

The Effect of Discipline Training and Work Motivation on the Performance of Civil Servants in the Secretariat Division of the XYZ Provincial Human Resources Development Agency

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Abstract

An organisation that works to improve the quality and competence of its employees is the XYZ Provincial Human Resources Development Agency. Employees have violated company policy and attendance rates are not up to par, according to internal data. In light of these factors, it is imperative that we assess how well the internal monitoring system and workplace discipline are working to enhance employees' performance on the job. The purpose of this research is to identify the partial and simultaneous effects of disciplinary training and work motivation on the performance of public servants (PNS) working in the Secretariat Division of the XYZ Provincial Human Resource Development Agency. Interviews and questionnaires are key components of the quantitative data gathering strategy. The data was analysed using SPSS 27 and quantitative associative and descriptive methods, as well as multiple linear regression analysis. Employees and one chief of the Secretariat Division made up the 35 participants in this research. The study found that both job motivation and discipline training had beneficial effects on employee performance, and that these two factors had a synergistic effect when taken together. Staff performance is directly proportional to the quality of their disciplinary training and their level of intrinsic drive at work.

INTRODUCTION

People and organisational development are two sides of the same coin when it comes to human resources (HR) in a public sector organisation. When it comes to an organization's ability to reach its objectives, human resources (HR) is an asset and a critical component. As the principal engine that propels the agency's activities, human resources management is essential to the operation of all agency resources. Any government agency's human resources department or employee is obligated to give the public their absolute best service by virtue of Law No. 43 of 1999.

When it comes to improving the skills of ASNs, one entity that plays a crucial role is the Human Resources Development Agency. The level of professionalism and responsiveness in public service provided by government employees is directly correlated to the quality of human resource management within the Human Resources Development Agency, which is in charge of organising training and education programmes, certifying employees' competencies, and providing managerial and technical development opportunities.

The researcher spoke with the secretariat head to get a feel for staff performance overall. Several staff were found to have performed above and beyond the agency-set goals, according to the interview. But for a variety of reasons within the agency, some workers still hadn't gotten up to speed on their performance expectations. A number of factors are considered while evaluating an employee's performance, such as their punctuality, level of self-control on the job, and the results obtained from using K-MOB (mobile performance tracking).

Each employee's final performance score is determined by adjusting the documented performance outcomes by subtracting points for violations or absences. Government Regulation

No. 30 of 2019 specifies that, while evaluating public workers' performance, the Employee Performance Target (SKP) receives 60% of the total score and work behaviour receives 40%. The term "performance" refers to the amount and quality of work that an individual accomplishes in a certain time frame while performing their job tasks (Mangkunegara, 2017:9).

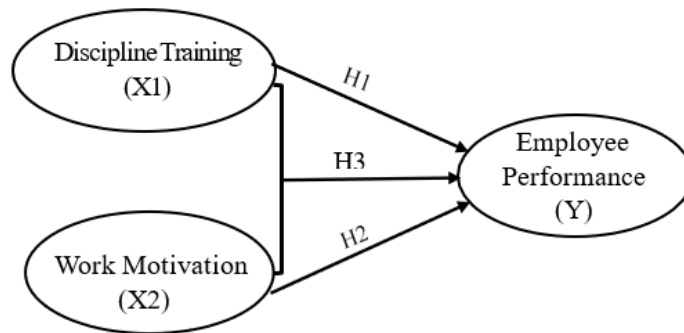
Employee performance fluctuated, according to data from the XYZ Province Human Resources Development Agency's archives. Performance was subpar to start the year, staying in the "satisfactory" (C) category from January through April. The performance steadily improved and reached the SB category between May and September. Nevertheless, performance declined once more in the latter half of the year, particularly in November and December, as the percentage of workers rated as "very good" (SB) fell and the percentage rated as "satisfactory" (C) rose. According to these results, staff performance has not been perfect on a constant basis and is still an area that needs fixing.

Because it promotes compliance with established policies and procedures, discipline training is a component linked to improved productivity in the workplace. The XYZ Provincial Human Resources Development Agency's archival records reveal multiple types of infractions, such as smoking in the workplace, failing to participate in roll calls or official events, and not wearing uniforms as required for the workday. The ineffectiveness of supervision and disciplinary procedures, combined with a lack of understanding on the part of some employees, may be to blame for these problems. As a result, the agency should make it a top priority to provide its employees with the necessary disciplinary training to ensure that they follow all policies and procedures. Discipline training is implemented to help employees, who have different goals and traits, behave in a way that is consistent with the agency's standards and policies, according to Novianti's (2018) research. Lesmana and Abdurahman (2024) found that disciplinary training improved workers' productivity, therefore our findings are in line with theirs.

