

# 1738191199

## 1738191199



Shri Vile Parle Kelavani Mandal

### Document Details

**Submission ID**

trn:oid:::9832:80503474

**Submission Date**

Jan 29, 2025, 10:53 PM UTC

**Download Date**

Jan 29, 2025, 10:54 PM UTC

**File Name**

1\_Production\_377\_Pratama.docx

**File Size**

251.5 KB

**10 Pages****3,857 Words****24,686 Characters**





# 13% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.




## Filtered from the Report

- Bibliography
- Quoted Text
- Cited Text

## Match Groups

-  **43 Not Cited or Quoted 13%**  
Matches with neither in-text citation nor quotation marks
-  **0 Missing Quotations 0%**  
Matches that are still very similar to source material
-  **0 Missing Citation 0%**  
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**  
Matches with in-text citation present, but no quotation marks

## Top Sources

- 9%  Internet sources
- 3%  Publications
- 6%  Submitted works (Student Papers)

## Integrity Flags

### 0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

## Match Groups

- 43 Not Cited or Quoted 13%**  
Matches with neither in-text citation nor quotation marks
- 0 Missing Quotations 0%**  
Matches that are still very similar to source material
- 0 Missing Citation 0%**  
Matches that have quotation marks, but no in-text citation
- 0 Cited and Quoted 0%**  
Matches with in-text citation present, but no quotation marks

## Top Sources

- 9% Internet sources
- 3% Publications
- 6% Submitted works (Student Papers)

## Top Sources

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	Internet	journal.lemilit.org	4%
2	Submitted works	University of Liverpool on 2020-09-13	<1%
3	Internet	jurnal.stiepas.ac.id	<1%
4	Internet	hrmars.com	<1%
5	Internet	embiss.com	<1%
6	Submitted works	Segi University College on 2024-04-03	<1%
7	Submitted works	Higher Education Commission Pakistan on 2025-01-18	<1%
8	Internet	ujost.org	<1%
9	Internet	jurnal.stmik-mi.ac.id	<1%
10	Publication	Dani Iskandar. "EMPLOYEE PERFORMANCE ROLE: COMMUNICATION AND WORK D...	<1%

11	Submitted works	University of Witwatersrand on 2024-10-04	<1%
12	Internet	journal.jis-institute.org	<1%
13	Submitted works	University of Melbourne on 2024-10-13	<1%
14	Submitted works	University of Bradford on 2022-03-31	<1%
15	Internet	ojs.stieamkop.ac.id	<1%
16	Submitted works	University of East London on 2023-08-07	<1%
17	Submitted works	Griffth University on 2018-09-24	<1%
18	Publication	Lesi Agusria, Fitantina Fitantina, Kholilah Kholilah, Arraditya Permana. "The Infl...	<1%
19	Submitted works	UNICAF on 2025-01-12	<1%
20	Submitted works	University of Bradford on 2023-09-01	<1%
21	Internet	dinastipub.org	<1%
22	Internet	repository.uantwerpen.be	<1%
23	Publication	Yusriadi Yusriadi. "The Role of Work Environment and Leadership on Employee P...	<1%

## Improving Employee Performance: The Role of Motivation and Work Discipline in a Companies House in Bandung

### Abstract

This study assesses the impact of motivation and work discipline on employee performance, individually and collectively. It examines 40 employees and uses a questionnaire to acquire data.

The study utilizes path analysis, demonstrating that the motivation variable (X1) exerts a direct influence of 27.2% and an indirect effect via its association with work discipline (X2) of 9.3%. The cumulative effect is 36.5%. The work discipline variable (X2) exerts a direct effect of 22.6% and an indirect effect via its association with motivation (X1) of 9.3%, culminating in a total effect of 31.9%.

The coefficient of determination (R Square), represented as a percentage, reveals that the two independent variables—motivation (X1) and work discipline (X2)—account for 68.4% (0.684), whereas the residual value is  $\epsilon = 31.6\%$  (0.316). In conclusion, many recommendations derived from the research findings advocate for enhancing motivation and work discipline to elevate employee performance.

In conclusion, many recommendations derived from the research findings advocate for enhancing motivation and work discipline to elevate employee performance. This research underscores the necessity of creating specialized training programs that enhance motivation and strengthen employee work discipline. Organizations should build incentive systems and recognition programs that honor employee accomplishments, establishing explicit performance criteria and accountability metrics. By concentrating on these domains, organizations may cultivate a more engaged and productive staff, enhancing overall performance and market competitiveness.

