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WORK DISCIPLINE, MOTIVATION, AND EMPLOYEE PERFORMANCE: A QUANTITATIVE STUDY OF DAMAI INDAH GOLF EMPLOYEES

DISIPLIN KERJA, MOTIVASI, DAN KINERJA KARYAWAN: STUDI KUANTITATIF KARYAWAN DAMAI INDAH GOLF

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Abstract

This study examines the individual and joint associations of work discipline and work motivation with employee performance at PT. Damai Indah Golf, Indonesia. It addresses the relationship between compliance with organisational requirements and the motivational conditions supporting employee effort in golf service operations. A quantitative questionnaire survey involved 95 employees drawn from a reported population of 2,000. The available report is treated as an observational survey; its cross-sectional timing requires author confirmation. The conceptual framework distinguishes behavioural compliance from needs-based motivation, with contemporary work motivation research informing the interpretation. Instrument assessment and multiple linear regression were conducted using IBM SPSS Statistics 25. Reported internal consistency coefficients were 0.968 for discipline, 0.968 for motivation, and 0.982 for performance. Both predictors had positive regression coefficients: discipline, $B = 0.629$, $\beta = 0.422$, $t = 5.911$; and motivation, $B = 0.674$, $\beta = 0.571$, $t = 8.006$, both $p < .001$. The joint model yielded $R^2 = .970$, adjusted $R^2 = .969$, and $F(2, 92) = 1486.594$, $p < .001$. These results describe associations within the surveyed sample rather than causal effects. The study contributes a context-specific examination of compliance and motivation as distinguishable performance correlates, while identifying measurement overlap and common method bias as important competing explanations for the unusually high model fit. The findings support evaluating clear procedures alongside fair recognition and employee development. Implementation should be monitored against independent performance indicators. Inconsistent intercept statistics and incomplete measurement documentation require resolution before the numerical results can support final publication claims.

Keywords : Work Discipline, Needs-Based Motivation, Employee Performance, Human Resource Policy, Golf Service Operations, Indonesia.

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Abstrak

Studi ini meneliti hubungan individu dan gabungan antara disiplin kerja dan motivasi kerja dengan kinerja karyawan di PT. Damai Indah Golf, Indonesia. Studi ini membahas hubungan antara kepatuhan terhadap persyaratan organisasi dan kondisi motivasi yang mendukung upaya karyawan dalam operasi layanan golf. Survei kuesioner kuantitatif melibatkan 95 karyawan dari populasi yang dilaporkan sebanyak 2.000 orang. Laporan yang tersedia diperlakukan sebagai survei observasional; waktu penampang lintangnya memerlukan konfirmasi dari penulis. Kerangka konseptual membedakan kepatuhan perilaku dari motivasi berbasis kebutuhan, dengan riset motivasi kerja kontemporer menjadi dasar interpretasi. Penilaian instrumen dan regresi linier ganda dilakukan menggunakan IBM SPSS Statistics 25. Koefisien konsistensi internal yang dilaporkan adalah 0,968 untuk disiplin, 0,968 untuk motivasi, dan 0,982 untuk kinerja. Kedua prediktor memiliki koefisien regresi positif: disiplin, $B = 0{,}629$, $\beta = 0{,}422$, $t = 5{,}911$; dan motivasi, $B = 0{,}674$, $\beta = 0{,}571$, $t = 8{,}006$, keduanya $p < 0{,}001$. Model bersama menghasilkan $R^2 = 0{,}970$, R^2 yang disesuaikan = 0,969, dan $F(2, 92) = 1486{,}594$, $p < 0{,}001$. Hasil ini menggambarkan asosiasi dalam sampel yang disurvei, bukan efek kausal. Studi ini memberikan pemeriksaan spesifik konteks terhadap kepatuhan dan motivasi sebagai korelasi kinerja yang dapat dibedakan, sekaligus mengidentifikasi tumpang tindih pengukuran dan bias metode umum sebagai penjelasan penting yang bersaing untuk kecocokan model yang luar biasa tinggi. Temuan mendukung evaluasi prosedur yang jelas bersamaan dengan pengakuan yang adil dan pengembangan karyawan. Implementasi harus dipantau berdasarkan indikator kinerja independen. Statistik intersepsi yang tidak konsisten dan dokumentasi pengukuran yang tidak lengkap memerlukan penyelesaian sebelum hasil numerik dapat mendukung klaim publikasi akhir.

Kata Kunci : Disiplin Kerja, Motivasi Berbasis Kebutuhan, Kinerja Karyawan, Kebijakan Sumber Daya Manusia, Operasi Layanan Golf, Indonesia.

