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Assessing how External Motivation and Preventive Discipline Impact Employee Output in a Supermarket in Bandung

ABSTRACT

This research addresses the impact of extrinsic motivation and preventive discipline on employee performance at supermarket in Bandung. The study aims to examine the individual and combined influences of these factors. Using a saturated sampling method, data were collected from 70 employees via questionnaires and analyzed through quantitative techniques, including validity, reliability, and normality tests, along with multiple regression, T tests, and F tests, using SPSS 25.

The findings reveal that extrinsic motivation significantly enhances employee performance, while preventive discipline also positively influences it. Both factors collectively impact employee performance.

The novelty of this research lies in its examination of how extrinsic motivation and preventive discipline interact within a supermarket context, offering fresh insights into practical strategies for management. By highlighting the connection between motivation and discipline, the study provides a unique approach to enhancing workforce performance.

This study emphasizes the need for management to promote motivating strategies and effective disciplinary measures to improve overall employee performance.

Keywords: Extrinsic Motivation, Preventive Discipline, Employee Performance, Employee Engagement, Performance Enhancement.

INTRODUCTION

Performance represents the results an individual achieves when completing assigned tasks, relying on their experience, dedication, and time management. Enhancing employee performance proves essential for organizations to meet their goals effectively. Companies witness improved performance when leaders foster collaboration and maintain strong relationships with their employees. By treating employees as partners rather than mere workers, organizations can significantly boost productivity. Leaders must motivate their workforce, driving them to work diligently toward achieving corporate objectives.

Theoretical definitions of motivation encompass desires, needs, goals, and incentives, reflecting that employees aim for compensation that fulfills their requirements. Giamos et al. (2023) emphasize that motivation significantly influences performance across various managerial levels, highlighting the importance of fair organizational practices. Additionally, Giamos, Doucet, and Léger (2024) reveal that continuous performance feedback enhances motivation and task engagement, demonstrating the critical role of organizational support in fostering employee performance.

To ensure effective employee performance, organizations must maintain high workplace discipline. Preventive discipline involves proactive measures that individuals or organizations take to identify potential risks, implement preventive actions, and ensure compliance with safety policies and procedures. By emphasizing preventive discipline, employees can create a safer and more comfortable work environment, reducing the likelihood of accidents and improving overall efficiency and productivity. Those who adopt this approach typically demonstrate higher productivity levels, better quality of work, and enhanced resilience in overcoming challenges.

Implementing preventive discipline includes proactive strategies to foresee and prevent potential issues. This can involve thorough planning, keeping the workplace clean and organized, and consistently adhering to

established protocols. However, some employees struggle with motivation due to a lack of organizational support, leading to non-compliance with company standards and diminished discipline in their work. To address these gaps in motivation and discipline, leadership must intervene effectively to manage human resource challenges.

Baker and Smith (2022) emphasize that strong workplace discipline positively influences employee motivation and performance. They highlight the importance of cultivating a disciplined organizational culture. By promoting preventive discipline as a fundamental practice, organizations can enhance employee engagement and ultimately drive overall success. This approach not only improves individual performance but also aligns the workforce with the organization's strategic objectives, fostering a cohesive and efficient work environment.

METHOD

In this study, the researcher adopts a survey research design, utilizing tests and questionnaires as data collection instruments. The objective is to collect information from a sample of respondents who represent a specific population. The research focuses on **employee performance (Y)** as the dependent variable**,** with **extrinsic motivation (X1)** and **preventive discipline (X2)** serving as independent variables. The researcher administers questionnaires to participants, requesting responses related to their experiences and perceptions. To ensure data quality, the study conducts validity and reliability tests.

Validity testing assesses whether the statements in the questionnaires accurately reflect the constructs being studied. The researcher completes this by correlating each statement with the total score for each variable. For reliability testing, the study evaluates the consistency of measurements using the same instrument across a sample. The researcher sets a cutoff point of 0.3; the instrument is reliable if the calculated correlation coefficient

(R) exceeds this value. If R falls below the table value (R tabel), the instrument will be classified as unreliable. Additionally, the researcher assesses reliability using Cronbach's alpha, where an alpha value greater than 0.7 indicates that the instrument is reliable.

