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The Role of Human Resource Quality, Discipline, and Motivation in Employee Performance

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The Role of Human Resource Quality, Discipline, and Motivation in Employee Performance

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ABSTRACT

Employee performance is a key factor in determining the success of an organization, especially in the energy sector which has high demands for efficiency and innovation. In the context of PT PLN Indonesia Power Unit Usaha Pembangkitan Asam-Asam, employee performance is an important element to ensure operational reliability and support national energy needs. The purpose of this study is to examine the role of human resource quality, discipline, and motivation on employee performance in this business unit. The study was conducted using a quantitative method with a questionnaire-based survey compiled on a Likert scale that will be distributed or shared with respondents. The study population was 181 people covering all employees, while the sample in this study included all employees of PT PLN Indonesia Power Unit Bisnis Pembangkitan Asam-Asam with data analysis carried out using multiple linear regression. The results of this study indicate that human resource quality has a significant effect through relevant competencies to support strategic goals. Work discipline creates order and efficiency, while motivation, both intrinsic and extrinsic, is the main driver of employee productivity and engagement. The integration of these three factors significantly improves employee performance. However, a balance is needed, because excessive emphasis on discipline can hinder creativity. A holistic management approach is recommended to achieve optimal performance and organizational sustainability.

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1. INTRODUCTION (Times New Roman 12 Bold)

In the middle the more the advancement of the era of globalization, companies required For increase Power competition through optimization performance employees. This is also applies to PT PLN Indonesia Power Business Unit Acid Generation, one of the business units that plays a role strategic in support availability energy electricity For Kalimantan regional area, holding role important in support growth the economy of the region. As part from sector generation energy, PT PLN Indonesia Power is facing challenge For maintain and improve performance its operations.

Employee performance determine success organization. Among various factors, performance employee become determinant main for success a entity organization. Employee performance is factors that are not inseparable in determine success A company. Good employee performance compared to straight with target and vision achievement companies that have set. Only through productive and qualified employees, a company can give very significant contribution to results finally (Jodie et al., 2023). Employee performance is determinant main success organization in reach the purpose (Rizki et al., 2023), because effective performance No only in harmony with objective strategic, but also contributes to the improvement productivity and profitability in a way overall (Alqarni et al., 2023). In addition Employee performing tall will increase output, satisfaction customers , and reputation company (Triansyah et al., 2023).

H1: Quality Human Resources influential significant to performance employee. Quality source Power Human resources (HR) is one of the component main in support success organization. The quality of human resources includes various aspects, intellectual quality, education, understanding the field, ability, work spirit, planning and organizing ability. In the context of PT PLN Indonesia Power Business Unit Generation of Asam Asam, high quality of human resources required For ensure that operational generation electricity walk in accordance standard, so that can fulfil need energy public with reliable and efficient. However, the challenges in management quality source Power man often appear, such as mismatch background behind education with work moment this, the gap between need company and competence employees. Therefore that, development quality of human resources becomes priority main for company For maintain Power competitiveness and sustainability his efforts. Quality source Power humans also play role important in performance employees, where professionalism and quality individual become factor main in variability results work (Wazan & Juniarto, 2023). However, it is important For remember that effectiveness practice human resource management can varies depends on the context organization. For example, effective HR analytics in the sector profit Possible No give same results in the sector non-profit (Halawi et al., 2024). Therefore that , organization need adjust the strategy accordingly needs and dynamics respective contexts for ensure success maximum implementation and impact.

Table 1. Total Employees

Total Employees	Employee performance
8	A (Very Potential)
34	B (Optimal)
139	C (Potential)

Last education	Total Employees
SD	-
JUNIOR HIGH SCHOOL	-
SENIOR HIGH SCHOOL	89
Diploma I/II/III	30
Bachelor degree	61
Bachelor's Degree	1
Bachelor of Doctorate	-
Total	181

Based on table 1, the quality of human resources had positive impact to performance employees (Luh et al., 2022). While that, research other disclose that quality of human resources is not own impact positive to performance employees (Ilmiah & Pendidikan, 2023).

H2: Discipline influential significant to performance employee. Discipline is one of aspects that are not can separated from effort improvement performance employees. In the field of energy, where is the place Work nature dynamic and full challenge, discipline become key success. Discipline means comply regulation work, right time, and carry not quite enough answer on the work that becomes his/her obligations. Challenges the biggest for PT PLN (Persero) Business Unit Acid Generation Acid Generation is discipline employee in matter attendance, procedures work, obedience to superiors, awareness work, and responsibility answer. High discipline No only reduce risk error work , but also create atmosphere safe and productive work for employee for employees. Therefore that, the implementation supportive policies improvement discipline become priority company.

