



RESEARCH ARTICLE

# The Influence of Work Discipline and Intrinsic Motivation on Employee Performance at PT Kharisma Berkah Nusantara, Bekasi

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## Abstract

This study examines the influence of Work Discipline and Intrinsic Motivation on Employee Performance at PT Kharisma Berkah Nusantara, Bekasi. The research applies a quantitative approach with a descriptive-associative design. The population consists of 60 employees, and all employees were used as respondents through saturated sampling. Data were collected using Likert-scale questionnaires and analyzed with SPSS through validity, reliability, classical assumption, and multiple linear regression tests. The findings show that Work Discipline has a positive and significant effect on Employee Performance. Intrinsic Motivation also has a positive and significant effect, with a stronger influence than Work Discipline. Simultaneously, both variables affect Employee Performance in a significant way. The coefficient of determination shows that Work Discipline and Intrinsic Motivation explain 22.2% of Employee Performance, while 77.8% comes from other factors outside this study. This result indicates that employee performance cannot rely only on discipline and internal drive. PT Kharisma Berkah Nusantara needs to strengthen work discipline while also creating conditions that support personal responsibility, achievement, and employee commitment.

## Keywords

Work Discipline; Intrinsic Motivation; Employee Performance.

## 1 | INTRODUCTION

Global market pressure has forced companies to manage human resources with greater precision. Employee performance no longer depends only on technical skills, but also on consistent behavior, responsibility, and internal willingness to achieve work targets. Dessler (2020) states that effective human resource management helps organizations strengthen competitiveness. In practice, work discipline plays a clear role because it shapes punctuality, compliance with rules, and accuracy in completing tasks. Hasibuan (2019) explains that discipline supports operational stability and helps companies maintain work quality. However, several organizations still treat discipline and motivation as administrative issues rather than strategic factors. Pratama (2020) argues that this weak attention can reduce productivity and create uneven performance among employees. For this reason, companies need to build fair rules, consistent supervision, and a work climate that encourages intrinsic motivation. Employees who feel responsible for their work tend to show stronger initiative, better commitment, and more reliable performance.

In an increasingly competitive work environment, companies need to manage human resources with clear direction and consistent practices to achieve organizational goals (Armstrong, 2021). Employee performance cannot depend only on skills or formal job descriptions. It is also shaped by how employees follow rules, manage time, complete responsibilities, and maintain commitment to their work. Work discipline helps create order in daily operations because it encourages punctuality, accuracy, and compliance with company standards. At the same time, intrinsic motivation drives employees to work not merely because of supervision or rewards, but because they find meaning, responsibility, and personal satisfaction in their tasks. Putri and Frianto (2019) argue that discipline and intrinsic motivation influence employee performance. This view aligns with Mangkunegara (2017), who states that human resources are valuable assets because they determine how far organizational goals can be achieved. Therefore, companies need fair discipline and motivation systems.

The rapid development of human resources requires companies to build employees who are competent, adaptable, and able to deliver consistent results (Mathis & Jackson, 2019). In current business competition, employee quality cannot be treated as a supporting issue. Employees influence daily operations, service accuracy, productivity, and the company's ability to meet market demands. Wibowo (2017) states that employees determine whether a company can progress or remain stagnant. This view implies that management must pay close attention to training, discipline, performance evaluation, and motivation. High employee performance also becomes a main requirement for achieving the company's vision and mission (Perkasa *et al.*, 2019). When employees work effectively, organizational targets become more realistic, work errors decrease, and customer trust increases. Companies that ignore employee development risk uneven work results. For that reason, management needs fair policies, clear supervision, and consistent support so employees can grow and perform responsibly in daily work processes and long-term organizational growth.

