



Work Motivation and Promotion Effects on Employee Performance Through Work Discipline in Manado Customs Office

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Abstract

Purpose: This study examines the direct and indirect effects of work motivation and promotion on employee performance through work discipline at the Customs and Excise Supervision and Service Office Type C Manado. It specifically analyzes the mediating role of work discipline in strengthening the relationship between work motivation, promotion, and employee performance.

Research Methodology: This study employed a quantitative approach with a cross-sectional survey design. The population consisted of all 135 employees of the Customs and Excise Supervision and Service Office Type C Manado, and census sampling was applied. Data were collected through structured questionnaires and analyzed using multiple regression analysis and mediation testing.

Results: The findings reveal that work motivation and promotion have significant positive effects on work discipline. In addition, work motivation, promotion, and work discipline significantly improve employee performance. The mediation analysis demonstrates that work discipline significantly mediates the effects of work motivation and promotion on employee performance, indicating that discipline plays an important role in converting motivation and career opportunities into better work outcomes.

Conclusions: Enhancing employee performance requires strengthening work motivation, ensuring fair promotion practices, and developing a disciplined work environment. These factors collectively support organizational effectiveness and productivity.

Limitations: This study focuses on a single public-sector institution with a limited sample size, which may affect the generalizability of the findings.

Contributions: This study contributes to human resource management literature by highlighting the mediating role of work discipline and providing practical insights for public organizations in improving employee performance.

Keywords: *Employee Performance, Human Resource Management, Public Sector, Promotion, Work Discipline, Work Motivation*

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1. Introduction

Human resources represent one of the most valuable strategic assets in achieving organizational goals and sustaining long-term competitiveness. Regardless of the sophistication of technology, organizational success ultimately depends on employees' ability to perform effectively, adapt to

changing environments, and contribute to organizational objectives. Consequently, employee performance has become one of the most widely discussed topics in human resource management because it directly influences organizational productivity, service quality, and institutional effectiveness ([Agustian, Pohan, Zen, Wiwin, & Malik, 2023](#); [Gunawan, & Mikhail, 2025](#)).

In public sector organizations, employee performance is particularly important because government institutions are responsible for delivering high-quality public services while maintaining transparency, accountability, and efficiency. Unlike private organizations that primarily focus on profitability, public institutions are expected to provide excellent services that create public trust and support sustainable national development. Therefore, improving employee performance remains one of the primary objectives of public sector management reforms ([Esposito & Dicorato, 2020](#)).

One of the government institutions responsible for maintaining national economic security is the Customs and Excise Supervision and Service Office (*Kantor Pengawasan dan Pelayanan Bea dan Cukai/KPPBC*). As part of the Directorate General of Customs and Excise under the Ministry of Finance of the Republic of Indonesia, this institution performs strategic functions in customs supervision, excise administration, revenue collection, border protection, and trade facilitation. The successful implementation of these responsibilities largely depends on the competence, commitment, and performance of its employees ([Misbach, Widodo, & Saragih, 2022](#)).

The Customs and Excise Supervision and Service Office Type C Manado carry the organizational vision of realizing excellent customs services and professional customs supervision. Achieving this vision requires employees who demonstrate high levels of motivation, discipline, professionalism, and commitment in carrying out their duties. Employees are expected not only to comply with organizational regulations but also to continuously improve their performance to meet increasingly complex public service demands. However, maintaining consistently high employee performance remains a managerial challenge because employee behavior is influenced by various organizational and individual factors ([Audenaert, Decramer, George, Verschuere, & Van, 2019](#); [Franken, Plimmer, & Malinen, 2020](#); [Torfing, Sørensen, & Røiseland, 2019](#)).

Among the many determinants of employee performance, work motivation has consistently been identified as one of the most influential factors. Motivation reflects the internal and external forces that encourage employees to exert effort toward achieving organizational goals ([Van, Howard, Leroy, & Gagné, 2021](#)). Highly motivated employees generally demonstrate greater enthusiasm, persistence, creativity, and responsibility in completing their work. Previous studies have consistently shown that motivated employees tend to exhibit higher productivity, stronger organizational commitment, and better job performance than employees with lower motivation ([Aljumah, 2023](#)).