1. INTRODUCTION

Employee performance is a decisive condition for service quality in organisations whose daily operations depend on the coordination of people, facilities, and customer interactions. In golf service operations, employees carry out different but interdependent responsibilities, including customer assistance, course operations, administration, security, and facility maintenance. A service failure in one function can affect the customer experience produced by the organisation as a whole. For that reason, employee performance cannot be understood only as the completion of isolated tasks; it also concerns the consistency, responsiveness, and responsibility with which employees carry out their assigned roles.

Damai Indah Golf operates the Bumi Serpong Damai and Pantai Indah Kapuk golf courses and their supporting facilities in Indonesia (Golf, n.d.). Its operations require employees to work within established schedules and procedures while responding to the changing needs of customers and colleagues. Employees are therefore expected to perform routine duties accurately, maintain service standards, and coordinate their work across operational units. This context makes employee performance a relevant managerial concern because operational reliability depends not only on formal job descriptions, but also on the extent to which employees follow work requirements and sustain their effort in completing their duties.

Employee performance refers to behaviour and work accomplishment that contribute to organisational objectives. Borman & Motowidlo, (1997) distinguish task performance from contextual performance, emphasising that employees contribute both through the execution of core duties and through behaviour that supports the social and psychological environment of work. This distinction is particularly relevant in service organisations, where performance includes the ability to complete assigned tasks, communicate effectively, respond to service needs, and maintain dependable work conduct. Accordingly, an employee who is present at work but performs assigned duties incompletely

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cannot be regarded as demonstrating the same level of performance as an employee who combines reliability, initiative, and responsiveness.

Work discipline is one factor that can support such performance. Work discipline concerns employees' adherence to organisational rules, attendance requirements, work schedules, procedures, and responsibilities. It gives daily operations a predictable structure by clarifying what must be done, when it must be completed, and how individual tasks relate to wider organisational standards. In service settings, consistent discipline can reduce coordination failures, delays, and uncertainty because employees are more likely to execute tasks according to agreed expectations. Discipline therefore has practical significance for employee performance, particularly where the quality of service depends on the timely and orderly completion of interrelated activities.

The relationship between discipline and performance, however, is not simply a matter of enforcing rules more strictly. Adler & Borys, (1996) distinguish enabling formalisation from coercive formalisation. Enabling formalisation provides procedures that assist employees in understanding their work, solving problems, and performing tasks effectively, whereas coercive formalisation prioritises control and compliance. This distinction suggests that work discipline can support performance when organisational rules are understood as resources for coordination and task completion. In the present setting, discipline is therefore treated as a form of behavioural compliance that may strengthen operational reliability and contribute to employee performance.

Work motivation represents a second factor that may explain differences in employee performance. Motivation concerns the forces that direct, energise, and sustain employees' effort towards work-related goals. Employees who regard their work as meaningful, feel recognised for their contribution, or see opportunities for development are more likely to maintain effort when tasks become demanding. Maslow, (1943) needs-based perspective identifies security, social belonging, recognition, and self-development as conditions that can shape employees' willingness to contribute. Although contemporary research does not support a rigid hierarchy of needs, the perspective remains useful for explaining why employment conditions and organisational treatment can influence employees' work orientation.

Self-determination theory provides a more differentiated account of this relationship. Deci & Ryan, (2000) argue that motivation is strengthened when individuals experience autonomy, competence, and relatedness, while Gagné and Deci (2005) explain how autonomous and controlled forms of motivation influence behaviour in work settings. Employees may exert effort because they value their tasks, identify with organisational goals, seek recognition, or respond to external expectations. These different reasons for acting matter because they can shape the quality and persistence of work effort. Motivation is therefore examined in this study as an employee's orientation to invest sustained effort in completing responsibilities and supporting organisational objectives.

Work discipline and work motivation are related to employee performance through different behavioural pathways. Discipline focuses on whether employees comply with work requirements, whereas motivation concerns why employees are willing to direct effort towards their work. An employee may comply with attendance and procedural requirements while contributing little beyond the minimum expected standard. Conversely, an employee may be highly motivated but unable to perform consistently when work routines, responsibilities, and operational expectations are poorly observed. Examining both variables in the same model is consequently necessary to identify whether each one is associated with employee performance after the other has been taken into account.

Previous studies in Indonesia support the relevance of this relationship. Ulumudin & Sari, (2023) found that work practices and work discipline were significantly associated with employee performance among hotel employees, while the work environment was not individually significant. Syahrian & Prakoso, (2023) reported that training, motivation, and discipline were related to employee performance in their regression analysis of employees at PT. X. Paais & Pattiruhu, (2020) also found a positive relationship between work motivation and employee performance, although work motivation was not significantly related to job satisfaction. Taken together, these studies show that

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discipline and motivation remain important explanatory variables, while also indicating that their effects must be interpreted in relation to the organisational context and the other predictors included in the analysis.