Problems in employee performance often appear as low morale or unsatisfactory results. According to Nurjaya (2021:62), performance reflects the level of achievement in completing assigned tasks. It is both a process and an outcome, shaped by various stages and actions that employees take to meet expectations. Effective performance requires employees to engage actively, follow procedures, and focus on producing reliable results. Performance is not only a measure of individual capability but also a reflection of how well an organization functions. High employee performance indicates that organizational activities are aligned with goals, while poor performance suggests inefficiencies or mismanagement. Therefore, organizations must monitor performance continuously, provide guidance, and support conditions that encourage employees to improve their results. By doing so, companies can ensure growth, efficiency, and sustainable achievement of objectives.

Performance is very important in a job because companies expect their employees to work well in order to achieve satisfactory results. If employee performance is good, the achievement of organizational goals will be easier to realize. This statement is supported by Perkasa, Mariah, and Ajis (2019:114), who state that work performance or achievement refers to the quantity and quality of work completed by employees in accordance with the tasks assigned to them. This statement is also supported by Siagian and Defrianti (2018:15), who explain that employee work achievement is the result of work produced in terms of both quantity and quality. It must be accountable, in accordance with the roles and needs set by the organization, and supported by the skills, experience, and abilities required to carry out the work.

Performance is a key factor in ensuring employees meet organizational expectations, as companies rely on their workforce to deliver results efficiently (Wibowo, 2017). It reflects not only the completion of tasks but also the ability to maintain consistent quality aligned with company standards. Work performance involves both the quantity and quality of output produced by employees according to assigned responsibilities (Perkasa *et al.*, 2019). Achieving high performance requires discipline, focus, and internal motivation, which influence how employees approach their tasks and solve problems (Siagian & Defrianti, 2018). Understanding these drivers allows management to implement measures that enhance productivity and reliability. This study examines whether work discipline and intrinsic motivation affect employee performance at PT Kharisma Berkah Nusantara. The findings aim to provide practical guidance for strengthening employee responsibility, sustaining consistent performance, and supporting the organization in meeting its operational and strategic objectives.

Although numerous studies have examined the relationship between work discipline, motivation, and employee performance, the findings remain inconsistent. Several studies have reported that work discipline has a positive and significant effect on employee performance (Sari & Hadijah, 2018; Pratama, 2020; Nurpribadi *et al.*, 2024). Likewise, intrinsic motivation has been found to improve employee performance by encouraging employees to work with greater commitment, responsibility, and enthusiasm (Putri & Frianto, 2019; Ryan & Deci, 2020; Sulistamtama, 2024). However, other studies have produced different results. Syafiana (2022) found that work discipline did not directly influence employee performance but affected it indirectly through job satisfaction. Similarly, Dewiana *et al.* (2024) reported that intrinsic motivation alone was insufficient to significantly improve employee performance without support from other organizational factors. These inconsistent findings indicate that the relationship between work discipline, intrinsic motivation, and employee performance requires further investigation.

In addition, most previous studies were conducted in manufacturing companies, government institutions, educational organizations, and large corporations. Research examining the simultaneous effect of work discipline and intrinsic motivation on employee performance in private service companies, particularly at PT Kharisma Berkah Nusantara, Bekasi, is still limited. Therefore, this study seeks to fill this empirical gap by investigating both variables simultaneously within a specific organizational context. The results are expected to enrich the human resource management literature and provide practical recommendations for improving employee performance through stronger work discipline and intrinsic motivation.

## 2 | BACKGROUND THEORY

### 2.1 Work Discipline

Work discipline refers to an employee's awareness and willingness to comply with company regulations and social norms consistently (Hasibuan, 2019). It is reflected in punctuality, responsibility, and adherence to organizational standards (Sari & Hadijah, 2018). Employees who maintain strong discipline manage their tasks systematically, complete assignments on time, and follow procedures reliably. Discipline supports efficiency by reducing mistakes, ensuring consistent workflow, and maintaining the quality of work. According to Pratama (2020), disciplined employees sustain performance because they prioritize accountability and structured processes. Empirical evidence shows that work discipline positively and significantly affects employee performance (Perkasa *et al.*, 2019). Organizations that focus on building discipline through clear policies, consistent supervision, and fair enforcement can create an environment where employees take responsibility for their results. Strengthening discipline not only improves individual output but also enhances operational reliability, team coordination, and overall organizational effectiveness, providing a stable foundation for achieving business goals in competitive settings.