Discipline covers attitudes and behavior employee in fulfil not quite enough answer, which is direct influence performance and effectiveness they (Kristiyanti, 2022). Discipline become factor important in create environment productive work, ensuring task completed in a way appropriate time , and push not quite enough answer individual and also collective . In addition , discipline help guard structure orderly and organized work, so that minimize disturbance and ensure harmony between behavior employee with mission organization (Goedurov, 2020). Discipline Work Alone contribute to better results well, with lower level absence and increase productivity employees (Setiawan et al., 2024) (Nurpribadi et al., 2024). In addition to influencing performance individual, development discipline will also foster a sense of accountability in culture organization. This is what was put forward by (Nurpribadi et al., 2024) (Hernandi & Prabowo, 2024). From the explanation said, can concluded that discipline employee is very crucial factor in company For increase performance employees. The height level discipline

Work employee will impact on increasing performance and deliver benefit for organization through achievement expected goals in PT PLN (Persero) Business Unit Acid Generation Acid. For presence data employee can We see Table 3.

Figure 1. Absences

TOTAL PEGAWAI	JUMLAH HARI KERJA 2024	TOTAL HARI KERJA SELURUH PEGAWAI	TERLAMBAT	MANGKIR	IZIN	SAKIT	CUTI BERSALIN	CUTI TAHUNAN	CUTI BESAR	TOTAL	PERSENTASE KETIDAK HADIRAN
181	250	45,250	62	9	154	43	-	717	153	1,138	2.51%

Based on figure 1, discipline Work own positive impact to performance employees (Karier et al., 2024). While that, research other revealed that work discipline does not have a positive impact on employee performance (Tannady et al., 2022).

H3: Motivation influential in a way significant to performance employee. Motivation Work own function as booster for employee For reach optimal performance. Motivation can sourced from factor intrinsic, such as achievement personal, as well as factor extrinsic, such as wages given, conditions supportive work, appreciation, development potential individual, responsibility responsibility, interpersonal relationships and policy and administration company. In the context of PT PLN Indonesia Power, motivation Work become important remember complexity duties and responsibilities answer employees in the sector generation energy.

High motivation No only increase productivity , but also brings more commitment big from employee to company . On the other hand , low motivation will cause low Spirit work , absence , and loyalty employees . Therefore that , found method For increase motivation must identified by the company like manage appropriate compensation , relevant training , and a friendly atmosphere place conducive work .

Motivation is one of the aspect crucial in increase quality source Power human beings who will later can increase performance employees . Motivation influence performance Because motivated individual will more passionate , persistent and focused in finish his/her task . Motivation from superiors and environment Supportive work can also be done strengthen the sense of responsibility Responsibility and Satisfaction work (Machsunah, 2023). Motivation high work relate positive with high productivity Because motivated workers become more involved and effective in do work they (Ardyansyah & Widodo, 2024) (Fitri et al., 2024). This is also shown from study that motivation more effective If integrated with discipline high work (Hernandi & Prabowo, 2024) .

Based on study previous , Motivation Work own impact positive to performance employees (Rahmawati et al., 2023). While that , research other show that work motivation does not have a positive impact on employee performance (Motivasi et al., 2020).

In the sector generation energy such as PT PLN Indonesia Power, performance employees also have role crucial Because in a way direct influence efficiency operational , safety , and innovation . Employees performing tall support achievement objective organization with ensure reliability and capability adaptation in a highly demanding sector . Efficiency operational can improved through implementation innovative HR practices , such as training sustainable and incentives based on performance , which is effective push productivity (Olaoluwa et al., 2023). Evaluation effective performance , bait come back sustainable , as well as development based on competence can increase motivation , accountability , and engagement employee so that can contribute optimally to the success of the company (Mose & Gachanja, 2024). Thus, the integration of sourcing strategies Power human focused on acquisition and development talent become factor important For maintain growth and power compete in the landscape dynamic energy (Olaoluwa et al., 2023).

Effect management source Power human on performance employees are very diverse , including improvement motivation , commitment , and results work that contributes to productivity and power competition organization . Effective practices , such as strategic recruitment and selection , helping organization interesting skilled and creative employees For increase performance (Lei & Wu, 2024). In addition , training sustainable support development skills and innovation , while evaluation performance regular and appropriate incentives Motivate employee For reach results best (Lei & Wu, 2024).

Effect combination between motivation and discipline show very significant impact to performance employees . Both factor This together capable create synergy that is substantial increase performance individual and also organization (Atika & Mafra, 2020; Wazan & Juniarto, 2023). With implementing supportive strategies development motivation and discipline in a way simultaneous , organization can expect a real improvement in quality source Power human and achievement objective its operations (Ardyansyah & Widodo, 2024; Fitri et al., 2024).

