

The Effect of Initiative, Work Discipline, Understanding of Job Description, and Achievement Motivation on Employee Performance at Pt Walesta

Muhammad Agil Al Djufrie¹*, Sri Mintari², Dirga Lestari³

Master of Management Study Program, Faculty of Economics and Business,
Mulawarman University

Corresponding Author: Muhammad Agil: agildjufrie25@gmail.com

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ABSTRACT

The research departs from findings in the field in the form of workloads that tend to be routine, minimal initiative, a less than optimal reward system, and a decrease in production tonnage that impacts company performance. The research uses a quantitative approach with a survey method. Data were collected through a five-point Likert scale questionnaire that has been tested for validity and reliability. The results of the study indicate that: (1) Initiative has a significant positive effect on achievement motivation; (2) Work discipline does not have a significant effect on achievement motivation; (3) Understanding job descriptions does not have a significant effect on achievement motivation; (4) Achievement motivation has a significant positive effect on employee performance; (5) Achievement motivation significantly mediates the relationship between initiative and employee performance; (6) Achievement motivation does not mediate the relationship between work discipline and employee performance; (7) Achievement motivation does not mediate the relationship between understanding job descriptions and employee performance.

INTRODUCTION

Objective Company can achieved with Wrong One the factors namely Resource Man. Source Power man become factor important in Company so that there is a need for direction and appropriate management (Andriani & Rezeki , 2024) . Success something company or organization has close relationship with the human resources in the company, which where this can also be used as a determining factor in each activity. in company. (Burhanuddin et al., 2023) explain that even though the company can own equipment Which advanced so that No requires contribution employees , companies can develop And endure .

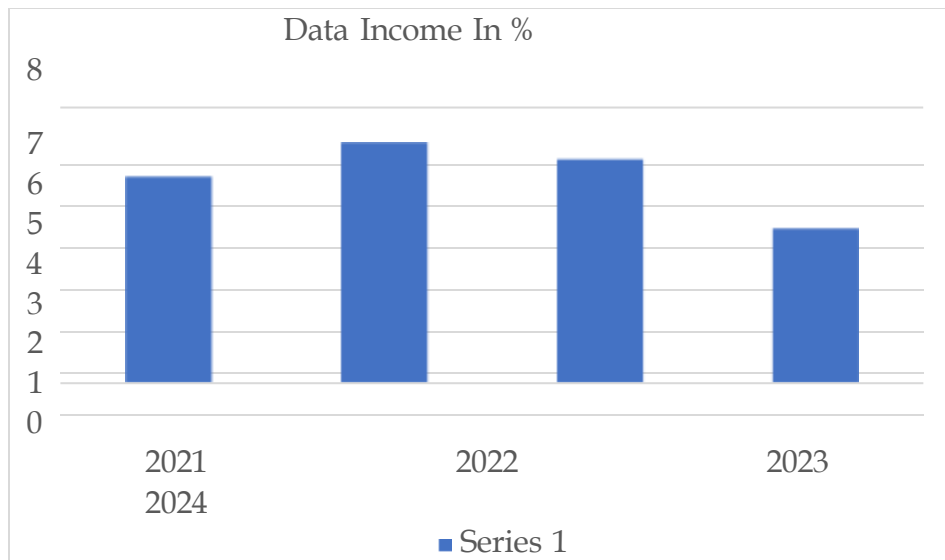
Performance Employee is Wrong One factor key in achieving goals organization, Good in sector government and sw asta. Understanding Which clear to the description work play a role important in helping employees understand not quite enough answer And task Which must implemented, which in turn has an impact on effectiveness their work (Budiani et al ., 2023). Without proper understanding of tasks and roles, employees often experience confusion Which can hinder productivity And lower performance organization (Permana et a l., 2021) .

Besides That, burden Work Which No balanced too become Wrong One factors that influence performance employee. Burden Work Which too height can causes stress, fatigue, and descendants quality of work, while A workload that is too low can cause boredom and lack of motivation (Budiani et al., 2023) . Study in Office Region Java Middle II Directorate General Tax show that coordination Which Good in job description And management burden Work in a way effective can increase effectiveness performance employees (Perma na et al., 2021). However, although important, Lots the company Still not optimal in managing job descriptions and burden Work employee they . Matter This impact on low work effectiveness and achievement of organizational targets .

Workload according to (Sedarmayanti., 2017) description work a is a note systematic And regular about task And not quite enough answer something position, based on on fact what , how , why , when And Where the job implemented , and qualification people who will occupying a position said . Burden Work Which in explain by Employee PT Walesta is in a way general is as a employee own task And not quite enough answer in accordance with the qualification Which owned , but Division of tasks which exists because company category is company Which new develop so task Which carried out also still adapting to the situation company, but on the one hand duties and responsibilities answer Which carried by each employee No increase initiative.