### 2.2 Intrinsic Motivation

Intrinsic motivation refers to the internal drive that encourages employees to perform their work based on satisfaction, responsibility, and the desire to achieve meaningful results (Ryan & Deci, 2020). This motivation does not rely mainly on external rewards or pressure, but grows from personal awareness, interest, and commitment to the task (Putri & Frianto, 2019). Employees with strong intrinsic motivation tend to show greater initiative, persistence, and responsibility because they see work as part of personal growth and achievement. In the workplace, this condition can improve focus, creativity, and consistency in completing tasks. Research shows that intrinsic motivation has a positive and significant influence on employee performance, as internally motivated employees often work more optimally and productively (Putri & Frianto, 2019). Companies need to support this motivation through fair leadership, clear goals, recognition of effort, and opportunities for employees to develop their abilities.

### 2.3 Employee Performance

Employee performance is the result of work achieved by employees in carrying out the responsibilities assigned to them (Mangkunegara, 2017). It reflects how well tasks are completed in terms of quality, quantity, and timeliness (Wibowo, 2017). Performance is not determined solely by skill or effort but is also shaped by discipline, motivation, and clarity in organizational procedures. Employees who maintain discipline tend to follow established processes consistently, reducing errors and improving reliability. Meanwhile, intrinsic motivation encourages employees to take responsibility, sustain effort, and seek better outcomes even without external pressure. Research indicates that employee performance is influenced significantly by both work discipline and motivation (Perkasa *et al.*, 2019). Siagian and Defrianti (2018) explain that the higher the discipline and motivation, the greater the productivity and quality of work produced. Organizations that support these factors through fair supervision, clear standards, and encouragement create an environment where employees consistently deliver results and contribute to operational efficiency and organizational progress.

## 2.4 Hipotesis

H1: Work Discipline berpengaruh positif terhadap Employee Performance.

H2: Intrinsic Motivation berpengaruh positif terhadap Employee Performance.

H3: Work Discipline dan Intrinsic Motivation secara bersama-sama berpengaruh terhadap Employee Performance.

## 3 | METHOD

This study employed a quantitative approach using descriptive and associative research methods to analyze the influence of Work Discipline (X1) and Intrinsic Motivation (X2) on Employee Performance (Y) (Sugiyono, 2019). A quantitative approach was selected because it enables the measurement of relationships among variables using numerical data and statistical analysis. The population of this study consisted of all employees of PT Kharisma Berkah Nusantara. The sampling technique used was saturated sampling, in which all members of the population were included as research respondents (Sugiyono, 2019). This technique was chosen because the population size was relatively small and accessible, allowing all employees to participate and ensuring comprehensive representation of the population. Therefore, the population and sample of this study were identical, consisting of 60 employees of PT Kharisma Berkah Nusantara. The respondent criterion was employees who were actively working at the company during the period of data collection.

The data used in this study consisted of primary and secondary data. Primary data were collected through the distribution of structured questionnaires using a five-point Likert scale to measure respondents' perceptions regarding work discipline, intrinsic motivation, and employee performance (Sekaran & Bougie, 2016). The questionnaires were distributed in December 2025 and collected in January 2026. Prior to participation, respondents were informed about the purpose of the study and voluntarily agreed to participate. The confidentiality and anonymity of respondents were strictly maintained, and all information obtained was used solely for academic research purposes. Secondary data were obtained from relevant books, scientific journals, and other literature related to the research topic. Data analysis was conducted using Statistical Package for the Social Sciences (SPSS) Version 26. The analysis included instrument testing and hypothesis testing. Instrument testing consisted of validity and reliability tests to ensure that the questionnaire items were accurate and consistent in measuring the intended constructs (Ghozali, 2021).

