

CHAPTER V

CONCLUSION AND IMPLICATION

A. Conclusion

The thorough investigation and examination of data have produced the following primary findings:

1. Work motivation, in and of itself, does not have a direct and significant impact on employee performance, suggesting that high motivation alone is insufficient to drive performance improvements without the presence of strong employee engagement.
2. A strong and positive correlation exists between work discipline and employee performance, indicating that employees who exhibit high levels of discipline tend to deliver superior performance.
3. The work environment plays a significant and positive role in shaping employee performance, with a comfortable, safe, and supportive environment contributing to enhanced performance outcomes.
4. Work motivation has a profound impact on employee engagement, as motivated employees tend to exhibit high levels of enthusiasm, emotional investment, and cognitive involvement in their work.
5. Work discipline is also a significant predictor of employee engagement, as disciplined employees demonstrate a strong sense of responsibility, consistency, and commitment, which in turn strengthens their engagement.

6. The work environment has a notable influence on employee engagement, with a supportive and nurturing environment fostering a positive work atmosphere and increasing employee attachment to the organization.
7. Employee engagement serves as a critical mediator in the relationship between work motivation and employee performance, implying that high motivation can lead to improved performance only when accompanied by strong engagement.
8. However, employee engagement does not mediate the relationship between work discipline and employee performance, suggesting that the impact of discipline on performance is more direct and does not require the intermediation of engagement.
9. Finally, employee engagement plays a mediating role in the relationship between the work environment and employee performance, indicating that a well-designed work environment can enhance engagement, which in turn drives performance improvements.

B. Implications

This research has several implications both theoretically and practically.

1. Theoretical Implication

The theoretical implications of the research findings reveal intricate relationships among work motivation, work discipline, work environment, employee engagement, and employee

performance within the context of Bank BPR Kebumen. Surprisingly, the inability to support the first hypothesis that suggests work motivation has a significant impact on employee performance reflects the need to investigate other motivational theories and their actual application in some organizational settings. Previous studies have highlighted that although work motivation may be considered as a crucial predictor of worker performance, its function can vary significantly (Chien et al., 2020; Udin et al., 2023). The lack of significant outcomes in this aspect might be a reason that the influence of motivation is overtaken by other variables or that intrinsic and extrinsic motivating variables among the employees are not effectively leveraged (Schoe et al., 2024). The results are also in line with previous studies that document varying influences of work motivation by industry, which substantiates that motivation cannot always be assumed to influence the success of performance (Arshadia, 2010; Tamam & Sopiha, 2022). Conversely, the verification of the second hypothesis confirms the existence of a positive relationship between work discipline and employee performance.

The claim reaffirms the notion that the obedience of an employee to workplace expectations and norms is in direct proportion to the level of quality and efficiency of production. As reaffirmed by (Nurhabibah et al., 2023), work discipline enhances

productivity with a well-coordinated working condition. Thus, organizations can benefit from constructing structures that not only highlight motivation but also discipline to yield improved performance, as seen by other scholars in the study continuum (Supardi & Wibawa, 2022). This theoretical understanding informs the premise that although motivation is essential, it can best function alongside effective practice of discipline (Heryanto & Rahmat, 2018).

The third hypothesis's validity also validates the significant mediating function of the work environment in influencing employee performance outcomes. A good work environment guarantees not just safety and comfort but also promotes positive interpersonal relationships, which are vital in developing high levels of engagement (Sari et al., 2023). However, the negative correlation that has been noted in this study necessitates further studies into the environmental factors that can discourage performance, and this suggests that even perceived failures in the working environment can discourage worker output (Putra zebua, 2018). This aligns with existing literature that has pointed out the paradoxical effects of environmental factors on worker morale and productivity (Zaeni et al., 2023).

The positive affirmation of the fourth hypothesis, which links work motivation and employee engagement, reiterates the central

function of motivation in fostering increased organizational commitment. Supported by the work of Bergstrom and Martinez (Rosyidah et al., 2023), this finding reiterates that higher motivational levels can lead to higher emotional and cognitive engagement and foster a stronger workforce. The dynamic between motivation and engagement emphasizes the need for application of certain strategies to develop these two facets within organizational practice towards improving overall performance (Kurniawati et al., 2023; Ren et al., 2021). These employees are likely to show the loyalty and commitment required in developing the positive workplace dynamics (Santoso et al., 2024). Finally, the mediation model that accounts for the interlinkage between employee engagement, work discipline, and performance is the most significant. The acceptance of five to nine hypotheses emphasizes the tiered structure of complexity behind enhancing organizational performance. Specifically, the notion that discipline and engagement in combination make performance possible is perceptive to the structuring of organizational behavior and policy around these drivers (Kholik et al, 2024).

Understanding variables as mediators within this organizational context can inform future interventions tailored to leverage engagement as a mediator to drive performance improvement, with the focus on the importance of an holistic

approach to human resource management in integrating motivation, discipline, and environmental aspects (Alexander et al., 2025; Amalia, indriyaningrum, 2023) Lastly, these findings underscore the importance of recognizing the inter-related and non-linear nature of motivational variables, discipline, interest, and performance. Advanced understanding of the inter-relations between them can drive effective human resource management practices, not only producing better worker performance but also organizational performance in similar contexts.