Promotion also represents an important organizational mechanism for enhancing employee performance. Promotion provides employees with greater responsibilities, higher authority, increased compensation, and broader career opportunities ([Irabor & Okolie, 2019](#)). Beyond its administrative function, promotion serves as a form of organizational recognition for employee achievements and competencies. Fair and transparent promotion systems encourage employees to improve their capabilities, compete positively, and maintain high performance levels. Conversely, promotion systems perceived as unfair may reduce employee motivation, job satisfaction, and organizational commitment ([Kitole, & Mwita, 2025](#); [Ramos, Latorre, Tomás, & Ramos, 2022](#)).

Although motivation and promotion are recognized as important determinants of performance, their influence is often not direct. Organizational behavior theories suggest that employees' attitudes and behaviors function as intermediate mechanisms through which managerial practices influence organizational outcomes. One important behavioral mechanism is work discipline. Work discipline refers to employees' willingness to comply with organizational rules, perform assigned duties responsibly, maintain punctuality, and demonstrate consistent work behavior ([Ferdinandus, 2020](#)). Employees with strong discipline are generally better able to transform motivation and career opportunities into higher levels of performance ([Tupti & Arif, 2020](#)).

In the Indonesian public sector, work discipline has become increasingly important following the implementation of various bureaucratic reform programs emphasizing accountability, integrity, and performance-based management. Government institutions are expected to establish disciplined work environments that support efficient service delivery and improve organizational effectiveness. Consequently, understanding the mediating role of work discipline in influencing employee performance is highly relevant for strengthening human resource management practices in public organizations ([Alkaf, Yunus, & Ady, 2024](#); [Febratama, & Sariwardani, 2025](#)).

Previous empirical studies have reported inconsistent findings regarding the relationships among work motivation, promotion, work discipline, and employee performance. Several studies indicate that work motivation directly improves employee performance, while others suggest that its effect becomes stronger when employees possess high levels of work discipline. Likewise, promotion has been shown to positively influence performance; however, some researchers argue that promotion primarily enhances employee discipline and organizational commitment before ultimately improving performance. These inconsistencies indicate that work discipline may function as an important mediating variable that explains how motivation and promotion contribute to employee performance ([Bahasoan & Baharuddin, 2023](#)).

Despite extensive research examining employee performance, relatively limited studies have investigated the simultaneous relationships among work motivation, promotion, work discipline, and employee performance within Indonesian customs institutions. Most previous studies have focused on private organizations, manufacturing companies, hospitals, educational institutions, or local government agencies, whereas empirical evidence from customs organizations remains scarce. Considering the strategic responsibilities of customs institutions in supporting national economic security and public services, further investigation is necessary to understand the organizational factors influencing employee performance within this context.

Accordingly, this study addresses two important research gaps. First, it examines the integrated effects of work motivation and promotion on employee performance by incorporating work discipline as a mediating variable. Second, it provides empirical evidence from a customs and excise organization, thereby extending the application of human resource management theories to a public-sector environment that has received relatively limited scholarly attention. The novelty of this study lies in its integrated analytical framework that positions work discipline as an intervening mechanism linking work motivation and promotion to employee performance within the Customs and Excise Supervision and Service Office Type C Manado. Unlike previous studies that mainly focused on direct relationships among these variables, this research explains the behavioral process through which motivation and promotion contribute to improved employee performance.

Therefore, this study aims to analyze the direct effects of work motivation and promotion on work discipline, examine their direct effects on employee performance, and investigate the mediating role of work discipline in strengthening the relationship between work motivation, promotion, and employee performance. The findings are expected to contribute to the human resource management literature while providing practical recommendations for managers and policymakers in improving employee performance through effective motivational strategies, transparent promotion systems, and strengthened work discipline.

