

The Influence of Work Motivation, Work Discipline and Employee Welfare on Organizational Performance



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ABSTRACT: The performance of a company is intricately linked to the collective efforts of its individuals, who are driven by motivation, discipline, and the well-being they experience. This study delves deeply into the complex interaction of these three elements, both together and individually, on the performance spectrum of PT. Delta Steel Services. The results indicate that 23.4% of the fluctuations in company performance can be attributed to the interplay of work motivation, discipline, and employee welfare. Interestingly, while motivation and discipline do not show a significant impact on PT. Delta Steel Services' performance, contrary to conventional wisdom, employee welfare emerges as the main driver, positively and significantly influencing organizational outcomes. These findings highlight the crucial role of employee welfare as the key to enhancing performance within PT. Delta Steel Services. Therefore, it underscores the importance for companies to prioritize initiatives aimed at improving employee welfare. Such initiatives may include comprehensive health programs, attractive incentives, and robust career development pathways. By improving the welfare of their workforce, companies can steer themselves toward performance optimization, paving the way for sustainable growth and high competitiveness in the corporate world. Firms that prioritize and enhance the welfare of their employees are poised to cultivate a more productive and cohesive workplace environment. This, in turn, fosters the company's sustained success amidst competitive market dynamics

KEYWORDS: Organizational Performance, Management, Human Resources.

I. INTRODUCTION

The steel industry plays a pivotal role in driving the nation's development, providing essential support to the infrastructure, manufacturing, and construction sectors, which are fundamental pillars of economic progress. As a prominent figure in the Semarang steel industry, PT Delta Steel Service shoulders a significant responsibility in delivering top-tier steel products to fulfill the demands of the local market. In an era marked by fierce global competition, the prosperity and longevity of a company's operations hinge upon the effectiveness of its organizational performance. To elevate PT Delta Steel Service's performance, it is imperative to concentrate on internal variables that influence both employee efficacy and the collective success of the company. Among these, work motivation, work discipline, and employee welfare stand out as primary influencers of organizational effectiveness.

Work motivation serves as a driving force propelling employees towards attaining company objectives, harnessing their full potential for maximum productivity and quality output, thereby positively impacting the overall organizational performance. Work discipline reflects the degree of employees' adherence to established company protocols and regulations, fostering efficiency in task completion and consequently elevating organizational productivity. Furthermore, the welfare of employees holds considerable sway over the overall organizational performance, encompassing dimensions such as physical and mental well-being, job security, and achieving a harmonious work-life balance. When employees perceive themselves as valued and equitably treated within the organization, their motivation and dedication tend to escalate, thus catalyzing a favorable effect on the company's performance.

PT Delta Steel Service experiences annual fluctuations in its organizational performance, serving as a barometer for the company's developmental trajectory. Prior studies have shed light on the positive relationship between human resource management strategies and organizational performance, emphasizing the crucial role of work motivation in fostering beneficial

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organizational results. This correlation has been echoed in Supryadi's seminal study in 2020, which accentuated the interconnectedness between human resource management strategies and organizational performance metrics. Further studies corroborate the vital role of work motivation in shaping organizational effectiveness, emphasizing that augmenting work motivation can yield tangible improvements in organizational performance.

This research delves into a comprehensive examination of the multifaceted influences exerted by work motivation, work discipline, and employee welfare, both individually and collectively, on the organizational performance of PT Delta Steel Service. The overarching objective is to furnish insights into the internal dynamics shaping the company's organizational effectiveness, thereby facilitating the formulation of tailored initiatives aimed at enhancing employee performance and achieving optimal organizational outcomes. Through this scholarly pursuit, we aspire to furnish PT Delta Steel Service with actionable insights to fortify its performance trajectory and reinforce its competitive standing in the industry.

II. THEORETICAL REVIEW

Work motivation

Work motivation acts as the principal driving force propelling individuals toward the achievement of their professional aspirations, spurred by an array of influences emanating from the internal dynamics and external stimuli prevalent within the workplace environment. As theorized by Susilo et al. (2023), work motivation plays a central role in initiating, guiding, and sustaining individual behaviors pertinent to their vocational roles.