In data Which in gather by researchers, can known that there is a decrease income company. This can be explained further when investigated further. that tonnage Which produced by fish by worker field experience decline Because No existence target Which must in achieve in Work daily, so that employees tend not to have motivation in working, because there is no bonus If employee get total tonnage monthly Which got it eh. So in this case

also affects the availability of goods available and has an impact on goods Which for sale by company, matter this too influence company's annual income.



From data on can known that income annual PT Wallesta experienced increase in 2022 but in 2023 and 2024 more lower than last year 2022. In matter this can known due to absence target for goods Which produced, namely No There is target Which must achieved each month or the year , on the side other matter This can seen from how performance method nest wallet in general, the wallet's nest produced in general indeed No can targeted Because This is results from creature life . However on the side other This result can be stimulated by selecting the location of the swallow's nest house. close to the access to food for swiftlets, ensuring the swiftlet nest house is located in track, to the area has a quiet environment.

Research that done by Budi CitraPermana , *et al .* , explained that variables initiative And motivation Work influential positive And significant on employee performance office region Java Middle II Directorate General of Taxes (Permana) *et al.*, 2021) and research conducted by Fitri Amaliah Ikhtiyari shows that *job description* (description Work) influential in a way positive and significant impact on employee performance (Ikhtiyari , 2023). From some studies that has done , researchers Not yet find study with the variable on a company engaged in the processing of swallow's nests , considering how PT Wallesta move in the field .

From Research gap Which There is can noted that One variables have results Which positive and influential whereas a number of variables Which other No has an influence on employee performance, this is what motivates researchers to describe and analyze the influence from each bell variant that there is, and For that research This entitled " The Influence initiative , work discipline , understanding of description work , And motivation achieve to performance Employee on PT Walesta" .

LITERATURE REVIEW

Work Discipline

Work discipline is the attitude and behavior of employees that reflects compliance with regulations, procedures, and operational standards applicable within the organization. Discipline is not only related to punctuality in arriving and leaving, but also concerns consistency in completing tasks according to targets, maintaining work ethics, and adhering to company policies (Dahkoul, 2018) . In the context of human resource management, work discipline is the foundation for creating an orderly, productive, and professional work environment. A high level of discipline indicates an internal awareness of employees to be responsible for their work without constant supervision. Conversely, low discipline can result in decreased productivity, increased work errors, and disrupted team coordination. Effective implementation of work discipline requires clear rules, consistent supervision, and fair sanctions and rewards. (Samwel, 2018) .

Job description

A job description is a written description of the duties, responsibilities, authority, and working relationships of a position within an organization. This document serves as a guide for employees to understand what to do, how to do it, and the expected standards of performance. A clear job description helps reduce overlapping tasks, minimize role conflict, and improve work efficiency. Job descriptions also serve as the basis for recruitment, training, performance appraisals, and career development (Endende et al., 2022) . In practice, job descriptions include the position's identity, job objectives, details of key duties, performance indicators, and required qualifications. This clarity of information provides employees with clear direction in carrying out their responsibilities. If job descriptions are not systematically structured, employees can experience role confusion, which can lead to decreased motivation and productivity (Kundi et al., 2020) .

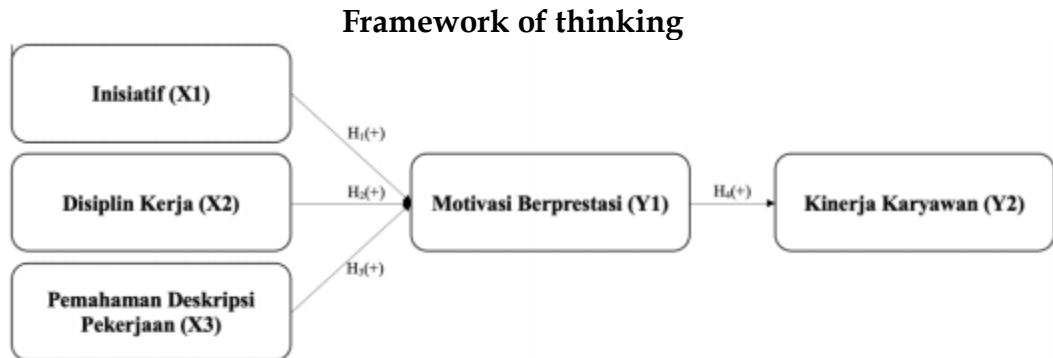
Achievement Motivation

Achievement motivation is an internal drive within an individual to achieve superior work results and exceed established standards. Individuals with high achievement motivation tend to be competitive, set challenging targets, and strive to continuously improve their abilities. In the workplace, achievement motivation plays a crucial role in driving innovation, creativity, and productivity. Employees with this motivation are typically not satisfied with mediocre results but strive to achieve the highest quality in every task they undertake (Prentice et al., 2023) . Factors influencing achievement motivation include the need for recognition, career development opportunities, a fair reward system, and support from leadership. A conducive work environment and an organizational culture that values achievement can also strengthen the drive to achieve. Conversely, a lack of appreciation and development opportunities can dampen the drive to achieve optimal results (Juru & Wellem, 2022) .