International research further demonstrates that motivation should not be treated as a single, uniform source of performance. Cerasoli et al., (2014) found that intrinsic motivation and incentives were associated differently with performance quality and performance quantity. Van den Broeck et al., (2021) showed that identified regulation was particularly relevant to job performance and organisational citizenship behaviour, while Good et al., (2022) identified distinct performance implications of intrinsic and extrinsic motivation among sales employees. These findings show that an overall motivation score can capture an important relationship with performance, but its meaning depends on the conditions that encourage employees to sustain effort. The present study therefore interprets work motivation as a broad employee orientation that operates alongside, rather than replaces, behavioural discipline.

The existing literature has established that work discipline and work motivation are commonly related to employee performance, but the relationship requires a more precise organisational interpretation. Studies that test these variables separately cannot determine whether the contribution of one variable remains after the other is considered. A joint regression model addresses this issue by estimating the conditional association of work discipline with employee performance while controlling for work motivation, and the conditional association of work motivation while controlling for work discipline. This approach distinguishes the contribution of behavioural compliance from the contribution of sustained work effort. It also provides a clearer basis for assessing whether both variables jointly explain variation in employee performance within the organisational setting under study.

This study examines employees of Damai Indah Golf to answer three related questions. First, it investigates whether work discipline is positively associated with employee performance after controlling for work motivation. Second, it examines whether work motivation is positively associated with employee performance after controlling for work discipline. Third, it assesses whether work discipline and work motivation jointly explain variation in employee performance. The study positions employee performance as an individual-level outcome and treats the two predictors as separate but complementary aspects of employee behaviour.

The study contributes to human resource and organisational performance research in three ways. It distinguishes work discipline from work motivation conceptually and empirically, thereby avoiding the assumption that compliance and willingness to exert effort represent the same behaviour. It applies this distinction to a golf service organisation, where operational reliability and service responsiveness depend on the coordinated performance of employees across multiple functions. It also provides a basis for human resource decisions concerning work procedures, employee recognition, development opportunities, and performance management. Through this approach, the study offers evidence on the conditions associated with employee performance and clarifies how discipline and motivation can be addressed as related yet distinct management concerns.

Employee performance is examined as an individual-level outcome shaped by two related but distinct organisational factors. Work discipline captures employees' adherence to schedules, procedures, rules, and assigned responsibilities, whereas work motivation captures the direction and persistence of effort devoted to work. Discipline supports coordinated task execution, while motivation sustains employees' willingness to complete responsibilities and respond to service demands. The model therefore assesses the conditional contribution of each variable to employee performance within Damai Indah Golf.

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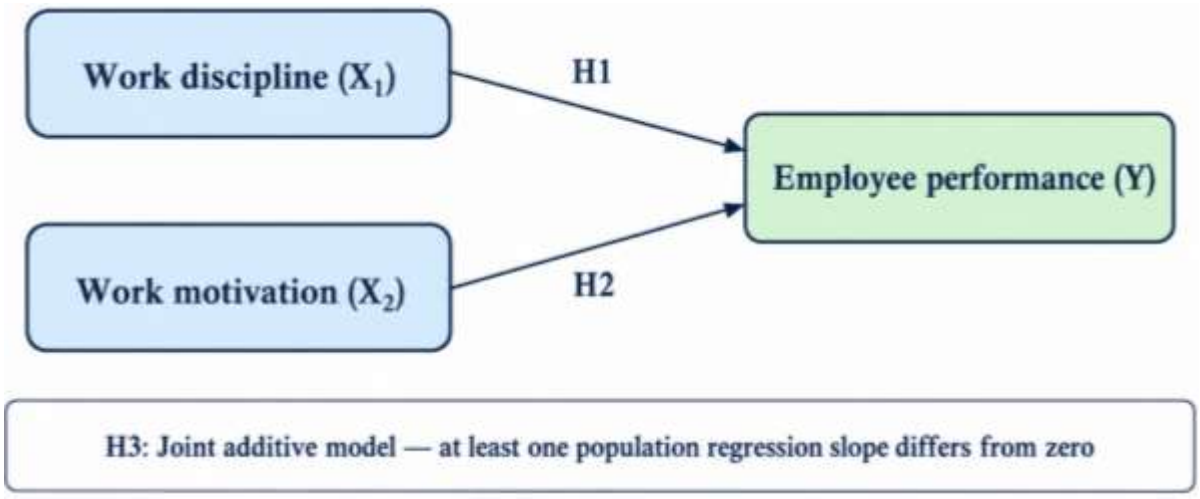


Figure 1. Hypothesised associations of work discipline and work motivation with employee performance.