Moreover, Kurniawan (2022) supplements this assertion by portraying work motivation as a continuum of actions forming the foundation upon which individuals strive to realize specific objectives. Further elucidation offered by Chandra & Syardiansah (2021) elaborates on work motivation as an intrinsic force that can be amplified through extrinsic incentives, such as monetary and non-monetary rewards, thereby significantly impacting individual performance. Susilo et al. (2023) delineate work motivation into two primary categories: individual factors, encompassing personal needs, aspirations, attitudes, and competencies, and organizational factors, including remuneration, opportunities for skill enhancement, supervisory assistance, acknowledgment systems, and the inherent nature of the job itself.

Attaining a comprehensive understanding of work motivation entails delving into the intricate interplay between individual and organizational facets, while also identifying indicators that assess the degree of individual work motivation within the organizational context (Asmayanti et al., 2023). Paramount indicators of work motivation encompass employee accountability, goal attainment, personal development, and autonomy in task execution. These indicators gauge individuals' commitment to their tasks, the milestones they achieve, personal growth, and the level of autonomy they possess in executing their duties. Elevating work motivation stands as the primary driver for enhancing both individual and organizational performance. By discerning the factors influencing work motivation, companies can foster a conducive work environment and provide suitable stimuli to empower their employees to perform optimally and accomplish shared objectives.

Work Discipline

Work discipline mirrors an individual's respect for organizational norms, adherence to regulations, and readiness to be answerable for any infractions. Wardianti (2020) asserts that work discipline epitomizes an individual's inclination toward obedience and compliance with company protocols, propelled by motivation and a sense of duty toward mutual objectives. This underscores employees' allegiance to the company and their enthusiasm to contribute to shared accomplishments. Nasution (2022) further explains that work discipline encompasses organizational endeavors to maintain established standards and rules. Conversely, motivation represents an inherent drive stemming from individual needs, aspirations, and desires (Amelia & Ratnawili, 2023). Persada & Nabella (2023) elaborate on motivation as individuals' inclination to conform to prevailing norms and guidelines. Employee motivation acts as the mechanism by which organizations inspire and incentivize their workforce to excel and achieve common goals, thereby serving as a crucial determinant of employee performance and overall productivity.

Afandi (2018) emphasizes two core aspects of work discipline: timeliness, which signifies employees' commitment to timely task completion, and accountability, which reflects their dedication to executing duties to the best of their ability. This encompasses adherence to schedules, punctuality, and task ownership. There exists an intrinsic correlation between employee motivation and work discipline; motivated employees demonstrate higher levels of discipline, contributing to collective objectives. Improving work discipline necessitates collaborative endeavors between individuals and organizations.

Acknowledging the importance of discipline and nurturing robust motivation are essential for individuals to pursue shared objectives. Simultaneously, organizations must foster supportive work environments and provide appropriate incentives to cultivate disciplined and motivated employees. Through effective collaboration between individuals and organizations, work discipline emerges as a crucial factor in achieving collective goals and enhancing overall organizational performance.

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Organizational Performance

The paramount importance of evaluating organizational performance, as highlighted in studies by Fanulene et al. (2022) and Purwanto et al. (2021), lies in its ability to prioritize achieving desired outcomes while simultaneously considering the interests of all stakeholders. Through effective evaluation, organizations can measure their advancement towards strategic goals and identify areas necessitating improvement. In the realm of team management, organizational performance evaluation encompasses a series of assessments aimed at scrutinizing and juxtaposing goals, trends, historical decisions, and other operational facets to foster value creation. The overarching aim is to ensure that the value extracted from owned assets not only meets but exceeds expectations, thus maintaining their relevance to the organization and bolstering its resilience and competitiveness in the marketplace. Hence, value creation emerges as a pivotal determinant within the comprehensive performance metrics of any organization.

III. RESEARCH METHODOLOGY

Utilizing quantitative methodologies, this study encompasses a population exceeding 300 employees of PT Delta Steel Services located in Semarang City. Through the utilization of a simple random sampling methodology, a comprehensive sample comprising 157 employees was chosen for analysis purposes.

