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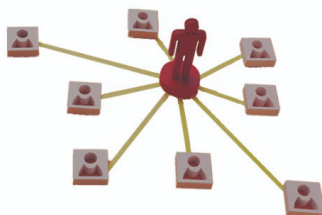


HUMAN RESOURCE MANAGEMENT

Motivation, Discipline, and Performance Satisfaction



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PREFACE

Human resource management (HRM) was one of the determining factors in the success of an organization. In the midst of changing times, organizations must manage HR wisely, creatively, and innovatively. One of the biggest challenges facing organizations today is how to create a work environment that is not only productive, but also motivates, disciplines, and provides satisfaction to employees. These three things are the main pillars that underlie success in managing HR.

Motivation is a factor that drives individuals to achieve goals and give their best in their work. Without motivation, an employee will lose the spirit to contribute optimally. This will certainly have an impact on reducing performance. In this case, employee performance reflects the level of effectiveness and efficiency of individuals in carrying out their assigned tasks. High motivation enables employees to produce quality work and complete their responsibilities in a timely manner.

Performance satisfaction is an equally important element. performance satisfaction encompasses the feelings of appreciation employees have for their work. Employees who feel satisfied with their jobs and work environment tend to have a high level of attachment to the organization. This satisfaction is closely related to better performance outcomes, as

employees who feel valued will be motivated to continue making positive contributions.

This book is designed to provide an in-depth insight into how these three elements-motivation, discipline, and performance satisfaction-can be effectively applied in HR management practices. By integrating existing theories and applicable examples in the field, this book is able to provide practical guidance for managers, organizational leaders, and practitioners in the HR field to create a productive and motivating work environment.

The author hopes that this book can make a meaningful contribution to the development of HR management as a source of inspiration for readers to continue to develop themselves in facing challenges in the increasingly complex world of work. Hopefully this book will also be useful for academics, researchers, and practitioners who are interested in learning more about the dynamics of HR management based on motivation, discipline, and performance satisfaction.



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CHAPTER I

PREDIS COURSE

Building Excellent Human Resources for Timor Leste's Progress

Human resources are valuable assets for a country's development. Without effective and strategic management of human potential, a nation's progress will be stunted. In the context of Timor Leste, one of the youngest countries in the world, the development of superior human resources plays a central role in supporting economic growth, social stability, and strengthening political structures.

Developing excellent human resources in Timor Leste requires a comprehensive approach. Education, training and skills development are the main foundations in creating individuals who are competitive and ready to face global dynamics. However, this cannot be achieved without effective human resource management. It focuses not only on improving the quality of individuals, but also on optimizing supportive organizational

systems and structures. In this context, human resource management offers strategic perspectives and solutions that can be applied in various sectors in Timor Leste.

Human resource management is not only about how to manage individuals in an organization, but also about creating a work environment conducive to self-development, innovation and collaboration. In the context of Timor Leste, human resource management must consider local factors, such as culture, history, and social structures that are unique compared to other countries. For example, Timor Leste's strong collective traditions can be a great social capital if integrated with modern management strategies. By combining traditional approaches and innovation, organizations can create solutions that meet the needs of local communities.

The importance of building excellent human capital in Timor Leste is reflected in the country's strategic vision to improve its human development index (HDI). . Timor Leste faces challenges in improving the quality of education, access to health services, and the creation of decent jobs. With a relatively high unemployment rate, a focus on developing job skills is a priority. Human resource management can help address these challenges through relevant training, targeted career development, and strengthening the capacity of local institutions.

In addition, the importance of visionary leadership in human resource management is highlighted. Leaders who inspire, motivate and empower their teams play a key role in creating a positive organizational culture. In Timor Leste, change and development often face bureaucratic barriers and limited resources, and effective leadership can be a catalyst for transformation. An adaptive, values-based management approach can significantly drive organizational success.