2. Literature Review and Hypothesis/es Development

2.1 Human Resource Management and Employee Performance

Human Resource Management (HRM) plays a strategic role in improving organizational effectiveness by managing employees as valuable organizational assets. Modern HRM emphasizes not only administrative functions but also strategic initiatives aimed at enhancing employee capabilities, motivation, commitment, and performance. HRM practices are designed to align individual

performance with organizational objectives through integrated policies involving recruitment, training, career development, compensation, promotion, and performance evaluation [\(Anwar & Abdullah, 2021\)](#). Employee performance has become one of the most important indicators of organizational success because it reflects employees' ability to achieve organizational goals efficiently and effectively. In public organizations, employee performance is closely associated with service quality, accountability, transparency, and public satisfaction. Consequently, improving employee performance has become one of the central concerns of human resource management scholars and practitioners [\(Aburumman, Omar, & Irianto, 2023; Moustaghfir, & Benouarrek, 2020\)](#).

Several theories have been proposed to explain employee performance. Campbell's Performance Theory suggests that performance is determined by multiple factors, including knowledge, skills, motivation, organizational support, and work behavior [\(Campbell, 2012\)](#). Similarly, the Ability–Motivation–Opportunity (AMO) Theory argues that employees perform optimally when they possess sufficient competencies, strong motivation, and organizational opportunities to utilize their capabilities [\(Cai, Khapova, Bossink, Lysova, & Yuan, 2020\)](#). Therefore, organizations should simultaneously strengthen motivational factors, career development opportunities, and behavioral mechanisms that encourage employees to perform effectively. This study adopts the perspective that employee performance is influenced not only by motivational and organizational factors but also by employees' behavioral responses, particularly work discipline. Consequently, work discipline is expected to function as an important mechanism linking organizational practices with employee performance [\(Alkhalaf & Al, 2024\)](#).

2.2 Work Motivation

Work motivation refers to the internal and external forces that initiate, direct, and sustain employee behavior toward achieving organizational objectives. Motivation influences employees' willingness to exert effort, overcome challenges, and maintain persistence in completing assigned tasks. Highly motivated employees generally demonstrate greater enthusiasm, stronger organizational commitment, and higher levels of productivity than less motivated employees [\(Van, Arnold, Aguinis, Lang, & Lievens, 2023; Eladira, Lubis, & Sakti, 2024; Hairul, Wibisono, & Catrayasa, 2024\)](#).

Herzberg's Two-Factor Theory remains one of the most influential theories explaining work motivation. Herzberg distinguishes motivational factors, such as achievement, recognition, responsibility, and career advancement, from hygiene factors, including salary, organizational policies, and working conditions [\(Herzberg, Mausner, & Snyderman, 1959\)](#). Motivational factors encourage employees to achieve superior performance because they satisfy higher-order psychological needs associated with personal growth and achievement. Expectancy Theory proposed by Vroom further explains that employee motivation depends on three cognitive evaluations: expectancy, instrumentality, and valence [\(Vroom, 1964\)](#). Employees are motivated when they believe that their efforts will improve performance, that good performance will be rewarded, and that those rewards possess personal value. Therefore, organizations should establish transparent performance management systems capable of strengthening employees' confidence in achieving organizational goals [\(Hasan & Mishra, 2025\)](#).

Self-Determination Theory also emphasizes that autonomous motivation contributes more strongly to employee performance than externally controlled motivation. Employees who perceive their work as meaningful and receive adequate organizational support are more likely to develop intrinsic motivation that sustains long-term performance improvements [\(Ryan & Deci, 2020\)](#). Within public organizations, employee motivation is particularly important because employees often face complex administrative responsibilities, demanding public expectations, and increasing accountability requirements. Motivated employees are generally more willing to comply with organizational regulations, improve service quality, and actively contribute to organizational effectiveness [\(Sibonde & Dassah, 2021\)](#). Previous empirical studies consistently report that work motivation positively influences work discipline and employee performance. Employees who possess strong motivation are

more likely to demonstrate punctuality, responsibility, organizational commitment, and consistent work behavior, ultimately leading to higher performance outcomes [\(Fardiansyah, Jumady, & Djaharuddin, 2025\)](#).