Source: Author's conceptual synthesis, informed by (Adler & Borys, 1996; Gagné & Deci, 2005; Maslow, 1943).

Note: H3 evaluates the joint contribution of work discipline and work motivation in the regression model; it does not represent mediation, moderation, or an interaction effect.

Figure 1 shows a conceptual model in which work discipline and work motivation are specified as separate predictors of employee performance, reflecting additive regression structure and preserving the analytical distinction between behavioural compliance and motivational engagement within Damai Indah Golf. The upper path labelled H1 represents the expected positive association between discipline and performance after statistically controlling for motivation, implying that employees reporting consistent adherence to schedules, procedures, and responsibilities are expected to show stronger performance under comparable motivational conditions. The lower path labelled H2 expresses the corresponding expectation that motivation remains positively associated with performance after controlling for discipline, because sustained effort, perceived value, recognition, and developmental opportunities may support task persistence, service responsiveness, and effective completion of duties. The H3 statement beneath the pathways refers to the joint regression test, meaning that discipline and motivation are evaluated simultaneously to determine whether at least one population slope differs from zero, while the arrows remain hypotheses rather than causal evidence.

The hypotheses are formulated as follows:

- **H1:** Work discipline is positively associated with employee performance, controlling for work motivation.
- **H2:** Work motivation is positively associated with employee performance, controlling for work discipline.
- **H3:** Work discipline and work motivation jointly account for variation in employee performance; at least one population regression slope differs from zero.

2. RESEARCH METHOD

This study employed a quantitative explanatory design using a cross-sectional questionnaire survey. The design was selected because it enables the examination of statistical associations between work discipline, work motivation, and employee performance within an existing organisational setting (Creswell & Creswell, 2018). The unit of analysis was the individual employee of Damai Indah Golf. The analysis focused on whether variation in employees' discipline and motivation scores was associated with variation in their reported performance.

The population comprised 2,000 employees working across the organisation's operational and supporting functions. A sample of 95 employees was determined using the Slovin formula, $n =$

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$N/(1 + Ne^2)$, with a population size of 2,000 and a margin of error of 10 percent. The calculation produced a sample requirement of 95.238 respondents, rounded to 95 employees. Respondents were selected from active employees and represented the organisational workforce covered by the study (Creswell & Creswell, 2018).

Participation was based on employees' willingness to complete the questionnaire. Each respondent received the same set of questions and responded independently to minimise interpersonal influence during data collection. The survey captured employees' perceptions of their work discipline, work motivation, and performance at the time of data collection (Creswell & Creswell, 2018). This approach provided standardised individual-level data suitable for estimating the proposed regression model.

The study used primary and secondary data. Primary data were obtained through an online questionnaire distributed to selected employees of Damai Indah Golf. Secondary data consisted of organisational information, including the company profile and relevant documents used to describe the research setting. Secondary sources were used to contextualise the organisation and were not included as variables in the statistical model(Creswell & Creswell, 2018).

The questionnaire contained thirty items representing the three study variables. Work discipline was measured through eight items covering attendance, punctuality, compliance with rules, observance of procedures, and responsibility for assigned tasks. Work motivation was measured through ten items reflecting employees' work enthusiasm, persistence, recognition, security, social relationships, and willingness to develop their capabilities. Employee performance was measured through twelve items addressing work quality, task completion, timeliness, responsibility, cooperation, and responsiveness in carrying out work duties (Creswell & Creswell, 2018).

All items were assessed using a five-point Likert scale ranging from strongly disagree to strongly agree. Higher scores indicated stronger work discipline, higher work motivation, and better employee performance. Item scores were aggregated to form composite scores for each variable, enabling the analysis to represent the overall level of discipline, motivation, and performance reported by each respondent (Creswell & Creswell, 2018).

Instrument quality was assessed before hypothesis testing. Item validity was examined through Pearson product-moment correlations between each item and its total score. An item was retained when its correlation coefficient exceeded the relevant critical value and achieved statistical significance at the 5 percent level. Reliability was assessed using Cronbach's alpha, which evaluates the internal consistency of items measuring the same construct (Tavakol & Dennick, 2011). A coefficient of 0.70 or above indicated that the items had acceptable consistency for subsequent analysis (Creswell & Creswell, 2018).