Inspiration is the inner force that pushes one to do what one sets out to do (Parashakti & Noviyanti, 2021). According to Hasibuan (2017), when employees are motivated, they are more enthusiastic about their work, which helps with workplace discipline and attendance. When people are highly motivated, they are eager to put in a lot of effort in order to accomplish their goals (Kartika & Cherny, 2017). Research has shown that when employees are motivated, they perform better on the job (Hakim et al., 2021). Agustriani et al. (2022) adds to the growing body of evidence that shows how intrinsic motivation at work boosts productivity. This proves that targets are met or exceeded when workers are highly motivated to do their jobs. According to records kept by the XYZ Provincial Human Resources Development Agency, 329 workers were tardy to work and 84 were absent without a valid reason. Since motivated workers would innately be more enthused about their job, this points to a lack of motivation at the XYZ Provincial Human Resources Development Agency.

Given these context, the purpose of this study was to examine the relationship between PNS performance and the variables of discipline training and work motivation within the Secretariat Division of the XYZ Provincial Human Resources Development Agency. The study aims to accomplish four things: (1) explain how people feel about discipline training; (2) explain why government employees work hard; (3) explain how well employees do their jobs; and (4) look at how both work motivation and discipline training affect employees' performance.

From the aforementioned phenomena, the hypotheses proposed in this research are outlined below:



“Figure 1.1 Research Framework”

- H1: “Discipline training has a positive effect on the performance of civil servants in the Secretariat Division of the XYZ Provincial Human Resources Development Agency”.
- H2: “Work Motivation Has a Positive Effect on the Performance of Civil Servants in the Secretariat Division of the XYZ Provincial Human Resources Development Agency”.
- H3: “Discipline Training and Work Motivation influence the Performance of Civil Servants in the Secretariat Division of the XYZ Provincial Human Resources Development Agency”.

METHOD

Using a quantitative approach, this research investigates how PNS in the Secretariat Division of the XYZ Provincial Human Resources Development Agency are affected by work motivation and discipline training in terms of their performance on the job. Secondary data came from a literature analysis, while primary data came from interviews, questionnaires, and documentation with Secretariat workers (Sugiyono, 2023:304).

Along with the Secretariat Division Head, 35 government servants with at least one year of service in the division made up the study population. Semantic differential scale processing of the survey data yielded interval-level metrics. According to Sugiyono (2023:11), interval data are continuous values that lack a real zero point but have equal distances between categories.

Following validity and reliability assessments, the data was analysed using SPSS version 27, which included testing for heteroscedasticity, multicollinearity, and normalcy. Next, we used R^2 and multiple linear regression to see how discipline training and intrinsic motivation affected worker output.

To show the numerical influence of each variable and to evaluate the relationship between independent and dependent variables, the analysis used quantitative descriptive and quantitative associative techniques, respectively. To verify several hypotheses, we used the t-test to see how much of an impact each independent variable had on the dependent one. Also, to assess how each independent variable affected the dependent variable, we used a simultaneous hypothesis test with the F-test.

Table 1. Research Variables and Subvariables

No	Variable	Subvariable
1	Discipline Development Variable (X1)	According to Nursanti (2017: 9) 1. Formulating rules and regulations that employees are required to obey.

		2. Setting and applying disciplinary sanctions to ensure compliance with organizational standards. 3. Strengthening discipline through continuous training designed to reinforce consistent adherence to established rules.
2	Work Motivation Variable (X2)	According to Hasibuan (2017:95-96) 1. <i>The Work Itself</i> 2. <i>Responsibility</i> 3. <i>Opportunities for Advancement</i> 4. <i>Opportunities for personal growth</i> 5. <i>Achievement</i> 6. <i>Recognition</i>
3	Employee Performance Variables (Y)	According to Bangun (2018:231-232) 1. Work Quantity 2. Work Quality 3. Timeliness 4. Attendance 5. Ability to work collaboratively

Source: Operationalization of Variables, Compiled in 2026

RESULTS AND DISCUSSION

Validity Test

The results indicate that the calculated r-value is greater than the r-table value (0.3338), thereby validating all items in the questionnaire.