2.3 Promotion

Promotion refers to the process of assigning employees to positions with greater authority, responsibility, status, and compensation based on organizational needs and employee performance. Promotion represents one of the most important career development practices because it provides recognition for employee achievements while encouraging continuous professional improvement. Career Development Theory suggests that employees perceive promotion as an important indicator of organizational appreciation for their competencies and contributions. Transparent promotion systems strengthen employees' organizational commitment because they create perceptions of fairness and equal opportunity [\(Tachie-Donkor, Mensah, & Nsowah, 2024; Ramos, Latorre, Tomás, & Ramos, 2022\)](#).

Equity Theory further explains that employees continuously compare their organizational rewards with those received by other employees. Promotion decisions perceived as fair enhance employee satisfaction, motivation, and organizational trust, whereas unfair promotion practices may reduce motivation, increase turnover intentions, and weaken organizational commitment [\(Tachie-Donkor et al., 2024\)](#). Social Exchange Theory also provides a useful explanation for understanding promotion. According to this theory, employees reciprocate organizational support by increasing their commitment and performance [\(Sungu, Weng, & Kitule, 2019; Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023\)](#). Employees who receive promotion opportunities often feel obligated to contribute more effectively because they perceive organizational recognition as a valuable social exchange. In public organizations, promotion systems are expected to follow principles of transparency, meritocracy, competence, and accountability. Promotion not only serves administrative purposes but also functions as a motivational mechanism encouraging employees to continuously improve their competencies and work behavior [\(Sun, 2019\)](#).

Previous studies indicate that promotion significantly influences work discipline because employees who perceive fair promotion opportunities are more willing to comply with organizational regulations and maintain professional conduct. Promotion also positively affects employee performance by strengthening employees' confidence, motivation, and organizational commitment.

2.4 Work Discipline

Work discipline refers to employees' willingness to comply voluntarily with organizational regulations, procedures, ethical standards, and performance expectations. Discipline reflects employees' commitment to organizational values through responsible behavior, punctuality, obedience, consistency, and accountability [\(Dehotman, 2023\)](#). According to organizational behavior theory, discipline represents one of the most important behavioral indicators determining organizational effectiveness. Employees possessing high levels of discipline generally complete tasks according to organizational standards, minimize work errors, maintain attendance, and demonstrate consistent performance. Behavioral Reinforcement Theory explains that discipline develops through organizational reward and punishment mechanisms. Employees who consistently receive recognition for disciplined behavior gradually develop positive work habits, whereas corrective actions discourage undesirable behaviors [\(Holid, Rozi, & Baharun, 2025\)](#).

Within government institutions, work discipline becomes particularly important because public organizations emphasize accountability, integrity, transparency, and compliance with administrative regulations. Government employees are expected not only to perform assigned duties but also to maintain ethical standards and public trust. Previous studies consistently demonstrate that work discipline positively influences employee performance. Disciplined employees generally demonstrate greater efficiency, better service quality, stronger responsibility, and improved organizational

commitment, ultimately contributing to higher organizational performance [\(Mustika & Maksum, 2025\)](#).

2.5 Employee Performance

Employee performance refers to the extent to which employees successfully accomplish organizational responsibilities according to predetermined standards and organizational objectives. Performance encompasses both the quality and quantity of work produced, timeliness, effectiveness, responsibility, and overall contribution to organizational success [\(Etalong & Chikeleze, 2023\)](#). Campbell's Performance Theory suggests that employee performance is influenced by declarative knowledge, procedural knowledge, motivation, and organizational support [\(Campbell, 2012\)](#). Similarly, Performance Management Theory argues that organizational performance improvements require integrated human resource practices capable of enhancing employee competencies, motivation, discipline, and organizational commitment [\(Almaaitah, Alsafadi, Altahat, & Yousfi, 2020\)](#).

Public organizations increasingly adopt performance-based management systems emphasizing measurable outcomes, accountability, efficiency, and service quality. Consequently, improving employee performance requires comprehensive human resource strategies integrating motivational practices, transparent career development systems, and disciplined organizational cultures. Employee performance remains the ultimate outcome of various organizational practices. Accordingly, understanding factors influencing employee performance provides valuable information for designing effective human resource policies within public organizations [\(Akdere & Egan, 2020\)](#).

