

The Effect of Work Discipline and Motivation on Employee Performance in the Education and Culture Agency of South Tangerang City

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Abstract: This study aims to examine the effect of work discipline and work motivation on employee performance at the Education and Culture Office of South Tangerang City. The research applies a quantitative associative approach using questionnaire data collected from 136 employees selected through the Slovin formula. Data were analyzed using multiple linear regression with the assistance of SPSS version 24. The findings indicate that work discipline has a positive and significant effect on employee performance, as reflected by a regression coefficient of 0.536 and a t-value of 12.010, which exceeds the critical value of 1.977 ($p < 0.05$). Similarly, work motivation also shows a positive and significant effect on employee performance, with a regression coefficient of 0.277 and a t-value of 9.693 ($p < 0.05$). Simultaneously, work discipline and work motivation significantly influence employee performance, supported by an F-value of 84.415, which is greater than the F-table value of 3.060 ($p < 0.05$). The coefficient of determination (R^2) is 0.559, indicating that 55.9% of employee performance can be explained by work discipline and work motivation, while the remaining 44.1% is influenced by other variables not examined in this study. These results highlight the importance of improving discipline and motivation as key factors in enhancing employee performance in public sector organizations.

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INTRODUCTION

The South Tangerang City Education Office is a government agency engaged in educational administration services. The Education Office began its history in 2010, established through the South Tangerang City Regional Regulation Number 06 of 2010 concerning the organization of regional apparatus of the South Tangerang City. In 2016, its name changed to the Education and Culture Office along with the formation and composition of regional apparatus through the South Tangerang City Regional Regulation Number 8 of 2016 and its elaboration in the South Tangerang Mayor Regulation Number 50 of 2016. Over time, the Education and Culture Office continue to develop through hard work and unremitting efforts with the aim of becoming a government institution that can realize the development of superior human resources and continue to prioritize service and community satisfaction and always make the community feel comfortable. Based on the results of observations and obtaining direct data from the Personnel Section that the author conducted on employee performance at the South Tangerang City Education and Culture Office, it appears that employee work achievement is still not optimal, as evidenced by the large number of employees with low attendance rates, work completion that does not meet the desired targets, slow service, and low discipline.

To improve employee performance, leaders must prioritize the implementation of comprehensive discipline from the lowest level up to the top. The following are the results of the employee performance evaluation, taken as an average at the South Tangerang City Education Office for the 2019-2022 period:

Table 1. Data on Performance Measurement of Employees of the Department of Education and Culture

Component								
Year	Quality Work	Quantity of Work	Working Knowledge	Implementation of Tasks	Not quite enough Answer	Target	Average Achievement	Criteria
2019	60%	55%	65%	70%	85%	100%	67%	Currently
2020	72%	59%	72%	65%	78%	100%	69%	Currently
2021	65%	67%	65%	69%	73%	100%	68%	Currently
2022	75%	60%	75%	73%	77%	100%	72%	Enough
Average								

Criteria (%): 1-50 = very bad, 51-60 = bad, 61-70 = moderate, 71-80 = sufficient, 81-90 = good, 91-100 = very good

Based on the data in the table above, it shows that out of a total of 205 employees, work measurement is at a level that is still being corrected. The evaluation is an effort to determine the progress of the organization. The assessments carried out by each head of department, which are then collected in the Personnel Division as a whole, show that in terms of work quality, work quantity, implementation of duties in disciplinary action, and employee responsibility, in 2019 only reached 71.8%. In 2020, it decreased to 70.0% due to the pandemic, and in 2021 it decreased to 64.2% due to the ongoing pandemic, but in 2022 it dropped to 64.0%. Overall, the average achievement is only 67.5% with moderate criteria. Work evaluation is an effort to determine the condition of work achievement so that it can be known whether there are progress and obstacles so that it can be assessed and studied for future improvements.