Employee performance

Employee performance is the work results achieved by individuals in carrying out tasks according to their assigned responsibilities within a specific period. Performance reflects the employee's level of success in meeting the

standards set by the organization, both in terms of quantity, quality, timeliness, and work attitude. (Aziez, 2022) . Performance appraisal is a crucial aspect of human resource management because it is related to decision-making regarding promotions, rewards, training, and career development. Good performance is usually influenced by various factors, such as competence, motivation, work discipline, leadership, and the work environment. Objective and transparent performance evaluations can increase employee trust in the organization and encourage continuous improvement. Conversely, an unfair appraisal system can lead to dissatisfaction and lower morale.



Hypothesis

H 1 : Initiative influential significant to Motivation Achievement on PT Walesta employees .

H 2 : Discipline Work has a significant influence on Achievement Motivation in PT Walesta employees.

H 3 : Job description has a significant influence on Achievement Motivation of PT Walest employees a.

H 4 : Motivation achieve influential significant to Performance Employee PT Walesta.

H 5 : Motivation Achievement influential significant to the relationship between PT Walesta Employee Initiatives and Performance .

H 6 : Motivation Achievement mediate influence Discipline Work to Performance Employees of PT Walesta.

H 7 : Achievement Motivation mediates influence Description Work to Employee Performance of PT Walesta

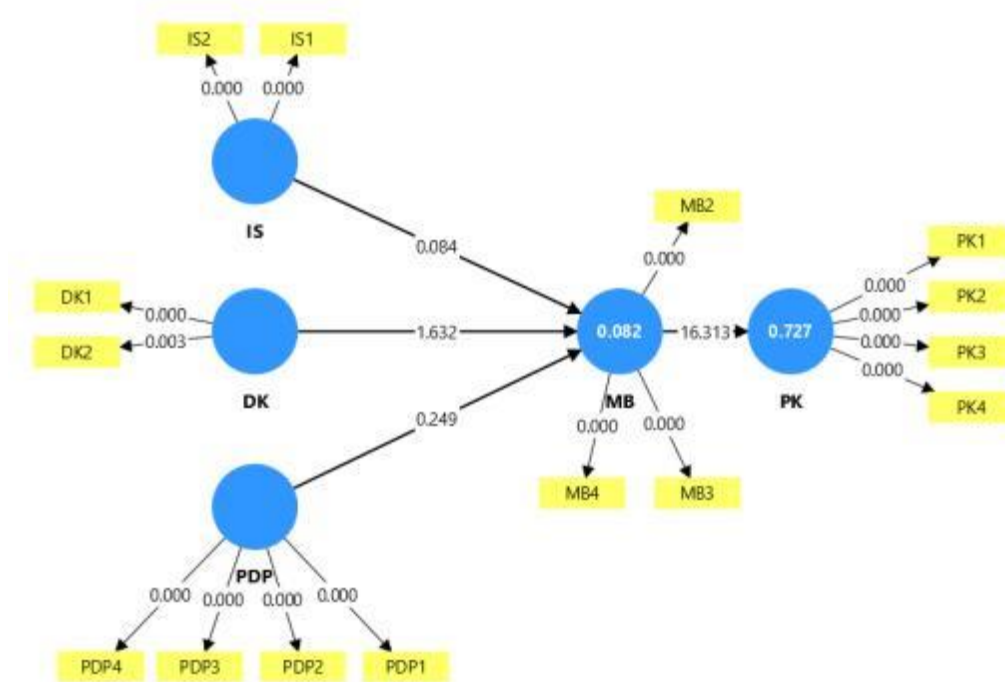
METHODOLOGY

This study uses a quantitative approach with a descriptive and causal design that aims to analyze the influence of initiative, work discipline, and understanding of job descriptions on employee performance with achievement motivation as a mediating variable at PT Walesta. All 50 employees were sampled through a saturated sampling technique. Data were collected using a closed-ended questionnaire based on a five-point Likert scale and supported by direct observation in the work environment. Data analysis was carried out using

variance-based Structural Equation Modeling (SEM) with the help of SmartPLS 4 to test direct and indirect relationships between variables. The analysis stages include outer model testing, inner model testing, hypothesis testing, and mediation testing. In the outer model test, convergent validity was assessed through loading factor values above 0.70 and AVE above 0.50, while discriminant validity was tested using HTMT below 0.90 or the Fornell-Larcker criteria. Construct reliability was measured through Cronbach's Alpha and Composite Reliability with a minimum limit of 0.70. This approach ensures that the research instrument is valid, reliable, and able to explain causal relationships objectively and systematically .