Data were processed using IBM SPSS Statistics 25. The analysis began with descriptive statistics to summarise respondents' scores for work discipline, work motivation, and employee performance. This stage described the central tendency and dispersion of each variable before testing the proposed relationships. The analysis then proceeded through validity testing, reliability testing, classical assumption testing, and multiple linear regression analysis (Creswell & Creswell, 2018).
The regression model was specified as follows:

$$Y_i = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \varepsilon_i$$

Where Y_i represents employee performance, \(\alpha\) represents the regression constant, X_{1i} represents work discipline, X_{2i}represents work motivation, $\beta_1$and $\beta_2$represent the regression coefficients, and ε_i represents the residual term. The coefficient for work discipline estimated its association with employee performance after accounting for work motivation. Conversely, the coefficient for work motivation estimated its association with employee performance after accounting for work discipline (Creswell & Creswell, 2018).

Classical assumption testing was conducted to ensure that the regression model was appropriate for interpretation. The normality test assessed the distribution of residuals, while the multicollinearity test assessed whether work discipline and work motivation overlapped excessively as predictors.

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Tolerance values above 0.10 and variance inflation factor values below 10 indicated that multicollinearity did not threaten the model. The heteroscedasticity test assessed whether the residual variance remained stable across predicted values, and the linearity assessment examined whether the relationship between each predictor and employee performance was adequately represented by a linear model (Creswell & Creswell, 2018).

Hypothesis testing used a significance level of 5%. The *t* test was used to examine the partial association of work discipline with employee performance and the partial association of work motivation with employee performance. H1 was supported when the regression coefficient for work discipline was positive and statistically significant. H2 was supported when the regression coefficient for work motivation was positive and statistically significant. The *F* test was used to assess whether work discipline and work motivation jointly explained variation in employee performance, thereby testing H3 (Creswell & Creswell, 2018).

The coefficient of determination, R^2, was used to identify the proportion of employee-performance variation explained jointly by work discipline and work motivation. A larger R^2value indicated that the model explained a greater proportion of performance differences among respondents. The remaining unexplained variation represented other organisational, individual, and situational factors not included in the model (Creswell & Creswell, 2018).

Several procedures were applied to maintain data quality. The questionnaire used consistent wording and response categories for all respondents, while the online format reduced data-entry errors and enabled direct recording of responses. The use of composite scores reduced the influence of responses to individual items and allowed each construct to be assessed through multiple indicators. The analysis also interpreted the discipline and motivation coefficients together because both variables may contribute simultaneously to employee performance (Creswell & Creswell, 2018).

Because the three variables were measured through employee questionnaires, the study applied procedural safeguards against common-method bias. Respondents completed the questionnaire anonymously, received clear instructions, and were informed that their answers would be analysed only in aggregate form. The questionnaire separated the predictor and outcome items into distinct sections and used neutral wording to reduce pressure to provide socially desirable responses. These procedures followed the principle that respondents should be able to provide honest assessments without concern that individual answers will affect their employment status (Podsakoff et al., 2003)

Organisational permission was obtained before the questionnaire was distributed. Participation was voluntary, and respondents were informed about the purpose of the study before providing their answers. No respondent names or direct personal identifiers were included in the analytical dataset. The collected data were used solely for academic purposes and reported in aggregate form to protect respondent confidentiality.

3. RESULT AND DISCUSSION

Measurement Quality

The measurement results establish the empirical basis for examining the proposed relationships between work discipline, work motivation, and employee performance. All questionnaire items met the reported validity requirements, allowing each item to be retained in the analysis. The reliability coefficients also exceeded the commonly accepted threshold of 0.70, indicating that the items consistently represented their respective constructs. These results support the use of composite scores for the subsequent multiple regression analysis.

Table 1. Validity and reliability results for the study variables

Variable	Number of items	Validity result	Cronbach's alpha
Work discipline	8	All items valid	.968
Work motivation	10	All items valid	.968
Employee	12	All items valid	.982

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Variable	Number of items	Validity result	Cronbach's alpha
performance			

Source: Primary data processed by the researchers using IBM SPSS Statistics 25, 2026.

Table 1 shows that all discipline, motivation, and performance items met the reported validity criteria, while Cronbach's alpha values exceeded .96, indicating strong internal consistency across the questionnaire indicators used to represent each employee-level construct among all surveyed employee responses. The discipline scale achieved an alpha coefficient of .968, demonstrating that the eight items moved consistently together and provided a stable composite measure of employees' reported compliance with organisational rules, schedules, procedures, and assigned work responsibilities across the respondent group. The motivation scale also recorded an alpha coefficient of .968, indicating that the ten items consistently captured employees' reported willingness to sustain effort, pursue work objectives, respond to recognition, and engage productively with organisational responsibilities throughout the completed survey responses. The employee-performance scale produced the highest alpha coefficient, .982, confirming consistent responses across twelve performance indicators and supporting its use as the dependent composite in the regression analysis of work discipline, motivation, and employee performance within the reported regression model.