Business Unit Acid Generation Acid Generation own strategic role in support need energy national through generation reliable and efficient electricity . As one of the business units main in the sector energy , Acid Acid own demands tall For guard reliability operations and innovation in the midst challenge dynamic industry , including need will efficiency energy and application technology new . His significant contribution in create supply electricity For Kalimantan regional area , holding contribution significant in support development the economy of the region . In other words , the level of complexity high work and environment competitive operations make this unit as relevant subjects For explore connection between quality source Power human resources (HR), discipline , and motivation to performance employee .

Although a number of study has show connection positive between quality source Power human , discipline , motivation , and performance employees , but Still there is a gap in research that examines in a way specific How third factor This interact in context company energy such as PT PLN Indonesia Power Business Unit Acid Generation Acid Research previously tend focus on the influence of each factor in a way separate , without consider dynamics connection between HR quality , discipline and motivation in create performance optimal employees . In

addition , most existing research tend sector oriented more industry general , while sector energy own challenge unique operations , such as demands efficiency energy , safety work , and implementation technology new . So from that , the goal study This For fill the gap with give more insight deep about interaction between quality of human resources, discipline , and motivation , as well as the impact to performance employees in the sector energy , especially at PT PLN Indonesia Power Business Unit Acid Generation Acid .

The purpose of study is For analyze How quality source Power human resources (HR), motivation , and discipline Work influence performance employees at PT PLN Indonesia Power Business Unit Acid Generation Acid Research This important Because give outlook depth that can used For design management strategy source Power more optimal human resources in the sector energy . With increasing need will power efficient and sustainable electricity , is expected results study This can give contribution for company , no only in increase performance individual but also in strengthen Power competition company in a way Overall . Research This also provides contribution academic with enrich literature about practice source Power optimal human in the sector energy that has characteristics unique compared to with sector other .

RESEARCH METHODS

Study This nature quantitative and especially intended For know how far the relationship between variable quality source Power human , discipline work , and motivation to performance employees . Where in study This researcher explain connection because consequence from variables studied through testing hypothesis . Quantitative data purposive , or Lots type of data captured from the source

In research this, all PT PLN (Persero) Business Unit employees The generation of Asam Asam, which consisted of 181 people, was made as population. In research this , technique taking sample used is sample saturated, namely all population that has There is included . So, all employees totaling 181 people Respondent study this. Reason for use sample fed up is For get more data complete and more representative so that results study can describe actual situation on the ground without existence the usual possibility of bias happen if using random sampling

The data collection method in this study used a questionnaire compiled with a Likert scale. Each respondent was required to fill out a questionnaire consisting of various question items categorized into four main aspects: HR Quality, Discipline, motivation and performance. The Likert scale was chosen because it is easy for respondents to understand and allows consistent measurement of their perceptions, so that it can produce quantitative data that can be analyzed statistically.

Table 2. Operational Definition

Variables	Definition	Indicator	Measurement
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Quality Human Resources

The ability of employees to carry out their duties and responsibilities given by the company based on their skills and experience which are useful for supporting the company's development so that it can compete (Atika & Mafra, 2020).

1. Intellectual Quality
2. Education
3. Understand in his field
4. Ability
5. Spirit Work
6. Ability Planning Organizing

Likert scale

Discipline

a person's readiness and willingness to adapt to normative behavior and comply with applicable regulations. Employees who have high discipline will make the company faster in achieving its goals, while if employee discipline is low it will be an obstacle to achieving the company's goals (Agustini, 2019).

1. Attendance rate
2. Procedures Work
3. Obedience to superiors
4. Awareness Work
5. Not quite enough answer

Likert scale

Motivation

A set of powers, both sources of power that a person has, either from within himself or from outside, which is capable of making that person behave in accordance with the direction and provisions, intensity and time period that are set (Sawitri, 2022).

1. Responsibility
2. Performance Work
3. Opportunity To Move Forward
4. Recognition of Performance
5. Challenging Job

Likert scale

Employee performance

Employee results and achievements based on certain criteria that have been set in a job are referred to as employee performance (Silaen et al., 2020).

1. Quality of Work
2. Quantity of work
3. Punctuality
4. Effectiveness
5. Commitment

Likert scale

1

6

Based on table 2, The data collection method in this study used a questionnaire compiled with a Likert scale. Each respondent was required to fill out a questionnaire consisting of various question items categorized into four main aspects: HR Quality, Discipline, motivation and performance. The Likert scale was chosen because it is easy for respondents to understand and allows consistent measurement of their perceptions, so that it can produce quantitative data that can be analyzed statistically.