Furthermore, classical assumption tests were performed, including normality, heteroscedasticity, multicollinearity, and autocorrelation tests, to ensure that the regression model satisfied the required statistical assumptions (Ghozali, 2021). The data were then analyzed using multiple linear regression analysis to determine the effect of the independent variables on the dependent variable. Hypothesis testing was conducted using the t-test to examine the partial effect of each independent variable on employee performance and the F-test to examine the simultaneous effect of the independent variables on the dependent variable. In addition, the coefficient of determination ( $R^2$ ) was used to assess the extent to which Work Discipline and Intrinsic Motivation explained the variation in Employee Performance (Sugiyono, 2019).

Table 1. Indicators Variable Table

Variable	Indicator	Number of Items
Work Discipline (X1)	1. Goals and Ability 2. Leader's Example 3. Justice 4. Supervision 5. Sanctions and Firmness <i>Source: Hasibuan (2017)</i>	5 indicators × 2 items = 10 items
Intrinsic Motivation (X2)	1. Achievement 2. Recognition 3. Responsibility 4. The Work Itself 5. Growth and Advancement <i>Source: Robbins &amp; Judge (2017)</i>	5 indicators × 2 items = 10 items
Employee Performance (Y)	1. Quality of Work 2. Quantity of Work 3. Responsibility 4. Cooperation 5. Initiative <i>Source: Mangkunegara (2017)</i>	5 indicators × 2 items = 10 items

Table 1 explains the indicators used to measure each research variable. Work Discipline (X1) is measured through goals and ability, leader's example, justice, supervision, sanctions, and firmness based on Hasibuan (2017). Intrinsic Motivation (X2) is measured through achievement, recognition, responsibility, the work itself, growth, and advancement based on Robbins and Judge (2017). Employee Performance (Y) is measured through quality of work, quantity of work, responsibility, cooperation, and initiative based on Mangkunegara (2017). Each variable consists of 10 questionnaire items.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

A questionnaire item is considered valid if its correlation coefficient ( $r$ ) is equal to or greater than 0.3 and the significance value is 0.05 or less. Items that do not meet these criteria are classified as invalid and should not be used in the study. Validity ensures that the questions accurately measure the concepts they are intended to assess and that the data collected reflect true responses from participants. The limits for determining whether each statement in the questionnaire is feasible for research purposes are summarized in the following table. This process helps maintain the reliability and credibility of the study's results.

Table 2. Validity Test of Work Discipline

No	R Count	R Table	Remarks
1	0,765	0,254	VALID
2	0,776	0,254	VALID
3	0,678	0,254	VALID
4	0,715	0,254	VALID
5	0,678	0,254	VALID
6	0,776	0,254	VALID
7	0,774	0,254	VALID
8	0,665	0,254	VALID
9	0,761	0,254	VALID
10	0,786	0,254	VALID

Based on the data in Table 2, all items in the Work Discipline variable (X1) show  $r$ -count values greater than the  $r$ -table value of 0.254. This indicates that each questionnaire item meets the criteria for validity. As a result, the questionnaire is suitable for use as research data, ensuring that the responses accurately reflect the intended measurement of work discipline among employees.

Table 3. Intrinsic Motivation Validity Test

No	R Count	R Table	Remarks
1	0,568	0,254	VALID
2	0,577	0,254	VALID
3	0,673	0,254	VALID
4	0,761	0,254	VALID
5	0,456	0,254	VALID
6	0,708	0,254	VALID
7	0,671	0,254	VALID
8	0,567	0,254	VALID
9	0,777	0,254	VALID
10	0,667	0,254	VALID

Based on the data in the table above, all items in the Intrinsic Motivation variable (X2) show  $r$ -count values higher than the  $r$ -table value of 0.254. This indicates that each questionnaire item meets the validity criteria. Therefore, the questionnaire is suitable for use as research data, ensuring that the responses accurately reflect employees' intrinsic motivation and provide reliable measurements for analyzing the relationship between motivation and performance.