One of the factors that can influence employee performance is work discipline, which greatly influences employee performance because discipline teaches employees to comply with agency regulations. The more disciplined employees are, the higher the employee's work productivity and the performance of government agencies. Work discipline in employees is very necessary, because what becomes the goal of the organization will be difficult to achieve if there is no work discipline, discipline is the most important operative function of human resource management because the better the employee's discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for the organization to achieve optimal results. As the opinion referred to, it can be concluded that work discipline is an orderly condition where a person or group of people who are members of the organization are willing to comply with and carry out agency regulations, both written and unwritten, based on awareness and realization of achieving a condition between desires and reality and it is hoped that employees have a high level of discipline in their work so that their productivity increases.

Table 2. Data on Work Discipline of Employees of the Department of Education and Culture

Year	Number of Employees	Percentage of Number of Indisciplinary Cases Based on Absence				Percentage	
		Late	%	Permission	%	Alpha	%
2019	205	45	21.95%	25	12.19%	15	7.31%
2020	205	50	24.39%	28	13.65%	20	9.75%
2021	205	60	29,26%	35	17,07%	38	18,53%
2022	205	75	36,58%	65	31,70%	40	19,51%

The data in the table above shows a high rate of employee absences due to lateness, absences without permission, and absences. In 2019, 15 out of 205 employees were absent, representing a percentage of 7.31 %. In 2020, the alpha number was 20 out of 205 people with a percentage increase of 9.75 %. In 2021, the alpha number increased by 38 out of 205 people with a percentage increase of 18.53%. In 2022, the alpha number increased by 40 people with a percentage increase of 19.51 %. Overall, the condition is not good. And overall, it shows an increasing trend every year, this indicates that there are still many employees who lack work discipline.

From the results of observations and obtaining direct data from the Personnel Section that the author conducted, the following are the conditions of internal assessments seen from the existing work motivation aspect based on data from 2019-2022 as shown in the following table:

Table 3. Data on Types of Motivation for Employees of the **Education** and Culture Service
(Material and non-material)

NO	Providing Motivation (Material and Non-Material)	2019	2020	2021	2022
1	BPJS and JKK (Need for a Sense of Security)	There is	There is	There is	There is
2	Holiday Allowance (THR), only for civil servants and honorary employees (physiological needs)	There is	There is	There is	There is
3	Overtime pays (Physiological Needs)	n't any	n't any	n't any	n't any
4	Meal allowance	n't any	n't any	n't any	n't any
5	Awards for loyalty/length of service	n't any	n't any	n't any	n't any
6	employee competition activities	There is	There is	There is	There is
7	Annual bonuses given by agencies	There is	There is	There is	There is

Based on the table above, the motivational program at the South Tangerang Education and Culture Office has not experienced a reduction in the number of programs, with the following details. There are three motivational programs provided by the agency in 2020, 2021, and 2022, such as health insurance, THR (Holiday Allowance), and overtime pay. However, there are still other unmet needs, such as the lack of pension funds, target bonuses, and meal allowances, which are not provided by the agency, thus reducing employee motivation and causing a decline in employee performance. Highly motivated employees will create work enthusiasm for employees, which will have a positive impact on employee performance. However, employees at the Education and Culture Office appear to be losing motivation because the agency has not yet met all employee needs.

Literature Review

Human Resource Management (HRM) is a strategic approach in managing employees within an organization to achieve organizational goals effectively and efficiently. According to Mathis and Jackson, HRM is a process of managing people through organizational systems, policies, and practices to maximize employee performance. Meanwhile, Mangkunegara explains that human resource management is planning, organizing, coordinating, implementing, and supervising the procurement, development, compensation, integration, maintenance, and separation of workers in order to achieve organizational goals. In public sector organizations, the implementation of effective human resource management is essential because the quality of public services is highly dependent on employee competence, discipline, and motivation. Therefore, organizations must pay close attention to factors that influence employee performance, including work discipline and work motivation.