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The data analysis technique used in this study is by using SPSS (Statistical Package for the Social Sciences) software.

RESULTS & DISCUSSION

Data Quality Test Results

Validity Test

Validity testing in surveys using Likert scale questionnaires aims to ensure that the instruments used can truly describe the concepts to be measured. Validity can be tested by calculating the correlation between each item in the questionnaire with the total overall score or through statistical approaches such as construct validity and content validity. Data is considered valid if the R-count value is greater than the R-table value (Jr et al., 2019).

Table 3. Validity Test Results

Question Items	R-Value	Results
X1.1	0.476	Valid
X1.2	0.575	Valid
X1.3	0.466	Valid
X1.4	0.486	Valid
X1.5	0.515	Valid
X2.1	0.526	Valid
X2.2	0.492	Valid
X2.3	0.682	Valid
X2.4	0.696	Valid
X2.5	0.447	Valid
X3.1	0.565	Valid
X3.2	0.538	Valid
X3.3	0.605	Valid
X3.4	0.447	Valid
X3.5	0.544	Valid
Y1	0.621	Valid
Y2	0.536	Valid
Y3	0.563	Valid
Y4	0.426	Valid
Y5	0.530	Valid

R-Table Value: 0.1459

Source : Data Processing Results (2025)

Based on table 3, results data processing carried out in research This all R- value calculated on all questionnaire items exceed R-Table value (0.1459). So from That all questionnaire items declared valid and meets condition .

Reliability Test

Testing reliability aiming For evaluate consistency and stability instrument research , such as questionnaire . In the questionnaire based on Likert scale , reliability generally analyzed use Cronbach's Alpha method , which calculates level relatedness between items in questionnaire .

Instrument considered own good reliability If Cronbach's Alpha value exceeds 0.7 (Jr et al., 2019).

Table 4. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0.842	22

Source : Data Processing Results (2025)

Based on table 4, the results of data analysis, each research variable has a Cronbach's Alpha coefficient value of $0.842 > 0.7$. This shows that all variables have a high or consistent level of reliability. In other words, the items in the questionnaire have strong internal consistency in measuring the same variables, so that the instrument can be relied on to produce stable and consistent data if the study is conducted again.

Test A assumption Classic

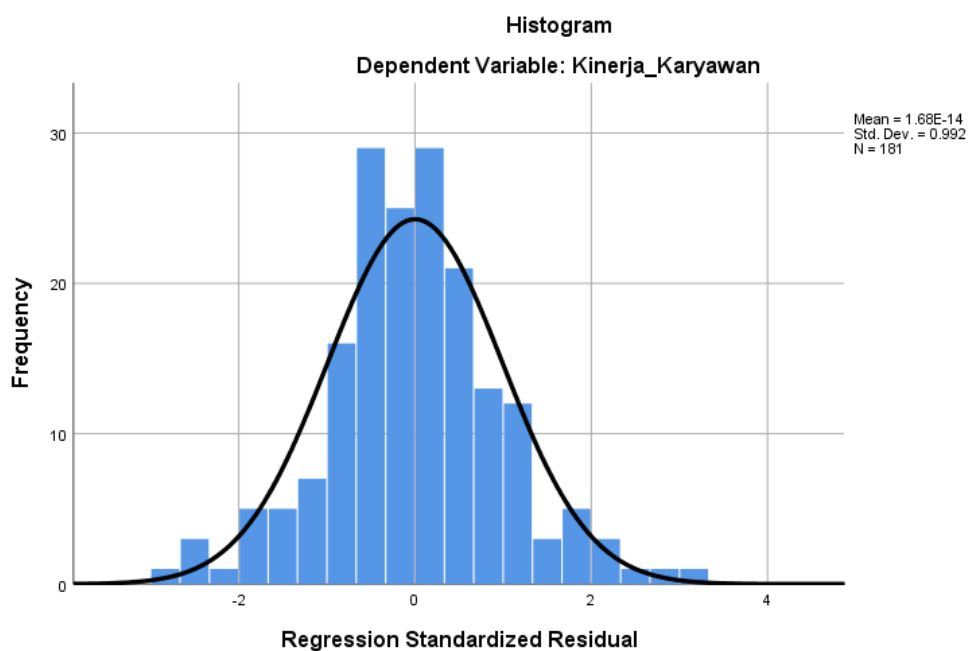
Normality Test

Testing normality aiming For ensure that the residuals in the multiple linear regression model follow normal distribution . This is is assumption crucial for the results analysis regression become valid and can interpreted in a way accurate (Jr et al., 2019). Testing This also ensures that the relationship model between variable can applied with right . In the research This writer using 3 types of normality tests including the Kolmogorov Smirnov test, histogram graph and normal P-Plot graph . The following This is normality test results in research on table 5 :

