

An Empirical Study on Work Motivation and Discipline in Relation to Civil Servant Performance at the DPRD Secretariat of Sukabumi City

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ABSTRACT

This study investigates the relationship between work motivation, work discipline, and the performance of civil servants (ASN) at the Secretariat of the Regional People's Representative Council (DPRD) of Sukabumi City. The research was initiated due to the vital administrative role of civil servants in supporting legislative duties, and concerns over the declining participation in completing performance targets (SKP) via the e-Kinerja application. Using a descriptive quantitative method, data were collected through questionnaires and interviews. The total population of 26 civil servants was selected using a census technique. Data analysis employed multiple linear regression to assess both partial and simultaneous effects of the independent variables on employee performance. The results indicate that neither work motivation nor work discipline has a statistically significant effect on performance, whether assessed individually or jointly. Hypothesis testing showed low contribution values: 11.9% for work motivation, 2.2% for work discipline, and 13% for their combined effect. The findings suggest that other factors may play a more dominant role in shaping performance, such as leadership support, work environment, and organizational systems. Accordingly, performance improvement strategies should not rely solely on motivation and discipline, but adopt a more holistic approach to foster accountability, innovation, and commitment in public service delivery.

Keywords: employee performance, work motivation, work discipline, organizational culture, leadership support.

1. INTRODUCTION

Employee performance is a process aimed at achieving the desired organizational goals and programs. It reflects how effectively an organization implements its strategies, which can be measured through consumer satisfaction and the contribution of each employee. Employee performance is one of the key factors that determine the effectiveness and efficiency of an organization in achieving its goals. In the government sector, optimal performance of civil servants (ASN) is essential to provide quality public services. The Secretariat of the Sukabumi City Regional People's Representative Council (DPRD), as one of the regional apparatus, plays a crucial role in supporting the implementation of legislative functions, so employee performance in this institution must be a top priority. Work motivation is one of the internal factors that influence employees' enthusiasm and productivity in performing their duties (Sunyoto, 2012). Good motivation can enhance employees' sense of responsibility and commitment to the organization. On the other hand, work discipline is an important aspect that reflects employees' compliance with work rules and procedures. High discipline can create a well-organized and conducive work environment.

The work discipline of civil servants is regulated in various regulations aimed at improving the professionalism and performance of employees. Based on Law Number 5 of

2014 concerning the State Civil Apparatus, every civil servant is required to comply with professional ethics and the applicable code of conduct. Additionally, Government Regulation No. 94 of 2021 on Civil Service Discipline outlines the obligations and prohibitions for civil servants, as well as the penalties for disciplinary violations. Article 3 of this regulation states that every civil servant must comply with obligations such as reporting to work and adhering to working hours, completing tasks to the best of their ability, and maintaining ethics and integrity in their work. With these regulations in place, it is hoped that civil servants can work professionally and optimally in performing their duties.

Performance appraisal at the Sukabumi City DPRD Secretariat serves as an evaluation of individual contributions to the achievement of organizational goals, identifies strengths and weaknesses, and develops strategies to improve productivity. Based on Ministry of PANRB Regulation No. 6 of 2022, the performance of civil servants is evaluated through the BKN e-Performance Application, which covers planning, implementation, monitoring, evaluation, and follow-up on the results of civil servant performance evaluations. This application is designed to optimize employee performance management through intensive performance dialogues between supervisors and employees, as well as the achievement of organizational performance. Thus, the implementation of a comprehensive performance evaluation system and high work motivation can support the overall improvement of employee performance at the Sukabumi City DPRD Secretariat.

The DPRD Secretariat is an administrative service unit that supports the tasks and functions of the DPRD. The DPRD Secretariat plays a strategic role in supporting the implementation of the tasks and functions of the Regional People's Representative Council (DPRD). As an administrative service unit, the secretariat is responsible for providing the facilities, infrastructure, and resources needed by the DPRD to carry out its functions, including legislative, supervisory, and budgeting functions. In addition, the secretariat manages administrative aspects such as archiving official documents, scheduling meetings, and implementing DPRD activities in accordance with laws and regulations. The DPRD Secretariat is led by a DPRD Secretary.