Table 2. Validity Test

VARIABLE	STATEMENT ITEM	CALCULATED R	R TABLE	NOTES
Discipline Training (X1)	X1.1	0.388	0.3338	“Valid”
	X1.2	0.582	0.3338	“Valid”
	X1.3	0.576	0.3338	“Valid”
	X1.4	0.456	0.3338	“Valid”
	X1.5	0.502	0.3338	“Valid”
	X1.6	0.385	0.3338	“Valid”
	X1.7	0.735	0.3338	“Valid”
	X1.8	0.631	0.3338	“Valid”
	X1.9	0.344	0.3338	“Valid”
Work Motivation (X2)	X2.1	0.573	0.3338	“Valid”
	X2.2	0.856	0.3338	“Valid”
	X2.3	0.762	0.3338	“Valid”
	X2.4	0.405	0.3338	“Valid”
	X2.5	0.587	0.3338	“Valid”
	X2.6	0.802	0.3338	“Valid”
	X2.7	0.334	0.3338	“Valid”
	X2.8	0.744	0.3338	“Valid”
	Y1	0.567	0.3338	“Valid”

Employee Performance (Y)	Y2	0.514	0.3338	“Valid”
	Y3	0.518	0.3338	“Valid”
	Y4	0.723	0.3338	“Valid”
	Y5	0.449	0.3338	“Valid”
	Y6	0.624	0.3338	“Valid”
	Y7	0.655	0.3338	“Valid”
	Y8	0.589	0.3338	“Valid”
	Y9	0.410	0.3338	“Valid”

Reliability Test

The data are trustworthy and suitable for further analysis because Cronbach's alpha values for all variables are more than 0.60.

Table 3. Reliability Test

VARIABLE	CRONBACH'S ALPHA	DESCRIPTION
“Discipline Training (X1)”	0.652	“Reliable”
“Work Motivation (X2)”	0.787	“Reliable”
“Employee Performance (Y)”	0.721	“Reliable”

Respondents' Responses to Disciplinary Guidance by the Secretariat Division at the XYZ Provincial Human Resources Development Agency

It was determined through reliability and validity testing that all of the items used to assess disciplinary instruction were accurate and trustworthy. This led researchers to conclude that the data was suitable for investigating the interrelationships and causalities of the variables of interest. An average score of 4.02 was given for the regulations' consistency with the goals of discipline training in the sub-variable pertaining to the development of rules and regulations for employees, while an average score of 4.17 was given for their conformity with the regulatory requirements of the organisation. The sub-variable as a whole received a commendable mean score of 4.09. This proves that the XYZ Provincial Human Resources Development Agency's regulations are in sync with the goals of discipline training and the needs of the organization's operations.

The appropriateness of supervisors' warnings obtained an average score of 3.22 in the sub-variable pertaining to the creation and implementation of disciplinary measures. A score of 3.14 was given for the punctuality of sanctions, a score of 3.17 for the consistency of sanctions enforcement, and a score of 3.85 for the fairness of sanctions application. With an overall average score of 3.34, this sub-variable was deemed satisfactory. This result suggests that sanctions for disciplinary violations have been implemented, though not yet fully optimized. Specifically, aspects such as the timeliness of warnings, the speed of sanction enforcement, and consistency in application are present but still require improvement. On the other hand, employees assessed the fairness of sanctions imposed by their supervisors as being carried out appropriately.

Results for the sub-variable on discipline training reveal consistent scores: 3.68 for daily roll calls, 3.68 for religious holiday observances, and 3.45 for religious lectures. The overall average of 3.60 places this aspect in the good category. The aggregate score of 3.67 across all discipline training sub-variables confirms the effectiveness of these measures in strengthening employee discipline.

Respondents’ Perceptions of Work Motivation Among Secretariat Staff at the XYZ Provincial Human Resources Development Agency

The validity and reliability tests verified that all work motivation items are valid and reliable, ensuring the data’s suitability for further analysis. The *work itself* sub-variable achieved an average score of 3.68, categorized as high, reflecting employees’ strong internal drive to understand their tasks.

The sub-variable related to “*responsibility*” demonstrates that the internal drive to complete tasks on time obtained an average score of 3.91, while the internal drive to deliver results in accordance with established requirements scored 3.88. With an overall mean score of 3.89, this sub-variable is categorized as high, reflecting strong performance. These findings indicate that employees possess a strong sense of responsibility, motivating them to complete their work punctually and to produce outcomes that align with organizational targets.