RESEARCH RESULT
Hypothesis Test Results

Figure 1 Hypothesis Test Path Model



source primary processed with SmartPLS 4, 2025

Hypothesis test analysis was carried out by using software SmartPLS 4 Student. Method This chosen Because capable analyze the relationship between latent variables simultaneously, and in accordance with used in research with model structural Which complex and the number of samples limited.

For get estimate parameter Which stable And accurate, testing hypothesis is carried out use method *bootstrapping* , Which make it possible testing significance coefficient path without assuming normal distribution of data .

Testing hypothesis in research This performed on level 5% significance ($\alpha = 0.05$). Evaluation of the significance of the relationship between variables is based on the t-statistic value. and *p-value* Which produced from process *bootstrapping* . A hypothesis stated accepted if the

p-value < 0.05 or value t-statistic > 1.96, Which show existence influence which is significant between variables. On the other hand, the hypothesis declared rejected if the *p* - value \geq 0.05 or t - statistical value \leq 1.96, which indicates that influence between variables No significant in a way statistics . Results testing hypothesis Which produced from the process *bootstrapping* can seen in the following table.

Table 5. 14 Results of Research Hypothesis Testing

	Relationship Between Variables	Original Mean (O)	t-statistic (O/STDEV/)	<i>p</i>-value	Decision
H 1	Initiative → Achievement Motivation	-0.013	0.084	0.933	Rejected
H 2	Work Discipline → Achievement Motivation	0.260	1,632	0.103	Rejected
H 3	Understanding Description Job → Motivation Achievement	0.047	0.249	0.803	Rejected
H 4	Achievement Motivation → Employee Performance	0.853	16,313	0.000	Accepted
H 5	Initiative → Motivation Achievement → Performance Employee	-0.011	0.083	0.934	Rejected
H 6	Work Discipline → Achievement Motivation → Employee Performance	0.230	1,627	0.104	Rejected
H 7	Understanding Description Job → Motivation Achievement → Performance Employee	0.040	0.245	0.807	Rejected

source primary processed with SmartPLS 4 (2025)

Hypothesis test results show the influence between variables, as shown in the table 5.14. The following are the results of the hypothesis test after done analysis Structural model coefficients with t-statistic values and *p-values* .

1. H1: Initiative → Motivation for Achievement

Results testing show mark coefficient track seb esar -0.013 , with mark t-statistic as big as 0.084 and p-value as big as 0.933 . This value is not k meets the significance criteria, so that the hypothesis H1 rejected. Results this indicates that level initiative Which owned employee no effect in a way significant to motivation achieve . This means that there is whether or not there is an initiative work yet certainly encouraging employee to have higher achievement motivation.

2. H2: Work Discipline → Achievement Motivation

Bengujian hypothesis H2 produce mark coefficient path of 0.260 , t-statistic value as big as $1,632$, and p-value seb esar 0.103 . Because it does not meet the criteria significance , so Hypothesis H2 is rejected . Results This shows that discipline Work Not yet capable sec ara significant increase employee achievement motivation . In other words, compliance to rule and accuracy time Work No always followed by improvement encouragement For achieve.

3. H3: Understanding Job Description → Achievement Motivation

Results test show mark path coefficient as big as 0.047 , with The t-statistic is 0.249 and the p-value is 0.803 . Therefore, the hypothesis H3 rejected. Results This indicates that understanding employee limited ap description his job Not yet capable push improvement motivation achieve in a way significant . Employees who understand task And not quite enough The answer is not necessarily having the motivation to achieve greater achievements. tall.

4. H4: Achievement Motivation → Employee Performance

Results testing show mark path coefficient as big as $0,853$, with t-statistic as big as $16,313$ and p-value as big as $0,000$. The i value meets the criteria significance, so that the hypothesis H4 accepted . Results this shows that achievement motivation influence positive and significant to performance employees. The higher the motivation to achieve that employees have , the the more tall also performance produced .

5. H5: Initiative → Achievement Motivation → Employee Performance

The indirect effect test shows the coefficient value of path of -0.011 , with a t-statistic of 0.083 and p-value seb esar 0.934 . Based on these results, hypothesis H5 is rejected. These results indicate that achievement motivation is unable to mediate the relationship between initiative and performance employee . It means , initiative Work No give indirect influence on performance through achievement motivation .

