
Assessing the Role of Motivation and Work Discipline in Enhancing Outsourced Employee Performance

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ABSTRACT

This research addresses the significant influence of work motivation and discipline on employee performance at a human resource provider. The main aim is to determine which of these factors exerts the strongest impact on performance. To achieve this, the study employs descriptive and verification methods, gathering data from 40 employees through a targeted questionnaire. The findings reveal that the motivation variable directly affects performance, while it also has an indirect impact through the relationship with work discipline. Conversely, work discipline similarly demonstrates both a direct influence and an indirect effect via motivation. The analysis indicates that motivation and work discipline together account for a substantial portion of the variance in employee performance, while other unexamined factors account for the remainder. The novelty of this study lies in its combined approach to assessing these variables in an outsourcing context, offering insights that could enhance employee management strategies. The implications suggest that management should actively work to sustain and improve motivation and discipline levels to boost performance and foster a productive work environment.

Keywords: Employee Management, Performance Evaluation, Motivation, Work Discipline.

INTRODUCTION

Companies and organizations need various resources to achieve their goals, including natural resources, economic assets, knowledge, technology, and, most importantly, human resources. Human resources serve as the key drivers and determinants of organizational success. Without engaged employees, organizations cannot reach their objectives. The progression of company management, especially in the realm of human resource management, stems from

the need to implement policies that effectively address employee needs and expectations. If these policies do not align with what employees seek, it can adversely affect their performance (Faeni et al., 2025; Nyathi & Kekwaletswe, 2023). Therefore, organizations must prioritize understanding their employees' needs and preferences to boost performance and ensure the successful attainment of their goals. Active engagement and responsive management practices are essential for creating a productive work environment that fosters both employee satisfaction and organizational effectiveness. (Somwethee, Aujirapongpan & Ru-Zhue, 2023)

Organizations rely heavily on employee performance as a fundamental element of their success. (Sidharta, 2024) This factor presents a significant challenge that requires ongoing attention and analysis. Performance does not always show consistent improvement, creating potential issues that can detract from overall productivity. Management must recognize these fluctuations and their implications to avert declines in performance that could undermine organizational effectiveness. (Tan & Olaore, 2022)

To address these challenges, companies need to implement strategic initiatives that focus on stabilizing and enhancing employee performance. By developing clear goals and engaging employees in the process, organizations can create an environment that fosters motivation and accountability. Such strategies not only aim to maintain a high level of performance but also ensure that employees feel valued and invested in the company's vision.

Moreover, addressing employee performance directly ties into achieving broader organizational goals. As companies work to enhance performance, they also support employee satisfaction and engagement, which are critical for long-term success. By prioritizing effective performance management, organizations can navigate potential hurdles and cultivate a productive atmosphere that drives the success of both employees and the organization as a whole.

The lack of optimal employee performance is likely attributed to insufficient work motivation. According to Brunstein & Heckhausen (2025) factors influencing performance achievement include ability and motivation, which stem from an employee's attitude in facing work situations. Motivation serves as the driving force that directs employees toward achieving organizational goals.

Indicators of work motivation and employee loyalty show that both remain suboptimal. Loyalty emerges from the employees' intrinsic desires, raising questions about the level of job satisfaction they experience. It also leads to inquiries about whether their perceived dissatisfaction at work stems from actual grievances or a low awareness of completing their tasks effectively.

Understanding these motivations and loyalty levels is crucial for organizations aiming to enhance performance. By addressing motivation, companies can cultivate a more engaged workforce, ultimately improving overall productivity and commitment to organizational objectives. This requires a closer examination of the factors affecting employee satisfaction and the conditions that foster higher motivation.

In conclusion, ability, motivation, and work discipline are essential elements that shape an individual's performance in their job. These factors collectively determine how effectively employees fulfill their responsibilities and contribute to achieving organizational goals. Recognizing and fostering these elements is vital for any organization aiming to enhance overall performance and drive success. By focusing on improving ability, enhancing motivation, and reinforcing discipline, companies can create a more productive work environment that aligns employee efforts with organizational objectives. The research problem the motivation and discipline levels of employees across various industries, and how do these differences affect performance.