**Keywords :** Motivation, Work Discipline, Employee Performance.

### INTRODUCTION

In light of the enhancing worldwide economic conditions post-COVID-19 pandemic, this represents a favorable chance for advancing and reviving enterprises, both internationally and locally. The garment industry is one such sector. Despite its sluggish growth relative to its zenith in the 1990s, when the garment sector was pivotal to national industrialization, it still holds significance.

The apparel industry is a vital component of economic development in Indonesia, mainly concentrating on manufacturing finished garments. The industrial sector, including public and private firms, is crucial for the government's initiatives to promote national economic growth.

The garment industry significantly contributes to Indonesia's economic development, bolstered by an influx of foreign investment that propels its growth.

To attain its objectives, a corporation necessitates proficient administration of production elements, encompassing natural resources, human resources, capital, raw materials, machinery, and technology. Companies must closely monitor the interrelationship among these production aspects, requiring proficient management, especially in human resources, to enable staff to operate more successfully and efficiently.

Human Resources (HR) are vital to any organization, be it an institution or a corporation. Enhanced employee performance correlates with increased company productivity. (Komar Priatna et al., 2020; Resawati & Rinawati, 2024) If employee performance or skills deteriorate, firm production will similarly diminish. For optimal functioning, a company requires competent personnel with a comprehensive understanding

of good organizational management, which enhances employee performance.

The revival of the global economy indeed benefits corporations, particularly a specific corporate entity. Nonetheless, this also introduces new challenges for the organization. The surge in orders from new and existing clients has inundated the company since its productivity has not yet matched the demand.

The company aims to produce 5,000 units monthly, 15,000 units over three months. From January to March, the company produced 13,404 units; from April to June, it generated 13,834 units; and the lowest output occurred from July to September, totaling only 9,381 units. Despite output rising to 23,189 units from October to December, this total remains below the yearly objective of 60,000 units.

The unachieved production targets are believed to result from inadequate personnel performance. Employees should aim for exceptional performance, exhibit a robust work ethic, engage in ethical conduct, operate as responsible custodians of the company's resources, and demonstrate a willingness to enhance their abilities to achieve both personal and organizational success. If staff performance at this company is subpar, it will adversely affect the organization's efficacy and efficiency.

Performance concerns are significant, underscoring the necessity of efficient human resource management to enhance employee performance. (van den Heuvel et al., 2020) Robust performance can effectively and efficiently resolve the organization's loads and issues.

The performance of employees at a firm substantially influences the execution of production, quality of service, and their capacity

to meet duties and responsibilities. The performance of employees is vital to the company's viability (Dall'Ora et al., 2016; Pallawagau, 2021). The mean performance score for employees at this organization is 3.43, classified as "fairly good," with a percentage of 20%. In the dimensions assessed, job quality scored 3.45, classified as "fairly good." The work quantity dimension attained a score of 3.6, designated as "fairly good," whereas responsibility and teamwork garnered a score of 3.4, also classified as "fairly good." The initiative component earned an average score of 3.3, categorizing it as "fairly good."

The researcher administered a pre-survey to 20 employees at the organization to ascertain the sources of performance concerns. This pre-survey sought to identify the variables contributing to inadequate employee performance inside the firm.

Seven respondents indicated that motivation is the primary factor influencing performance, followed by work discipline, as noted by six respondents. Furthermore, three respondents identified the work environment and organizational culture, while one respondent referenced leadership style.

Employee motivation at this corporation is inadequate, especially with the organization's insufficient recognition of its staff. Employee motivation, assessed by motivational aspects, yields an average score of 3.12, classified as "fairly good," with a percentage of 33%. This suggests that employee motivation remains at a satisfactory level; however, it is considered suboptimal. Robust motivational factors can bolster employee performance and elevate their morale and productivity. The subpar

performance of employees is believed to be affected by insufficient motivation within the organization. Prior studies conducted by scholars have demonstrated that motivation substantially influences employee performance. Azmy et al., (2022), which posits that motivation is a condition that propels individuals toward optimal performance, consisting of three elements: the need for achievement, affiliation, and power.

Inadequate work discipline and deficient motivation are considered to drive employees' low performance at one organization. (Ekhsan et al., 2019; Jamal Ali & Anwar, 2021) The work discipline at one companies house exemplifies an individual's accountability for designated responsibilities (Asgaruddin, 2023). An employee's discipline is deemed satisfactory if most employees comply with established regulations. Consequently, each employee must uphold exemplary work discipline to guarantee the prompt and precise completion of all responsibilities delegated by the organization.