2. Practical Implication

The analysis of hypothesis testing demonstrates multiple internal forces consisting of motivation and discipline together with work environment status that affect employee performance at Bank BPR Kebumen while employee engagement serves as a mediating influence. Work motivation exerts its performance-related impact exclusively through employee engagement although it does not directly affect performance levels. Organizational management needs to consider multiple integrated approaches since one-dimensional strategies prove inadequate. In modern organizational settings, maintaining high levels of employee performance is no longer solely reliant on technical skills or individual competence. Employee engagement is a key component of behavioural characteristics, especially work discipline, which in turn leads to

improved performance outcomes. This relationship is particularly crucial in financial institutions such as Bank BPR Kebumen, where everyday operations and client trust depend on compliance, timeliness, and responsibility. Disciplined work practices and quantifiable performance are mediated by employee engagement. When a business recognizes and encourages regular discipline, such as timeliness, adherence to processes, and accountability, employees are more likely to feel invested in their work. Better individual and organizational performance indicators reflect the increased initiative, dedication, and productivity that follow from this emotional and cognitive involvement.

Work discipline has been identified as a critical factor influencing both employee engagement and performance within organizations. At Bank BPR Kebumen, an array of indicators of work discipline has been demonstrated to exhibit a robust correlation with employees' psychological attachment to the organization and the overall effectiveness of their performance. Firstly, adherence to the established work schedule is indicative of reliability and team accountability. This phenomenon fosters a collective sense of responsibility and strengthens psychological attachment to the organization. In terms of performance, timeliness facilitates the efficient completion of tasks and the seamless coordination of activities. It is recommended that management

implement biometric attendance systems and recognize punctual employees through incentive-based programs to reinforce this behavior. Secondly, a low rate of unexcused absences is indicative of consistency and dependability, which, in turn, contributes positively to team dynamics. This discipline is instrumental in ensuring consistent work output and equitable task distribution. To maintain this standard, it is advisable for management to monitor absenteeism trends and provide guidance or coaching to employees with recurring unexcused absences. Adherence to standard operating procedures (SOP) in the management of work documents and data is indicative of a culture of professionalism and order. This approach fosters role clarity and fortifies employee confidence in task execution. Consequently, this approach has been shown to enhance accuracy, regulatory compliance, and the quality of work output. To support these outcomes, it is recommended that regular SOP refresher training be implemented, in conjunction with periodic audits of document management.

The prompt execution of assigned tasks, devoid of superfluous delay, is indicative of commitment and initiative, thereby fostering proactive engagement. This discipline ensures the delivery of services in a timely and dependable manner. To promote such conduct, management may consider the implementation of task monitoring systems and the recognition of employees who

demonstrate consistent efficiency in completing their assigned tasks. A propensity to accept feedback and assessments from superiors is indicative of a growth mindset and a readiness to acquire new competencies, both of which are pivotal factors in fostering employee engagement. This attitude is conducive to the development of adaptive and continuously improving performance. Organizations are encouraged to cultivate a two-way feedback culture through regular check-ins and constructive dialogues between supervisors and employees. Employees' cognizance of the immediate repercussions of their professional endeavors on the organization's reputation engenders profound emotional investment and fosters unwavering trust in the organization's objectives. Such awareness has the potential to reduce repeated errors and promote long-term efficiency. It is incumbent upon management to cultivate an organizational culture that is devoid of blame, prioritizing learning and accountability over the identification and condemnation of faults.

Finally, the assumption of responsibility for errors and the implementation of efforts to rectify them is indicative of a robust sense of ownership and emotional affiliation with the organization. This mindset fosters meticulous, client-focused work performance. In order to support this, it is essential that management regularly communicate the strategic importance of each role. This will help

employees to understand the broader impact of their contributions. In conclusion, these indicators of work discipline not only influence employee performance directly but also play a vital role in enhancing overall employee engagement within the organization.

The analysis of this framework highlights that discipline transcends mere regulatory compliance, positioning itself as a pivotal psychological element that nurtures employee engagement. Systematic and consistent implementation of disciplined practices fortifies organizational norms, shaping a dependable environment where employees are more inclined to place their trust and invest their efforts wholeheartedly. Through experiences of equitable treatment, constructive feedback, and a clear sense of purpose, employee engagement is not only enhanced but gradually internalized, promoting an enduring drive for excellence. In addition, the broader managerial ramifications of this model warrant attention. It becomes evident that organizations should shift from a narrow focus on enforcing discipline toward cultivating a workplace culture that genuinely values and rewards disciplined conduct. Practical initiatives, such as incentives for punctuality, transparent and continuous feedback mechanisms, and clearly articulated career development pathways tied to disciplined contributions, can significantly uplift organizational morale and performance. Recognizing employee engagement as an essential

intermediary factor allows leadership teams to adopt a more holistic and strategic approach to performance management. Rather than concentrating exclusively on tangible outcomes, leadership should focus on reinforcing the behavioral and emotional foundations that drive success. Ultimately, a human-centered strategy rooted in trust, responsibility, and collective organizational values offers a more sustainable pathway to long-term performance growth.

C. Research limitations and suggestions

This research has several constraints that warrant consideration. Firstly, the study exclusively employs employee engagement as a mediating variable, without accounting for other potential factors such as job satisfaction, organizational commitment, or leadership style, which might also impact employee performance. Secondly, the data gathered is quantitative, relying on respondents' perceptions, making it heavily dependent on their honesty and comprehension when completing the questionnaire. For future research, it is recommended to integrate both quantitative and qualitative approaches, such as in-depth interviews or focus group discussions, to gain a more profound understanding of the psychological or cultural elements that influence employee engagement and performance.