6. H6: Work Discipline → Achievement Motivation → Employee Performance

Results test show mark path coefficient as big as 0.230 , with t-statistic of $1,627$ and p - value is 0.104 , so hypothesis H6 is rejected . This result indicates that motivation achieve No play a role as a mediating variable in the relationship between work discipline and employee performance.

7. H7: Understanding Description Jobs → Motivation Achievement → Performance Employee

Results testing show mark path coefficient as big as $0,040$, with t- statistics of 0.245 and p-value of 0.807 , so that hypothesis H7 rejected. Results This show that motivation achieve No able to mediate influence understanding

description work to performance employees. Results test hypothesis show that Motivation Achievement have a significant impact on Employee Performance, but not acts as a mediating variable in connection between Initiative , Discipline Work , and Understanding Description Work to Performance Employee . Variable Motivation Achievement become factor main Which in a way direct memen garuhi performance employee in this research model .

Mediation Test Results

Table 2 Results of Specific Indirect Test Effect

Relationship between variables	<i>p- value</i>	Standard <i>p- value</i>	Information
Initiative → Motivation Achievement → Employee Performance	0.104	< 0.05	Not Significant
Work Discipline → Motivation Achievement → Employee Performance	0.934	< 0.05	Not Significant
Understanding Job Descriptions → Achievement Motivation i → Employee performance	0.807	< 0.05	Not Significant

Source primary processed with SmartPLS 4 (2025)

The specific indirect effect test presented in Table 5.15, the following findings were obtained .

1. Initiative → Achievement Motivation → Employee Performance
p- value as big as 0.104, Which more big from level significance 0.05. Results This show that influence No direct Which formed No statistically significant, so that Motivation Achievement No role as variables mediation in connection between Initiatives and Performance Employee.
2. Work Discipline → Achievement Motivation → Employee Performance
 Mark *p-value* as big as 0.934, Which Also more big from 0.05. findings this indicates that Motivation Achievement No capable mediate connection between Discipline Work And Performance Employees. Therefore, the increase Discipline Work No give influence No directly on Employee Performance through Achievement Motivation .

DISCUSSION

Influence of the Initiative on Achievement Motivation of PT Walesta Employees

Results testing hypothesis First show that initiative no effect significant to motivation achieve employee PT Walesta . This result indicates that tall low attitude initiative Which shown by employees No as well as

immediately push improvement motivation achieve they in the work environment.

Findings study This contradictory with runway theory Which States that initiative is ability employee For take proactive action without wait instructions from superior as well as ability For solving problem Which faced in a way independent (Robbins & Judge, 2019). In a way theoretical, individual Which own high initiative should own police officer think Which more ripe And can give something more from Which expected, as stated by Taylor (2013) that initiative is ability someone towards sensitivity For quick take action on something work Which exceed what is required or required of the job without waiting for orders . However Thus , reality in PT Walesta show that this relationship is not valid in a way significant .

There is a number of explanation Which can put forward For understand the findings this . First , it is possible that initiative Which shown by more employees nature situational And Not yet internalized as part from work character Which deep . As stated by Widodo (2013), initiative is ability Which developed by someone And not an ability innate. This indicates that even though employees show behavior initiative in work everyday , not yet Of course that matter based on by motivation intrinsic For achievers, but may be more driven by situational demands or expectations organization solely.

Second, the PT Walesta organization may not have provided adequate stimulus . For change behavior initiative to become motivation achieve. Idris et al . (2023) mention that attitude initiative only obtained from in individual self , However need stimulus us from leadership For bring up attitude initiative f from employees. In this context, m even though employees have the ability to take the initiative, However without a system award, recognition, or organizational culture Which support , initiative the No develop become the drive to achieve higher performance i.

Findings Permanent et al. (2021) show that variables influential f initiative positive And significant to performance employee , However in research the No in a way specific test track through motivation achieve as variables mediation. Difference context And characteristics organization be one of the factors Why initiative No own influence to achievement motivation at PT Walesta, even though theoretically the relationship should positive.

The Influence of Work Discipline on Achievement Motivation PT Walesta employees

Testing hypothesis second produce findings that discipline Work no effect significant to employee achievement motivation PT Walesta. Findings This indicates that level discipline employee in obey regulation company, accuracy time, And compliance to procedure Work has not been able to significantly encourage increased achievement motivation .

Results study This No in line with runway theory Which state that discipline Work is Wrong One attitude Which based on on will and awareness For comply policy company related with norm or rule Which valid (M. S. Hasibuan, 2017). In a way conceptual, employee Which Having high work discipline should reflect a sense of responsibility answer big towards the task which are owned, Which in turn can encourage motivation for achievement . Mangkunegara (2012) also put forward that discipline is something supervision to self personal For fulfil condition Which has determined by superior For carry out all something Which has been approved or accepted as something not quite enough answer .