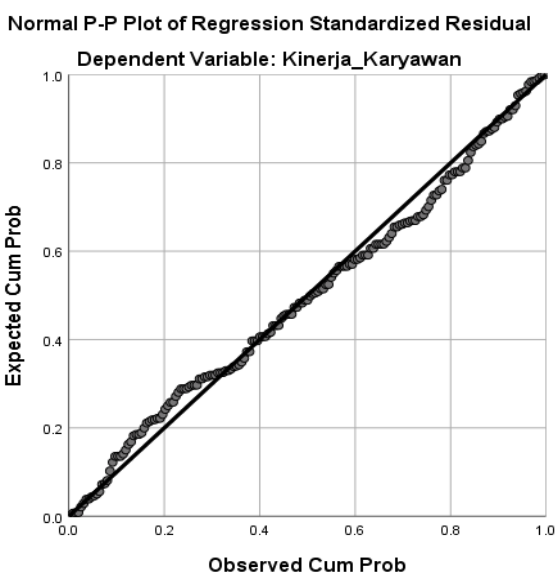
Table 5. Kolmogorov-Smirnov Test Result

N		181
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	0.43602203
Most Extreme Differences	Absolute	0.062
	Positive	0.062
	Negative	-0.055
Test Statistics		0.062
Asymp. Sig. (2-tailed)		0.085 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source : Data Processing Results (2025)

**Figure 2.** Histogram Graph

Source : Data Processing Results (2025)

**Figure 3.** Normal *P-Plot* Graph

Source : Data Processing Results (2025)

Based on the figure 2 and figure 3, the results of the normality test in this study are as follows:

- a. Kolmogorov-Smirnov test results, the Asymp. Sig. (2-tailed) value is 0.085, which is greater than the significance level of 0.05. This indicates that the residual data is not significantly different from the normal distribution. In addition, the Test Statistic value of 0.062 with the largest extreme difference (absolute) of 0.062 indicates that the deviation from the normal distribution is very small. Thus, it can be concluded that the residuals in the multiple linear regression model meet the assumption of normality, so that the model can be used for further analysis.
- b. The histogram shows that the residual distribution is close to normal, with most values concentrated around zero, as seen from the normal curve that follows the data pattern symmetrically. The mean value of 1.68E-14 (close to zero) and the standard deviation of 0.992 support the conclusion that the residuals have a fairly stable distribution. Although there are slight deviations in the tail of the distribution, the overall pattern indicates that the assumption of normality has been met.
- c. Based on the Normal PP Plot displayed, the residual points are mostly parallel to the diagonal line, indicating that the residuals follow a normal distribution. The deviation from the diagonal line is very minimal, which supports the fulfillment of the normality assumption in the multiple linear regression model. Thus, these results indicate that the regression model used has a residual distribution that is in accordance with the normality assumption, so it can be relied on for further interpretation and analysis.

Multicollinearity Test

Multicollinearity testing aims to ensure that there is no strong correlation between independent variables in multiple linear regression, because this can reduce the accuracy of estimating the regression coefficient. A model is declared free from multicollinearity if the Tolerance value is greater than 0.1 and the Variance Inflation Factor (VIF) value is less than 10.

Table 6. Multicollinearity Test Results

Model (Constant)	Collinearity Statistics	
	Tolerance	VIF
Quality of Human Resources	0.681	1,468
Discipline	0.514	1,945
Motivation	0.581	1,720

Source : Data Processing Results (2025)

Based on table 6 multicollinearity test results , all variable independent in the model has Tolerance value above 0.1 and Variance Inflation Factor (VIF) value below 10. In general specific , variable The quality of human resources has a tolerance of 0.681 and a VIF of 1.468, the variable Discipline has a Tolerance of 0.514 and a VIF of 1.945, and variable Motivation has a Tolerance of 0.581 and a VIF of 1.720. These results show that No there is problem multicoll-

linearity in the model, so that connection between variable independent No too strong and estimate coefficient regression can considered accurate .

Heteroscedasticity Test

Heteroscedasticity test done For ensure that variation residual error remains same in all mark variable predictor , which is condition important in multiple linear regression . This test help confirm the regression model produce unbiased estimation and its interpretation can trusted . In research This is a heteroscedasticity test done using Scatterplot.