The sub-variable concerning “*opportunity for advancement*” shows that the internal drive to perform optimally in order to secure career progression obtained an average score of 3.77. The aggregated results show an overall mean of 3.77, which falls under the high classification. These findings indicate that employees possess a strong motivation to further develop their competencies and pursue advancement opportunities within the organization.

The sub-variable concerning the “*possibility of growth*” reveals that the internal drive to enhance one’s abilities obtained an average score of 3.77. With an overall average score of 3.77, this sub-variable is classified as high, reflecting strong performance. These findings indicate that employees demonstrate a strong motivation to continuously improve their skills and capabilities.

An average score of 3.85 was recorded for the accomplishment subvariable, which implies that the intrinsic motivation to generate good work outputs was high. Employees’ intense desire to perform to their full potential was reflected in the high aggregate score of 3.85 for this sub-variable.

According to the “recognition” sub-variable, an average score of 4.05 was achieved by the internal drive to receive praise from superiors for one’s work, while an average score of 3.68 was achieved by the internal desire to have one’s colleagues acknowledge one’s accomplishments. All things considered, the sum of these sub-variables was a high 3.86. This reflects that employees perceive themselves as receiving recognition for their work performance from both supervisors and colleagues. When considered collectively across the sub-variables—the job itself, responsibility, opportunities for advancement, possibility of growth, achievement, and recognition—the overall average score was 3.80, also categorized as high. These findings indicate that employees are strongly motivated by both intrinsic factors and extrinsic factors, particularly recognition and opportunities for development.

Respondents’ Perceptions of the Performance of Secretariat Staff at the XYZ Provincial Human Resources Development Agency

All items measuring employee performance were found to be valid and reliable according to the findings of the validity and reliability tests. The data were deemed suitable for studying the impacts and correlations among the variables because of this. The ability of employees to reach the agency-established targets obtained an average score of 3.40 according to the study of the work quantity sub-variable. Their capacity to finish the assigned tasks according to the specified criteria was rated at 3.54 on average. The overall mean score for this sub-variable was 3.47, which is considered good. These outcomes point to workers having carried out their responsibilities in

line with predetermined goals and company norms.

The sub-variable related to work quality shows that employees’ ability to meet the standards established by the agency obtained an average score of 3.51, while their ability to produce outputs of high quality in accordance with those standards reached 3.68. Taken together, the combined average score was 3.59, which is categorized as good. These findings indicate that the work carried out by employees has generally met the established standards and reflects satisfactory quality performance.

The sub-variable concerning “*timeliness*” shows that employees’ ability to complete tasks on schedule obtained an average score of 3.62, while their ability to adhere to established work timetables reached 3.97. Combined, these two aspects produced an overall average score of 3.79, which is categorized as good. These findings indicate that employees are generally able to complete their tasks punctually in line with organizational targets and consistently comply with established work schedules.

The attendance sub-variable shows that punctuality at work reached an average score of 3.48. This overall score, categorized as good, reflects that employee attendance has been adequate in supporting the completion of tasks and responsibilities.

The collaboration sub-variable indicates that employees’ ability to cooperate with colleagues in completing tasks scored 3.85, while their active contribution to task completion scored 3.91. Combined, these two aspects produced an overall average score of 3.88, which is categorized as good. These results show that workers can work together to finish tasks and make significant contributions, which helps the company reach its objectives.

Work quantity, work quality, punctuality, attendance, and collaboration were all evaluated together to yield a good overall score of 3.64. With a score this high, it's clear that employees have been able to meet organisational goals in these important areas.

The Effect of Discipline Training and Work Motivation on the Performance of Civil Servants (PNS) in the Secretariat Division of the XYZ Provincial Human Resources Development Agency

Utilising a multiple regression analysis, the fourth research question sought to ascertain the impact of work motivation and discipline on the performance of public servants (PNS) employed by the Secretariat Division of the XYZ Provincial Human Resources Development Agency. The strategy's end goal is to prove a genuine relationship that follows BLUE's rules. Hence, according to Ghazali (2021:196), the regression model must adhere to the fundamental principles of OLS.