Human resource management plays an important role in supporting sustainable development in Timor Leste. In the era of globalization, the ability to adapt to change is one of the indicators of success. This approach allows organizations to develop flexibility and resilience through investment in human capital. By building individuals who are not only skilled, but



CHAPTER II

HUMAN RESOURCE MANAGEMENT CONCEPTS

Definition of Human Resource Management

Human resource management (HRM) was one of the key elements of an organization that plays an important role in managing the workforce effectively and efficiently. In the era of globalization and increasingly fierce business competition, organizations depend not only on technology and financial capital, but also on the quality of their human resources. Human resources are the main asset that determines the success of the organization in achieving the goals that have been set. Therefore, systematic and planned human resource management is crucial in every organizational activity.

Human resource management is an effort to maximize the use of human resources in the organization. This encompasses various functions including workforce planning, recruitment, and selection, employee skills

development, career planning and development, compensation and welfare, maintaining occupational safety and health, and building good industrial relations (Budiyanto and Mochklas, 2020: 33).

Rahardjo (2021: 9) also states that human resource management is an effort to maximize the use of human resources in an organization. This encompasses various functions including workforce planning, recruitment, and selection, employee development, career planning and development, compensation, and maintaining industrial relations. In order for these functions to run effectively, in-depth job analysis and objective performance appraisals are needed as the basis for planning and implementation.

According to Tahir et al. (2023), human resource management (HRM) is an approach or series of processes to plan, manage, and develop human resources (HR) in an organization or company. The main focus of HRM is to create an efficient and productive work environment by optimizing the contribution and performance of each employee.

Based on the above explanation, it can be concluded that human resource management (HRM) is a strategic process in planning, managing, and developing the workforce of an organization or company (Podra et al. 2024). The goal is to ensure that human resources can make an optimal contribution in achieving organizational goals efficiently and productively. This process includes various important functions, such as workforce planning, recruitment and selection, skills development, career planning, compensation, and maintaining harmonious industrial relations.

In this case, HR management must be supported by accurate job analysis and objective performance appraisals. Thus, human resource management plays a role not only in meeting workforce needs, but also in creating a work environment that supports the sustainable development of employees and organizations.



CHAPTER III

PERFORMANCE MOTIVATION

Definition of Motivation

Work motivation is one of the important factors in achieving optimal productivity and performance in the workplace. Motivation can be understood as an internal or external drive that influences individuals to act with the aim of achieving certain results. In the context of the world of work, motivation is the main key that encourages the workforce to give their best performance in completing their duties and responsibilities. As one of the elements of organizational psychology, motivation is not only related to individual efforts to achieve personal goals, but also related to the achievement of overall organizational goals (Siddiqua, 2023).

Every organization has goals to achieve. To achieve these goals effectively, the involvement of highly motivated individuals is required. The term motivation is often referred to by various words such as need, drive, desire, or stimulation. Motivation is the basic factor that encourages humans

to choose, will, or behave. Therefore, an understanding of motivation theory is very important (Hartini et al., 2021: 123).

Motivation comes from the Latin *movore* which means motion or the urge to perform an action. In English, the term motivation comes from the word *motive* which means driving force or certain reasons. Meanwhile, in Indonesian, motivation is related to the word *motive* which refers to the power within a person that encourages individuals to act or do something (Muhfizar et al., 2021).

Psychologists emphasize that motivation is closely related to human behavior through the concept of *motive*. *Motive* is defined as a force, whether conscious or unconscious, that triggers, sustains, and directs a person's behavior. Kirel (2015) defines motivation as the process that drives action as a result of an incentive. Meanwhile, Eren (2004) explains *motive* as an effort to gradually direct a person or group of individuals towards a certain goal or object.

Motivation can be said to be an impulse that arises from within an individual or external factors that encourage a person to act, behave, and try in order to achieve goals or meet certain needs. Motivation acts as a force that drives, directs, and maintains behavior until the desired results are achieved.