2.6 Work Motivation and Work Discipline

Motivated employees generally demonstrate greater enthusiasm, responsibility, and organizational commitment. Employees possessing strong intrinsic and extrinsic motivation tend to comply with organizational regulations because they recognize discipline as an important prerequisite for achieving personal and organizational goals. Herzberg's Two-Factor Theory and Expectancy Theory both suggest that motivated employees exert greater effort toward maintaining productive work behavior. Previous empirical studies consistently report that work motivation positively influences work discipline [\(Dehotman, 2023; Hairul, Wibisono, & Catrayasa, 2024\)](#).

H_1 : Work motivation has a positive and significant effect on work discipline.

2.7 Promotion and Work Discipline

Promotion represents organizational recognition of employee competence and performance. Employees who perceive promotion opportunities as fair are generally more willing to maintain discipline because disciplined behavior increases their likelihood of career advancement. Equity Theory and Social Exchange Theory explain that employees reciprocate organizational recognition through improved behavioral commitment. Previous studies have also demonstrated a significant positive relationship between promotion and work discipline [\(Holid, Rozi, & Baharun, 2025; Tachie-Donkor, Mensah, & Nsowah, 2024\)](#).

H_2 : Promotion has a positive and significant effect on work discipline.

2.8 Work Motivation and Employee Performance

Motivation encourages employees to exert greater effort in completing organizational tasks. Employees with strong motivation usually exhibit higher productivity, creativity, and persistence in achieving organizational goals. Herzberg's Two-Factor Theory suggests that motivated employees consistently achieve superior performance. Numerous empirical studies have confirmed that work motivation positively affects employee performance [\(Herzberg, Mausner, & Snyderman, 1959\)](#).

H_3 : Work motivation has a positive and significant effect on employee performance.

2.9 Promotion and Employee Performance

Promotion provides employees with opportunities for career advancement, greater responsibility, and organizational recognition. Such opportunities encourage employees to improve their competencies and overall job performance. Previous studies consistently indicate that promotion positively influences employee performance ([Ramos, Latorre, Tomás, & Ramos, 2022](#); [Etalong, & Chikeleze, 2023](#)).

H₄: Promotion has a positive and significant effect on employee performance.

2.10 Work Discipline and Employee Performance

Work discipline enables employees to perform assigned responsibilities consistently, comply with organizational standards, and minimize work-related errors. Employees exhibiting strong discipline generally demonstrate better productivity and organizational effectiveness ([Ferdinandus, 2020](#)). Therefore, work discipline is expected to enhance employee performance.

H₅: Work discipline has a positive and significant effect on employee performance

2.11 The Mediating Role of Work Discipline

Behavioral theories suggest that organizational practices influence employee performance through employees' behavioral responses. Work motivation encourages employees to develop disciplined work behavior, which subsequently improves performance. Likewise, promotion strengthens employees' willingness to maintain organizational discipline because disciplined behavior supports career advancement. Consequently, work discipline is expected to mediate the relationships between work motivation, promotion, and employee performance ([Nasution & Priangkatara, 2022](#)).

H₆: Work discipline mediates the relationship between work motivation and employee performance.

H₇: Work discipline mediates the relationship between promotion and employee performance.

3. Research Methodology

3.1 Research Design

This study employed a quantitative research approach using an explanatory research design. Quantitative research was selected because it enables the measurement of relationships among variables through statistical analysis, while the explanatory approach aims to explain the causal relationships between independent variables, mediating variables, and dependent variables ([Sugiyono, 2020](#)). The study examined the effects of work motivation and promotion on employee performance, with work discipline serving as a mediating variable. The research was conducted at the Customs and Excise Supervision and Service Office (*Kantor Pengawasan dan Pelayanan Bea dan Cukai/KPPBC*) Type C Manado, Indonesia.

3.2 Population and Sample

The population consisted of all employees of the Customs and Excise Supervision and Service Office Type C Manado, totaling 135 employees. Considering the relatively small population size, this study employed a saturated sampling (census) technique, whereby the entire population was used as research respondents. Consequently, the total sample consisted of 135 employees. The use of a saturated sampling technique allows the findings to comprehensively represent employees' perceptions regarding work motivation, promotion, work discipline, and employee performance within the organization.