Employee performance is one of the most important indicators in determining the success of an organization. Performance reflects the extent to which employees can complete their duties and responsibilities in accordance with organizational standards and objectives. According to Robbins and

Judge (2017), employee performance is the result achieved by employees in carrying out tasks based on certain criteria established by the organization. Mangkunegara (2015) states that employee performance is the quality and quantity of work achieved by an employee in carrying out duties according to the responsibilities given. Employee performance can be measured through several indicators such as quality of work, quantity of work, punctuality, effectiveness, responsibility, and cooperation. In government institutions, employee performance becomes an important factor because it directly affects the quality of public services provided to the community. According to Mathis and Jackson (2017), factors affecting employee performance include individual abilities, work motivation, organizational support, leadership, and work discipline. In this study, the variables examined are work discipline and work motivation because both variables are considered capable of influencing employee performance significantly.

Work discipline is an important aspect in organizational management because it reflects employee obedience and compliance with organizational rules and standards. Discipline creates order and encourages employees to work more effectively and responsibly. According to Rivai (2015), work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and increase awareness to comply with organizational regulations and social norms. Sinambela (2016) defines work discipline as the willingness and awareness of employees to obey all organizational rules and prevailing social norms. Furthermore, Hasibuan explains that discipline is the awareness and willingness of a person to obey all organizational regulations and social norms that apply. Employees who possess high discipline tend to have better attendance, punctuality, responsibility, and compliance with organizational procedures.

Indicators of work discipline generally include: attendance and punctuality, compliance with organizational regulations, obedience to work standards, responsibility toward duties, ethical behavior in the workplace.

Good work discipline will encourage employees to complete work more efficiently and effectively. Conversely, low discipline may lead to absenteeism, delays in completing work, reduced productivity, and declining organizational performance. Several previous studies have shown that work discipline positively influences employee performance. Research conducted by Jayaweera (2015) states that disciplined employees tend to demonstrate higher productivity and better job outcomes. Similarly, Al-Omari and Okasheh (2017) found that organizational discipline contributes significantly to improving employee performance and organizational effectiveness.

Work motivation is the driving force that encourages employees to perform their duties enthusiastically and achieve organizational goals. Motivation plays an important role in improving employee morale, productivity, and commitment. According to Robbins and Judge (2017), motivation is the process that accounts for an individual's intensity, direction, and persistence in achieving goals. Meanwhile, Dobre (2013) defines motivation as internal and external factors that stimulate employees to take actions that lead to organizational goal achievement. One of the most widely used theories in motivation studies is Maslow's Hierarchy of Needs Theory. Maslow explains that human needs are arranged in five hierarchical levels: physiological needs, safety and security needs, social needs, esteem needs, self-actualization needs.

Employees whose needs are fulfilled tend to show higher enthusiasm and commitment toward work. Herzberg's Two-Factor Theory also explains that motivation is influenced by motivator factors such as achievement, recognition, and responsibility, as well as hygiene factors such as salary, supervision, and work conditions. In addition, Deci and Ryan (2000) through Self-Determination Theory explain that employees will be more motivated when they experience autonomy, competence, and relatedness within the workplace environment.

Indicators of work motivation generally include: salary and incentives, recognition and appreciation, career opportunities, work security, work environment, achievement and responsibility.

Motivated employees tend to work harder, complete tasks efficiently, and contribute positively to organizational success. Conversely, low motivation can decrease employee enthusiasm, productivity, and loyalty. Previous studies conducted by Shahzadi et al. (2014) & Dobre (2013) found that work motivation has a positive and significant influence on employee performance. Employees with high motivation tend to produce higher-quality work and demonstrate stronger commitment to organizational objectives.

Work discipline has a strong relationship with employee performance because disciplined employees are more likely to comply with organizational regulations, complete tasks on time, and maintain responsibility in carrying out their duties. According to Rivai & Sagala (2018), work discipline is one of the key determinants of employee performance because discipline ensures that employees work according to organizational procedures and standards. Employees who consistently obey regulations and maintain punctuality tend to demonstrate better work quality and productivity. In the context of public organizations, discipline is important because government institutions are required to provide effective and efficient public services. Poor discipline among employees may negatively affect service quality and public trust. Therefore, improving employee discipline through supervision, enforcement of regulations, and leadership example is necessary to enhance employee performance.