Normality Test

“Table 4. Normality Test”

“One-Sample Kolmogorov-Smirnov Test”		
		Unstandardized Residual
N		35
Normal Parameters ^{a, b}	“Mean”	.0000000
	“Standard Deviation”	2.95288670
Most Extreme Differences	“Absolute”	.122
	“Positive”	.072
	“Negative”	-.122
Test Statistic		.122
Asymptotic Significance (2-tailed) ^c		.200 ^d

“Source: SPSS 27 Output Results (Data Processed in 2026)”

Results from the normalcy test demonstrate that the dataset satisfies the premise of normalcy, and that the relationship between disciplinary training and job motivation and employee performance yielded a significant value of 0.200 (> 0.05). The results show that the data used for this investigation follow a normal distribution, which is a prerequisite for regression analysis.

Multicollinearity Test

Table 5. Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.440	5.742		.077	.939		
Discipline Training	.303	.133	.264	2,284	.029	.999	1,001
Work Motivation	.740	.119	.717	6,215	.000	.999	1,001

a. Dependent Variable: Employee Performance

“Source: SPSS 27 Output Results (Data Processed in 2026)”

The findings of the multicollinearity test for the relationship between discipline training and work motivation and civil servant performance at the Secretariat Division of the XYZ Provincial Human Resources Development Agency reveal that the regression model is free of multicollinearity. The obtained VIF value of 1.001 (< 10.00) and tolerance value of 0.999 (> 0.10) further support this conclusion. The classical assumption of independence is satisfied because the independent variables inside the regression model do not show any significant correlation.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1 (Constant)		1.638	3.937		.416	.680
Discipline Training		-.041	.091	-.080	-.456	.652
Work Motivation		.059	.082	.126	.722	.475

a. Dependent Variable: Abs_RES

“Source: SPSS 27 Output Results (Data Processed in 2026)”

Discipline enforcement and work motivation both had significant values of 0.475 (more than 0.05) in the heteroscedasticity test, confirming that the data do not show heteroscedasticity. This result verifies that the residual variance is constant across all independent variables, a condition known as homoscedasticity, which is an assumption of the regression model.

Multiple Linear Regression Test

Table 7. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.440	5.742		.077	.939
	Discipline Training	.303	.133	.264	2,284	.029
	Work Motivation	.740	.119	.717	6,215	.000

a. Dependent Variable: Employee Performance

“Source: SPSS 27 Output Results (Data Processed in 2026)”

$$Y = 0.440 + 0.303 X_1 + 0.740 X_2$$

The explanation of the multiple linear regression equation is presented as follows.

- A positive discipline-building regression coefficient indicates a direct association, demonstrating that higher values of the dependent variable are associated with gains in discipline-building. Employee performance rises in direct correlation to the level of effort put into establishing and maintaining discipline.
- A positive coefficient for the work motivation variable shows a proportional link, which confirms that high levels of motivation lead to high levels of performance from employees.

Coefficient of Determination

Table 8. Coefficient of Determination

“Model Summary”				
Model	R	R-Square	Adjusted R-Square	“Standard Error of the Estimate”
1	.758 ^a	.574	.547	3.044

a. Predictors: (Constant), Work Motivation, Discipline Training

Source: SPSS 27 Output Results (Data Processed in 2026)

The data analysis was conducted using SPSS 27, and the results showed a coefficient of determination (R^2) of 0.574. This suggests that disciplinary advice and work motivation account for 57.4% of employee performance, with other factors influencing the remaining 42.6%.

Hypothesis Testing

Partial Test (t-Test)

Table 9. Partial Test (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.440	5.742		.077	.939
	Discipline Training	.303	.133	.264	2,284	.029
	Work Motivation	.740	.119	.717	6,215	.000

a. Dependent Variable: Employee Performance

“Source: SPSS 27 Output Results (Data Processed in 2026)”

Variable	t _{calculated}	t _{table}	Sig.	Prob.	Notes
X1	2.284	2.036	0.029	0.05	Significant
X ²	6.215	2.036	0.000	0.05	significant

The Effect of Discipline Training on Employee Performance

The results show that discipline training (X1) positively affects employee performance among civil servants in the Secretariat Division of the XYZ Provincial Human Resources Development Agency, with a t-value of 2.284 (> 2.036) and a significance value of 0.029 (< 0.05). Therefore, H_0 is rejected and H_1 is accepted.