3.3 Types and Sources of Data

This study utilized both primary and secondary data. Primary data were obtained directly from employees through questionnaires administered during the research period. The questionnaire contained statements related to work motivation, promotion, work discipline, and employee performance. Secondary data were collected from institutional documents, organizational reports, books, scientific journals, and other relevant references that support the theoretical framework and interpretation of the research findings.

3.4 Data Collection Technique

Data were collected using a questionnaire distributed to all respondents. The questionnaire was designed based on the operational definitions of the research variables and relevant literature concerning human resource management. To complement the questionnaire data, documentation was also employed to obtain supporting information related to the organizational profile and previous studies relevant to this research.

3.5 Data Analysis Technique

The collected data were analyzed using IBM SPSS Statistics. The analysis consisted of descriptive statistics, instrument testing (validity and reliability tests), classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, and mediation analysis (Ghozali, 2009; Ghozali, 2016). To examine the influence of work motivation and promotion on work discipline, the following regression model was used:

$$Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \quad (1)$$

Formula (1) presents the first multiple linear regression model used to examine the effects of work motivation (X_1), promotion (X_2), and work discipline (Z).

To examine the effects of work motivation, promotion, and work discipline on employee performance, the following regression model was employed:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + \varepsilon \quad (2)$$

Formula (2) presents the second multiple linear regression model used to examine the effects of work motivation (X_1), promotion (X_2), and work discipline (Z) on employee performance (Y). This model was employed to determine the direct effects of the independent variables on employee performance while assessing the contribution of work discipline as a mediating variable.

4. Results and Discussions

4.1 Results

4.1.1 Hypothesis Testing

Hypothesis testing was conducted to examine the direct effects of work motivation, promotion, and work discipline on employee performance, as well as the mediating role of work discipline.

Table 1. Hypothesis Testing Results

Hypothesis	Relationship	β	CR (<i>t</i> -value)	<i>p</i> -value	Decision
H_1	Work Motivation → Work Discipline	0.0887	2.2260	0.020	Supported
H_2	Promotion → Work Discipline	1.0438	12.4853	0.000	Supported
H_3	Work Motivation → Employee Performance	0.0983	4.2094	0.0028	Supported
H_4	Promotion → Employee Performance	0.6745	2.1943	0.022	Supported
H_5	Work Discipline → Employee Performance	0.2855	3.5044	0.003	Supported

Table 1 presents the summary of hypothesis testing results. The analysis reveals that all hypothesized relationships are statistically significant. Specifically, work motivation and promotion have significant positive effects on work discipline, while work motivation, promotion, and work discipline each have significant positive effects on employee performance. Therefore, all five direct-effect hypotheses are accepted.

4.1.2 Direct Effects

The results indicate that work motivation has a positive and significant effect on work discipline ($\beta=0.0887$; CR=2.226; $p=0.020$). Since the probability value is lower than the 0.05 significance level, H_1 is accepted. This finding suggests that employees with higher levels of work motivation tend to demonstrate better work discipline.

Promotion also has a positive and significant effect on work discipline ($\beta=1.0438$; CR=12.4853; $p<0.001$). Therefore, H_2 is accepted. The result indicates that employees who perceive promotion opportunities positively are more likely to maintain disciplined work behavior. Furthermore, work motivation positively and significantly influences employee performance ($\beta=0.0983$; CR=4.2094; $p=0.0028$). Thus, H_3 is supported, indicating that motivated employees tend to perform better in accomplishing their organizational responsibilities. Similarly, promotion has a positive and significant effect on employee performance ($\beta=0.6745$; CR=2.1943; $p=0.022$). Therefore, H_4 is accepted. The finding demonstrates that promotion contributes positively to improving employee performance. In addition, work discipline positively and significantly affects employee performance ($\beta=0.2855$; CR=3.5044; $p=0.003$). Accordingly, H_5 is supported, confirming that disciplined employees tend to achieve higher performance levels.

4.1.3 Indirect Effects

The mediation analysis indicates that work discipline mediates the relationship between work motivation and employee performance. The results show that work motivation significantly affects work discipline ($\beta=0.0887$; $p=0.020$), while work discipline significantly affects employee performance ($\beta=0.2855$; $p=0.003$). Therefore, H_6 is supported, suggesting that work motivation improves employee performance indirectly through enhanced work discipline.