The process of motivation shows that every individual has needs that want to be fulfilled. These needs encourage individuals to direct their behavior in order to achieve satisfaction from meeting these needs. Motivation can be defined as a condition within a person that encourages individuals to carry out certain activities to achieve goals. Motivation acts as a driving force that drives a person's behavior to achieve self-satisfaction (Handoko, 2009).

Motivation is related to how to encourage a person's work spirit so that they want to optimize their abilities and expertise to achieve goals. This stimulus creates a drive within the individual to carry out an activity. Wahjosumidjo states that motivation is a conscious effort to influence a person's behavior so that it is directed towards achieving organizational goals.



CHAPTER IV

WORK DISCIPLINE

Definition of Work Discipline

Work discipline is one of the key elements in achieving organizational goals, both in the government, private and education sectors. This term refers to the level of compliance and responsibility of individuals in carrying out their duties and obligations in accordance with the rules, procedures, and standards set by the organization. In the context of the world of work, work discipline is the foundation for the creation of a productive, effective and efficient work culture.

Work discipline is an important element that must be considered by the office or agency in ensuring that employees work optimally and do not spend time on irrelevant activities during working hours. The concept of work discipline serves as a guideline in a work or management environment to encourage employees to behave regularly in accordance with established

rules. This creates conditions that motivate employees to carry out their duties and responsibilities consistently (Stachelek, 2023).

Good discipline can be seen from the extent to which individuals have a sense of responsibility for the tasks assigned. According to Sinambela (2019: 332), clear rules are needed to create an orderly and conducive work atmosphere in the office. Discipline in an office or workplace is considered effective if the majority of employees comply with the rules that have been set so that good work governance can be realized.

Sutrisno (2019: 86) explains that discipline reflects the respectful attitude that employees have towards the rules and regulations set by the agency. This is in line with the views of Keith Davis quoted by Mangkunegara (2020: 129) who states that “*Discipline is management action to enforce organization standards*” which means that work discipline is a management action to strengthen organizational guidelines and ensure compliance with established standards.

Furthermore, Singodimedjo in Sutrisno (2019: 86) emphasizes that discipline reflects a person’s willingness and willingness to comply with the norms that apply around him. Good work discipline has a significant influence on the achievement of organizational goals. Nadeak (2020: 181) also supports this view by stating that one of the effective ways to increase employee productivity is through the application of good work discipline.

Etymologically, Dewi and Harjoyo (2019: 93) explain that the term discipline comes from the English disciple which means followers, adherents, or teaching and training activities. This opinion is in line with the view of Agustini (2019: 90) who defines discipline as an attitude of a person’s willingness and willingness to obey and obey the regulatory norms that apply in their environment. All these views indicate that work discipline is not only a cornerstone in organizational management, but also a key factor in increasing productivity and achieving institutional goals (Kadir et al. 2023).

Based on the definition that has been presented, work discipline is an important factor that reflects the attitude of employees in respecting and



CHAPTER V

PERFORMANCE SATISFACTION

Satisfaction Theory

Job satisfaction is one of the important aspects of the world of work that has a significant impact on productivity, individual performance, and overall organizational success (Cima, Gîgă, and Călin, 2023). Job satisfaction theory provides an important framework for understanding how individuals feel about their jobs and how this affects their behavior at work. In a broader context, job satisfaction is also closely linked to an individual's quality of life as work is often one of the main components of a person's life.

Various theories have been developed to explain job satisfaction, ranging from need theory to two-factor theory as follows.

1. Need fulfillment theory

Need fulfillment theory states that a person's level of job satisfaction is influenced by the extent to which their needs are met at work. In this theory, job satisfaction is measured based on the rewards or rewards received by employees and the level of needs successfully met by the organization. The greater the needs that are met, the higher the level of job satisfaction felt by employees. Conversely, if these needs are not met, dissatisfaction will arise.

