Improving Employee Performance Through Motivation, Discipline and Work Systems (HPWS)

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Abstract

It is motivated by business competition in the fitness sector after the pandemic has ended, which has accelerated competency from moderate to higher competition and it is hoped that companies can face this problem. Therefore, it is necessary to increase employee performance which is able to encourage progress in various aspects of the fitness business, equipped with the HPWS (High Performance Work System) system which is also supported by work motivation and work discipline. This research aims to help maximize the company's potential to be able to compete and survive through employee performance, as well as finding out more about HPWS and the relationship between the influence of motivation and work discipline on employee performance. Research design, data and methodology: Using quantitative methods, data was collected and analyzed from 56 respondents who are Snap Fitness employees. This research used an online questionnaire by compiling question items to obtain a valid and reliable questionnaire with reference to previous research journals and analyzed using PLS (Partial Least Square) – SEM (Structural Equation Modeling). Results: The research results show that HPWS as a mediating variable has a role in helping companies improve employee performance. It is important for HPWS to be applied to companies to improve employee performance but not excessively so that it does not have a negative impact on employees and the organization, and factors must be taken into account. - factors that can influence so that the company's goals can be achieved optimally.

Keywords: Employee Performance, High Performance Work System, Motivation Work, Discipline Work.

INTRODUCTION

The word fitness comes from the English language, namely Fit, which means fit, so Fitness is fitness. According to (KBBI, 2023a). Fit means being healthy, fresh, so fitness can be defined as the body's ability to carry out physical activity for a long time without feeling tired. Gym is an abbreviation of the word Gymnasium, which is a term created by the ancient Greeks and the gym itself is a place for indoor physical exercise (Fits, 2022).

According to (Manulife, 2022), Healthy Lifestyle or a healthy lifestyle is a way of living that can minimize the risk of developing serious illnesses that result in premature death. Over the years, sport has been an activity that can support a person's productivity, so gyms and businesses in the fitness industry have emerged to be able to answer the need for physical exercise in indoor spaces with various facilities on offer.

The impact of the COVID-19 pandemic has had a significant impact on the health and fitness industry globally, including a significant impact on the economy felt in each country (Vanessa Kercher et al., 2022). The pandemic has accelerated changes in business models and consumer behavior (Wahyudi, 2021). Gym business managers must be smart in innovating to anticipate a sustainable pandemic (Mega Hendarto, 2022). New Gym brands have emerged which were previously dominated by only a few international standard Gyms such as Fitness First, Celebrity Fitness, Gold Gym, Snap Fitness and Anytime Fitness. Now competition is very tight with employee competition, membership selling prices, personal trainer selling prices, facilities, salaries and commissions offered.

Snap fitness has been present since 2018 in Indonesia with the motto Convinence and feel good (Fitness, 2023). Snap Fitness is a franchise that originates from America. With a mission to help people create positive lifestyle habits that make them feel great. In Jakarta, it has 5 branches in the areas of Kelapa Gading, Pantai Indah Kapuk, Cibubur, Pondok Indah and Citra 7. In the middle of 2023, the owner took the decision to close one club located in Pondok Indah because it was not performing. Competence is related to someone carrying out their duties with the expected conditions in achieving the objectives of the task they hold (Musnadi et al., 2019), internally there is a decline in competence because performance in all divisions is not optimal, resulting in the targets set not being achieved and the business not developing optimally according to the expectations of the owner and also externally there is high business competition.

Employees who work and interact directly at the club have a big role in service quality. Employees who have motivation and discipline are expected to be able to contribute well to carrying out their duties and responsibilities. Positive employee performance essentially contributes to business success and further business development for organizations everywhere and employee performance is treated as one of the criteria for evaluating business efficiency and results, for this reason organizations must put resources into improving business performance and results. better (Almaamari & Alaswad, 2021). However, it is not only employee performance that is the determining factor for success in a business, but it is also supported by motivation, discipline and HPWS.

Motivation is an employee's pro and positive mental attitude towards work situations which can strengthen them to achieve maximum performance. Work motivation can direct the strength and potential to be willing to work together productively to successfully achieve and realize predetermined goals (Rusmayanti, Ayu et al., 2022). Motivation is important because it explains why employees behave as they do and it can be said that motivation is a psychological force within a person that determines the direction of that person's behavior in the organization (M.george & R.jones, 2012).