Similarly, work discipline mediates the relationship between promotion and employee performance. Promotion significantly influences work discipline ($\beta=1.0438$; $p<0.001$), and work discipline significantly influences employee performance ($\beta=0.2855$; $p=0.003$). Consequently, H_7 is accepted, indicating that promotion contributes to improved employee performance through the enhancement of employees' work discipline.

4.2 Discussion

4.2.1 The Effect of Work Motivation on Work Discipline

The results demonstrate that work motivation has a positive and significant effect on work discipline. This finding indicates that employees with higher levels of motivation are more likely to comply with organizational regulations, fulfill their responsibilities, and maintain disciplined work behavior. Motivated employees tend to perceive their work as meaningful, encouraging them to complete tasks responsibly and consistently. This finding supports Herzberg's Two-Factor Theory, which explains that motivational factors, such as achievement, recognition, responsibility, and opportunities for growth, encourage employees to perform better and develop positive work attitudes ([Herzberg, Mausner, & Snyderman, 1959](#)). Employees who are motivated are more willing to comply with organizational policies because they understand that disciplined behavior contributes to both personal achievement and organizational success ([Tupti & Arif, 2020](#)). Likewise, Vroom's Expectancy Theory argues that employees exert greater effort when they believe that their performance will lead to desirable outcomes. Consequently, motivated employees are more likely to maintain work discipline as part of their effort to achieve organizational goals ([Vroom, 1964](#)).

The findings are consistent with previous studies reporting that work motivation positively influences employee discipline. Employees who possess strong intrinsic and extrinsic motivation generally exhibit greater punctuality, attendance, compliance with organizational rules, and responsibility in carrying out their duties. Within the Customs and Excise Supervision and Service Office Type C Manado, motivated employees appear to demonstrate stronger commitment toward organizational responsibilities, resulting in improved work discipline. From a managerial perspective, this finding implies that organizational leaders should continuously strengthen employee motivation through recognition, career development opportunities, supportive supervision, and a conducive working environment. Improving employee motivation may indirectly enhance organizational discipline, which ultimately contributes to better organizational performance.

4.2.2 The Effect of Promotion on Work Discipline

The findings reveal that promotion has a positive and significant effect on work discipline. Employees who perceive promotion opportunities as transparent and merit-based tend to exhibit stronger discipline in carrying out their duties. Promotion serves not only as a mechanism for career advancement but also as organizational recognition of employee competence and performance. This finding is consistent with Social Exchange Theory, which suggests that employees reciprocate organizational support with positive work behaviors ([Sun, 2019](#); [Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023](#)). When employees perceive promotion decisions as fair, they respond by demonstrating greater commitment, responsibility, and compliance with organizational regulations. Similarly, Equity Theory explains that fair treatment encourages employees to maintain positive attitudes because they perceive a balance between their contributions and organizational rewards.

The result also indicates that career advancement encourages employees to maintain punctuality, comply with work procedures, and demonstrate professional behavior. Employees recognize that disciplined performance increases their opportunities for promotion, creating a positive cycle between career development and organizational discipline ([Sismiati, Sulaiman, Rudhan, Nurlela, Dema, Darmawansyah, & Che-Ni, 2025](#)). Therefore, organizations should ensure that promotion policies are transparent, objective, and based on measurable performance criteria. A merit-based promotion system is likely to strengthen employee discipline and improve organizational effectiveness.

4.2.3 The Effect of Work Motivation on Employee Performance

The analysis indicates that work motivation positively and significantly influences employee performance. This finding confirms that motivated employees are more enthusiastic, productive, and committed to achieving organizational objectives. Employees with high motivation generally demonstrate greater initiative, persistence, and willingness to complete assigned tasks effectively.

This result supports Herzberg's Two-Factor Theory, which identifies motivation as one of the principal drivers of employee performance [\(Herzberg, Mausner, & Snyderman, 1959\)](#). Employees who experience achievement, recognition, and opportunities for personal growth are more likely to perform beyond minimum organizational expectations. Likewise, Expectancy Theory suggests that motivated employees exert greater effort because they believe that their performance will be rewarded appropriately [\(Watters, 2021\)](#).