No significance influence discipline Work to motivation achieve at PT Walesta can explained through a number of perspective press . First, possibility that work discipline is applied at the company more nature *compliance* or compliance to rule formal , without accompanied by internalization values which encourages employee For achieve more high . In context This , employees may come appropriate time, obey i regulation, And finish work according to the deadline as per the indicators put forward by Mangkunegara (2017), however matter the done more Because formal obligations than encouragement intrinsic For achieve the achievement more Good .

Second, the discipline system which is applied Possible more emphasize on the aspect punishment or sanctions punishment than *reward* or award . As stated by M. Hasibuan (2019), sanctions punishment the heavier it will be make employee the more Afraid break the rules company, but init thing is not automatic increase motivation achievement. Discipline is encouraged by flavor Afraid to sanctions different with discipline Which appear from awareness And desire For reach performance higher work.

Findings This different with results study Leonardo (2020a) who found that discipline Work influential positive And significant to performance Work employee PT Ambassador Logistics Asia . However thus , research by P ermana et al. (2021) actually shows that discipline variables Work no effect significant impact on employee performance in the Office Region DGT Central Java II, Which in line with findings study This. Difference results This indicates that the influence of work discipline on motivation achieve can varies depending in the context of the organization, work culture and system management that is applied.

The Influence of Understanding Job Descriptions on Motivation Achievement of PT Walesta Employees

Results testing hypothesis third show that understanding job description influential significant to motivation achieve employee PT Walesta. These results indicate that the level of employee understanding of tasks, responsibility, authority, And description work they No significantly influence encouragement they For reach performance Work higher .

Research findings This No in line with theoretical basis which states that description work is recording written about not quite enough the responsibility of a particular job which, when understood well, will help employees in carry out his duties (The state bowl, 2012). In general conceptual, A clear understanding of the job description should be able to minimize error in Work And produce performance Which optimal, which on Finally can push emergence motivation For achievers . In line with matter the, Rivai (2014) state that description work is explanation regarding characteristics work in the form of task And responsibility Which must implemented by employee, in where understanding Which clear awareness of these aspects should encourage employees to carry out work with more Good .

No First , there is possibility that understanding to description work in PT Walesta more nature cognitive or top knowledge formal, without accompanied by with internalization Which deep to meaning And job objectives That Alone. Employee Possible has understand with Good What that should done , how how to do it , and when work the must completed, how put forward in draft description work by Sedarmayanti (2017). However , this understanding does not automatically cause an impulse For achieve greater achievements higher than standard has been determined.

Second , the job description implemented possibility more emphasize on aspect *compliance* or compliance to standard minimum work , without giving room Which Enough for employee For innovate or facing challenges Which can trigger motivation achievers. As put forward by Dessler (2018), understanding to description work of course it is important that Employees can carry out their duties in accordance with the provisions that have been set . but , thing the No necessarily create encouragement for employees to exceed existing performance standards.

Third, motivation achieve, as stated by McClelland (2017), is an internal drive to do work more efficient And more Good from previously with standard Which tall. Encouragement This more associated with personality characteristics, need For achievement, and passion internal For reach satisfaction certain . By Because That , motivation achieve No always stimulated only through understanding n to job description , but rather influenced by psychological factors and deeper personal .

Results study this too show difference with findings Leonardo (2020a) stated that job descriptions have a positive and significant to performance Work employee . Difference the can explained by difference variables dependent Which used . Leonardo measure work performance directly as performance output, Meanwhile, this study places achievement motivation as an intermediate variable. Findings This indicates that understanding to description work allows to have influence direct to results Work employee, However No significantly influence motivation internal For achievers .

The Influence of Achievement Motivation on Employee Performance at PT Walesta

Results testing hypothesis fourth show that motivation achievement has a positive influence and significant on the performance of PT Walesta employees. These results indicate that the more tall motivation achieve Which owned by employees, so the more tall also level performance Which can they produce in carrying out duties and responsibilities he answered.

The findings of this study are in line with the theoretical basis which states that motivation is a tendency to carry out activities that start from encouragement internal individual And Diak Hiri with the adjustment process self to satisfy top motif activity Which done (The state bowl, 2017). Motivation achievers, as encouragement from in self individual For carry out And finish something task with as good as Possible for the sake of reach award or meaningful achievements, as put forward by Hilgard in Dendik (2013), has been proven to be a very strong factor in driving improving employee performance.

McClelland (2017) stated that motivation achieve is an encouragement individual For succeed in competition with standard Which high. Individual with motivation achieve Which tall tend focus on improvement efforts performance as well as own desire For Keep going Study And developing . Characteristics individual with motivation achieve tall according to McClelland, who covering height flavor not quite enough answer personal , ability compile program Work based on plan And objective Which realistic, courage in taking decision And risk, seriousness in finish work with results Which satisfying, and desires For becoming an individual who excels and masters a particular field , has been empirically proven to play a role in increasing employee performance in PT Walesta .