METHOD

In this study, the researchers employ a combination of descriptive and verificative methods, focusing on a quantitative approach. The descriptive research seeks to understand the values reflected in the variables being studied. Specifically, it explores employees' perceptions of motivation, discipline, and performance within a Human Resource Firm. Meanwhile, the verificative approach investigates the extent of the impact that extrinsic motivation and competence have on employee performance. The quantitative method, grounded in positivist philosophy, examines a specific population or sample.

The researchers collect data using research instruments, analyzing it through statistical methods to test the proposed hypotheses. In this research, the variables are defined as follows Motivation serves as the independent variable, denoted as X1. Work discipline functions as another independent variable, labeled X2. Employee performance acts as the dependent variable, represented as Y. To assess the validity of the questionnaire, the researchers evaluate whether the questions effectively capture the intended measurements. The validity test criteria are as follows a correlation coefficient of $r \geq 0.30$ indicates that the item is valid. A correlation coefficient of $r < 0.30$ signifies that the item is not valid. If r is equal to or greater than 0.3, the item is considered valid. However, if r equals precisely 0.3, it is deemed invalid. The analysis technique used in this study is path analysis, which estimates causal relationships among the variables established based on prior theories. This analysis includes two independent variables: motivation (X1) and discipline (X2), along with one dependent variable: employee performance (Y).

RESULTS AND DISCUSSION

The quality test results for the data present significant insights into the variables studied. The ranges observed for Motivation (X1) of 0.453 to 0.776, Work Discipline (X2) of 0.331 to 0.849, and Employee Performance (Y) of 0.365 to 0.667 indicate robust relationships among these factors.

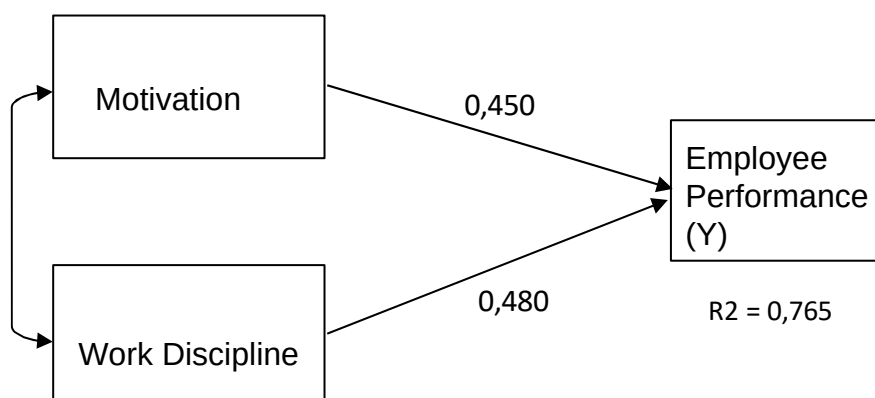
Variable			
No. Item	X1	X2	Y
1	0.766	0.790	0.517
2	0.531	0.812	0.509
3	0.582	0.730	0.528
4	0.610	0.765	0.365
5	0.518	0.625	0.667
6	0.531	0.331	0.416
7	0.766	0.843	0.544
8	0.556	0.680	0.525
9	0.609	0.776	0.543
10	0.634	0.694	0.524
11	0.453	0.843	0.626
12	0.612	0.849	0.621

13	0.542	0.726	0.515
14	0.776	0.812	0.535
15	0.588	0.640	0.617
R2	0,909	0,948	0,879

All values exceed the minimum criterion of 0.300, demonstrating that each variable is statistically significant and relevant to the research context. The reliability tests further affirm the data's quality. Each variable scored over 0.700, classifying them as reliable.

This suggests that the measurement instruments used yield consistent results across different assessments, enhancing the credibility of the findings. Furthermore, the R^2 values highlight the predictive power of the independent variables. The R^2 for Motivation (X1) is 0.909, suggesting it explains approximately 90.9% of the variance in Employee Performance. Similarly, Work Discipline (X2) has an R^2 of 0.948, indicating it accounts for 94.8% of the variance. Employee Performance (Y) itself has an R^2 of 0.879, signifying that a substantial portion of its variability is captured by the model.