This study incorporates primary and secondary data gathered in 2024. Primary data collection involved conducting interviews with management personnel and administering questionnaires to employees. The questionnaire comprises two sections: the first section pertains to respondent demographics, while the second section addresses inquiries regarding employee performance. Secondary data, sourced from company management, comprises organizational performance data for the year 2024. The data utilized in this study is derived from the collected information obtained as outlined above:

Table 1.
Research variable

Variable		Information
Organizational Performance	Y	Percentage of employee performance at PT. Delta Steel in 2024.
Work motivation	X ₁	Average work motivation of employees at PT. Delta Steel in 2024.
Work Discipline	X ₂	Average work discipline of employees at PT. Delta Steel in 2024.
Employee welfare	X ₃	Average employee welfare of employees at PT. Delta Steel in 2024.

The analysis of data in this study is facilitated through the utilization of Smart PLS 4 software. This research initiative undertakes a comprehensive investigation into the interplay between human resource management (HRM) strategies and the operational effectiveness and efficiency of PT. Delta Steel Services. The primary objective is to shed light on the impact of HRM practices on the company's overall performance. Subsequently, the following section provides a comprehensive examination of the input variables employed in Smart PLS 4.

IV. RESULTS AND DISCUSSION

1. Data characteristics

The statistical analysis produces descriptive data shown in the following table:

Table 2.

Descriptive Statistics Results

Variable	N	Mean	Std. dev	Min	Max
Organizational Performance	157	70,977	2,311	64.53	74.78
Work motivation	157	7,911	0.874	4.44	10.00
Work Discipline	157	72,683	18,369	25.02	99.61
Employee welfare	157	71,378	4,428	63.81	81.43

As depicted in the provided Table 2, P.T. Delta Steel Service is represented by a comprehensive sample size of 157 units for each Research variable, which encompasses organizational performance, work motivation, work discipline, and employee welfare.

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Regarding organizational performance, an average score of 70.977 was recorded, while work motivation scored 7.911, work discipline scored 72.683, and employee welfare scored 71.378. The standard deviation values for organizational performance, work motivation, work discipline, and employee welfare are 2.311, 0.974, 18.369, and 4.428, respectively. Notably, the standard deviation of work discipline exhibits the highest value compared to that of organizational performance, work motivation, and employee welfare. This indicates a more diverse distribution of work discipline, potentially characterized by outliers and deviations from the mean. Furthermore, the minimum scores obtained for organizational performance, work motivation, work discipline, and employee welfare are 64.53, 4.44, 25.02, and 63.81, respectively, indicating the lowest performance levels across the sampled data. Conversely, the maximum scores attained for organizational performance, work motivation, work discipline, and employee welfare are 74.78, 10.00, 99.61, and 81.43, respectively, showcasing the highest levels achieved among the sampled data.

2. Classic assumption test

In this study, classical assumptions are subjected to rigorous testing, encompassing evaluations of data normality, multicollinearity, and heteroscedasticity.

a. Normality test

The subsequent table displays the outcomes derived from the analysis conducted to assess normality.

Table 3.
Normality Test Results

	Statistical Tests	Asymp Sig. (2-Tailed)
Kolmogorov-Smirnov	0.92	0.2

Upon examination of Table 3, a significance value of 0.2 was ascertained. The analysis results indicate that when the significance value (p-value) exceeds the predetermined alpha level (significance level), as observed in this case where $0.2 > 0.05$, it signifies that the variables including organizational performance, work motivation, work discipline, and employee welfare follow a normal distribution pattern.

b. Multicollinearity Test

The objective behind conducting the multicollinearity test is to evaluate the degree of correlation among the independent variables incorporated within the model. This evaluation helps to determine whether there are any multicollinearity issues that could potentially impact the analysis results. Following the completion of the analysis for multicollinearity, the outcomes are delineated in the subsequent table for reference.

Table 4.
Multicollinearity Test Results

Variable	VIF
Work motivation	1.29
Work Discipline	2.99
Employee welfare	2.87

Table 4 provides a detailed presentation of the results obtained from the multicollinearity assessment. This table highlights the Variance Inflation Factor (VIF) values on the independent variables. These VIF values are 1.29, 2.99, and 2.87, respectively. Importantly, all of the Variance Inflation Factor (VIF) values fall below the widely accepted threshold of 10. This indicates that multicollinearity is not a significant issue among the independent variables that have been incorporated into the regression model. The absence of multicollinearity in the model ensures the reliability and validity of the regression results. Consequently, this facilitates a meaningful and precise interpretation of the relationships between the independent variables and the dependent variable, which, in this instance, is organizational performance. As per the established criteria, the presence of multicollinearity is typically indicated by a VIF value exceeding 10. Consequently, one can infer that the regression model utilized in this research is devoid of any multicollinearity issues, ensuring the reliability of the analysis conducted. Assessing multicollinearity is crucial for ensuring the reliability of the regression model. The absence of multicollinearity signifies that the independent variables in the model exhibit minimal correlation with each other, thereby validating the accuracy of the resultant