Within the Customs and Excise Supervision and Service Office Type C Manado, motivated employees appear to contribute positively to service quality and organizational productivity. These findings emphasize that employee motivation remains one of the most important determinants of performance improvement within public organizations.

4.2.4 The Effect of Promotion on Employee Performance

The results indicate that promotion positively and significantly affects employee performance. Employees who perceive fair opportunities for career advancement tend to improve their work quality, productivity, and organizational commitment. Promotion functions as both an incentive and recognition for employees' contributions, encouraging them to maintain high performance standards. This finding supports Career Development Theory, which argues that career advancement strengthens employee commitment and stimulates continuous performance improvement. Promotion also increases employees' sense of responsibility because higher positions involve greater organizational expectations. Consequently, organizations should establish promotion systems that emphasize competence, transparency, and fairness to encourage employees to continuously improve their performance [\(Onavwie, Sokoh, & Okereka, 2023\)](#).

4.2.5 The Effect of Work Discipline on Employee Performance

The findings demonstrate that work discipline has a positive and significant effect on employee performance. Employees who consistently comply with organizational regulations, maintain punctuality, and fulfill their responsibilities are more likely to achieve higher levels of performance. This finding aligns with organizational behavior theory, which suggests that disciplined employees perform their duties more efficiently and effectively. Discipline contributes to better time management, reduced operational errors, and improved coordination among employees. Consequently, work discipline becomes an essential behavioral factor supporting organizational productivity and service quality [\(Adil, Marhani, & Rosa, 2025\)](#). Within public organizations, disciplined employees contribute to greater accountability, transparency, and professionalism, all of which are fundamental to effective public service delivery.

4.2.6 The Mediating Role of Work Discipline in the Relationship Between Work Motivation and Employee Performance

The mediation analysis confirms that work discipline mediates the relationship between work motivation and employee performance. This finding indicates that motivated employees tend to develop disciplined work behavior, which subsequently contributes to improved performance. The result suggests that motivation alone may not fully translate into superior performance unless accompanied by disciplined work behavior. Employees who possess strong motivation but lack discipline may experience difficulties in achieving optimal performance outcomes. Therefore, work

discipline serves as an important behavioral mechanism through which motivation enhances employee performance ([Ichdan, 2024](#)).

4.2.7 The Mediating Role of Work Discipline in the Relationship Between Promotion and Employee Performance

The results further demonstrate that work discipline mediates the relationship between promotion and employee performance. Promotion encourages employees to maintain disciplined work behavior because discipline is perceived as an important prerequisite for career advancement. Employees who consistently demonstrate discipline are more likely to perform effectively and achieve organizational expectations. This finding indicates that promotion policies not only improve employee performance directly but also indirectly by strengthening work discipline. Consequently, organizations should integrate promotion policies with performance management and disciplinary systems to maximize employee performance ([Adil, Marhani, & Rosa, 2025](#); [Fernando, & Surjandari, 2022](#)).

5. Conclusions

The results of this study indicate that work motivation has a positive and significant effect on work discipline, demonstrating that employees with higher levels of motivation are more likely to exhibit disciplined work behavior in carrying out their organizational responsibilities. Furthermore, promotion also has a positive and significant effect on work discipline, suggesting that fair and transparent career advancement opportunities encourage employees to maintain greater compliance with organizational rules and procedures. In addition, the findings reveal that work motivation positively and significantly influences employee performance, indicating that motivated employees tend to perform their duties more effectively and contribute more productively to organizational objectives. Likewise, promotion has a positive and significant effect on employee performance, implying that employees who perceive promotion opportunities positively are encouraged to improve their work performance. Finally, the study confirms that work discipline has a positive and significant effect on employee performance, indicating that employees who consistently adhere to organizational regulations, demonstrate responsibility, and maintain disciplined work behavior are more likely to achieve higher levels of performance.

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Author Contributions

The authors contributed equally to this research. The contributions include conceptualization, research design, data collection, data analysis, interpretation of findings, manuscript preparation, and final approval of the published version.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this article.

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