Overall, the study concludes that the research instruments are reliable and valid, effectively measuring the intended variables. Their high stability ensures that when measurements are repeated, the results remain consistent. Moreover, the research findings indicate a significant influence of both Motivation (X1) and Work Discipline (X2) on Employee Performance (Y). This means that as motivation and discipline increase, employee performance also tends to improve. For instance, a study by Egemen (2024) shows that various facets of job satisfaction, including motivation, positively affect employee performance. Similarly, Deng et al. (2022) found that employee satisfaction and discipline play crucial roles in enhancing job performance, demonstrating the importance of these factors in achieving high performance in organizational settings.



The path coefficient results offer valuable insights into the relationships between independent and dependent variables. The path coefficient for Motivation (X1) influencing Employee Performance (Y) stands at 0.450. This indicates a moderate positive effect, suggesting that as motivation increases, employee performance tends to improve. Similarly, the path coefficient for Work Discipline (X2) on Employee Performance (Y) is 0.480. This higher value suggests that work discipline has a slightly stronger influence on employee performance compared to motivation.

It indicates that employees who exhibit greater discipline are likely to perform better in their roles. Additionally, the correlation coefficient between Motivation (X1) and Work Discipline (X2) is 0.769, reflecting a strong positive correlation. This means that as motivation increases, work discipline also tends to improve, which can further enhance overall employee performance.

Motivated employees tend to approach their jobs with enthusiasm and dedication, driving them to exceed their targets and embrace challenges. As noted by Prasetyawan et al. (2023), when organizations cultivate a motivating environment, employees feel empowered to deliver their best work, leading to improved performance metrics.

Work discipline plays a complementary role by ensuring that employees consistently follow organizational protocols and standards. This disciplined approach helps maintain productivity levels and creates a reliable workforce, as highlighted by Krskova et al. (2024). When employees adhere to guidelines and maintain focus, it results in smoother operations and fewer disruptions in the workflow. Motivation and discipline influence each other. Employees who feel satisfied and committed to their work, as discussed by Popoola and Fagbola (2023), are more likely to exhibit discipline in their roles. They understand the importance of maintaining a strong work ethic, which contributes to a harmonious work environment.

Yee et al. (2023) further emphasize that psychological and social factors enhance work efficiency, reinforcing the need for motivation and discipline to work hand in hand. Employees who receive encouragement and recognize the value of disciplined behavior are better equipped to meet their responsibilities, especially in flexible work settings.

Organizations must prioritize initiatives that foster both motivation and discipline. By doing so, they can create a productive environment that not only drives individual performance but also contributes to the success of the organization as a whole. (Hidayat et al, 2025) Encouraging a culture that champions these two elements is essential for long-term growth and effectiveness in the workplace.

CONCLUSION

In conclusion, this research reveals that Motivation significantly affects Employee Performance by 36.9%, with a direct influence of 20.3% and an indirect influence through Work Discipline of 16.6%. The significance level of 0.001 (which is less than 0.050) and a t-value of 3.612 (greater than the critical value of 2.026) demonstrate that Motivation can independently impact Employee Performance without relying on Work Discipline, as the direct effect is greater than the indirect effect. Similarly, Work Discipline contributes to Employee Performance by 39.6%, with a direct effect of 23% and an indirect effect through Motivation of 16.6%. The significance level of 0.000 is also less than 0.050, and the t-value of 3.847 exceeds 2.026. This indicates that Work Discipline significantly influences Employee Performance on its own, without depending on Motivation, since its direct effect is higher. Together, Motivation and Work Discipline collectively influence Employee Performance by 76.5%. However, 23.5% of Employee Performance is influenced by factors not examined in this study, such as organizational culture, competence, work environment, leadership, and compensation.

This research highlights that Work Discipline has a greater contribution to Employee Performance compared to Motivation. To maintain or enhance Employee Motivation, employees should cultivate a stronger sense of responsibility and engage actively in completing their tasks optimally. To sustain or enhance the impact of Work Discipline on Employee Performance, management should monitor employees who violate established company rules. Creating an environment that encourages adherence to these rules voluntarily—without coercion—will foster compliance among employees. Overall, the contributions from both Motivation (X1) and Work Discipline (X2) have a substantial impact on Employee Performance (Y). The analysis indicates that Work Discipline's total contribution is 39.6%, while Motivation's total impact is 36.9%. Therefore, companies

should prioritize maintaining and enhancing both variables to boost Employee Performance optimally, allowing employees to grow and take responsibility for their work, ultimately leading to improved performance outcomes.

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