Employees have a variety of needs, both basic needs such as a salary that is sufficient to meet the needs of life and higher needs such as recognition of performance, a sense of being valued, or the opportunity to develop in a career. These needs are personal and can differ from one individual to another. For example, a young employee may need more opportunities to learn and develop, while a more senior employee may prioritize job stability and work-life balance.

The relationship between need fulfillment and job satisfaction is positive, which means that the more employees' needs are met, the more likely they are to feel satisfied with their jobs. A simple example of this theory can be seen in a situation where an employee receives a salary increase that matches his expectations. If the salary fulfills his need for financial security, he will feel more satisfied with his job. Conversely, if his expectations are not met, for example a salary increase that is far below his expectations, his sense of dissatisfaction will increase, potentially reducing motivation and performance.

In addition, this theory also emphasizes that employee needs are not only material, but also include emotional and psychological needs. Employees not only need financial rewards, but also want to feel appreciated and recognized for their contributions. For example, appreciation in the form of a thank you note from a supervisor or formal recognition through a best employee award can increase job satisfaction.



CHAPTER VI

EMPLOYEE PERFORMANCE

Definition of Employee Performance

Etymologically, the term “performance” comes from a combination of the words “work performance” or in English known as performance. According to Wahyudi (2021), performance can be divided into two main types, namely individual performance and organizational performance. Individual performance refers to the work of an employee measured in terms of quality and quantity based on predetermined work standards. On the other hand, organizational performance is an accumulation of individual and group performance that works together to achieve organizational goals.

Performance is the result of a combination of motivation and ability. To complete a job or task, individuals must have adequate levels of motivation as well as the necessary skills. However, these factors alone are not enough without a deep understanding of the tasks to be performed and how to perform them. In other words, the willingness to work and the skills

possessed need to be supported by clear direction so that the task can be carried out optimally.

Performance can also be understood as the real behavior shown by individuals in carrying out their work. This behavior is a reflection of the work produced by an employee in accordance with his role in the organization or company. Sutarno et al. (2019) define performance as job performance or actual performance which means the real work performance achieved by a person. This definition emphasizes that performance is the final result, both in quality and quantity of the tasks performed in accordance with the responsibilities assigned to employees.

Performance appraisal is a formal system designed to measure, evaluate and influence various aspects related to an employee's work, behavior and results. This system involves a structured process that includes evaluating work results, attendance levels, and employee behavior in carrying out their duties. Eliyanti (2020) states that performance appraisal or performance appraisal is the result of employee work efforts within the scope of responsibility.

Performance can be concluded as the real results achieved by individuals or groups in carrying out their duties and responsibilities in accordance with predetermined standards. The definition of performance includes aspects of the quality and quantity of work produced by employees, both individually and in an organizational context. Performance is not only influenced by motivation and ability, but also by a clear understanding of the tasks to be performed and the support of a conducive work environment.

Performance appraisal is a formal, structured process for evaluating and measuring work results based on certain standards. This assessment not only serves to assess individual achievement, but also becomes a strategic tool for the organization in planning development, rewarding, and improving overall performance. As such, performance and its assessment play a crucial role in ensuring organizational effectiveness and supporting employees' professional growth.



CHAPTER VII

ORGANIZATION CONCEPT

Organization Definition

Organization is a multifaceted concept that can be explained from various perspectives. In general, humans originally lived as individuals who were free, independent, and did not want to be under the control of others. However, humans realize their limitations and need help from others, so they form small groups that later develop into communities or societies. In this context, groups or communities have a similar meaning to organizations.

Broadly speaking, the term organization has two main meanings. *First*, organization is understood as an institution. *Second*, organization refers to a process that involves certain activities as part of the management function. Conceptually, the term organization can be understood in two forms, namely as a noun that refers to an institution or container, and as a verb (organizing) that refers to a series of activities carried out systematically.

In a simple sense, an organization is an association or association of two or more people who have a common goal and are bound by formal rules. In the organization, there is a relationship between group members, including the relationship between the leader and the people he leads. According to Beach and Reinhartz, organization can be understood as a structure consisting of mutually integrated parts that have a reciprocal relationship.