The work discipline at this organization is inadequate, as evidenced by problems with employee conduct and performance, including tardiness, arriving just before the start time, absences for petty reasons, and breaches of existing regulations. Such behaviors obstruct fulfilling tasks and obligations, presenting a significant issue for the firm. Should tardiness, proximity to start times, and unwarranted absences persist, they may affect other employees who have previously faced disciplinary action concerning work hours and compliance with regulations.

The work discipline of employees at this organization, assessed using discipline dimensions, has an average score of 3.10, classified as "fairly good," with a percentage of

25%. This signifies that employee work discipline remains at a satisfactory level; however, it is considered suboptimal.

Insufficient work discipline is believed to affect employees' subpar performance. This notion posits a correlation between work discipline and individual performance within an organization. Hersona & Sidharta (2017) posits that work discipline influences performance, demonstrating a substantial correlation between the discipline variable and performance; as an individual's work discipline enhances, their performance similarly improves.

The stated conditions pose obstacles to attaining optimal employee performance at this organization. Suboptimal performance is believed to arise from insufficient motivation and work discipline inside the organization. This research aims to ascertain the degree of impact that motivation and work discipline have within the corporate house.

## METHOD

The method represents an approach employed to attain objectives, whereas the research aims involve uncovering, describing, and creating answers to problems that will inform the study. The author's research in this paper utilizes both descriptive and verificative methodologies.

This research evaluates hypotheses to ascertain the relationship between variables by the defined problem statement and anticipated research objectives. The study categorizes Motivation and Work Discipline as independent factors, with Employee Performance as the dependent variable.

This research method utilizes a quantitative methodology, concentrating on the employee population at PT. Fajarindo Eka Mriyah Jaya,

consisting of 40 workers. This study employs a census methodology, engaging all members of the population as respondents due to the relatively small number of employees without utilizing sample methods. This enables the research findings to represent the overall condition of the population precisely.

Primary data is obtained by a questionnaire created to investigate the variables of motivation, work discipline, and employee performance. This questionnaire is administered directly to all participants, utilizing a Likert scale of 1-5, wherein respondents indicate their degree of agreement with topics about motivation, work discipline, and performance.

Alongside the questionnaire, the researcher performed direct observations and interviews with multiple employees to further investigate the context and elucidate any possibly unclear responses. This triangulation method enhances the authenticity of the collected data and guarantees that the study findings accurately represent the actual conditions in the field.

After data collection, assessments were performed to assess the validity and reliability of the questionnaire. The validity test seeks to ascertain that the research instrument effectively measures its intended construct. In contrast, the reliability test strives to verify the consistency of the data derived from these measurements. The researcher employed statistical tools such as SPSS to conduct these analyses.

This study utilized multiple linear regression analysis to assess the impact of motivation and

work discipline on employee performance. A t-test was employed for hypothesis testing to analyze the individual effects of each independent variable. At the same time, an F-test was utilized to evaluate the combined influence of motivation and work discipline on employee performance.

## RESULT AND DISCUSSION

The researcher determined that the sample consisted of 40 respondents, encompassing the total population. The subsequent phase, before performing more analysis, entails assessing the data's validity (accuracy) and reliability (dependability).

An instrument is deemed valid if its items correlate positively with the total score, with a high correlation signifying that the item demonstrates substantial validity. The lowest criterion for an item to be considered legitimate is a correlation coefficient of  $r = 0.300$ . Consequently, if the correlation between an item and the total score is below 0.300, that item in the instrument is deemed invalid.

In reliability testing employing the split-half method, an instrument is deemed reliable if it attains a 0.700 or 70% reliability coefficient. A greater reliability level indicates increased consistency and dependability of the instrument. The outcomes of the validity and reliability assessments are as follows:

**Table 1. Validity Test and Reliability Test**

No	Motivation	Work Discipline	Employee performance
1	0.580	0.520	0.450
2	0.405	0.534	0.752
3	0.555	0.779	0.669

4	0.707	0.484	0.654
5	0.315	0.607	0.577
6	0.571	0.590	0.602
7	0.326	0.704	0.628
8	0.546	0.698	0.516
9	0.478	0.611	0.708
10	0.581	0.686	0.694
11	0.636	0.447	0.663
12	0.327	0.596	0.733
13	0.731	0.622	0.701
14	0.795	0.375	0.671
15	0.752	0.785	0.654
Cronbach's Alpha	0.886	0.909	0.924

Table 1 presents the outcomes of the validity and reliability assessments, indicating that three variables were examined in this study: motivation, work discipline, and employee performance. Each variable has 15 questions, and the validity test outcomes are discernible by each item's correlation coefficients with the corresponding variable's overall score. Cronbach's Alpha values are employed to assess the dependability of each variable.