Discipline is obedience and obedience to regulations (KBBI, 2023b). A person's work discipline cannot only be seen from his absence, but also the value of the employee's attitude in carrying out the work, employees do not delay work and always try to complete it on time even without direct supervision from superiors and employees must have a disciplined attitude to make it easier to achieve good performance. (Tupti & Arif, 2020). A person's work discipline cannot only be seen from his absence, but also the value of the employee's attitude in carrying out the work, employees do not delay work and always try to complete it on time even without direct supervision from superiors and employees must have a disciplined attitude to make it easier to achieve good performance. (Simatupang & Saroyeni, 2018).

High performance work systems (HPWS) are one of the reasons for measuring, comparing and analyzing HR practices. HPSW is a set of human resource management policies and practices that produce superior employee performance (Dessler, 2016). High performance work systems (HPWS) are included as one of the main factors that can influence employee performance outcomes (Li et al., 2019) and can help companies to increase competitive advantag (Appelbaum et al., 2000).

Previous research shows that the better the system used and work standards, the better the company's performance (Jyoti & Rani, 2017), this is also in line with research from (Wahid & Hyams-Ssekasi, 2018) that HPWS can help foster positive work attitudes between employees whose output is increased employee performance. But there are different findings from (Wu et al., 2015) HPWS can also burden employees as a result of work intensity and drain their energy resulting in emotional, work tension and anxiety which ultimately reduces performance. The facts above can mean that the relationship between motivation, discipline and HPWS becomes more interesting to research.

This research aims to help maximize the company's potential so that it can compete and survive through employee performance, as well as finding out more about HPWS and the influence of the relationship between work motivation and work discipline on employee performance. Having found this research gap, the researchers will answer what the main problem is with HPWS (High Performance Work System), which can improve employee performance and whether work motivation and discipline are the main factors in improving employee performance.
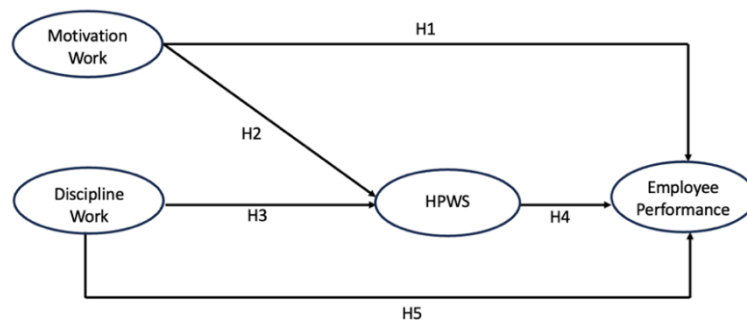
Gambar 1 : Conceptual Framework

Research Hypothesis
H1: Work motivation will have a significant effect on employee performance
H2: Work motivation will have a significant effect on HPWS
H3: Work discipline will have a significant effect on increasing HPWS
H4: HPWS will have a significant effect on employee performance
H5: Work discipline will have a significant effect on employee performance

METHOD

The type of research carried out is quantitative research with the hope that the results of this observation can provide a description of the results of the relationship between variables. This research will use two analytical technique models, namely the inner model to determine the relationship between latent variables and each other and the outer model to determine the relationship between latent variables and their indicators.

The variables used are independent variables, related variables and mediating variables. With the following description:

1. Variables Independent : Motivation Work , Discipline Work
2. Variables Dependent : Employee Performance
3. Variables Intervening : HPWS