The size mark path coefficient as big as 0.853 show that achievement motivation own influence Which very dominant to performance employees. Things This indicates that part big variation performance employee influenced by level motivation achieve Which owned . Findings This confirm that motivation achieve is factor key Which need get attention Serious from management PT Walestadalam effort improve employee performance and overall organizational performance.

Results this research Also consistent with various researches previously. Mannan (2019) find that motivation achieve influential significant to performance employee in Office Service Tax Primary Makassar North. Festiningtyas and Gilang's research (2020) shows that motivation influential positive And significant to performance employee PT Witel Telecommunications Lembong Bandung. Furthermore , Permanent et al. (2021) too prove that motivation Work influential positive And significant to performance employees at the Central Java II Regional Office of the Directorate General of Taxes .

The consistency of the results of this study with various previous studies strengthens argument that motivation achieve is factor Which universal in influence performance employee on various context organization and type industry. Matter This in line with theory two factor Herzberg as stated by Idris et al. (2023), which states that indicator motivation such as *achievement*, *recognition*, *work itself*, *responsibility*, and *advancement and growth* own role important in push improvement employee performance .

Influence Initiatives towards Performance Employees through Motivation Achievement of PT Walesta Employees

Results testing hypothesis fifth show that motivation no achievement capable mediate connection between initiative And performance employee PT Walesta . Findings This indicates that track No direct from initiatives towards employee performance through achievement motivation empirically proven . No significance role mediation motivation achieve in connection This can be explained through the findings in the first hypothesis, which shows that the initiative No influential significant to motivation achievement . In the principle of analysis mediation , a variables only can play a role as mediator which is significant if relationship between independent variables and dependent variables media proven significant moreover before . By Because that , because initiative has no influence Which significant to motivation achieve , then track mediation through achievement motivation automatically becomes insignificant .

Findings This indicates that although initiatives are theoretically understood as behavior Work Which nature *self-starting*, *proactive*, And capable overcome obstacle (*overcome barriers*), as put forward by Frese and Fay (2001), however in context PT Walesta , initiative Which shown by employees Not yet develop become motivation achieve Which furthermore capable increase performance. This condition is likely influenced by a number of contextual factors, such as a less than optimal reward system that supports initiative behavior, an organizational culture that does not fully encourage decision-making initiative, or job structure that more emphasize on compliance with standard procedures compared to innovation proactivity.

Robbins and Judge (2019) stated that initiatives are the ability of employees to take action proactively without waiting for instructions from superior, and the ability to solve problems independently . However thus, ability the No necessarily fostering internal drive for higher achievement if not supported by adequate organizational factors . In line with this, Idris et al. (2023) emphasizes that initiative does not only come from individuals, but also also requires stimulus And support from the leadership so that your behavior This initiative can develop into a motivation to achieve .

Results study This give implications important for management PT Walesta , that effort improvement performance employee through track initiative cannot fully rely on achievement motivation as a mechanism intermediary. By therefore, it is necessary search alternative route or other mechanisms Which capable convert initiative behavior become increase

employee performance. In addition that , organization also necessary do intervention Which aim strengthen relationships between initiative And motivation to achieve role mediation the can function optimally in the future.

The Influence of Work Discipline on Employee Performance through Motivation Achievement of PT Walesta Employees

Results testing hypothesis sixth show that motivation achievement does not play a role as a mediating variable in a relationship between discipline Work and employee performance PT Walesta . Meskiarah connection show mark positive , However in a way statistics influence No direct this is not significant .

This finding is consistent with the results of testing the second hypothesis which shows that discipline Work No influential significant to achievement motivation. In framework analysis mediation, when the path beginning between independent variables and mediator variables are not significant, then the mediation effect is overall also stated not significant . Thus , the results study this indicates that improvement discipline Work No capable improve employee performance through track improvement motivation achievers .

In a way theoretical, results This No fully in line with view Which state that discipline Work is Wrong One key success organization, as stated by Hasibuan (2017). However, findings study This show that in context PT Walesta, mechanism of influence discipline Work to performance employee No ongoing through motivation achieve. Matter This indicates that discipline Work likely to have influence direct to performance employee without need role achievement motivation as a mediating variable, or there are other mediating variables that are more relevant in explaining this relationship .

Hasibuan (2019) explain that level discipline employee in a organization influenced by various factor r, as intended and ability, exemplary behavior leadership, remuneration, justice, supervision attached (*waskat*), and sanctions punishment. Factors the more related with formation and behavioral reinforcement discipline That alone, not with the process transformation work discipline become encouragement internal to achieve . Condition This can explain why connection between discipline Work And motivation achieve in this research is not show influence Which significant .