For data analysis, the researcher employs path analysis to estimate causal relationships among the defined variables. This method uses regression analysis to investigate the effects of extrinsic motivation and preventive discipline on employee performance. By doing so, the researcher aims to gain a deeper understanding of how these variables interact, based on established theoretical frameworks. This approach provides valuable insights into enhancing employee performance through targeted strategies.

RESULT AND DISCUSSION

The quality assessment of the data involved testing validity and reliability across three key variables: External Motivation, Preventive Discipline, and Employee Performance.

Table 1. Validity and reliability Result

Variables			
No. Item	**X1**	**X2**	**Y**
1	0,468	0,566	0,655
2	0,580	0,604	0,689
3	0,623	0,574	0,635
4	0,665	0,446	0,757
5	0,413	0,362	0,422
6	0,582	0,537	0,583
7	0,612	0,698	0,591
8	0,709	0,508	0,532
9	0,635	0,671	0,583
10	0,670	0,697	0,679
11	0,658	0,525	0,800
12	0,554	0,544	0,597
13	0,557	0,429	0,626
14	0,312	0,418	0,605
15	0,524	0,662	0,471
R2	**0,894**	**0,885**	**0,914**

The results of table 1, the quality assessment show that the variables are well-aligned with acceptable criteria, confirming their importance in the study. The scores for motivation (X1), between 0.312 and 0.709, indicate a moderate range of influence. Preventive discipline (X2), with values from 0.362 to 0.698, similarly falls into a range that reflects its impact. The dependent variable, Employee Performance (Y), demonstrates higher scores ranging from 0.422 to 0.800, implying a stronger correlation with the factors at play.

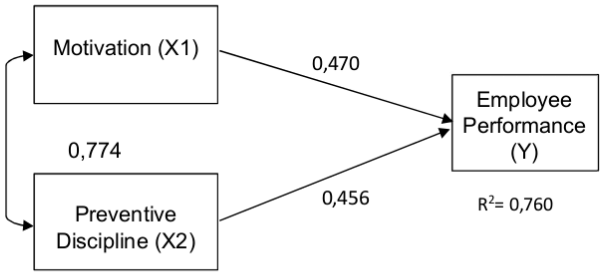
When we turn to reliability, the scores exceeding 0.700 for all variables suggest that these measurements are stable and trustworthy. This means if the same instruments were employed in different circumstances, they would likely yield similar outcomes. Such consistency is vital, as it reassures stakeholders that the research findings are not merely coincidental.

The R2 values are particularly telling. With X1's R2 at 0.894, this suggests that a substantial portion of the variance in Employee Performance can be attributed to motivation. Similarly, X2's value of 0.698 indicates that preventive discipline also contributes significantly but to a slightly lesser extent. The dependent variable's R2 of 0.914 indicates that the model explains a high degree of variance in Employee Performance, making it a robust model for understanding these relationships.

The findings extend beyond correlations to practical implications. The positive influence of motivation and preventive discipline on Employee Performance aligns with industry research. Baker and Smith (2022) discuss how effective workplace discipline fosters motivation, which in turn enhances performance levels. Giamos and colleagues (2024) highlight the vital role of ongoing feedback in boosting motivation and task engagement, which directly correlates to performance improvement.

In summary, the study reinforces the notion that fostering motivation and maintaining preventive discipline are critical strategies for improving

employee performance. This sets the stage for organizations to prioritize these elements in their strategic planning to cultivate a more efficient and motivated workforce. The reliable findings pave the way for further exploration and practical application in workplace settings.



The path analysis results provide valuable insights into how Extrinsic Motivation (X1) and Preventive Discipline (X2) affect Employee Performance (Y). The Beta coefficients from the SPSS calculations serve as indicators of the strength and direction of these relationships. Firstly, the path coefficient for Extrinsic Motivation (X1) is 0.470. This positive value suggests a meaningful influence, meaning that as Extrinsic Motivation increases, so does Employee Performance. The significance level of 0.000 indicates that this relationship is statistically significant, reinforcing the idea that motivation plays a crucial role.