Motivation has a direct relationship with employee performance because motivated employees generally possess higher enthusiasm and willingness to achieve organizational goals. Judge and Kammeyer-Mueller (2012) explain that employees with high motivation tend to show stronger job involvement, better productivity, and greater organizational commitment. Motivation encourages employees to maximize their abilities and complete tasks more effectively. In government institutions, motivational programs such as incentives, recognition, career development opportunities, and supportive work environments can improve employee morale and productivity. Employees who feel appreciated and supported by the organization are more likely to perform optimally. Consequently, organizations need to continuously improve employee motivation by fulfilling both material and non-material needs to create positive work behavior and enhance organizational performance.

Based on the theoretical review above, this study examines the influence of work discipline and work motivation on employee performance at the Education and Culture Office of South Tangerang City. Work discipline and work motivation are independent variables, while employee performance is the dependent variable.

The conceptual relationship among variables can be described as follows:

Work Discipline (X1) → Employee Performance (Y)

Work Motivation (X2) → Employee Performance (Y)

Work Discipline (X1) and Work Motivation (X2) → Employee Performance (Y)

This framework explains that improved work discipline and work motivation are expected to increase employee performance within the organization.

Based on the theoretical framework and previous empirical studies, the hypotheses of this study are formulated as follows:

H1: Work discipline has a positive and significant effect on employee performance at the Education and Culture Office of South Tangerang City.

H2: Work motivation has a positive and significant effect on employee performance at the Education and Culture Office of South Tangerang City.

H3: Work discipline and work motivation simultaneously have a positive and significant effect on employee performance at the Education and Culture Office of South Tangerang City.

RESEARCH METHOD

This study employed a quantitative research approach with an associative research design. The quantitative approach was selected because the study aimed to empirically examine the relationships between work discipline, work motivation, and employee performance using numerical data and

statistical hypothesis testing. The associative design was appropriate because the study focused on determining whether work discipline and work motivation influence employee performance, both partially and simultaneously.

The research was conducted at the South Tangerang City Education and Culture Office, located at the South Tangerang City Government Center, Building III, 1st Floor, Jalan Maruga Raya Number 1 Serua, Ciputat, South Tangerang City. The population consisted of 205 employees. The sample was determined using the Slovin formula with a 5% margin of error, resulting in 136 respondents. The respondents served as the source of primary data for this study.

Primary data were collected through a structured questionnaire distributed to the selected respondents. The questionnaire measured three research variables: work discipline as the independent variable (X1), work motivation as the independent variable (X2), and employee performance as the dependent variable (Y). Work discipline was measured through attendance and punctuality, compliance with organizational regulations, adherence to work standards, responsibility for duties, and ethical behavior. Work motivation was measured through salary and incentives, recognition and appreciation, career opportunities, work security, work environment, achievement, and responsibility. Employee performance was assessed through quality and quantity of work, work knowledge, task implementation, responsibility, effectiveness, punctuality, and cooperation.

Before hypothesis testing, the questionnaire data were subjected to validity and reliability assessment to ensure that the measurement instruments were appropriate. Validity testing was conducted to determine whether each questionnaire item adequately measured the intended construct, while reliability testing was used to assess the consistency of the measurement items. The statistical procedures available in SPSS were used to evaluate instrument quality before the main regression analysis.

The data were analyzed using multiple linear regression with the assistance of SPSS version 24. Multiple linear regression was selected because the study examined the effect of two independent variables, namely work discipline (X1) and work motivation (X2), on one dependent variable, namely employee performance (Y). The regression model can be expressed as $Y = a + b_1X_1 + b_2X_2 + e$, where Y represents employee performance, a is the constant, b1 and b2 are the regression coefficients for work discipline and work motivation, respectively, and e represents the error term.