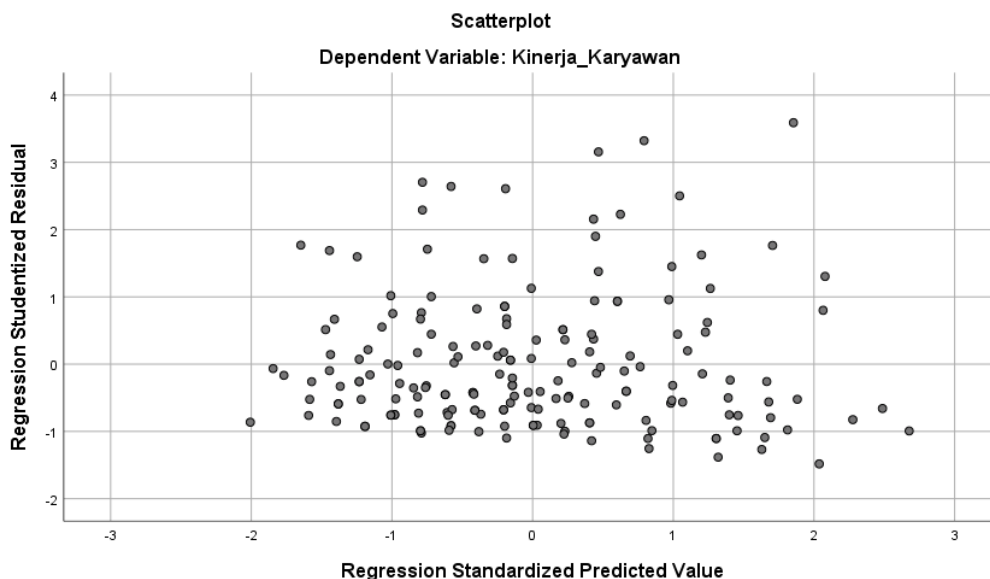


Figure 4. Scatterplot graph

Source : Data Processing Results (2025)

Based on figure 4, The Scatterplot image above shows the distribution of residuals that are randomly spread without a particular pattern around the horizontal axis. This shows that there is no indication of heteroscedasticity, so the assumption of homoscedasticity is met in this regression model.

Determination Coefficient Test (R^2)

The determination coefficient test is a test conducted to see to what extent the independent variable can explain the dependent variable in a multiple linear regression model. This test is very useful to see to what extent the independent variable influences the dependent variable.

Table 7. Results of the Determination Coefficient Test

Model	R	Adjusted R		Std. Error of the Estimate
		R Square	Square	
1	.969 ^a	.939	.938	.440

a. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2

b. Dependent Variable: TOTAL_Y

Source : Data Processing Results (2025)

Based on table 7, the R-Square value is 0.939, which means independent variables in study This influence variable dependent by 93.9% and the remaining 6.1% is influenced by other variables outside the model. This indicates existence strong influence between variable dependent and independent .

Analysis Multiple Linear Regression

Multiple linear regression chosen Because can test influence more from One independent variable against variable dependent in a way simultaneously . In addition Multiple linear regression is also capable For give magnitude mark contribution its influence on each independent variable on the dependent variable so that make it easier in matter analysis (Jr et al., 2019). Based on results data processing then obtained equality multiple linear regression in study This as following :

$$Y = 1,243 + 0,057X_1 + 0,148X_2 + 0,738X_3 + e$$

The results of the analysis show that HR quality, discipline, and motivation all contribute positively to employee performance.

The constant value of 1.243 indicates that if the quality of human resources, discipline, and motivation are zero, then employee performance remains at the initial level of 1.243. The coefficient of 0.057 for the variable of human resources quality (X_1) indicates that if the quality of human resources increases by 1 unit, then employee performance will increase by 0.057, assuming other variables remain constant. The coefficient of 0.148 for the variable of discipline (X_2) indicates that an increase in discipline by 1 unit will increase employee performance by 0.148, assuming other variables remain constant. Meanwhile, the coefficient of 0.738 for the variable of motivation (X_3) indicates that an increase in motivation by 1 unit will increase employee performance by 0.738, assuming other variables remain constant. This shows that motivation has the greatest influence on employee performance compared to the quality of human resources and discipline.

Hypothesis Testing

Partial Hypothesis Test (t-Test)

The t-test in regression is used to measure the influence of each independent variable on the dependent variable. If the p-value < 0.05 , then the independent variable has a significant partial influence on the dependent variable (Jr et al., 2019).