The term “organization” itself comes from the word “organism” which describes a structure with components that are interconnected and function harmoniously. Therefore, organization can be seen as the result of the organizing process. According to Siagian, organization is a form of cooperation between two or more people who are formally connected to achieve predetermined goals. In this working relationship, there are parties who lead and parties who are led (Rezeki et al., 2021: 15-17).

In general, an organization functions as a container for a group of people who work together logically and systematically directed to achieve certain goals by utilizing their resources. Organizations are not only a place to interact and collaborate, but also a coordinated unit, consisting of at least two or more people who aim to achieve one goal or several specific goals.

In a dynamic sense, organization can be understood as a process that involves the division of labor, the assignment of duties and obligations, the granting of authority and responsibility, and the arrangement of relationships between elements in the organization. Therefore, organization in a dynamic context is more often understood as a container that allows individuals or groups to achieve common goals. Through organizations, people can achieve results or goals that are difficult for individuals to achieve individually (Candra Wijaya and Rifa'i, 2016).

Based on the various opinions that have been conveyed, it can be concluded that an organization is a system of cooperation involving a group of people with certain goals. This system consists of three main elements that are interrelated, namely individuals or groups of people, cooperation, and goals to be achieved. In situations where efforts to achieve goals are



CHAPTER VIII

WORK PRODUCTIVITY

Definition of Work Productivity

Work productivity is very important for every individual because it reflects how effective and efficient the results obtained compared to the resources used. According to Mahawati et al. (2021: 12), work productivity is defined as the ability of individuals or groups to produce output, both in the form of goods and services, which continues to increase quantitatively and qualitatively over time. Work productivity also reflects an attitude that is always oriented towards improvement, where a person strives to make today better than the previous day. Thus, individuals are expected to continuously improve the way they work in order to produce better quality products over time.

According to Hulu (2022: 1486), work productivity can be interpreted as a process that aims to produce or increase production results, both in the form of goods and services by utilizing human resources optimally and

efficiently. This emphasizes the importance of efficiency in the use of labor to achieve maximum results.

Productivity basically reflects an optimistic mental attitude, which is the belief that life in the future will always be better than the current or previous life. In a technical sense, productivity is defined as the ratio between the results produced (output) and all the resources used (input) in the process. Productivity also describes the relationship between the results achieved and the contribution of labor in a certain unit of time. In other words, productivity assesses how efficiently and effectively labor and other resources are utilized to achieve certain goals (Rusby, 2017: 224).

Productivity encompasses efficiency, effectiveness, and quality in producing outputs considering optimization of inputs. In other words, productivity reflects the ability of an organization or individual to achieve the best results with proper use of resources, without wastage, while still ensuring high quality of results.

Based on the theories that have been explained, it can be concluded that work productivity is an effort made by each individual, including employees or employees, to maximize work enthusiasm and motivation. The main purpose of this effort is to increase the work or output produced through optimal utilization of resources, both in the form of capital and labor. The level of employee productivity is a determining factor in the progress of an organization. Therefore, many companies apply a very selective recruitment process in order to obtain a workforce that has high productivity and is able to make a positive contribution to the profit and sustainability of the organization.

Various strategic steps are taken by companies to ensure that they have productive employees. These steps include a strict recruitment selection process, intensive training for prospective employees, provision of competency development programs, and rewards or appreciation for employee performance. These strategies are a way for companies to encourage optimal work productivity within the organization.



CHAPTER IX

ANALYSIS OF FACTORS AFFECTING MOTIVATION, DISCIPLINE, AND JOB SATISFACTION OF TIMOR LESTE EMPLOYEES

Motivation, discipline and job satisfaction are three very important factors in determining the quality of employee performance in an organization. In Timor Leste, a developing country undergoing many social and economic transformations, these three factors play a very significant role in influencing employee productivity and efficiency. Therefore, it is important to analyze the factors that influence employee motivation, discipline and job satisfaction in this country.