Similarly, Preventive Discipline (X2) has a path coefficient of 0.456, which is also positive. This means that when organizations implement effective preventive discipline measures, Employee Performance tends to rise as well. Like Extrinsic Motivation, this relationship is statistically significant with a level of 0.000, signifying that the impact of discipline on performance is reliable and not due to chance. When looking at the combined effect of both

variables on Employee Performance, the R2 value is 0.760. This indicates that about 76% of the variability in Employee Performance can be accounted for by both Extrinsic Motivation and Preventive Discipline together. Such a high R2 value suggests that these two factors are quite powerful in shaping performance, highlighting their importance in organizational settings. In contrast, the path coefficient from other variables towards Employee Performance stands at 0.240. This suggests that while there are additional influences at play, they contribute less significantly compared to the primary variables of motivation and discipline.

Overall, these findings underscore the essential roles that both Extrinsic Motivation and Preventive Discipline play in promoting better Employee Performance. The strong positive coefficients and high R2 value indicate that organizations targeting improvements in these areas could see substantial boosts in how effectively their employees perform. This not only emphasizes the importance of creating motivated environments but also enforcing guidelines that support employee engagement and accountability.

Moreen et al. (2025) highlight that external motivators, such as rewards and recognition, significantly enhance performance, particularly in law enforcement sectors. Iqbal et al. (2023) emphasize the critical role quality culture plays in linking both intrinsic and extrinsic motivation to improved educational outcomes.

Ghazi et al. (2026) further illustrate that both types of motivation boost employees' cybersecurity behaviors within the hospitality industry. Meanwhile, Hassan and Berkovich (2024) reveal how abusive leadership affects employee motivation, depending on the duration of relationships and group size. Lastly, Ikhsan et al. (2024) investigate the impact of motivation and work environment in a fashion company, underscoring the importance of these factors in enhancing employee performance.

The result demonstrate that external motivation and preventive discipline significantly influence employee performance across various sectors, including education, law enforcement, and business.

CONCLUSION

In this study, we discovered that extrinsic motivation significantly impacts employee performance at the supermarket in Bandung, contributing a notable 34.60% to overall performance levels. This indicates that fostering an environment that enhances extrinsic motivation is essential for driving employee effectiveness. Conversely, preventive discipline exerted a secondary influence of 22.80%, suggesting that while it provides a positive effect, it cannot operate independently. It needs support from other dimensions to amplify its impact on performance. The combined effect of both extrinsic motivation (X1) and preventive discipline (X2) accounts for 76.0% of the variance seen in employee performance, leaving 24.0% attributable to other unmeasured factors. The T-test results affirm that each variable significantly affects employee performance individually, evidenced by t-values surpassing the critical thresholds. The overall statistical analysis further validates that these variables jointly exert a significant influence on performance. To bolster motivation levels among employees, the supermarket should implement stronger motivational strategies and ensure these remain consistent over time. Doing this will likely enhance employee satisfaction and drive performance. Furthermore, the establishment should focus on enhancing preventive discipline practices, ensuring all employees adhere to the expected standards fairly and impartially. Improved discipline can lead to greater task fulfillment and increased accountability in employee roles. The findings suggest that while extrinsic motivation is the more influential variable, preventive discipline must not be overlooked. Observations reveal inconsistencies in employee discipline, particularly regarding task completion within designated timelines. This highlights that

motivation and discipline do not function separately; they must interact synergistically to yield the best performance outcomes. A lack of fulfillment in either area can adversely affect overall productivity. Moving forward, future research should explore additional influences on employee performance that were not covered in this analysis. This could include examining internal factors like job satisfaction, team dynamics, or external pressures such as economic conditions. Such studies would enrich the understanding of employee performance drivers, paving the way for more effective management strategies and enhanced operational effectiveness within the industry.

REFERENCES

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