The Sukabumi City DPRD Secretariat is led by a Secretary who is directly responsible to the DPRD leadership and supported by 54 employees, consisting of 26 State Civil Apparatus (ASN) and 28 non-ASN employees. These employees are divided into three main sections: Supervision and Budgeting Facilitation Section, General and Finance Section, and Trial and Legislation Section. Each section has specific duties to ensure the efficient and effective implementation of the DPRD's duties and functions. This organizational structure supports the proper execution of legislative responsibilities, ensuring coordination and institutional independence is maintained in accordance with laws and regulations. To ensure the quality of performance, every employee of the State Civil Apparatus (ASN) at the Sukabumi City DPRD Secretariat is required to fill out a performance appraisal through the e-Kinerja Application periodically. Based on the Regulation of the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No. 6 of 2022 and Circular Letter of the Head of the State Personnel Agency Number 11 of 2023, this application includes planning, implementation, monitoring, assessment, and follow-up of performance evaluation results. The system is designed to improve accountability, efficiency and quality of services

provided by the DPRD Secretariat, ensuring every employee contributes maximally in supporting legislative objectives.



Figure 1. Data on Employee Performance Goal Completion through E-Kinerja
Source: Sukabumi City Council Secretariat Data (2024)

In Quarter 1, 22 employees filled in the Employee Performance Targets (SKP) through e-Kinerja, while 4 employees had not filled in. In Quarter 2, the number of employees who filled in increased to 23, with only 3 employees who did not fill in. However, in Quarter 3, there was a drastic decline, with only 13 employees filling in, while 13 other employees did not fill in. Entering Quarter 4, the number of employees who filled in again dropped to 10, and 16 employees did not fill in. Whereas, based on Article 8, Paragraph 3 of Government Regulation Number 30 of 2019 concerning Performance Appraisal of Civil Servants, it is stated that SKP must be prepared by civil servants and civil servant performance appraisal officials and/or performance managers. This shows that there is a compliance problem in filling out Employee Performance Targets, so that performance appraisals can more accurately reflect actual performance, even though based on article 8 Paragraph 3 of Government Regulation Number 30 of 2019 concerning Performance Appraisal of Civil Servants, it is stated that SKP must be prepared by civil servants and PNS Performance Appraisal Officers and or Performance Managers. This shows that there is a compliance problem in filling out Employee Performance Targets, so that performance appraisals can more accurately reflect actual performance. In other words, employee performance within the Sukabumi City DPRD Secretariat does not fully reflect real performance in the field because there are employees who do not fill out Employee Performance Targets every quarter.

This raises a critical question: do work motivation and work discipline significantly affect the performance of civil servants in this institution? Previous studies have often confirmed a positive relationship among these variables, yet findings are mixed and context-dependent. There remains a research gap in understanding whether these factors still hold strong explanatory power in highly structured government environments like DPRD Secretariats, especially under mandatory digital systems such as e-Kinerja.

Thus, this study aims to investigate the influence of work motivation and work discipline on the performance of civil servants (ASN) at the Secretariat of the Sukabumi City DPRD.

This research not only explores the extent of their influence but also seeks to identify whether other underlying factors may better explain performance outcomes. Clarifying this issue is essential for refining performance improvement strategies in the public sector.

2. METHODS

This study uses a quantitative approach with an associative descriptive method. The purpose of this approach is to determine the extent to which the independent variables, namely work motivation (X_1) and work discipline (X_2), influence the dependent variable, namely employee performance (Y), at the Sukabumi City DPRD Secretariat. This study also aims to test the hypothesis partially and simultaneously regarding the relationship between these variables. The population in this study consists of all civil servants (ASN) working at the Secretariat of the Sukabumi City Regional People's Representative Council, totaling 26 individuals. Due to the relatively small population size, the sampling technique used is saturation sampling (census), where the entire population serves as the sample. Data were collected using a five-point Likert scale questionnaire, which measured the level of motivation, discipline, and employee performance based on indicators adapted from the theories of Sunyoto (2020) and Sulistiyan (2011). The research instrument was first tested through validity and reliability tests to ensure the validity and consistency of the instrument. Validity was tested using Pearson's product-moment correlation, while reliability was tested using Cronbach's Alpha. Data were analyzed using descriptive and inferential statistical techniques. Hypothesis testing was conducted through multiple linear regression analysis, t-tests for partial effects, and F-tests for simultaneous effects. Additionally, the coefficient of determination (R^2) was calculated to determine how much motivation and work discipline contribute to the performance variable. The formula for the coefficient of determination (R^2) is as follows:

$$R^2 = r^2 \times 100\%$$

Where :

R^2 : Coefficient of determination

r : Correlation coefficient

Criteria for the coefficient of determination:

1. If " R^2 " is close to 0, then the influence of variable X on variable Y is weak.
2. If " R^2 " is close to 1, then the influence of variable X on variable Y is strong.