Work motivation is the internal drive that influences a person to do a job well and enthusiastically. In Timor Leste, employees' work motivation

is influenced by a variety of factors, including economic conditions, government policies and their own personal expectations. One of the main factors that can influence work motivation is the incentives and rewards provided by the government or organization where employees work. Adequate incentives can encourage employees to work harder and be more productive.

In addition, social factors also influence employee motivation in Timor Leste. Involvement in social activities, such as community empowerment, can increase employees' sense of responsibility for their work. On the other hand, unfairness in incentive distribution or career uncertainty can lower motivation levels, causing employees to feel unappreciated and demoralized.

Other factors that influence motivation in Timor Leste include the work culture that exists in the community. Local culture has a major influence on the way employees interact with superiors and coworkers. In this context, a very strong family or community culture can increase the sense of solidarity, which can strengthen motivation to achieve common goals. However, reliance on a collective mindset can also limit individual initiative and leave employees less motivated to demonstrate creativity and innovation.

Work discipline is an important aspect in creating an effective and efficient work environment. In Timor Leste, work discipline is often influenced by structural aspects and organizational culture. One of the factors that influence work discipline is supervision carried out by superiors or organizational leaders. In some institutions, weak supervision can lead to a decrease in the level of discipline among employees. Conversely, strict and systematic supervision can help maintain discipline, but if excessive, it can lead to tension and conflict.

In addition to supervision, organizational policy factors also affect work discipline. For example, there are clear rules regarding attendance, working hours, and workplace behavior. Employees who feel that these rules are not applied fairly or consistently tend to lack discipline. Unfairness



CHAPTER X

STUDY CONCLUSIONS

Human resource management (HRM) is a key element in managing, developing, and optimizing the potential of individuals in the organization. In this context, motivation, discipline, and job satisfaction are important foundations that affect the quality of employee performance and overall organizational success.

Motivation is the main driver that affects a person's morale. Motivation provides energy and direction for employees to achieve predetermined goals. Both intrinsic motivation, such as the desire for achievement or recognition, and extrinsic motivation, such as compensation or rewards, both have a significant role in improving work productivity. Organizations that successfully understand the needs and aspirations of their employees tend to be able to create a more supportive and inspiring work environment.

Work discipline is another element that is no less important. Discipline indicates employees' commitment and responsibility in fulfilling their duties and responsibilities according to organizational rules and standards.

Disciplined employees demonstrate adherence to time, thoroughness in work, and respect for procedures and hierarchy. With good discipline, organizations can achieve high work efficiency, reduce errors, and maintain operational stability.

Meanwhile, job satisfaction reflects employees' job satisfaction, work environment, colleagues, and organizational policies. High job satisfaction is usually directly proportional to employee loyalty, motivation and productivity. When employees feel valued, treated fairly, and have harmonious relationships at work, they tend to make their best contributions. Therefore, organizations need to create a balance between job demands and rewards to maintain employee satisfaction.

These three elements do not stand alone, but are interrelated and form a synergy in creating optimal performance. Motivation drives employees to work harder, discipline keeps them on track, and job satisfaction ensures that employees remain committed to making their best contributions. This combination is the cornerstone of successful HR management in creating a productive, efficient and dedicated workforce.

However, to achieve the ideal synergy, organizations must be able to understand employee needs and expectations, develop a fair reward system, provide relevant training and development, and create a work environment that supports collaboration and innovation. With a holistic and employee-centric approach to HR management, organizations can not only improve individual performance but also strengthen their competitiveness amid increasingly complex business dynamics.

Thus, an organization's success in achieving its long-term goals depends largely on how it manages employee motivation, discipline and job satisfaction. These three elements are not only the responsibility of individuals, but also the result of an effective, empathetic, and holistic human development-oriented HR management strategy. Thus, investing in people management not only creates an excellent workforce, but also a sustainable and highly competitive organization.