The high reliability of the work-discipline scale indicates that employees' responses to attendance, procedural compliance, responsibility, and work-rule indicators followed a consistent pattern. This consistency reflects the role of discipline as a behavioural foundation for dependable work execution. Adler & Borys, (1996) explain that formal procedures can support employee performance when they help employees understand responsibilities and coordinate their work. In Damai Indah Golf, discipline therefore represents the practical capacity to complete duties according to organisational standards.

The reliability result for work motivation also indicates that the questionnaire captured a coherent pattern of employee work orientation. Motivation concerns the willingness to direct and sustain effort towards organisational responsibilities, particularly when employees face routine demands, service pressures, and coordination requirements. Gagné & Deci, (2005) emphasise that work motivation influences the quality and persistence of employee effort through employees' sense of competence, recognition, and meaningful contribution. The present results therefore support the use of motivation as an explanatory factor in assessing employee performance.

The employee-performance scale produced the highest alpha coefficient, showing that the twelve indicators consistently reflected employees' assessments of their work accomplishments. Performance in this study includes task completion, work quality, timeliness, cooperation, responsibility, and responsiveness. Borman & Motowidlo, (1997) distinguish task performance from contextual performance, both of which are relevant to service organisations that depend on coordinated employee behaviour. The composite performance measure consequently provides an appropriate outcome variable for analysing the contribution of discipline and motivation.

The Effect of Work Discipline on Employee Performance

The regression analysis shows that work discipline had a positive and significant association with employee performance. The coefficient indicates that employees who reported stronger compliance with work rules, procedures, attendance requirements, and assigned responsibilities also reported better performance. This finding supports H1 and confirms that discipline remained associated with performance after work motivation was included in the model. Discipline therefore contributed independently to employee performance in the organisational setting studied.

Table 2. Multiple regression coefficients for employee performance

Predictor	B	Standard error	Standardised β	*t*	*p*
Work discipline	.629	.106	.422	5.911	< .001
Work motivation	.674	.084	.571	8.006	< .001

Source: Primary data processed by the researchers using IBM SPSS Statistics 25, 2026.

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Table 2 shows that both work discipline and work motivation had positive and statistically significant regression coefficients, indicating that each variable retained an independent association with employee performance when the other predictor was held constant in the analysis among respondents. Work discipline recorded an unstandardised coefficient of .629 and a standardised coefficient of .422, showing that stronger compliance with work requirements was associated with higher predicted performance scores among employees reporting comparable levels of motivation within the organisational setting studied. Work motivation produced the larger standardised coefficient, .571, together with an unstandardised coefficient of .674, indicating that sustained work effort and positive work orientation were more strongly associated with performance within the specified two-predictor model among the participating employees surveyed. The *t* statistics of 5.911 for discipline and 8.006 for motivation, both significant at $p < .001$, provide statistical support for H1 and H2 and demonstrate that the observed associations were unlikely to result from sampling variation within this study.

The coefficient of .629 means that an increase in work-discipline score was associated with an increase in the predicted employee-performance score. The positive direction of this relationship indicates that disciplined employees tend to perform their duties more consistently than employees whose compliance with work procedures is weaker. In service operations, discipline supports punctuality, task completion, procedural consistency, and effective coordination across work units. These behaviours are essential because delays or failures in one operational function may influence service quality throughout the organisation.

The result is consistent with Ulumudin & Sari, (2023), who found that work discipline was positively associated with employee performance in the hotel sector. The similarity is relevant because both hotel and golf-service operations rely on coordinated routines, direct customer interaction, and adherence to service procedures. Syahrian & Prakoso, (2023) also reported that discipline contributed to employee performance when examined alongside motivation and training. These findings reinforce the importance of discipline as more than a compliance requirement; it functions as a mechanism for maintaining reliability in organisational service delivery.

The practical implication is that management should treat discipline as an enabling organisational resource. Clear schedules, understandable procedures, defined responsibilities, and consistent supervision help employees perform their work without uncertainty. Employees are more likely to comply when rules are connected directly to operational needs and communicated through fair, predictable processes. Consequently, discipline-oriented policy should strengthen procedural clarity and accountability while maintaining supportive relationships between supervisors and employees.

The Effect of Work Motivation on Employee Performance

Work motivation had a positive and significant association with employee performance. Employees who reported stronger motivation also tended to report better performance after the contribution of work discipline was controlled statistically. This finding supports H2 and indicates that motivation contributed to employee performance independently of procedural compliance. Motivation therefore represents an important psychological and behavioural resource for sustaining employee effort.