The analysis proceeded systematically. First, the questionnaire data were prepared and tabulated. Second, the validity and reliability of the measurement instruments were assessed. Third, descriptive and inferential statistical analyses were conducted. Fourth, multiple linear regression analysis was used to estimate the contribution of work discipline and work motivation to employee performance. Finally, hypothesis testing was conducted through the partial t-test to determine the individual effect of each independent variable and the simultaneous F-test to determine their joint effect. The coefficient of determination (R^2) was also examined to identify the proportion of variation in employee performance explained by work discipline and work motivation.

The research stages consisted of: (1) identification of the research problem, (2) review of relevant theories and previous studies, (3) formulation of the conceptual framework and hypotheses, (4) determination of the population and sample, (5) development and distribution of the questionnaire, (6) collection and preparation of data, (7) validity and reliability testing, (8) multiple linear regression analysis and hypothesis testing, and (9) interpretation of findings and formulation of conclusions. This sequence was designed to make the research procedure transparent and sufficiently structured for replication by other researchers.

The methodological approach was appropriate for answering the research questions because it enabled the researcher to quantify relationships among the variables and evaluate the proposed hypotheses objectively using statistical evidence. The use of multiple linear regression also allowed the study to distinguish the individual contribution of work discipline and work motivation while simultaneously assessing their combined influence on employee performance.

The type of research in this thesis is quantitative research with an associative approach. This research was conducted at the South Tangerang City Education and Culture Office located at the South Tangerang City Government centre, Building III, 1st Floor, Jalan Maruga Raya Number 1 Serua, Ciputat, South Tangerang City. The population of this research is 205 employees of the South Tangerang City Education and Culture Office. In determining the sample using the Slovin formula with an error rate of 5%, the sample obtained was 136 respondents. The data analysis technique used multiple linear regression assisted by the SPSS program.

RESULTS AND DISCUSSION

Based on the table above, the results of the multiple linear regression test on the variables work discipline, work motivation towards employee performance can be obtained equality: $Y = 7,013 + 0.536 X_1 + 0.277 X_2$

1. The constant of 7.013 means that if the work discipline variable and the motivation variable work, is worth zero or does not increase, then employee performance will remain the same worth amounting to 7,013.
2. Regression value $0.536 X_1$ (positive) means if the motivation variable increases as big as 1 unit with assumptions variables work motivation in condition still, so employee performance will increase by 0.277 unit.
3. Mark regression $0,277 X_2$ (positive) It means if variables motivation Work increase as big as 1 unit, with assumptions variables discipline permanent work, so performance employee will increase of 0.277 units.

Table 4. Multiple Linear Regression Test

Model	Coefficients ^a				
	Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Sig.
(Constant)	7,013	2,518		2,784	,006
1 Work Discipline	,536	,080	,528	6,666	,000
Motivation Work	,277	,079	,279	3,515	,001

a. Dependent Variable: Performance Employee

Correlation Coefficient Test

Table 5. Correlation Coefficient of Work Discipline and Work Motivation
On Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,748 ^a	,559	,553	3,361

a. Predictors: (Constant), Motivation Work, Work Discipline

Based on Table on results test coefficient correlation work discipline and work motivation on employee performance. It can be seen that the correlation value work discipline variables (X_1) and work motivation (X_2) are 0.748. So, the value is in the interval 0.600-0.799, meaning that the level of relationship between work discipline variables (X_1) and work motivation (X_2) on employee performance (Y) own relationship level Which Strong.

Coefficient of Determination Test

Table 6. Coefficient of Determination of Work Discipline and Work Motivation on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,748 ^a	,559	,553	3,361
a. Predictors: (Constant), Motivation Work, Work Discipline				

Based on Table on test coefficient determination work discipline And motivation work on employee performance, it can be seen that the value of the coefficient determination is indicated by the R Square value of 0.559 which means that the variable work discipline (X1) and work motivation (X2) contribute to the variables employee performance (Y) was 0,559% , while the remainder was 0,441% due to by other variables Which No examined in this study.