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AUTHOR PROFILE



Longuinhos Santos is a dedicated lecturer in the Department of Trade and Tourism at the Faculty of Tourism and Industrial Arts, Creativity, and Culture at the National University of Timor Lorosaê (UNTL). With 14 years of teaching and research experience, he has focused on critical areas such as trade and industry, the value food chain, quality of education, national policy design, and the evaluation of human resource development funds. He holds a Master's degree in Human Resource Management from Satya Wacana Christian University (UKSW) in Indonesia, further strengthening his expertise in this field.

As a scholar and academic leader, Longuinhos Santos has actively contributed to shaping higher education policies in Timor-Leste. During his tenure as Minister of Higher Education, Science, and Culture in the 8th Constitutional Government, he played a pivotal role in overseeing and enhancing the quality of higher education institutions. His efforts included the development of national policies, relevant legislation, and the establishment of the Council of Rectors to ensure the sustainability and excellence of education in the country. For his outstanding service to the

state, he was awarded a special acknowledgment by the Prime Minister of Timor-Leste.

Longuinhos Santos has authored three books, two book chapters, and one journal article, reflecting his commitment to advancing knowledge in his areas of expertise. Additionally, he has supervised numerous research projects and served as a primary guide for students and colleagues in his faculty. Through his multifaceted contributions, he continues to impact the academic and policy landscape in Timor-Leste.



Cristovão Reis is an esteemed faculty member in the Department of Economics at the Faculty of Economics and Management, Universidade Nacional Timor Lorosaê (UNTL). With over 20 years of teaching and research experience, he has made significant contributions to the fields of economics and agriculture, particularly focusing on the value food chain, marketing, and consumer studies. His academic journey includes earning a Ph.D. in Management with a specialization in Agricultural Marketing from the Universidade de Évora in Portugal.

Currently serving as an Assistant Professor of Economics at UNTL, Cristovão Reis also extends his expertise as a visiting professor at several private universities in Timor-Leste. Over the years, he has supervised more than 100 undergraduate research projects and actively participated in various research initiatives aimed at enhancing the agricultural sector in Timor-Leste. His academic output includes six journal articles, three book chapters, and one authored book, showcasing his dedication to advancing knowledge in his field.

Through his work, Cristovão Reis continues to contribute significantly to understanding the agricultural value chain and promoting sustainable marketing practices, playing a crucial role in shaping the economic and agricultural landscape of Timor-Leste.

HUMAN RESOURCE MANAGEMENT

Motivation, Discipline, and Performance Satisfaction



Human resource management (HRM) is one of the determining factors in the success of an organization. In the midst of changing times, organizations are required to be able to manage human resources wisely, creatively, and innovatively. One of the biggest challenges facing organizations today is how to create a work environment that is not only productive, but also motivates, disciplines, and provides satisfaction to employees. These three things are the main pillars that underlie success in managing human resources.

Motivation is the factor that drives individuals to achieve goals and give their best in their work. Without motivation, an employee will lose the spirit to contribute optimally. This will certainly have an impact on reducing performance. In this case, employee performance reflects the level of effectiveness and efficiency of individuals in carrying out their assigned tasks. High motivation allows employees to produce quality work and complete responsibilities in a timely manner.

Performance satisfaction is an equally important element. Performance satisfaction includes feelings of satisfaction and appreciation for the work that has been done. Employees who are satisfied with their jobs and work environment tend to have a high level of attachment to the organization. This satisfaction is closely related to better performance outcomes, as employees who feel valued will be motivated to continue making positive contributions.

This book is designed to provide an in-depth insight into how these three elements-motivation, discipline, and performance satisfaction-can be effectively applied in HR management practice. By integrating existing theories and applicable examples in the field, this book is able to provide practical guidance for managers, organizational leaders, and practitioners in the HR field to create a productive and motivating work environment.



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