Table 4. Employee Performance Validity Test

No	R Count	R Table	Remarks
1	0,615	0,254	VALID
2	0,672	0,254	VALID
3	0,723	0,254	VALID
4	0,514	0,254	VALID
5	0,614	0,254	VALID
6	0,769	0,254	VALID
7	0,634	0,254	VALID
8	0,715	0,254	VALID
9	0,748	0,254	VALID

Based on the data in the table above, all items in the Employee Performance variable (Y) show r-count values higher than the r-table value of 0.254. This indicates that each questionnaire item meets the validity criteria. Therefore, the questionnaire is suitable for use as research data, ensuring that the responses accurately measure employee performance and provide reliable information for analysis.

Table 5. Reliability Test

Variable	Cronbach's Alpha	Standard Cronbach Alpha	Decision
Work Discipline (X1)	0,761	0,60	Reliable
Intrinsic Motivation (X2)	0,683	0,60	Reliable
Employee Performance (Y)	0,633	0,60	Reliable

From the results of the above study, it can be concluded that the data from the statement (X1) is reliable because of Cronbach's Alpha > 0.6 and the data can be continued to the next test. From the results of the above study, it can be concluded that the data from the statement (X2) is reliable because of Cronbach's Alpha > 0.6 and the data can be continued to the next test. From the results of the above study, it can be concluded that the data from the statement (Y) is reliable because of Cronbach's Alpha > 0.6 and the data can be continued to the next test.

The Normality Test evaluates whether research data follow a normal distribution, which is essential for selecting the correct statistical method. Data that meet normality criteria provide more trustworthy results and reduce the risk of misleading conclusions. A dataset is considered normal if the significance value is 0.05 or higher. The Kolmogorov-Smirnov test is commonly used for this purpose because it can assess normality in small to moderate samples. Conducting this test ensures that subsequent analyses, such as regression or correlation, are applied appropriately and that the results accurately reflect the patterns and relationships present in the data.

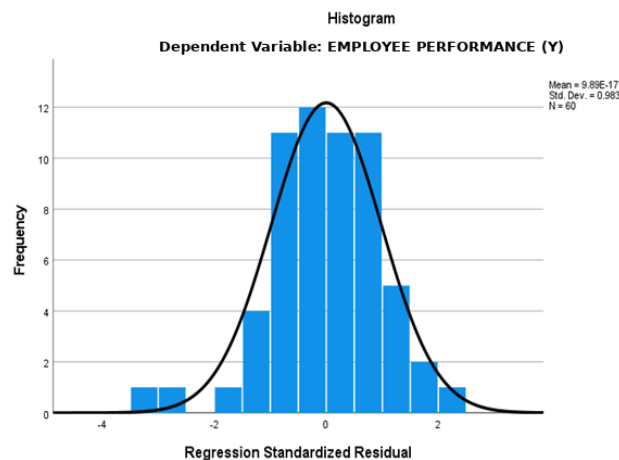


Figure 1. Normality Test

Based on Figure 1, the data distribution can be considered normal. The histogram curve does not lean significantly to the left or right, indicating symmetry around the mean. Its shape resembles a bell, with most values concentrated near the center and fewer values appearing toward the extremes. This pattern confirms that the dataset meets the normality assumption for further statistical analysis.

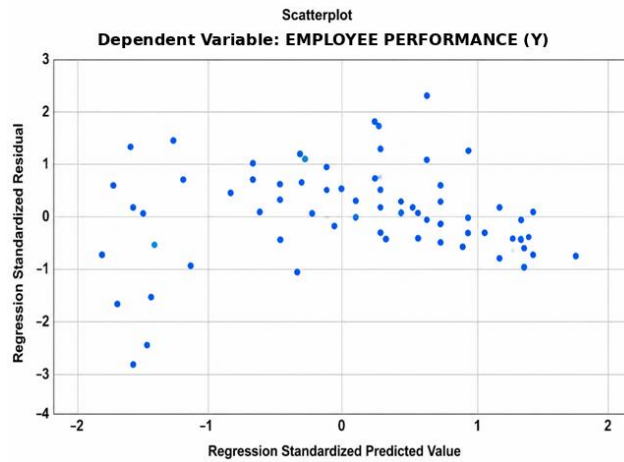


Figure 2. Scatterplot Graphics

Based on the scatterplot, the residual points spread randomly and do not create a clear pattern. This result indicates that the residual variance remains stable across observations, which means the model meets the homoskedasticity assumption. The spread also suggests that the regression model does not show a serious variance problem. This condition supports the use of the regression model for testing the influence of the variables in this study in a statistically valid manner.