Table 1: Summary of Variable Definition

Variabel	Variabel Definition	Indikator	Operational Definition	Source
Motivation work (X1)	Motivation is a person's main urge to behave and do something according to their impulses. Motivation can also be interpreted as a process that seeks to influence and carry out desired work based on certain goals. (Nurasniar, 2021)	1.Intrinsic Motivation 2.Extrinsic Motivation 3.Introjected Regulation	1.Defined as doing something for its own sake because it is interesting and enjoyable. 2. Interpreted as doing something for instrumental reasons. 3. Identifying the value of an activity to the point where the activity becomes one of one's habitual benefits and part of one's self-awareness.	(Gagné et al., 2010)
Discipline Work (X2)	Employee work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work together with other employees and improve their performance. (irfan nasution & Priangkatara, 2022)	1.Obey the Rules of Time 2.Obeying Organizational Rules 3.Comply with other regulation in the organization	1. Comply with the time rules regarding arrival time, departure time and rest time on time in accordance with the rules applicable in the organization. 2. Comply with organizational rules, basic rules on how to dress and behave at work. 3. Comply with other regulations in the company, the rules that are allowed and not allowed by employees in the company. (Fitria et al., 2019)	(Malau & Kasmir, 2021)
HPWS (X3)	Is a coherent set of HRM practices designed to align an organization's goals with the capabilities and motivation of its employees. This system emphasizes overall employee	1.Recruitment and Selection 2.Peformance Appraisal 3.Compensation System	1.A comprehensive process of evaluating the entire set of skills, knowledge and abilities relevant to the job and organization. 2. Provide feedback to improve employee performance. Encourage employees to accept	(Wahid & Hyams-Ssekasi, 2018)

| | development by including components and opportunities for professional advancement.

(Rajasekharan, 2023) | 4.Communication and Information Sharing | mistakes in exploring new knowledge.

3. Performance based salary, group based salary, above market salary policy.

4. Vertical and horizontal communication that provides access to information and opportunities to express one's own perspective. Supports the transfer of tasks and responsibilities to employees. | |
| Employee Performance (Y) | Employee performance means employee productivity and output from development and will provide an effective effect.

(Malau & Kasmir, 2021) | 1.Time

2.Quality

3.Quantity | 1. Is the result of an employee carrying out the tasks he carries out in an efficient manner.

2. Is the result obtained by an employee based on the quality of the work carried out by the employee, whether the work meets the quality of work specified in the quality standards.

3. Is the result of an employee's work based on achieving a target number that has been standardized within a certain time by the employer or company. | (Thaief et al., 2015) |

Sampling is taken from all employees at Snap Fitness, with the technique used is saturated sampling which will include all divisions such as the Club Manager, Fitness Consultant, Personal Trainer, Customer Service, Markom, Finance and Office Boy divisions. Meanwhile, the method that will be implemented is:
1) Validy dan Realibility
2) Hypothesis Testing
3) Goodness of fit.

Data analysis used PLS-SEM, namely a casual modeling approach which aims to optimize the explanation of variance from dependent latent constructs (J. F. Hair et al., 2011). PLS-SEM makes it possible to examine the relationship between variables as well as cause and effect relationships. Which can provide more insight into the problem being researched. PLS-SEM is suitable for research with relatively small samples.

RESULTS AND DISCUSSION
This research uses an online questionnaire by compiling question items to obtain a valid and reliable questionnaire with reference to previous research journals. This questionnaire was created using a Google form so that it was easy to distribute to 3 clubs which was assisted by monitoring in filling out the questionnaire by the Club Manager in each club with a total of 56 respondents which was carried out in July-May 2024 as seen in table 2.

Table 2: Characteristics and Profile of Respondents

No	Tipe Karyawan	Total	Presentase (%)
1	Karyawan Tetap	39	69.6%
2	Karyawan Kontrak	17	30.4%
No	**Jabatan**	**Total**	**Presentase (%)**
1	Club Manager	3	5.4%
2	Fitness Consultan	13	23.2%
3	Personal Trainer	12	21.4%
4	Costumer Service	8	14.3%
5	Finance	3	5.4%
6	Markom	2	3.6%
7	Mantenance	1	1.8%
8	Office Boy	14	25%
No	**Jenis Kelamin**	**Total**	**Presentase (%)**
1	Pria	27	50.9%
2	Wanita	29	49.1%
No	**Umur**	**Total**	**Presentase (%)**
1	20 sd 30 tahun	29	51.8%
2	30 sd 40 tahun	23	41.1%
3	Diataas 40 tahun	4	7.1%