This coefficient of determination will indicate the extent to which the variables of work motivation and work discipline can explain the variable of employee performance at the Sukabumi City DPRD Secretariat.

3. RESULTS AND DISCUSSIONS

Multiple Linear Regression

This regression method is used to measure how much influence work motivation and work discipline have on employee performance at the Sukabumi City DPRD Secretariat, and to predict the value of employee performance based on changes in the two independent variables. In this study, researchers used multiple linear regression equations because the independent variables in the study were more than one. The results of the multiple linear regression analysis are as follows:

Table 1. of Multiple Linear Regression Calculation Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	56.448	12.318		4.583	.000
	Work Motivation	-.485	.287	-.440	-1.691	.104
	Work Discipline	.193	.351	.143	.549	.588
a. Dependent Variable: Employee Performance						

Source: Results of Data Processing Using SPSS Version 26, 2025

Based on the table above, it can be seen that the value of the multiple linear regression equation is as follows:

Description:

$$b_1 = -0,485$$

$$b_2 = 0,193$$

Furthermore, the multiple linear regression equation for the State Civil Apparatus (ASN) employee performance variable is obtained:

$$Y^{\wedge} = 56,448 + -0,485 X_1 + 0,193 X_2$$

From the regression equation above, it can be explained that:

1. The constant value of 56.448 states that if the value of work motivation and work discipline is zero, then the performance of ASN employees has a value of 56.448.
2. If the work motivation variable increases by 1, it will reduce the level of ASN employee performance by -0.485 assuming the regression coefficient value of the other variables is constant.

3. If the Work discipline variable increases by 1, it will increase the level of ASN employee performance by 0.193 assuming the regression coefficient value of other variables remains constant

T-test

Testing the research hypothesis aims to determine the strength of each independent variable on the dependent variable. In this study to determine how much influence the independent variable has on the dependent variable.

To test the significant effect of variable X on variable Y, the t test formula is used. The price of t is then compared with the price of t table with db = n-2, the provisions:

1. If $t_{\text{count}} \geq t_{\text{table}}$ then H_0 is rejected and H_1 is accepted.
2. If $t_{\text{count}} < t_{\text{table}}$ then H_0 is accepted and H_1 is rejected.

The partial test results are as follows:

Table 2. Result of the t test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	56.448	12.318		4.583	.000
	Work Motivation	-.485	.287	-.440	-1.691	.104
	Work Discipline	.193	.351	.143	.549	.588
a. Dependent Variable: Employee Performance						

Source: Results of Data Processing Using SPSS Version 26, 2025

Based on the calculation table data above, the results of the work motivation variable t_{count} are obtained (X_1) on ASN employee performance (Y) of -1.691. The error rate is 5% or 0.05 and db = (n-2) db = 26-2 = 24. The t_{count} compared with the t table value which can be obtained through the t_{table} from these provisions, the t_{table} number is 2.063. Based on the results of the table above, it can be seen that the tcount value is greater than the t table where the tcount value is $-1.691 < t_{\text{table}} 2.063$, then H_0 is accepted and H_1 is rejected. This means that there is no significant influence of work motivation (X_1) on ASN employee performance (Y).

Work discipline (X_2) on ASN employee performance (Y) is 0.549. The error rate is 5% or 0.05, and db = (n-2) db = 26-2 = 24. The t_{count} value is compared with the t table value which can be obtained through the t table from these provisions, the t_{table} number is 2.063. Based on the results of the table above, it can be seen that the t_{count} value is smaller than the t table, where the t_{count} value is $0.549 < t_{\text{table}} 2.063$, then H_0 is accepted and H_1 is rejected. This

means that there is no significant influence of work discipline (X_2) on ASN employee performance (Y).

F-test

A significant F test is a variation of the dependent variable that is explained by a percentage by the independent variables together, and is a real result and does not occur by chance. When the simultaneous hypothesis test or F test is carried out, there are the following conditions:

1. If $F_{\text{count}} > F_{\text{table}}$ then H_0 is rejected and H_1 is accepted.
2. If $F_{\text{count}} < F_{\text{table}}$ then H_0 is accepted and H_1 is rejected.