The unstandardised coefficient of .674 indicates that higher work-motivation scores were associated with higher predicted employee-performance scores. The standardised coefficient of .571 was larger than the work-discipline coefficient, indicating that motivation had the stronger conditional association in the estimated model. This pattern shows that employees' willingness to direct effort, persist in their duties, and engage positively with work was strongly related to their reported performance. Motivation consequently complements discipline by providing the energy and persistence necessary for employees to perform beyond routine compliance.

The finding is consistent with Paais & Pattiruhu, (2020), who reported a positive relationship between work motivation and employee performance. It is also aligned with the synthesis of Van den

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Broeck et al., (2021), which shows that different forms of motivation are related to employee performance and organisational citizenship behaviour. Cerasoli et al., (2014) similarly found that intrinsic motivation and external incentives have different relationships with performance quality and quantity. These studies show that motivation shapes employee performance because it influences the intensity, direction, and continuity of work effort.

Maslow, (1943) needs-based perspective helps explain the relevance of motivation in the present organisational context. Employees are more likely to sustain effort when they experience security, social acceptance, recognition, and opportunities for personal development. In practical terms, employees require work environments in which performance expectations are understandable and contributions are valued fairly. Recognition, constructive feedback, training, and opportunities to develop competence can therefore strengthen employees' willingness to contribute to organisational objectives.

The larger standardised coefficient for work motivation should be interpreted as a stronger association within the present model, not as a reason to disregard work discipline. Motivation becomes productive when employees have clear work procedures, appropriate resources, and well-defined responsibilities. Similarly, discipline becomes more sustainable when employees understand the value of their work and receive recognition for dependable performance. The findings therefore support an integrated management approach that combines procedural reliability with motivational support.

Joint Effects of Work Discipline and Work Motivation on Employee Performance

The simultaneous regression analysis demonstrates that work discipline and work motivation jointly explained a substantial proportion of variation in employee performance. The model produced an R^2 value of .970, indicating that the two predictors accounted for 97.0 percent of the observed variation in employee-performance scores. The adjusted R^2 value of .969 remained close to the original value, showing that the explanatory strength of the model remained stable after considering the number of predictors. The omnibus regression test was also statistically significant, supporting H3.

Table 3. Model summary and analysis of variance

Model fit indicator		Value	
Sample size		95	
R		.985	
R^2		.970	
Adjusted R^2		.969	
Residual standard error		2.295	
F(2, 92)		1486.594	
Model significance		< .001	
Source of variation	**Sum of squares**	**df**	**Mean square**
Regression	15,657.261	2	7,828.631
Residual	484.486	92	5.266
Total	16,141.747	94	—

Source: Primary data processed by the researchers using IBM SPSS Statistics 25, 2026.

Table 3 shows that work discipline and work motivation jointly explained 97.0 percent of variation in employee performance, indicating that the two predictors formed a fitted additive model for the observed questionnaire scores within the analysed sample in this study. The adjusted R-squared value of .969 remained close to the original R-squared value, demonstrating that the model retained substantial explanatory power after accounting for the number of predictors included in the regression equation and confirming the stability of model estimation. The omnibus F statistic of 1486.594 with two and ninety-two degrees of freedom was significant at $p < .001$, confirming that the discipline and motivation variables jointly predicted employee performance more effectively than an intercept-only model for participating employees overall. The residual standard error of 2.295 indicates that some performance variation remained outside the model, although the comparatively small residual

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component reinforces the strong statistical relationship between the two employee factors and reported performance measured through the employee-performance questionnaire.

The joint finding indicates that employee performance is associated with both behavioural compliance and motivational engagement. Work discipline provides the structure through which employees follow procedures, manage time, complete tasks, and coordinate responsibilities. Work motivation provides the willingness to invest energy, maintain persistence, and respond constructively to operational demands. The integration of these two factors creates a more comprehensive explanation of employee performance than either variable considered separately.

The high coefficient of determination also demonstrates that discipline and motivation were closely connected to the performance indicators measured in this study. Employees who followed work requirements and maintained positive work motivation tended to report stronger performance across the measured dimensions. This pattern is especially relevant in golf service operations, where task reliability and customer responsiveness depend on employees' ability to perform consistently. Management should therefore avoid treating discipline and motivation as separate programmes administered by different organisational units without coordination.

The result is consistent with the broader organisational-performance literature, which recognises that employee behaviour is shaped by both formal work arrangements and individual effort. Adler & Borys, (1996) explain that procedures contribute to performance when they support employees' understanding of work rather than functioning only as instruments of control. Gagné & Deci, (2005) similarly show that motivation is strengthened when employees experience meaningful work, competence, and supportive relationships. Together, these perspectives explain why clear operational standards and employee motivation can reinforce one another in shaping performance.