Table 3: Validity and Reliability of the Measurement Model

Variabel	Item	Outer Loading	Average Variance Extracted (AVE)	Composite Reliability
Motivation Work (X1)	X1_1.2	0.759		
	X1_2.1	0.831		
	X1_2.2	0.787	0.587	0.850
	X1_3.2	0.681		
Discipline Work (X2)	X2_1.1	0.755		
	X2_1.2	0.720		
	X2_2.3	0.664		
	X2_2.4	0.712	0.557	0.898
	X2_2.5	0.752		
	X2_3.1	0.781		
	X2_3.2	0.828		
HPWS(X3)	X3_1.2	0.645		
	X3_2.2	0.755		
	X3_2.3	0.808		
	X3_2.4	0.689		
	X3_2.5	0.734		
	X3_2.6	0.816	0.545	0.929
	X3_3.1	0.718		
	X3_3.2	0.743		
	X3_3.4	0.686		
	X3_4.2	0.814		
	X3_4.3	0.687		
Employee Performance (Y)	Y_1.1	0.748		
	Y_2.2	0.780		
	Y_3.1	0.775		
	Y_3.2	0.862	0.597	0.912
	Y_3.3	0.704		
	Y_3.4	0.708		
	Y_3.5	0.818		

Source: Processed data (2024)

The research was carried out in 4 iterations of data processing using the PLS Algorithm for valid and reliable data results. The data that was processed before getting the results in table 3 was that the AVE value did not exceed 0.50 so that there was a deletion of indicators with loading factor values <0.40 in the two indicators of the internal motivation variable (my work at Snap Fitness it provides pleasure/comfort), one indicator of the external variable of motivation (I do this work to get a salary) and two indicators of quality in the employee performance variable (I am thorough in completing work, I don't do side work during company working hours) . Which apparently also does not produce the desired AVE value.

The next iteration was carried out again by deleting the loading factor value <0.60 and the AVE value was still the same and could not exceed 0.50, the iteration continued by looking at and deleting the indicator item for the loading factor value <0.65. The relationship between indicators with a loading factor value of less than 0.65 in the field at Snap Fitness is not seen significantly as a factor supporting employee performance and finally a factor loading weight of more than 0.650 is used to produce an appropriate AVE value and it can be said that the indicators and variables used to measure is significant, supported by (J. Hair et al., 2022) which states that social science research still receives a loading indicator of 0.40 to 0.70. Table 3 shows that the AVE value exceeds 0.50, which means that all the variables used have met convergent validity and the composite reliability score has exceeded 0.70, so it can be concluded that the research has met composite reliability.

Table 4 : HTMT Test Results

	Discipline Work (X2)	Employee Performance (Y)	HPWS (X3)	Motivation Work (X1)
Discipline Work (X2)				
Employee Performance (Y)	0.556			
HPWS (X3)	0.511	0.639		
Motivation Work (X1)	0.642	0.605	0.797	

Source: Processed data (2024)

From the results of the HTMT test, it can be seen that this test can identify indicators that are inconsistent or irrelevant. From table 4, the results obtained are <0.90, so it is considered that it has good convergent consistency and the indicators have a contribution that explains the variance of the variables.

Table 5: Hypothesis Test Results

Hypo thesis	Path	STDEV	T- values	P- values	Note
H1	Motivation Work (X1) →Employee Performance(Y)	0.166	0.535	0.593	Tidak Signifikan
H2	Motivation Work (X1) →HPWS (X3)	0.105	5.525	0.000	Signifikan
H3	Discipline Work (X2) → HPWS (X3)	0.114	1.566	0.118	Tidak Signifikan
H4	HPWS (X3) → Employee Performance(Y)	0.172	2.360	0.019	Signifikan
H5	Discipline Work (X2) → Employee Performance(Y)	0.129	2.089	0.037	Signifikan

Source: Processed data (2024)