Workplace discipline significantly affects productivity, according to research by Lubis and Romi (2026). Consistent with this conclusion, the study of Safitri and Romi (2025) found that discipline training significantly improves performance outcomes.

The Effect of Work Motivation on Employee Performance

H_0 is rejected and H_1 is approved based on the results, which show that the significance value is 0.000 (< 0.05) and the estimated t-value (6.215) is greater than the t-table value (2.036).

The results show that the Secretariat Division of the XYZ Provincial Human Resources Development Agency's government officials' performance is positively affected by their level of job motivation (X₂). The findings are in line with those of Roby and Prabowo (2025), who found that employee motivation had a beneficial effect on performance.

Simultaneous Test (F-Test)

Table 10. Simultaneous Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	399.421	2	199,711	21,557	.000 ^b
Residual	296,464	32	9,265		
Total	695,886	34			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Work Motivation, Discipline Training					

“Source: SPSS 27 Output (Data Processed in 2026)”

Variable	F _{calculated}	F _{table}	Sig.	Prob.	Notes
“The Effect of Discipline and Work Motivation on Employee Performance”	21.557	3.28	0.000	0.05	significant

According to the SPSS data, the computed F-value is 21.557, which is higher than the table F-value of 3.28. Accordingly, PNS performance in the Secretariat of the XYZ Provincial Human Resources Development Agency is affected by both work motivation and discipline.

CONCLUSION

From the results of the research and discussion on the impact of discipline training and work motivation on employee performance, it can be concluded that respondents' assessments of disciplinary guidance for civil servants (PNS) in the Secretariat Division of the XYZ Provincial Human Resources Development Agency fall into the good category. This conclusion is supported by the outcomes of all measured sub-variables, including the establishment of rules and regulations that employees must comply with, the formulation and enforcement of sanctions for disciplinary violations, and the implementation of disciplinary training programs. These findings indicate that employees demonstrate a strong awareness of and commitment to complying with the applicable regulations. Consequently, the disciplinary guidance applied has succeeded in fostering a work environment that is more orderly, structured, and responsible.

Respondents' evaluations of work motivation among civil servants (PNS) in the Secretariat Division of the XYZ Provincial Human Resources Development Agency fall into the high category. The conclusion is consistently validated through all sub-variables measured, such as the inherent nature of the work, responsibility, possibilities for advancement, developmental potential, achievement, and recognition. These findings reflect that employees possess strong motivation, demonstrated through the alignment of tasks with their abilities, commitment to responsibilities, drive for advancement and development, and aspiration to achieve success that is acknowledged. Such a high level of motivation contributes to improved performance and supports the attainment of organizational objectives.

Respondents' evaluations of the performance of civil servants in the Secretariat Division of the XYZ Provincial Human Resources Development Agency fall into the good category. This conclusion is supported by the outcomes of all measured sub-variables, namely work quality, work quantity, timeliness, attendance, and ability to collaborate. These findings indicate that employees demonstrate strong capabilities in carrying out their tasks and responsibilities effectively.

The results of the partial tests indicate that discipline training has a positive effect on the performance of civil servants in the Secretariat Division of the XYZ Provincial Human Resources Development Agency. Similarly, work motivation has a positive effect on employee performance. Further simultaneous tests indicate that discipline training and work motivation, when considered together, have an effect on the performance of civil servants in that division. The recommendations derived from the conclusions above can be articulated as follows. (1) The discipline enforcement variable is advised to be sustained, as the current practices have been effectively implemented and proven reliable.

Nevertheless, the sanctions sub-variable requires improvement through the application of stricter measures. These include establishing a monthly schedule for employee disciplinary evaluations, issuing written warnings proportionate to the severity of violations, and monitoring attendance using an electronic attendance system. (2) The recommendation for the work motivation variable is to sustain the already high level of employee motivation. In addition, within the work itself subvariable, enhancements should be pursued by assigning diverse tasks that correspond to employees' competencies, engaging them actively in activity execution, and offering opportunities to manage specialized assignments.

These measures are intended to make the work more stimulating while simultaneously strengthening employees' motivation. (3) For the employee performance variable, it is advised to preserve and further enhance the levels of achievement that have already been attained. In particular, the work quantity subvariable should be strengthened through systematic training and

monitoring, the preparation of daily and weekly work plans, the establishment of clear and measurable task completion targets, and the implementation of periodic evaluations of work outcomes. These measures are expected to ensure consistency while driving continuous improvement in overall performance.

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