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*Jurnal Manajemen (Edisi Elektronik)***Table 8.** Partial t-test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	.415		2,994	.003
	TOTAL_X1	.057	.021	.059	2,650	.009
	TOTAL_X2	.148	.021	.180	6.986	.000
	TOTAL_X3	.738	.022	.813	33,512	.000

Source : Data Processing Results (2025)

Based on table 8, the HR quality variable has a significance value of $0.009 < 0.05$, which indicates that this variable has a significant influence on employee performance partially. The discipline variable has a significance value of $0.000 < 0.05$, so discipline also has a significant influence on employee performance. Likewise, the motivation variable shows a significance value of $0.000 < 0.05$, which means that motivation has a significant influence on employee performance partially.

In other words, in the context of this study, the three variables, namely HR quality, discipline, and motivation, are statistically proven to have a significant influence on employee performance. Of the three, motivation is the most dominant factor in influencing employee performance, followed by discipline and HR quality. With this, the research hypotheses, namely H1, H2, and H3 related to the significant influence of the three variables on employee performance are accepted.

Simultaneous Hypothesis Test (F Test)

The F test is used to see how the independent variables influence the dependent variables simultaneously or simultaneously. Unlike the t-test which evaluates the influence of variables partially, the F test tests the relevance of the model as a whole. If the F test results show a low significance value ($p\text{-value} < 0.05$), then we can conclude that the model is considered significant as a whole (Jr et al., 2019)

Table 9. Simultaneous F Test Results

		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	530,355	3	176,785	914,385	.000 ^b
	Residual	34,221	177	.193		
	Total	564,575	180			

Source: Data Processing Results (2025)

Based on the results of table 9, we can see that the significance value in the F test is $0.000 < 0.05$, which means that the independent variables simultaneously have a significant influence on the dependent variable. This indicates the interaction or contribution of the three variables in improving employee performance.

DISCUSSION

This study uses employee performance as the dependent variable and three independent variables including human resource quality, discipline, and motivation. The use of employee performance as the dependent variable is based on the importance of performance as the main indicator of an organization's success. The three independent variables of human resource quality, discipline, and motivation were chosen because they have a crucial role in influencing individual and organizational performance. Human resource quality reflects the abilities, skills, and competencies of employees that are relevant to job demands. Work discipline contributes to the creation of order, efficiency, and compliance with organizational regulations, which in turn affects productivity. Meanwhile, motivation is an internal factor that drives individuals to work optimally and achieve organizational goals.

The results of this study indicate that each variable has a significant influence on employee performance. The quality of human resources is very important and has a significant influence on improving employee performance, because it directly affects the success of the organization. These results are in accordance with research conducted by Rodliyah et al., (2024). The study explains that when employees have skills and competencies that match the needs of the organization, they can contribute significantly to achieving strategic goals. Conversely, a mismatch between employee abilities and job demands can reduce productivity and job satisfaction, which has a negative impact on overall organizational performance (Rodliyah et al., 2024). In addition, effective human resource management practices, such as providing fair compensation and developing a supportive work culture, are key factors in motivating employees to work optimally (Inaya et al., 2024; Sucipto et al., 2024).

On the other hand, it is important to realize that high quality human resources does not mean without challenges. Organizations need to carry out strategic human resource planning in order to anticipate future workforce needs, including ensuring that employee skills remain relevant to market dynamics (Rodliyah et al., 2024). This strategy not only helps organizations meet workforce needs but also strengthens their position in market competition. However, organizations often face obstacles such as high employee turnover rates or resistance to change. These challenges can undermine the potential of quality human resources, if not addressed properly. Therefore, it is important for organizations to adopt a proactive approach in addressing this issue, for example through ongoing training, career development programs, and effective communication (Inaya et al., 2024)

In addition to the quality of human resources, employee discipline factors also play an important role in improving employee performance. This study found that the discipline variable has a significant influence on employee performance. Discipline employee is one of factor key influencing performance individual in A organization . This result supported by Zahro's research (2024) which explains that discipline ensure tasks completed in a way systematic and efficient , so that support smoothness operation organization in a way overall (Zahro et al., 2024). Some study show that employee with level high discipline tend more consistent in operate not quite enough answer they , who in the end impact positive on achievement Company objectives [16].

Discipline help create channel orderly and organized work . Disciplined employees more focus on responsibility the answer is , produce more productivity high and minimize wasted time (Arifin & Firdaus, 2023). Not only that , discipline also has correlation positive with level satisfaction work , because employee feel more organized and capable finish work they with good (Natasya et al., 2024). Condition This create environment productive work , where every individual can give contribution maximum to success organization . In fact , research find that up to 97% variation in performance employee can explained by the level discipline work owned (Abdullah et al., 2024). Discipline This functioning as runway For create consistency in implementation tasks and ensure efficiency operational organization (Arifin & Firdaus, 2023)

On the side other factors discipline Work No stand Alone in determine performance employees . Other factors , such as motivation work , often plays a role as variable intermediary that strengthens impact discipline to results work . Employees who have discipline tall usually also have more motivation big For achieve their targets , so that increase productivity in a way overall (Natasya et al., 2024). On the other hand , the impact discipline Work will more effective If supported by the environment supportive work and policies fair compensation . An approach that combines discipline Work with other factors such as motivation , environment work , and compensation give opportunity more big for organization For reach optimal results . Discipline good job of course important , but when integrated in comprehensive management , its impact to performance employee become more significant and sustainable .