This research uses a significant value level of 0.05. Path H1 work motivation – employee performance with a p-value score of 0.593 where this score is more than 0.05 and the t-value score is 0.535, so the first hypothesis is not accepted where work motivation does not have a significant effect on visible employee performance, which is due to the elimination several indicators in iteration because the desired AVE value was not obtained. In terms of indicators of intrinsic motivation (my work at Snap Fitness gives me pleasure/comfort, I work at Snap Fitness because I really enjoy this job) and extrinsic motivation (I do this work to get a salary) as well as introjected regulation (I have to do my best in my job, I have to maintain my reputation for my work at Snap Fitness). Path H2 motivation work - HPWS has a p-value of 0.000, so the second hypothesis is accepted with a t-value of 5.525, where work motivation will influence HPWS. Path H3 discipline work - HPWS p-value is 0.118 more than 0.05 and t-value is 1.566 more than 1.96, so the third hypothesis is not accepted but there is a direct influence of these two variables. Which is also caused by the removal of indicators in obeying the rules of time (I go home from work in accordance with company regulations), in obeying organizational rules (I wear my work uniform well and politely, I always prioritize politeness in dealing with fellow employees) and in complying. with other regulations in the organization (sanctions given for employee mistakes in accordance with applicable regulations) where the AVE value is below 0.65. Path H4 HPWS – employee performance, the fourth hypothesis is accepted because the p-value score is 0.019 and the t-value is 2.360 and the variables are interconnected. Path H5 discipline work – employee performance with a p-value of 0.037 and a t-value of 2.089, the fifth hypothesis is accepted.

Table 6: R2 Test Results

	R Square	R Square Adjusted
Employee Performance (Y)	0.427	0.394
HPWS (X3)	0.480	0.461

Source: Processed data (2024)

This test is used to find out how many dependent variables are simultaneously able to explain the independent variable. This is supported by (Chin et al., 1998) that the R-square weight is categorized as strong if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67 and weak if it is more than 0.19 but lower than 0.33. The results of table 6 show that the R square value for variables Y (0.427) and X3 (0.480) is moderate because the value is less than 0.33 and smaller than 0.67. The independent variable has an influence of 42% on employee performance and 48% of the independent variable has an influence on HPWS. And the rest are other variables that were not tested in the research.

Table 7: F2 Test Results

	Discipline Work (X2)	Employee Performance (Y)	HPWS (X3)	Motivation Work (X1)
Discipline Work (X2)		0.087	0.044	
Employee Performance (Y)				
HPWS (X3)		0.150		
Motivation Work (X1)		0.007	0.496	

Source: Processed data (2024)

The f square value in this observation proves that the influence of endogenous/related variables on exogenous/independent variables is large. This is supported by (J. F. Hair et al., 2020) f

square values above 0.02 for small effects, 0.15 and above for medium effects and greater than 0.35 for large effects. From the results, it can be seen that discipline work has a moderate effect on employee performance. HPWS has a big influence on employee performance with a value of 0.150. Work motivation on employee performance has a small effect. Discipline work on HPWS has a medium effect and motivation on HPWS has a large effect of 0.496.

Table 8: Predictive Relevance Test Results (Q2)

	SSO	SSE	Q2(=1-SSE/SSO)
Discipline Work (X2)	399.000	399.000	
Employee Performance (Y)	399.000	307.483	0.229
HPWS (X3)	627.000	488.527	0.221
Motivation Work (X1)	228.000	228.000	

Source: Processed data (2024)

Table 8 shows the results of the predictive relevance test with the Q2 value in the Y variable being 0.229 and in the X3 variable being 0.221. Overall, the Q2 value is greater than 0 and shows that the observation value is good.

Figure 2: Bootstrap results
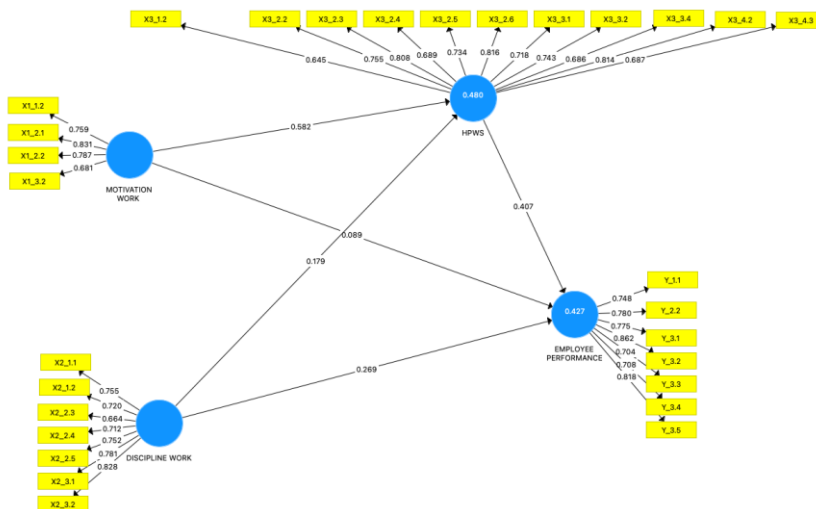
Source: Processed data (2024)

