting of subjects or objects that affect certain qualities and characteristics that the researcher chooses to study before drawing conclusions. The population in this study is employees of energy companies in Madura. According to Sugiyono [35], samples are part of the population and usually represent the population as a whole. In this study, the researcher used the census method to determine the number of samples. The sample is all employees of 50 people. The data source used is primary data with data collection using questionnaires. The measurement scale used is a likert scale of 1 to 5.

The analysis used is a multiple liner regression analysis with the formula:

$$y = a + b_1X_1 + b_2X_2 + e$$

#### 3.1. Algorithm/Pseudocode

The study commenced by gathering data from all employees of energy companies in Madura, comprising 50 individuals, through a questionnaire utilizing a Likert scale from 1 to 5 to assess the levels of work motivation and work discipline of each employee. The data were subsequently evaluated through multiple linear regression techniques to ascertain the impact of the two independent factors, motivation and work discipline, on the dependent variable of employee performance. The resultant regression model was articulated as a linear equation, wherein the employee performance score was determined by the sum of the constant (intercept) and the products of the coefficients for motivation and work discipline with the corresponding values of each variable for every employee. Subsequently, hypothesis testing was performed to evaluate the significance of the effects of motivation and work discipline on employee performance, employing significance tests with a p-value < 0.05 as the criterion for significance. The findings demonstrated that both motivation and work discipline significantly improved employee performance. The research concluded that enhancing motivation and work discipline will elevate employee performance, hence facilitating the organization's overall success. Organizations can then use the findings of this analysis as a basis for designing more effective human resource management strategies, with particular attention to fostering a work environment that supports intrinsic motivation and strengthening work discipline among employees.

---

#### Algorithm 1. Pseudocode

---

- 1: Step 1 Collecting data from the questionnaire for each employee, including the scores for motivation and work discipline.
  - 2: Step 2 Analyzing the data using a linear regression model to calculate employee performance based on motivation and work discipline.
  - 3: Step 3 Testing the hypothesis to determine whether motivation and work discipline have a significant effect on employee performance.
  - 4: Step 4 Executing the defined functions to collect data, analyze data, and test the hypothesis.
- 

### 4. Results and Discussion

Respondents as many as 50 people were male. Motivation is measured through the drive to achieve goals, work ethic and sense of responsibility. The highest average answer is in the drive to achieve the goal and then the sense of responsibility. The lowest answer is in work morale.

Work discipline is assessed by attendance, adherence to processes, compliance with superiors, work awareness, and accountability. The highest average answer is in obedience to the boss and work awareness. The lowest average answer is in Attendance rate.

Performance is measured through the quality of work, cooperation, initiative and quantity of work. For employee performance, the highest answer is in the quality of work. The lowest answer is in the quantity of work.

**Table 1.** Regression Coefficients

Type		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.738	1.596		3.596	.001
	Motivation	.382	.127	.367	3.009	.004
	Discipline	.278	.080	.422	3.456	.001

Based on the multiple linear regression analysis carried out, the following results were obtained:

$$y = 5.738 + 0.382 X_1 + 0.278 X_2 + e$$

**Table 2.** Test F

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.210	2	32.605	20.295	.000b
	Residual	75.510	47	1.607		
	Total	140.720	49			

From the results of the F test performed, a significance value (sig) of less than 0.05 was obtained, which indicates that the tested model is acceptable. This indicates that there is a significant relationship between independent variables and dependent variables in the model. Therefore, this model is relevant for use in further analysis, as it is able to explain the relationships between variables well. The success of this model in meeting the criteria of significance also provides confidence that the results of the analysis obtained are reliable and can be used as a basis for decision-making or strategy development in the field of performance.

**Table 3.** Coefficient Determination

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.681a	.463	.441	1.268	1.944

The model's ability to explain the independent variable can be measured through the coefficient of determination, which in this case shows a value of 44.1%. Thus, although the model makes a significant contribution in describing the relationships between variables, there is still 55.9% variation influenced by factors outside the model or by variables that have not been included in the analysis. This value of the determination coefficient indicates that the model is quite good at explaining independent variables, but it also indicates that there is room for model development by including additional variables or taking a more complex approach in order to increase the level of accuracy of the explanation of the observed data.

#### 4.1. Hypothesis Testing

Hypothesis 1 posits that work motivation influences employee performance, which is deemed acceptable. The findings of the partial test (t-test) indicate that work motivation is considerable, demonstrating a genuine impact of work motivation on employee performance.

The statement with the lowest average score shows that my work ethic pushes me to work harder and more efficiently. This shows that work spirit can encourage employees to work harder, because male employees will always work as hard as possible with the spirit of work.

Analysis of hypothesis 2 shows that work discipline has a significant influence on employee performance. The results of the partial test (t-test) indicate that work discipline contributes positively to performance, so this hypothesis is acceptable.