Employee performance is also related close with motivation employee in work . As has been explained in the paragraph previously that factor discipline and resources Power man If integrated with motivation so the impact to performance employee will the more significant and sustainable . In research This the author also found that motivation own significant influence to improvement performance employees . This result supported by various study previous . Like results research conducted by Noorzad et al., (2024) that motivation employee contribute to the improvement productivity , satisfaction work , and behavior related tasks . Motivated employees tend more productive , efficient in fulfil deadline time , and achievement oriented objective organization (Kamara, 2024). High motivation is also correlated with improvement satisfaction work , which in turn strengthen performance (Bhatta & Acharya, 2024). Motivation plays an important role in increasing dedication and the desire to work optimally (Irwanto, 2023).

The main factors that influence employee motivation include intrinsic motivation, extrinsic motivation, and work environment. Intrinsic motivation, such as job satisfaction and opportunities for personal growth, plays a significant role in improving employee performance, especially when they find meaning in the work they do (Bhatta & Acharya, 2024; Kamara, 2024). On the other hand, extrinsic motivation, including financial rewards, recognition, and job security, also has a positive impact on performance, especially in the banking and telecommunications sectors (Bhatta & Acharya, 2024; Noorzad & Hussaini, 2024). In addition, a positive work culture and supportive leadership are important elements in creating a motivating environment, which ulti-

mately improves productivity and overall performance (Kamara, 2024; WIJAYA, 2021). However, it is important to note that overemphasis on extrinsic motivation has the potential to reduce intrinsic motivation, which can decrease engagement and performance in the long run. Therefore, organizations or companies need to balance both types of motivation to ensure the sustainability and optimization of employee performance.

Integrating human resource quality, discipline, and motivation factors can significantly improve employee performance. The results of this study also show the simultaneous influence between the three variables. High quality human resources are a crucial element in organizational success, because employee competence has a direct influence on performance results (Roni et al., 2024). Employees who have adequate skills and knowledge, coupled with high motivation and good work discipline, tend to show better work quality and effectiveness (Tamba & Langgeng, 2024). Quality human resources also play an important role in building a conducive work environment, which in turn increases employee productivity and job satisfaction. In addition, motivation acts as a driving force that increases employee engagement and drives their performance (Roni et al., 2024).

On the other hand, work discipline also plays an important role in maintaining compliance with company policies and increasing productivity (Hasbunallah & Winarto, 2024). It is important to note that while the integration of these three factors generally results in increased performance, excessive emphasis on discipline can potentially hinder employee creativity and job satisfaction. Too much focus on strict rules or controls can reduce the level of innovation and work comfort, which can potentially have a negative impact on long-term performance. Therefore, balancing the quality of human resources, discipline, and motivation is essential to ensure optimal and sustainable performance.

CONCLUSION & SUGGESTION

This study shows that the quality of human resources, discipline, and motivation have a significant influence on employee performance. High quality human resources, which include skills, knowledge, and competencies that are in accordance with job demands, are important factors in increasing work productivity and effectiveness. Employees who have the right skills can contribute more to achieving organizational goals, because they are able to complete tasks more efficiently and with quality. On the other hand, good work discipline ensures that tasks are completed efficiently and on time, which supports the smooth operation of the organization and the achievement of optimal results. In addition, employee motivation, both intrinsic derived from job satisfaction and a sense of personal achievement, and extrinsic driven by external rewards, plays an important role in driving their engagement and performance. These three factors work simultaneously and support each other to create a conducive work environment, which results in optimal and productive employee performance.

However, it is important to remember that organizations need to balance these three factors to maximize their impact on employee performance. Overemphasis on one factor, such as strict discipline or extrinsic motivation focused on material rewards, can risk reducing other equally

important aspects, such as creativity, innovation, or intrinsic motivation related to a sense of personal satisfaction in work. If not balanced, this can hinder employee engagement and reduce their performance in the long term. Therefore, company management needs to use the right approach in managing the quality of human resources, discipline, and motivation that are essential to achieving an effective balance. This balanced approach will enable organizations to ensure long-term sustainability and success, increase competitiveness, and create a more positive and productive work environment.

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