Table 6. Multicollinearity Test

Model	Variable	Tolerance	VIF
1	Work Discipline	0.930	1.076
	Intrinsic Motivation	0.529	1.889

From the table above, it shows that there is no tolerance value less than 0.10 which means that there is no correlation between independent variables. The results of the calculation of the value obtained, it can be seen that the value of VIF is less than 10. Thus, it can be concluded that there is no symptom of multicollinearity among the independent variables.

Table 7. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.471	0.222	0.067	632.39378	0.783

Based on the calculation results in the table above, the coefficient of determination is obtained from R Square, namely  $KD = 0.222 \times 100\% = 22.2\%$ . This result matches the SPSS 27 output. It means that Work Discipline and Intrinsic Motivation explain 22.2% of Employee Performance, while the remaining 77.8% is influenced by other factors outside this study.

Table 8. T Test

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	43.151	6.902	-	3.479	0.002
1	Work Discipline (X1)	0.007	0.949	0.083	0.074	0.001
1	Intrinsic Motivation (X2)	0.635	0.039	0.498	4.272	0.003

*Dependent Variable: Employee Performance (Y)*

Based on the output of the coefficients, the regression analysis shows that the independent variables, Work Discipline and Intrinsic Motivation, significantly affect employee performance. The significance value for Work Discipline is 0.001, which is smaller than 0.05, indicating that  $H_{a1}$  is accepted and  $H_{o1}$  is rejected. This means that Work Discipline partially affects employee performance. Similarly, the significance value for Intrinsic Motivation is 0.003, also below 0.05, so  $H_{a2}$  is accepted and  $H_{o2}$  is rejected, indicating that Intrinsic Motivation also partially affects employee performance.

## 4.2 Discussion

Based on the partial test (t-test), Work Discipline (X1) obtained a significance value of 0.001, which is lower than 0.05. This result indicates that  $H_0$  is accepted and  $H_1$  is rejected, so Work Discipline has a significant effect on Employee Performance (Y). The finding suggests that employees who comply with company rules, arrive on time, follow procedures, and complete duties responsibly tend to produce better performance. Strong discipline supports work accuracy, reduces delays, and helps employees maintain consistent output. This result aligns with Nurpribadi, Rulianti, and Banteni (2024), who found that work discipline significantly improves employee performance at PT Diamond Cold Storage. It also supports Khair (2025) and Lestari (2024), who reported a positive relationship between discipline and performance. However, Syafiana (2022) found that discipline influenced performance indirectly through job satisfaction, showing that organizational conditions may affect the strength of this relationship. For PT Kharisma Berkah Nusantara, management should strengthen discipline through clear rules, fair supervision, attendance control, and balanced sanctions and rewards. The company should also support employees through training, recognition, and career development so discipline leads to stronger commitment and sustainable performance. This approach can also reduce absenteeism and improve team work across daily operational activities in each department.