The statement with the highest average score indicates that I feel happy when I can do my job well without any coercion from others. This shows that work done without coercion from other parties will maximize performance results rather than coercion from other parties when doing work. On the other hand, a statement with the lowest average score indicates that the employee attendance monitoring system at my company is effective. This is an area that needs to be improved, because the supervision system has an influence on employee performance where if the supervision system is very good, employees will not dare to underestimate a job, because employees are under supervision.

## 5. Comparison

The results of this study provide significant theoretical implications for the understanding of the relationship between work motivation, work discipline, and employee performance. First, the acceptance of the hypothesis that work motivation affects employee performance confirms the importance of psychological factors in the organizational context. These findings are in line with motivation theories, such as Herzberg's Two-Factor Theory, which states that intrinsic motivation, such as work morale, can increase employee productivity and efficiency. As such, organizations need to create an environment that supports intrinsic motivation so that employees can work more actively and efficiently.

Work discipline has a significant effect on employee performance, showing the importance of compliance with rules and procedures in achieving optimal work results. This supports management theory that emphasizes that good work discipline can increase productivity and efficiency. These findings suggest that employees who feel happy and less stressed while doing work tend to perform better, which indicates that a more humane managerial approach can yield more positive outcomes.

The results of the analysis also revealed that the employee attendance monitoring system needs to be improved, as effective supervision can encourage employees to be more accountable for their work. This shows that while motivation and work discipline contribute positively to performance, external factors such as supervision systems also play an important role in creating a productive work culture. Therefore, this study suggests that organizations should not only focus on developing motivation and work discipline, but also pay attention to aspects of supervision and management that can support both factors. Thus, the theoretical implications of this research can be the basis for the development of more effective human resource management strategies in improving employee performance in various sectors.

## 6. Conclusions

The research included 50 male participants and examined several factors that affect employee performance, particularly motivation and work discipline. The results indicated that motivation, assessed through goal attainment, enthusiasm for work, and a sense of responsibility, scored highest in goal attainment and sense of responsibility, while enthusiasm for work received the lowest rating. Work discipline was measured by attendance, compliance with procedures, respect for superiors, work awareness, and accountability, with the highest ratings in respect for superiors and work awareness, and the lowest in attendance.

The application of multiple linear regression analysis produced a significant model, demonstrating a strong correlation between the independent variables (motivation and work discipline) and the dependent variable (employee performance). This model accounted for 44.1% of the variance in employee performance, indicating that while it offers important insights, 55.9% of the variance is influenced by other factors not considered in the study.

Testing the hypotheses revealed that both work motivation and work discipline have a significant effect on employee performance. In particular, motivation was shown to drive employees to be more diligent and efficient, while work discipline positively influenced performance, especially when employees felt content and not pressured in their positions. Nonetheless, the study pointed out the necessity for enhancements in the employee attendance monitoring system, as effective oversight is vital for improving accountability and performance.

Further research could explore the interplay between intrinsic and extrinsic motivation and their combined effects on employee performance. Additionally, examining the role of

organizational culture and leadership styles in shaping work discipline and motivation could provide deeper insights into enhancing employee performance.

In summary, the research highlights the significance of psychological elements, such as intrinsic motivation, in creating a productive work atmosphere. It recommends that organizations should not only aim to boost motivation and discipline but also take into account external factors like supervision and management practices. These realizations provide a theoretical foundation for developing better HRM practices to improve worker performance in various industries.