Table 9: Specific Indirect Effect Test Results – Mediation Test

	STDEV	T-Value	P-Value	Statistik Upsilon (V)	Mediation Description
Motivation Work (X1)-> HPWS (X3)-> Employee Performance (Y)	0.111	2.130	0.034	$(0.582)^2 \times (0.407)^2 = 0.056$	Low
Discipline Work (X2)-> HPWS (X3)-> Employee Performance (Y)	0.062	1.183	0.238	$(0.179)^2 \times (0.407)^2 = 0.005$	Low

Source: Processed data (2024)

For the mediation test, researchers refer to (Ogbeibu et al., 2021) which uses the statistical formula upsilon $v = \beta2MX\beta2$ YM.X with the criteria of (0.175) high mediation effect, (0.075) medium mediation effect, and (0.01) low mediation effect . From the results of table 9, it can be seen that the relationship between HPWS as a mediating variable to influence work motivation and employee performance is apparently small with an upsilon (V) weight of 0.056. Meanwhile, the mediation variable HPWS from discipline work on employee performance is also small with an upsilon (V) value of 0.005.

Discussion

This research explores whether there is a relationship between increasing employee performance and work discipline, work motivation and HPWS at the Snap fitness company. The results prove that work motivation on employee performance is not significant, as evidenced by the results of the iterations that have been carried out. Even in the real world of work, motivation can still be the main factor in helping employees improve their performance, which is also supported by findings from (Susanto, 2019). The second finding, work motivation variables have a significant relationship with HPWS, supported by research from (Dorta-Afonso et al., 2021) which explains that motivation has a positive relationship with HPWS. This research also shows that work discipline is not significant to HPWS and in the field there are indeed problems related to time discipline and the use of uniforms, however work discipline still has a role in supporting the HPWS system in the company. Research from (Ghautama, 2019) supports the finding of a significant and positive relationship between HPWS variables and employee performance. The final finding is the relationship between work discipline and employee performance which is supported by findings from (Susanto, 2019) that there is an influence between these two variables and research from (Siagian & Dr. Muhammad Donal Mon, 2024) which also states that there is a significant effect.

From the research results, the mediating value of the HPWS variable on work discipline and work motivation is small. In the field, it can be seen that a person's work discipline and motivation will be reflected in the HPWS carried out in the field and can help improve employee performance, which is supported by the statement from (Li et al., 2019) High performance work system (HPWS) is included as one of the important factors. which can influence the results of employee performance and (Wulandari & Frianto, 2020) also said that HPWS is very useful to implement in companies to improve performance and optimal work results.

Therefore, the HPWS system that has been implemented will be evaluated in stages and made improvements so that the results in the recruitment and selection process, performance appraisal, compensation system and communication and information sharing will be better and maximized in the management and targets of the HPWS to be able to help improve employee performance.

CONCLUSION

The results of the analysis show that HPWS as a mediating variable has a role in helping companies improve employee performance. Meanwhile, work motivation has no impact in terms of increasing employee performance and is not successful in mediating the influence of HPWS. Work discipline also failed to mediate the influence on HPWS.

It is important for HPWS to be applied to companies to improve employee performance but not excessively so that it does not have a negative impact on employees and the organization, and attention must be paid to factors that can influence it so that the company's goals can be achieved optimally. Researchers hope that this research will be useful for practitioners and academics, and that future research on this topic will continue to be carried out.

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