The results of the partial test showed that the Intrinsic Motivation variable (X2) had a calculated t-value of 4.408, which is greater than the t-table value of 2.002, and a significance value smaller than 0.05. This indicates that Intrinsic Motivation has a positive and significant effect on Employee Performance. Intrinsic motivation arises from within an individual, including the desire to achieve, a sense of responsibility, satisfaction at work, and the need for personal development. In this study, intrinsic motivation had a more dominant influence than work discipline, as indicated by a larger regression coefficient (0.635). Employees with strong internal drive tend to work optimally without relying on external factors. The findings demonstrate that motivated employees show higher performance, enthusiasm, creativity, productivity, and commitment to organizational goals. These results align with Herzberg's Two-Factor Theory, which identifies intrinsic factors such as achievement, recognition, responsibility, advancement, and the work itself as key drivers of performance and job satisfaction. The findings also support studies by Sulistamtama (2024), Ni'ma (2026), and Buana (2024), which highlight that intrinsic motivation significantly enhances employee performance, engagement, and dedication. However, Dewiana, Baskara, and Hafidz (2024) found that intrinsic motivation positively influences task-related behavior but does not directly affect overall performance, suggesting that other factors such as compensation, organizational support, and job satisfaction may also play a role. From a managerial perspective, PT Kharisma Berkah Nusantara should foster intrinsic motivation by providing meaningful and challenging tasks, recognizing achievements through non-financial rewards, and offering career growth opportunities, training, and skill development. Strengthening intrinsic motivation can enhance employee engagement, performance, and long-term organizational success.

Based on the results of the simultaneous test (F-test), an F-value of 12.104 was obtained, which is greater than the F-table value of 4.01, with a significance level of  $0.00 < 0.05$ . This indicates that Work Discipline and Intrinsic Motivation together have a significant effect on Employee Performance. The findings show that employee performance improvement is influenced by a combination of internal factors and work behavior. Work discipline establishes orderly and structured work habits, while intrinsic motivation drives employees internally to achieve optimal results. These variables complement each other in enhancing overall performance. Employees who demonstrate strong discipline and high intrinsic motivation tend to achieve better productivity, work quality, responsibility, and commitment. The results align with Herzberg's theory, which highlights that intrinsic factors such as achievement, recognition, responsibility, and self-development encourage higher performance. Work discipline functions as a behavioral control mechanism, ensuring compliance with organizational rules and standards. The findings are consistent with studies by Audina and Handayani (2022), Arianto (2025), Hasnakamilah (2023), and Bahasoan (2023), which showed that motivation and work discipline together significantly enhance employee performance across various organizations. However, Izzah (2024) found that discipline alone did not significantly affect performance, though combined with motivation it did, indicating that organizational culture, leadership, and work environment may influence results. From a managerial perspective, PT Kharisma Berkah Nusantara should strengthen discipline and simultaneously enhance intrinsic motivation. Effective systems including attendance monitoring, clear regulations, consistent supervision, fair sanctions, challenging assignments, recognition programs, career development, training, and non-financial rewards can foster employee commitment, initiative, creativity, and responsibility. Strengthening both work discipline and intrinsic motivation offers a strategic approach to improving performance, productivity, and achieving sustainable competitive advantage.

## 5 | CONCLUSIONS AND FUTURE WORK

This study concludes that Work Discipline and Intrinsic Motivation have positive and significant effects on Employee Performance at PT Kharisma Berkah Nusantara. Partially, both Work Discipline and Intrinsic Motivation significantly influence Employee Performance, with Intrinsic Motivation showing a stronger effect compared to Work Discipline. This finding indicates that employees who possess high internal motivation and maintain strong

work discipline tend to achieve better performance outcomes. Simultaneously, Work Discipline and Intrinsic Motivation significantly affect Employee Performance. Based on the coefficient of determination ( $R^2$ ), the two independent variables contribute 22.2% to the variation in Employee Performance. This means that Work Discipline and Intrinsic Motivation are able to explain 22.2% of employee performance changes. Meanwhile, the remaining 77.8% (100% – 22.2%) is influenced by other factors that were not examined in this study, such as leadership style, work environment, compensation, organizational culture, job satisfaction, employee engagement, and other organizational factors. Therefore, management should continue to strengthen employee discipline through clear regulations and consistent supervision while simultaneously enhancing intrinsic motivation by providing challenging work assignments, non-financial recognition, and opportunities for personal and professional development. These efforts are expected to improve employee performance and contribute to the achievement of organizational goals.

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