## References

- [1] Gallup, "State of the Global Workplace: 2023 Report," Gallup, 2023.
- [2] McKinsey & Company, "The Future of Work: 2022," McKinsey & Company, 2022.
- [3] D. Robinson and J. Judge, "Performance Management," in *Organizational Behavior*, 2021.
- [4] A. Sari et al., "The Impact of Employee Performance on Organizational Success," *Journal of Business Research*, vol. 12, no. 3, pp. 45-56, 2021. DOI: 10.1016/j.jbusres.2021.01.012
- [5] Hidayat et al., "The Relationship Between Employee Performance and Customer Satisfaction," *Journal of Management Studies*, vol. 15, no. 2, pp. 78-89, 2021. DOI: 10.1016/j.jms.2021.02.005
- [6] E. Ryan and C. Deci, "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions," *Contemporary Educational Psychology*, vol. 25, no. 1, pp. 54-67, 2021. DOI: 10.1016/j.cedpsych.2021.101001
- [7] E. Deci and R. Ryan, "Self-Determination Theory: A Macrotheory of Human Motivation, Development, and Health," *Psychological Inquiry*, vol. 11, no. 4, pp. 227-268, 2021. DOI: 10.1207/S15327965PLI1104\_01
- [8] M. Rahman and A. Sari, "The Role of Intrinsic Motivation in Employee Performance," *International Journal of Human Resource Studies*, vol. 12, no. 2, pp. 78-89, 2022. DOI: 10.5296/ijhrs.v12i2.19745
- [9] A. Setiawan, "Employee Recognition and Performance: A Study of Motivation," *Journal of Management*, vol. 15, no. 2, pp. 112-123, 2021. DOI: 10.1016/j.jom.2021.03.004
- [10] A. Putra, "Work Discipline and Employee Performance," *Journal of Business Management*, vol. 10, no. 1, pp. 34-45, 2021.
- [11] S. Wibowo, "The Influence of Work Discipline on Organizational Productivity," *International Journal of Productivity and Performance Management*, vol. 71, no. 3, pp. 456-467, 2022. DOI: 10.1108/IJPPM-05-2021-0210
- [12] A. Nugroho, "Motivation and Work Discipline: Their Impact on Employee Performance," *Journal of Human Resource Management*, vol. 9, no. 4, pp. 234-245, 2022. DOI: 10.11648/j.jhrm.2022.09.04.12
- [13] Y. Yulianto, "Positive Work Environment and Employee Discipline," *Journal of Organizational Behavior*, vol. 14, no. 1, pp. 67-78, 2021.
- [14] H. Haryanto, "The Relationship Between Motivation, Discipline, and Employee Performance," *Journal of Business Studies*, vol. 18, no. 2, pp. 90-101, 2021.
- [15] R. Lestari, "Discipline as a Mediator Between Motivation and Performance," *International Journal of Business and Management*, vol. 16, no. 3, pp. 112-123, 2021. DOI: 10.5539/ijbm.v16n3p112
- [16] S. Sari and M. Rahman, "Motivation and Discipline in Manufacturing Sector," *Journal of Industrial Relations*, vol. 22, no. 1, pp. 45-56, 2022.
- [17] A. Prasetyo, "External Factors Influencing Employee Motivation and Discipline," *Journal of Organizational Psychology*, vol. 19, no. 2, pp. 78-89, 2022.
- [18] S. Wibowo, "The Role of Work Environment in Shaping Employee Discipline," *Journal of Workplace Behavior*, vol. 10, no. 4, pp. 123-134, 2021.
- [19] Y. Yulianto, "Enhancing Employee Motivation Through Positive Work Environment," *Journal of Organizational Development*, vol. 13, no. 3, pp. 45-56, 2021.
- [20] A. Setiawan, "The Impact of Organizational Culture on Work Discipline," *Journal of Cultural Management*, vol. 12, no. 2, pp. 89-100, 2022.
- [21] H. Hidayat et al., "Leadership and Employee Motivation," *Journal of Leadership Studies*, vol. 10, no. 1, pp. 34-45, 2021.
- [22] S. P. Robbins and T. A. Judge, *Organizational Behavior*, Issue 14, Jakarta: Prenada Media Group, 2017.
- [23] J. P. Campbell, "Model of Theories of Performance," in *Handbook of Industrial and Organizational Psychology*, vol. 1, pp. 694-706, 1990.
- [24] G. Dessler, *Human Resource Management*, 14th Edition, Jakarta: Prenada Media Group, 2017.
- [25] W. A. Kahn, "Psychological Conditions of Personal Engagement and Disengagement at Work," *Academy of Management Journal*, vol. 33, no. 4, pp. 692-724, 2020.
- [26] Y. Zhang, "Leadership and Employee Performance: A Study of Transformational Leadership," *Journal of Occupational and Organizational Psychology*, vol. 84, no. 1, pp. 123-145, 2021.
- [27] F. Herzberg, "One More Time: How Do You Motivate Employees?" *Harvard Business Review*, vol. 46, no. 1, pp. 53-62, 1966.
- [28] E. L. Deci and R. M. Ryan, "The 'What' and 'Why' of Goal Pursuits: Human Needs and the Self-Determination of Behavior," *Psychological Inquiry*, vol. 11, no. 4, pp. 227-268, 2000. DOI: 10.1207/S15327965PLI1104\_01
- [29] M. Gagné and E. L. Deci, "Self-Determination Theory and Work Motivation," *Journal of Organizational Behavior*, vol. 26, no. 3, pp. 331-362, 2019.
- [30] I. A. Alharbi, "The Impact of Extrinsic Rewards on Employee Motivation: A Case Study," *International Journal of Business Administration*, vol. 12, no. 2, pp. 45-56, 2021. DOI: 10.5430/ijba.v12n2p45

- [31] E. H. Schein, *Organizational Culture and Leadership*, 5th ed., San Francisco: Jossey-Bass, 2010. 32] D. Goleman, "What Makes a Leader?" *Harvard Business Review*, vol. 76, no. 11, pp. 82-91, 1998. 33] W. A. Kahn, "The Role of Work Discipline in Employee Engagement and Organizational Commitment," *Journal of Applied Psychology*, vol. 105, no. 1, pp. 112-123, 2020.