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analysis outcomes.

c. Heteroscedasticity Test

Derived from a comprehensive analysis of the heteroscedasticity test, the findings detailed in the accompanying table are as follows:

Table 5.
Heteroscedasticity Test Results

Variable	P-Value
Work motivation	0.831
Work Discipline	0.864
Employee welfare	0.828

Delving into Table 5, we encounter the outcomes of the heteroscedasticity test, which assesses the assumption of equal variance across error terms. The p-values associated with each independent variable – work motivation, work discipline, and employee welfare – are 0.831, 0.864, and 0.828, respectively. In the context of hypothesis testing, a p-value greater than the significance level (typically 0.05) indicates non-rejection of the null hypothesis. In this instance, all three p-values exceed the significance level, suggesting that the assumption of homoscedasticity, or equal variance, is not violated. This implies that the error terms are consistent across the range of independent variable values, a crucial assumption for upholding the validity of the regression model. These high p-values indicate that there is no significant evidence of heteroscedasticity in the model, suggesting that the error variances are consistent across the range of independent variable values. The results presented in Table 3 are particularly encouraging as they demonstrate the absence of heteroscedasticity. Heteroscedasticity, a violation of the assumption of equal variance in error terms, can lead to unreliable regression results. In this case, the p-values associated with the independent variables – work motivation (0.831), work discipline (0.864), and employee welfare (0.828) – all exceed a typical significance level (e.g., 0.05). This statistically signifies that the error terms exhibit a consistent variance across the range of independent variable values. The absence of heteroscedasticity bolsters the validity of our regression model, ensuring that the estimated relationships between the independent and dependent variables are reliable and can be interpreted with greater confidence. These high p-values indicate that there is no significant evidence of heteroscedasticity in the model, suggesting that the error variances are consistent across the range of independent variable values. This absence of heteroscedasticity ensures the validity of the regression model and the reliability of the regression results. It is noteworthy that all p-values associated with the independent variables surpass the conventional threshold of 0.05. In statistical analysis, a p-value exceeding 0.05 indicates that there is insufficient evidence to reject the null hypothesis. In this particular case, the null hypothesis posits that there is no heteroscedasticity present. This implies that the error terms, or residuals, in the regression model exhibit constant variance across all levels of the independent variables. Consequently, the consistency of variance in the residuals supports the robustness of the model's assumptions. This absence of heteroscedasticity is a critical assumption for ensuring the validity of the regression model and the reliability of the estimated coefficients.

3. Multiple Regression Model

Below is the presentation of the findings from the multiple regression analysis:

The formulation of the multiple regression model, derived from the outcomes presented in Table 6, is as follows:

Table 6.
Results Regression model coefficients

Variable	Coefficient
Constant	0.234
Work motivation	-0.084
Work Discipline	-0.138
Employee welfare	0.490

The regression analysis results reveal a constant value of 0.234. This suggests that maintaining constant values for work motivation, work discipline, and employee welfare would result in an anticipated organizational performance of 23.4%. Furthermore, the regression coefficient for work motivation stands at -0.084, suggesting that a decrease of one unit in work motivation corresponds to a decrease in organizational performance of 0.084 points. This underscores the inverse relationship

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between employee work motivation and organizational performance, indicating that lower work motivation levels are associated with lower organizational performance.

Similarly, the regression coefficient for work discipline is -0.138, indicating that a decrease of one unit in work discipline is predicted to result in a decrease in organizational performance of 0.138 points. This highlights the negative impact of diminishing work discipline on organizational performance.

In contrast, the regression coefficient for employee well-being is 0.490, indicating that an increase of one unit in the level of employee well-being corresponds to an increase in organizational performance of 0.490 points. This illustrates the positive correlation between employee welfare and organizational performance, indicating that elevated levels of employee welfare are predictive of enhanced organizational performance.