Test Hypothesis Partial (Test t_{count})

Table 7. Test t Partial (X1) To (Y)

Coefficients ^a					
Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Sig.
1 (Constant)	9,915	2,478		4,001	,000
Work Discipline	,730	,061	,720	12,010	,000
a. Dependent Variable: Performance Employee					

Based on Table on results test t partial can know that variables discipline (X1) own mark t_{count} 12,010 > t_{table} 1,977 with level significant 0,000 < 0.05 then H_0 1 is rejected and H_a accepted. So, it indicates that there is a significant partial influence of discipline on employee performance Service City Education and Culture Tangerang South.

Table 8. Test t Partial (X2) To (Y)

Coefficients ^a					
Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Sig.
(Constant)	14,662	2,580		5,682	,000
1 Motivation Work	,639	,066	,642	9,693	,000
a. Dependent Variable: Performance Employee					

Based on Table above the results test t partial can know that variables work motivation (X2) has a calculated t value 9,693 > t_{table} 1,977 with a rate of significant 0.000 < 0.05 then H_0 2 is rejected and H_a is accepted. So that indicates that there is a significant partial influence of work motivation on performance employee on Service Education and Culture City Tangerang South.

Test Hypothesis Simultan (Test F_{count})

Table 9. Simultaneous F - test

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1907,301	2	953,650	84,415	,000 ^b
Residual	1502,516	133	11,297		
Total	3409,816	135			
a. Dependent Variable: Performance Employee					

b. Predictors: (Constant), Motivation Work, Work Discipline

Based on the table above, the results of the F test are calculated simultaneously, the calculated F value is obtained $84,415 > F_{\text{table}} 3.060$ with a significance level of $0.000 < 0.05$ then $H_0 3$ is rejected and $H_a 3$ accepted, it means discipline and work motivation exists influence Which significant simultaneous impact on employee performance at the Department of Education and Culture City Tangerang South.

CONCLUSION

Based on the results of research at the South Tangerang City Education and Culture Office, the following are several conclusions that can be drawn: There is an influence of work discipline on employee performance at the South Tangerang City Education and Culture Office. This is indicated by the regression equation $Y = 14.462 + 0.639 X_1$, above the coefficient value (R) of 0.518, which means the coefficient between variables X_1 and Y is strong. The calculated t value of the Work Discipline variable is 12.010, which is greater than the t table value of 1.977 with a significance level of $0.000 < 0.05$. then $H_a 1$ can be accepted and H_0 can be rejected, so it can be concluded that partially Work Discipline has a positive and significant effect on employee performance. There is a significant partial influence of work motivation on employee performance at the South Tangerang City Education and Culture Office. This can be proven by the regression equation $Y = 14.462 + 0.639 X_2$, the correlation coefficient (R) value is 0.412. means coefficient between variables X_2 against Y is moderate. The calculated t value of the Motivation variable is 9.693, which is greater than the t table of 1.977 with a significance level of $0.000 < 0.05$. then $H_0 2$ is rejected and $H_a 2$ is accepted. This indicates that there is influence Which significant in a way partial motivation Work to performance employee on Service Education and Culture City Tangerang South Tangerang. There is an influence of work discipline and work motivation on the performance of employees of the Education and Culture Office of South Tangerang City. This is proven by the regression equation $Y = 7.013 + 0.536 X_1 + 0,277 X_2$, the correlation coefficient (R) value is 0.559, which means the coefficient between the variables Work Discipline and Work Motivation on Employee Performance, which means that there is a strong relationship. The coefficient of determination (KD) is known to be $(R^2) \times 100\%$, R is obtained, namely $KD = 0.559 \times 100\% = 55.9\%$ while the remaining 44.1% ($100\% - 55.9\%$) is the influence of other factors that were not studied. The output is known to have a calculated F of 84.415 and a significance value of 0.000 while the F table value is at the level of significance $0.000 < 0.05$ then $H_0 3$ is rejected and $H_a 3$ is accepted, meaning that Work Discipline and Work Motivation have a significant influence simultaneously on Employee Performance at the Education and Culture Office of South Tangerang City. This can be proven because the calculated F value is $84.415 > F_{\text{table}} 3.060$ with a significance level of $0.000 < 0.05$ then $H_0 3$ is rejected and $H_a 3$ is accepted.

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