The validity test evaluates the degree to which the research instrument effectively measures its target construct. In this context, each item assessed within the variables of motivation, work discipline, and employee performance exhibits distinct correlation values with the aggregate score of that variable. An item is deemed legitimate if its correlation coefficient (r) exceeds 0.30.

All items in the motivation variable exhibit correlation values over 0.30. Item 14 exhibits the highest correlation value of 0.795, whereas item 7 displays the lowest correlation value of 0.326. The results suggest that all components of the motivation variable are legitimate despite certain items exhibiting lower correlations than others.

The correlation values for the work discipline variable range from 0.375 to 0.785.

The maximum value for this variable is observed in item 15, with a correlation of 0.785, whilst the minimum value is in item 14, with a correlation of 0.375. All item correlation values above 0.30 indicate that all items under the work discipline variable are legitimate.

The correlation coefficients for the employee performance variable range from 0.450 to 0.752. Item 2 exhibits the highest correlation at 0.752, while item 1 displays the lowest correlation at 0.450. Despite the initial item exhibiting a more negligible correlation than the others, it still exceeds 0.30, so all items inside the employee performance variable are deemed legitimate.

The reliability test assesses the degree to which the measurement device yields consistent data. The technique employed for this reliability assessment is Cronbach's Alpha. An instrument is deemed dependable if its Cronbach's Alpha value exceeds 0.70.

The Cronbach's Alpha coefficient for the motivation variable is 0.886. This rating signifies that the instrument employed to assess employee motivation is highly reliable. Consequently, we can ascertain that the motivation assessment questionnaire yields consistent and dependable outcomes.

The Cronbach's Alpha value for the work discipline variable is 0.909. This number exceeds the criterion of 0.70, indicating that the instrument employed to assess work discipline is very dependable. It can yield reliable results throughout repeated measurements.

The Cronbach's Alpha coefficient for the employee performance variable is 0.924, the highest of the three variables. This result signifies that the employee performance measurement tool is highly dependable. This instrument exhibits outstanding internal consistency, as shown by a Cronbach's Alpha score nearing 1.

The findings from the validity and reliability assessments indicate that all items across the three variables—motivation, work discipline, and employee performance—are valid and reliable. The validity and reliability of instruments are essential for ensuring that the study data is trustworthy and supports accurate conclusions.

The favorable validity ratings demonstrate that each item in the questionnaire effectively assesses the desired variable. The items in the questionnaire accurately assess respondents'

workplace motivation levels. Likewise, the elevated validity values for work discipline and employee performance guarantee that the questionnaire items precisely represent employee discipline and performance circumstances.

The elevated Cronbach's Alpha values for the three variables signify measurement consistency from a reliability standpoint. This indicates that the outcomes would stay stable if this research were replicated with an identical questionnaire, enhancing assurance that the measuring instrument employed in this investigation is applicable in analogous circumstances.

The validity and reliability assessments substantiate the study instrument's efficacy as a precise and dependable tool for evaluating the impact of motivation and work discipline on employee performance at PT. Fajarindo Eka Mriyah Jaya. This result establishes a robust basis for the researcher to examine the correlations between these factors further and evaluate the hypothesis concerning the influence of motivation and work discipline on enhancing employee performance.

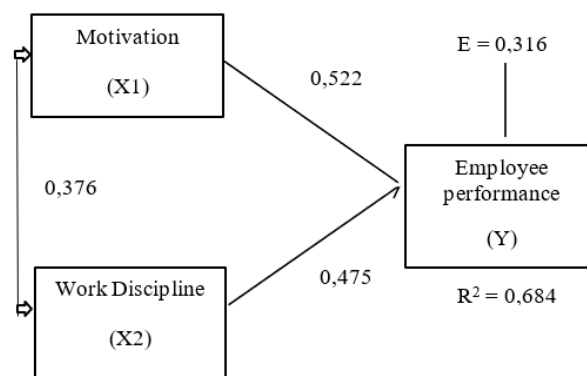


Figure 1. Path Analysis

Figure 1 depicts the influence model among the incentive variable (X1), work discipline (X2), and employee performance (Y) inside a particular company. This model utilizes a multivariate linear regression analysis, wherein the independent factors (motivation and work discipline) influence the dependent variable (employee performance). Furthermore, the model illustrates the interconnections among the variables, path coefficients, residual values ( $\epsilon$ ), and the coefficient of determination ( $R^2$ ).