Results study this too show difference with findings Leonardo (2020a), which state that work discipline has an effect positive And significant to performance Work in a way directly . However , research the No test the role motivation achieve as variables me diation.

Thus also, research by Ridwan et al. (2024) found that there was an influence significant between discipline work and performance employee, but No enter mechanism of ism mediation in research model . Difference design And model study the can explain Why results study this is not fully in line with research previous.

Findings This give implications practical for management PT Walesta that effort improvement performance employee through enforcement

discipline work better No solely depend on improvement motivation achieve as track intermediary. Approach Which more effective can be done with strengthen connection direct between discipline Work And performance employee, or with identify variables mediation other Which more relevant And contextual according to the characteristics of the organization .

The Influence of Understanding Job Descriptions on Performance Employees through Achievement Motivation for Employees of PT Walesta

Results testing hypothesis seventh show that motivation no achievement capable mediate influence understanding description work to performance employee PT Walesta . Results This indicates that track No direct from understanding description work going to performance employee through achievement motivation has not been proven empirically.

No the significance of the role of mediation This consistent with findings on hypothesis third Which show that understanding description work no effect significant on achievement motivation. As per the principle in analysis mediation, when the path connection between variable independent And mediator variable No significant, so effect medical information in a way overall too declared not significant. Thus, the results of this study indicate that understanding to description work No capable increase performance employees through increasing achievement motivation as an intermediary mechanism.

In a way conceptual, findings This No fully in line with theoretical view Which state that understanding Which clear to job description can help employee carry out his duties with more good and minimize error work (Mangkune gara, 2012). However, research result This show that understanding the No in a way automatic grow internal drive to achieve which ultimately improve performance. This indicates that the relationship between understanding description work And performance employee possibility is direct, without requiring achievement motivation as a mediating variable.

Rivai (2014) explains that description work is description about characteristics work Which covers task And not quite enough answer that should implemented by employees . Understanding Which Good to description The work should help employees in carrying out their duties. work more effectively. However, effectiveness in carrying out work is not always demand existence motivation be outstanding Which tall.

Employee still can Work with Good in accordance with standard Which established , although have no drive to exceed those standards.

Furthermore, Dessler (2018) mention that understanding to the description work covering understanding on task And not quite enough answer, role in achievement objective organization, ability carry out work according to the provisions , as well as clarity description work . Indicators - indicators This more related with cognitive aspects and technical capabilities in implementing work, which is different in nature from achievement motivation.

Achievement motivation places more emphasis on on encouragement internal individual For reach results Which higher from standard has determined .

Results study this too show difference with findings Leonardo (2020a) stated that job descriptions have a positive and significant impact on work performance directly. However, the study did not test role motivation achieve as variables mediation. Difference research model This indicates that understanding description work tend to have influence direct to performance or performance work , without must through improvement motivation achieve moreover formerly . Employees who understands description his job with Good can direct applying understanding the in activity Work daily so that impact on performance improvement.

This finding provides important implications for the management of PT Walesta that efforts to improve employee understanding of job descriptions are needed. should focused on How understanding the can translated into direct to in implementation task Which more effective. By Because that, the organization does not need solely expect that improvement understanding description work will grow motivation achieve Which then increase performance. Approach what is more appropriate is to make sure that description work arranged clearly, relevant, And easy implemented in work daily employee .

CONCLUSION AND RECOMMENDATIONS

Based on the research results and discussions, it can be concluded that initiative, work discipline, and understanding of job descriptions do not significantly influence employee achievement motivation at PT Walesta. This indicates that proactive behavior, compliance with regulations, and understanding of structured tasks have not been able to encourage the emergence of achievement motivation in employees. Work that tends to be routine and standardized is thought to limit work challenges, thus reducing the desire to achieve higher results. Conversely, achievement motivation has been shown to have a significant positive effect on employee performance. Employees who have a strong drive to achieve the best results show greater perseverance, responsibility, and accuracy in producing export-quality products. However, achievement motivation is unable to mediate the relationship between initiative, work discipline, and understanding of job descriptions on performance. This means that proactive behavior, compliance, and understanding of tasks do not automatically improve performance through increased achievement motivation. This condition indicates that employees tend to work according to instructions without encouragement to emphasize performance because the assessment system focuses more on task completion than on rewarding work quality.

Based on these findings, companies are advised to build a more proactive and innovative work culture by providing space for employees to express ideas, engaging in regular work improvement discussions, and recognizing creative contributions. Furthermore, the development of a performance-based reward system needs to be strengthened through the provision of results-based bonuses,

periodic awards, and career development opportunities. This strategy is expected to increase employee achievement motivation, thus directly impacting the company's sustainable performance and productivity.

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