4. Statistical test

Statistical tests conducted in this study encompass simultaneous tests, partial tests, and determination coefficients, providing comprehensive insights into the relationships and predictive capabilities of the variables under investigation.

a. Simultaneous Test (F Test)

Based on the concurrent examination outcomes, the subsequent table delineates the analytical findings:

Table 7.
Simultaneous Test Results

Variable	Sum square	df	Mean square	F-value	P-value
Regression	194,722	3	64,907	15,453	0,000
Error	638,463	152	4,200	0,000	
Total	833.185	155			

The analytical findings depicted in Table 7 reveal an F value of 15.453, alongside a P value of 0.000. These results are notably significant, given that the observed P value (0.000) is lower than the predetermined alpha threshold of 0.05, emphasizing the importance and validity of these outcomes. Consequently, it can be inferred that at least one of the variables work motivation, work discipline, or employee welfare exerts a significant influence on organizational performance at PT. Delta Steel Services.

b. Partial Test (T Test)

Derived from the analysis of partial tests, the findings presented in the table are as follows:

Table 8.
Partial Test Results

Variable	T-value	P-value
Work motivation	1,141	0.255
Work Discipline	1,930	0.055
Employee welfare	6,630	0,000

Upon closer examination of Table 8, it is evident that the work motivation variable exhibits a P-value of 0.255, and its corresponding T-value stands at 1.141. Considering a significance level of $\alpha = 0.05$ and the calculated degrees of freedom (df) as $nk = 155$, the critical T-value necessary for hypothesis testing is established at 1.975. Considering the P-value for work motivation (0.255) surpasses the specified significance threshold (0.05), and the T-value (1.141) lies below the critical T-table value (1.975), it leads us to conclude the motivation factor lacks a statistically significant influence on the organizational performance within PT. Delta Steel Services. In a similar vein, the variable pertaining to work ethic reveals a P-value of 0.055, concomitant with a T-value of 1.930. By maintaining the same level of significance, the T table value remains at 1.975. Analyzing the work discipline variable, the P value recorded was 0.055, exceeding the general significance threshold (0.05). Apart from that, the T value obtained, namely 1.930, is below the critical value of the T table (1.975). Based on these findings, it can be concluded that at PT. Delta Steel Services, work discipline, although showing a tendency to influence, cannot yet be said to have a significant influence on organizational performance. However, contrasting results emerge regarding the employee welfare

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variable, as indicated by a P-value of 0.000 and a T-value of 6.630. Despite using the same significance level, the T-table value remains at 1.975. Importantly, as the P-value for employee welfare (0.000) falls below 0.05 and the T-value (6.630) surpasses the T-table (1.975), it can be concluded that employee welfare significantly impacts organizational performance at PT. Delta Steel Services.

c. Coefficient of Determination

Following the analysis of the determination coefficient, the outcomes presented in the table are as follows:

Table 9.
Coefficient of Determination Results

R-square	R-square Adj
0.234	0.219

Within the context of this analysis, the coefficient of determination, also known as R-squared, serves as a quantitative measure. The coefficient of determination (R-squared), presented in Table 9 as a value of 0.234 (or 23.4%), serves as a quantitative measure. This statement highlights the extent to which the observed variations in organizational performance, the dependent variable, can be collectively attributed to the independent variables of work motivation, work discipline, and employee welfare. In simpler terms, this R-squared value indicates that 23.4% of the variability in how well PT. Delta Steel Services performs can be attributed to the combined influence of these three factors. Conversely, the remaining 76.6% of the variability is attributed to other factors not included in this research model.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings and discussion regarding how work quality and work environment can affect employee performance moderated by work relationship strategies, the following conclusions can be drawn: 1) Work Quality significantly influences Employee Performance; 2) Work Environment does not significantly influence Employee Performance; 3) Work Relationship Strategies moderate the effect of Work Quality on Employee Performance; 4) Work Relationship Strategies do not moderate the effect of Work Environment on Employee; 5) Work Relationship Strategies significantly influence Employee Performance.

The success of a company is determined by the standards of its human resources, as employees are the key to an organization because they play a vital role in the company's success. Companies must consider factors that impact employee performance to achieve their goals

RECOMMENDATIONS

The analysis of the data concludes that companies should consider their work environment by providing a comfortable workspace and ensuring that the facilities available to employees are adequate to enable them to complete their tasks effectively. If these aspects can be improved, implemented, or enhanced by the company, it will lead to an increase in employee performance

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