Implications for Human Resource Management

The findings indicate that human resource management at Damai Indah Golf should strengthen work discipline through clear, practical, and consistently communicated procedures. Supervisors should ensure that employees understand attendance expectations, task priorities, service standards, and handover responsibilities. Regular communication can reduce uncertainty and help employees connect daily procedures with the wider quality of service provided to customers. This approach positions discipline as a practical support for performance rather than merely as a mechanism for imposing sanctions.

Motivational support should be developed alongside discipline-oriented practices. Employees need fair recognition for reliable work, constructive feedback on their performance, and access to training that improves their ability to meet operational expectations. Development opportunities are particularly important because they signal that employees' contribution is valued and that their competence can grow within the organisation. These practices can strengthen employees' willingness to sustain effort and respond positively to changing service demands.

Performance management should integrate operational indicators with employee feedback. Attendance records, task-completion reports, service evaluations, and supervisor assessments can identify where performance issues occur and whether work procedures are functioning effectively. Employee feedback can then explain barriers that may not appear in administrative records, such as unclear instructions, uneven workloads, or limited recognition. Combining these sources allows management to design responses that address the operational problem rather than relying on general assumptions about employee behaviour.

4. CONCLUSION

This study examined the associations of work discipline and work motivation with employee performance among 95 employees of Damai Indah Golf, using a multiple regression model to assess each predictor while statistically controlling for the other within the organisation studied. The analysis showed that work discipline was positively associated with employee performance, as indicated by an unstandardised coefficient of .629, a standardised coefficient of .422, and a t statistic of 5.911 that was

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statistically significant at $p < .001$ overall. Work motivation also demonstrated a positive association with employee performance, producing an unstandardised coefficient of .674, a standardised coefficient of .571, and a t statistic of 8.006 that was statistically significant at $p < .001$ in the regression analysis overall. Together, the two predictors explained 97.0 percent of the observed variation in employee performance, and the significant omnibus result confirmed that work discipline and work motivation jointly contributed to differences in reported performance across the surveyed workforce in the organisation.

The findings distinguish behavioural compliance from motivational engagement, showing that employees' adherence to organisational requirements and their willingness to sustain effort were both associated with performance within the same analytical model and organisational setting among the surveyed golf-service workforce overall. This distinction strengthens the interpretation of employee performance because discipline supports dependable task execution, whereas motivation supports the energy and persistence required to complete responsibilities, respond to service demands, and contribute consistently across operational functions within the studied golf-service organisation. The results are consistent with Indonesian studies reporting positive relationships between discipline, motivation, and performance, while extending their practical interpretation to golf service operations where customer experience depends on coordinated work, responsiveness, and reliable daily routines at Damai Indah Golf. The larger standardised coefficient for motivation indicates a stronger conditional association within this model, but discipline remained substantively important because procedural reliability provides the organisational structure through which motivated employees can direct their effort productively in their daily service work.

The findings support human resource policies that improve procedural clarity, reinforce fair attendance and responsibility standards, and ensure that employees understand how their individual tasks contribute to the quality and continuity of organisational service delivery during routine service delivery activities. Management should combine discipline-oriented practices with motivational support through transparent recognition, task-relevant training, constructive feedback, and development opportunities, because these practices address both the reliability of work execution and employees' willingness to maintain sustained effort across all operational units consistently. Performance management should therefore use clear indicators, consistent supervisory communication, and regular feedback to connect organisational expectations with employees' daily work experience, thereby making compliance requirements understandable and motivational support relevant to concrete service responsibilities throughout daily organisational service operations. Organisational leaders can monitor these policies through attendance records, task-completion indicators, service evaluations, and employee feedback, allowing management to identify whether improvements in procedures and work support are accompanied by more reliable performance outcomes over time for participating employees overall.

The findings should be interpreted within the limits of a cross-sectional survey based on employees' self-reported questionnaire responses, which captures statistical associations at one measurement occasion and does not establish temporal sequence or direct causal effects between the measured variables. The exceptionally high explained variance also requires careful interpretation because discipline, motivation, and performance were measured through the same instrument, making shared response patterns and conceptual similarity relevant considerations when evaluating the strength of the reported relationships in this study. Future research can strengthen the evidence by using longitudinal observations, supervisor assessments, attendance records, service indicators, and more differentiated measures of motivation, thereby examining whether changes in organisational conditions precede changes in employee performance over time within similar service organisations. Within these boundaries, the study provides a focused empirical basis for treating work discipline and work motivation as complementary priorities in employee-performance management at Damai Indah Golf and comparable service organisations with interdependent operational responsibilities in comparable Indonesian service settings.

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