Table 3. Research Model Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.304	2	55.152	1.725	.200 ^b
	Residual	735.235	23	31.967		
	Total	845.538	25			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Work Motivation						

Source: Results of Data Processing Using SPSS Version 26, 2025

Based on the calculation table data above, the results of the F_{count} variable Work motivation (X_1) and work discipline (X_2) on ASN employee performance (Y) are 11,253. The error rate is 5% or 0.05 and at db numerator = k and db denominator = $(n - k - 1) = 26 - 2 - 1 = 23$. The F_{count} value is compared with the F_{table} value, the F_{table} number is 3.422.

Based on the results of the table above, it can be seen that the F_{count} value is greater than the F_{table} where the F_{count} value is $1.752 < F_{\text{table}} 3.422$, it can be seen that this hypothesis is not accepted. This means that there is no significant influence between work motivation (X_1) and work discipline (X_2) on ASN employee performance (Y).

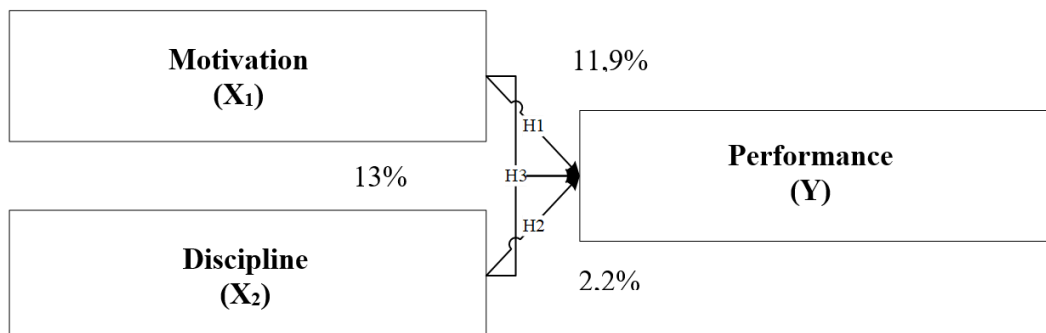


Figure 2. Research Results

Source: Results of Data Processing Using SPSS Version 26, 2025

Discussion

Description of the effect of work motivation on the performance of ASN employees at the Sukabumi City DPRD Secretariat

The t-test results show that the t-count value for Work Motivation (X_1) on Employee Performance (Y) is -1.691, while the t_{table} value is 2.063 at the 5% significance level and $df = 24$. Because $t\text{-count} (-1.691) < t_{\text{table}} (2.063)$, H_0 is accepted and H_1 is rejected. Thus, it can be concluded that work motivation does not have a significant partial effect on the performance of ASN employees at the Sukabumi City DPRD Secretariat.

These results indicate that although descriptively, employee work motivation is in the high category (average score 3.73), it has not been fully able to encourage significant performance improvement. This could be due to more internal motivations, such as the need for recognition or self-actualization, which have not been fully accommodated in the existing work system.

According to Sunyoto (2020), work motivation is an internal and external force that encourages individuals to act in order to fulfill needs and achieve goals. Strong motivation should be able to increase employee productivity and work quality. However, if the needs that are the source of motivation are not met, or the work environment is not supportive, then the motivation does not directly contribute to performance. This finding is reinforced by Wijayanti's research (2018) which shows that even though work motivation is high, performance will not improve significantly without adequate work facilities, supportive organizational culture, and leadership support. Thus, in the Sukabumi City DPRD Secretariat, improving performance is not enough to rely on individual motivation, but also needs to pay attention to systemic aspects that support the creation of work productivity.

However, this result is not in line with several previous studies which state that motivation has a positive and significant effect on performance. For example, Zakaria and Herawati (2021) in their research in the district government concluded that high work motivation is strongly correlated with increased employee productivity. Research by Budung et al (2022) and Afqiah & Diana (2022) also shows that work motivation as the most dominant variable affects employee performance.

This discrepancy can be explained by several important factors. First, the sample size in this study was only 26 respondents, which is very limited to describe the population as a whole and potentially reduce the statistical power in testing the relationship between variables. Second, high work motivation does not automatically guarantee high performance, especially if the organizational system does not support the actualization of such motivation. Some motivational needs such as recognition, security, or career development opportunities may not be optimally met in the respondents' work environment.

In addition, other factors such as leadership style, work culture, appraisal system, and availability of work facilities also affect employee performance more significantly than motivation itself. This is in accordance with the theory of Sunyoto (2020) which emphasizes that motivation is an internal and external drive that must be facilitated by a conducive work

environment in order to be able to direct individuals to achieve goals optimally. This finding is also in line with Wijayanti's (2018) research which states that high work motivation is not always followed by high performance if it is not accompanied by strong structural and cultural support, such as empowering leadership, adequate facilities, and a fair reward system.