In this model, motivation (X1) exhibits a path coefficient of 0.522, signifying a positive and significant influence on employee performance. A value of 0.522 indicates that each unit increase in motivation will improve employee performance by 52.2%. This significant influence indicates that motivation is crucial in enhancing employee performance at one of the organizations.

Elevated motivation among employees can be understood as intrinsic or extrinsic factors that propel people to exert more significant effort, enhance efficiency, and increase productivity. In a business environment, motivation may arise from diverse sources, including rewards, incentives, recognition, and well-defined job tasks. Motivated individuals exhibit heightened dedication to their work and endeavor to perform optimally to meet organizational objectives. The substantial route coefficient signifies the critical role of firm management in formulating rules that effectively incentivize personnel.

This model's work discipline variable (X2) has a path coefficient of 0.475, which indicates a positive and significant influence on employee performance. A unit increase in work discipline will improve employee performance by 47.5%. While the impact of work discipline is marginally

less significant than that of motivation, this coefficient nonetheless indicates that work discipline is a crucial determinant of employee performance.

Work discipline signifies employees' perceptions of the regulations and standards within the workplace. Disciplined personnel are more likely to comply with company regulations, meet deadlines, and assume accountability for their job. Effective discipline fosters an organized and efficient work environment, enhancing productivity and performance. This study indicates that the substantial influence of work discipline necessitates the company's emphasis on improving staff discipline via establishing explicit regulations and uniform oversight.

This model illustrates the correlation between motivation and work discipline, with a coefficient of 0.376, and their direct consequences on employee performance. This signifies a positive association between motivation and job discipline. Employees with elevated motivation are likely to demonstrate superior job discipline. This link indicates that motivation directly affects performance and enhances employee discipline.

Elevated motivation can motivate employees to comply more rigorously with regulations, optimize their time management, and perform according to the organization's standards. Motivated personnel typically exhibit a heightened awareness of their obligations and endeavor to perform at their best, thereby indirectly improving their degree of discipline. Consequently, the organization must guarantee that motivational programs also reinforce work discipline.

13 This model's coefficient of determination ( $R^2$ ) is 0.684, indicating that 68.4% of the variance in employee performance is attributable to desire and work discipline. This score is relatively high, signifying that these two independent variables substantially enhance employee performance. Nonetheless, 31.6% of the variation remains unexplained by this model, as evidenced by the residual value ( $\epsilon$ ) of 0.316. This indicates that factors beyond motivation and work discipline, such as work environment, corporate culture, or employee competencies, may also affect employee performance.

23 The elevated  $R^2$  value signifies that this model possesses strong predictive capability in elucidating the correlation among motivation, work discipline, and employee performance. Researchers should also consider any external elements that may affect employee performance.

20 This study's conclusions hold significant implications for managing one of the company's houses. Management should prioritize enhancing staff motivation to elevate performance. This can be accomplished through diverse techniques, including offering suitable incentives, acknowledging accomplishments, and fostering a supportive workplace atmosphere. Secondly, job discipline should be a paramount consideration. Management must establish explicit regulations, offer disciplinary training, and enforce suitable penalties for infractions. The amalgamation of elevated motivation and robust work discipline will yield productive employees who substantially contribute to attaining the company's objectives.

4 Figure 1 illustrates that motivation and work discipline significantly influence employee performance at one of the company's houses. Motivation exerts a more significant influence

than work discipline, yet both are essential and mutually reinforcing in improving employee performance. The elevated coefficient of determination signifies that this model accounts for most of the variance in employee performance. However, additional factors need consideration.

For optimal performance, the organization must consistently evaluate and enhance both aspects in a managerial setting. By instituting policies that foster motivation and work discipline, the organization can augment production and efficiency, positively influencing its overall success.