Thus, these results provide an understanding that work motivation is important but not the only factor determining performance. In the context of the Sukabumi City DPRD Secretariat, improving employee performance cannot rely solely on individual motivation, but requires a comprehensive intervention into work systems, leadership styles, and organizational climate that support productivity.

The effect of work discipline on the performance of ASN employees at the Sukabumi City DPRD Secretariat

Based on the results of the t test, it is known that the tcount value for the Work Discipline variable (X_2) on Employee Performance (Y) is 0.549, while the ttable value is 2.063 with a significance level of 5% ($\alpha = 0,05$) Because the value of tcount (0.549) $<$ t_{table} (2.063), then H_0 is accepted and H_1 is rejected. This means that partially Work Discipline does not have a significant effect on ASN Employee Performance at the Sukabumi City DPRD Secretariat. This result shows that although the level of ASN discipline is high based on descriptive results, it is not statistically strong enough to directly and significantly affect employee performance improvement. This may occur because other factors outside of work discipline, such as intrinsic motivation, organizational culture, leadership, or reward systems are more dominant in shaping employee performance.

According to Sulistiyani (2011), work discipline is defined as an attitude and behavior that shows compliance with organizational rules and norms. Although discipline is important in creating order in the work environment, the results of this study show that discipline alone is not enough to encourage optimal performance without the support of other factors such as motivation or work engagement. This finding is in line with research by Sutrisno (2017) which states that work discipline is important, but it does not always stand alone in influencing performance, but requires a combination with other factors such as motivation and job satisfaction to have a significant impact. Therefore, to improve the performance of ASN employees, in addition to maintaining the level of discipline, other strategies are needed such as awarding, career coaching, and increasing work motivation.

However, the results of this study differ from several previous studies which show a significant effect of work discipline on performance. Research by Kurniawan (2020) concluded that employee discipline is directly able to significantly improve performance in the local government environment. Similarly, Barima et al. (2023) found that a high level of discipline is directly proportional to the increase in ASN work productivity and efficiency.

The discrepancy in these results can be explained through several considerations. First, the sample size in this study was only 26 respondents, which may not reflect sufficient variation in characteristics to statistically test the relationship between variables. Second, although work discipline was rated high descriptively, this variable does not stand alone in shaping employee performance. There are other factors that are more dominant, such as the

leadership style of superiors, intrinsic motivation of employees, organizational culture, and the incentive system that applies in the work environment. This is also in line with Sulistiyani's theory (2011) which states that discipline is a form of compliance with regulations, but not the only factor determining performance. In fact, in practice, employees who comply with the rules do not necessarily show optimal performance if they do not have sufficient internal encouragement or external support. Sutrisno (2017) adds that work discipline will have a significant impact only if accompanied by work motivation, job satisfaction, and employee involvement in the work process.

Thus, although work discipline is important for creating organizational order, this study confirms that a more holistic approach is needed in encouraging ASN performance. Managerial strategies such as rewarding, increasing employee participation, and developing participative leadership styles need to be considered as complementary interventions so that employee performance can be optimally improved.

Description of the effect of work motivation and work discipline on the performance of ASN Employees at the Sukabumi City DPRD Secretariat

Based on the results of the F test in this study, it is known that the F_{count} value is 1.725, while the F_{table} value is 3.422 with a significance level of 5% ($\alpha = 0.05$) and independent degree of numerator = 2, denominator = 23. Because the F_{count} value ($1.725 < F_{\text{table}}$ (3.422), then H_0 is accepted and H_1 is rejected. This means that simultaneously, the variables of Work Motivation (X_1) and Work Discipline (X_2) have no significant effect on ASN Employee Performance (Y) at the Sukabumi City DPRD Secretariat.

Descriptively, respondents showed high levels of motivation and discipline. However, these results indicate that other factors beyond these two variables play a greater role in shaping performance, such as leadership style, organizational support, incentive system, workload balance, and conducive work climate. These aspects play an important supporting role so that existing motivation and discipline can be actualized into real performance behavior.