## CONCLUSION

The study at a particular company indicates a substantial correlation between motivation and work discipline for employee performance. This study's results demonstrate that work motivation significantly enhances employee performance. Whether intrinsic or extrinsic, motivation serves as a vital element in the equation for performance improvement. This highlights the significance of management methods in establishing and sustaining a motivating work environment where employees feel appreciated and sufficiently rewarded to enhance their productivity.

Work discipline positively influences employee performance. Effective discipline establishes a reliable framework and routine, improving efficiency and guaranteeing the seamless execution of daily tasks. Disciplined personnel typically exhibit elevated attendance, adherence to business policies, and reliability in fulfilling their responsibilities to prescribed standards.

The interplay between motivation and work discipline is a crucial determinant in enhancing

employee performance. This study confirms that motivated employees frequently demonstrate greater work discipline, enhancing their performance. Consequently, management must establish policies that augment motivation and foster robust work discipline.

Companies can implement many techniques to cultivate and sustain motivation and discipline in the workplace. These may encompass the implementation of efficient reward systems, the provision of continuous training, the formulation of supporting HR policies, and the cultivation of a work environment conducive to both professional and personal development for employees. Furthermore, ensuring that employees comprehend the company's vision and objectives is imperative to foster a sense of ownership over their job results.

This research underscores that motivation and work discipline are fundamental pillars of employee success. Company management should consistently pursue creative and effective methods to enhance productivity and employee satisfaction, hence ensuring improved retention rates. By employing this comprehensive strategy, firms may anticipate achieving operational objectives while cultivating a resilient and committed staff equipped to confront evolving market difficulties.

## REFERENCES

- Asgaruddin, A. (2023). Work Professionalism Through Work Discipline on Employee Performance (a Literature Study Human Resource Management). *Dinasti International Journal of Management Science*, 4(6), 1104–1114. <https://doi.org/10.31933/dijms.v4i6.1943>
- Azmy, A., Risza, H., & Adhykusuma, A. (2022). Implications of work motivation, employee discipline, and compensation on employee performance while working from home at a digital marketing company. *Jurnal Manajemen Dan Pemasaran Jasa*, 15(1), 13–36. <https://doi.org/10.25105/jmpj.v15i1.12791>
- Dall'Ora, C., Ball, J., Recio-Saucedo, A., & Griffiths, P. (2016). Characteristics of shift work and their impact on employee performance and wellbeing: A literature review. *International Journal of Nursing Studies*, 57, 12–27. <https://doi.org/10.1016/j.ijnurstu.2016.01.007>
- Ekhsan, M., Aeni, N., Parashakti, R., & Fahlevi, M. (2019). The Impact Of Motivation, Work Satisfaction And Compensation On Employee's Productivity In Coal Companies. *Proceedings of the 2019 1st International Conference on Engineering and Management in Industrial System (ICOEMIS 2019)*. <https://doi.org/10.2991/icoemis-19.2019.55>
- Hersona, S., & Sidharta, I. (2017). INFLUENCE OF LEADERSHIP FUNCTION, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEES' PERFORMANCE. *Jurnal Aplikasi Manajemen*, 15(3), 528–537. <https://doi.org/10.21776/ub.jam.2017.015.03.18>
- Jamal Ali, B., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30.

<https://doi.org/10.22161/ijebm.5.2.3>

Komar Priatna, D., Devia Indriyani, & Winna Roswinna. (2020). EFFECT OF WORK COMPENSATION AND MOTIVATION TOWARDS PRODUCTIVITY OF WORKERS (A SURVEY IN PT. NECIS INDAH CEMERLANG BANDUNG). *Dinasti International Journal of Management Science*, 1(4), 563–577.  
<https://doi.org/10.31933/dijms.v1i4.193>

Pallawagau, A. (2021). The Impact of organizational culture, and work motivation on employee performance through employee job satisfaction PT. Kasmar Tiar Raya. *International Journal of Economics, Management, Business, and Social Science (IJEMBIS)*, 1(1), 11–21.

Resawati, R., & Rinawati, N. (2024). The Mediating Role of Achievement Behaviors on Motivation and Employee Performance. *Majalah Bisnis & IPTEK*, 17(2), 114–124.  
<https://doi.org/10.55208/6p9zya52>

van den Heuvel, M., Demerouti, E., Bakker, A. B., Hetland, J., & Schaufeli, W. B. (2020). How do Employees Adapt to Organizational Change? The Role of Meaning-making and Work Engagement. *The Spanish Journal of Psychology*, 23, e56. <https://doi.org/10.1017/SJP.2020.55>