This result is not in line with the theory put forward by Sunyoto (2020), which states that high work motivation through achievement, affiliation, and power needs should increase employee productivity and work results. Likewise, Sulistiyani's (2011) theory places discipline as the foundation for organizational order that affects performance achievement. This finding also contradicts some previous research. Saputra and Abadi (2020) found that the combination of motivation and work discipline simultaneously had a significant effect on the performance of ASN in the Education Office. However, in this study, the absence of significant influence may be due to the small sample size ($n = 26$), which limits the model's ability to detect relationships that may actually exist. In addition, responses to motivation and discipline have not been optimally facilitated in the workplace, so they do not have a direct impact on improving performance. In contrast, this result is in line with Arisanti et al.'s (2019) research, which shows that motivation and discipline are not effective enough without organizational support, such as supportive leadership, a fair reward system, and a work environment that encourages employee participation. When the organizational system is unable to actualize employee potential, high motivation and good discipline are not necessarily converted into optimal performance.

The findings of this study offer several practical and theoretical implications. From a practical standpoint, the fact that work motivation and work discipline do not significantly influence employee performance either partially or simultaneously suggests that relying solely on these two factors is inadequate for driving optimal performance among civil servants at the DPRD Secretariat of Sukabumi City. Therefore, government institutions should consider adopting a more holistic performance improvement strategy. This may include strengthening transformational leadership practices, building a performance-oriented organizational culture, and implementing a transparent and rewarding performance-based incentive system.

For instance, the lowest indicators in motivation (i.e., initiative-taking and harmonious relationships) highlight the need for institutions to invest in team-building programs and encourage innovation by recognizing proactive employees. The low indicator in discipline (i.e., compliance with organizational decisions) implies a lack of communication or clarity, thus necessitating better dissemination of policies, with open dialogues that foster employee involvement and trust.

From a theoretical perspective, this study contributes to the growing literature on public sector performance by illustrating that classical motivational and disciplinary theories may not fully apply in bureaucratic settings without considering contextual variables such as leadership effectiveness, job design, work-life balance, and institutional support. It emphasizes the importance of integrating multi-dimensional approaches when examining employee performance in government institutions.

For future research, this study encourages the inclusion of additional independent variables such as organizational commitment, job satisfaction, transformational leadership, or perceived organizational support. Moreover, conducting studies with larger samples and across multiple governmental agencies may enhance generalizability and reveal more robust patterns.

4. CONCLUSION

Based on the results of the research and discussion, it can be concluded that in general, work motivation, work discipline, and performance of ASN employees at the Sukabumi City DPRD Secretariat are in the high category. The average score of work motivation was 3.73, work discipline was 3.84, and employee performance was 3.61, indicating that employees have a positive attitude in carrying out their duties and responsibilities. However, the results of statistical analysis show that partially, work motivation does not have a significant influence on employee performance, indicated by the t_{count} value of -1.691 which is smaller than the t_{table} 2.063. This indicates that internal motivation possessed by employees is not enough to improve performance without support from other factors in the work environment. Similarly, work discipline, which although in the high category, statistically also has no significant effect on employee performance, with a t_{count} value of 0.549 smaller than the t_{table} 2.063. Furthermore, the results of the F test show that work motivation and work discipline simultaneously also have no significant effect on the performance of ASN employees, with an F_{count} value of 1.725 which is smaller than F_{table} 3.422. This finding

indicates that the performance of ASN employees at the Sukabumi City DPRD Secretariat may be more influenced by other factors outside of work motivation and discipline such as the reward system. This Research shows that although work motivation, work discipline, and performance of ASN employees at the Sukabumi City DPRD Secretariat are in the high category descriptively, statistically, both partially and simultaneously, work motivation and discipline do not have a significant influence on employee performance. This indicates that improving employee performance is not sufficiently driven by motivation and work discipline, but also requires the role of other factors such as the reward system, organizational culture, and leadership style. Therefore, the Sukabumi City DPRD Secretariat needs to consider a more comprehensive approach in improving employee performance by taking into account various other supporting aspects. This study only highlights the influence of motivation and work discipline on employee performance. To enrich understanding in the future, it is recommended that future studies include other variables such as leadership, organizational culture, and work welfare. Practically speaking, it was found that the lowest aspect of work motivation lies in harmonious working relationships and the courage to take initiative. Therefore, organizations need to build a collaborative work culture through team-building activities and recognition of employee initiatives. Meanwhile, the lowest level of work discipline is observed in compliance with organizational decisions, so it is necessary to enhance regular communication of decisions with transparent explanations to make employees feel more involved and committed. The weakest employee performance is in achieving work targets, so organizations need to set realistic and measurable targets and conduct regular evaluations accompanied by constructive feedback to improve employee performance.

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