



## Analytical research on Work Motivation and Discipline in Organizational Environment

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### Abstract

This study explores the factors influencing employee motivation and work discipline. Using a qualitative descriptive approach, data were collected through observation, interviews, and document analysis to gain a comprehensive understanding of employee behavior and organizational practices. Findings indicate that both internal and external motivation play significant roles in shaping employee performance. Internal motivation stems from personal values and commitment, while external motivation is fostered through leadership support and performance-based incentives. Work discipline is assessed through indicators such as attendance, punctuality, obedience to superiors, proper use of office equipment, compliance with regulations, and teamwork. Although these aspects are generally implemented, several challenges persist, including limited technological skills, inadequate office facilities, and a bureaucratic culture that hinders optimal performance. The study recommends ongoing motivational efforts and professional development programs to enhance employee discipline and service quality.

**Keywords:** Employee Motivation, Work Discipline.

### Introduction

Every activity within an organization must be aligned and purposefully directed to support the achievement of its goals in an effective and efficient manner. This alignment is essential to ensure smooth operations across all organizational functions (Bellamy *et al.*, 2020). Without motivation, individuals within the organization may struggle to perform optimally. Strong motivation encourages each member to carry out their responsibilities with dedication and accountability (Korkmaz *et al.*, 2022). In this context, work guidelines serve as a vital reference that each organizational unit must follow. Nevertheless, the success of organizational activities also heavily depends on the availability of adequate human resources, both in terms of quantity and quality. Competent personnel enable each department to

fulfill its duties effectively, which, when integrated, contribute to the overall performance of the organization (Ciobanu *et al.*, 2019).

In line with this, one critical aspect that requires serious attention is the enhancement of motivation among public officials, both at the central and regional levels (Bureau *et al.*, 2022). By providing appropriate motivational support, civil servants are expected to improve their performance and contribute more effectively to the achievement of organizational objectives (Farida *et al.*, 2018). This can be realized through the implementation of fair reward systems, recognition, and even sanctions, as forms of appreciation and performance control (Malik & Verawati, 2016).

To enhance employee motivation which serves as the driving force behind all organizational activities various strategies can be implemented. One effective approach is providing targeted guidance and performance-based incentives tailored to individual achievements (Schwarz *et al.*, 2020). Issues related to motivation have also been observed at the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency, a government institution responsible for delivering public services. In line with the government's policy to improve the quality of public services, Regional Financial and Asset Management Agency Tulang Bawang Barat is expected to carry out its duties effectively across all areas of responsibility. Therefore, boosting employee motivation, particularly among civil servants within this agency, has become a critical issue that requires serious attention.

By offering appropriate motivational support, it is expected that employees will be able to improve their performance and contribute more effectively to achieving organizational goals (Haider *et al.*, 2019). This effort will be more impactful if motivation is fostered through a fair reward system such as recognition, performance-based incentives, and proportional disciplinary measures all of which should be implemented based on objective performance evaluations (Serhan *et al.*, 2018).

The Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency consistently develops annual programs and work plans as part of its efforts to realize its mission. The implementation of these programs is continuously promoted through various control mechanisms, as well as through efforts to enhance

employee motivation and discipline. However, the execution still faces significant challenges, particularly due to the wide coverage area and diverse characteristics of the Tulang Bawang Barat region. Initial observations indicate that the implementation of work programs is hindered by budget limitations and low levels of employee motivation and discipline. To address these challenges, competency development based on objective analysis is expected to improve work productivity and ensure the effective execution of organizational programs. Competence is a crucial factor in achieving clean and authoritative governance, while also fostering professionalism in line with employees' capabilities.

Empirically, the performance of civil servants at Regional Financial and Asset Management Agency Tulang Bawang Barat in delivering public services is often guided solely by internal procedures and service standards. These services tend to rely heavily on technical guidelines without adequate consideration of public accountability. This condition reflects a weak bureaucratic commitment to the responsibilities of public service delivery.

## **Literature Review**

### **a. Motivation**

Motivation is a set of attitudes and values that influence an individual in achieving specific goals aligned with their personal desires. Although these attitudes and values are intangible, they possess the power to drive a person to take action in pursuit of their objectives (Ahmed et al., 2021). This internal drive comprises two main components: behavior, which refers to the actions taken to reach a goal, and behavioral intensity, which indicates the level of effort exerted by the individual (Saeed *et al.*, 2019).

According to (Mardanov, 2021), work motivation can be classified into two types: intrinsic and extrinsic motivation. Intrinsic motivation originates from within the individual and is driven by an internal awareness of the importance and meaning of the work being performed. Individuals who are intrinsically motivated tend to work with the primary aim of completing tasks correctly and effectively, without relying on external incentives. In contrast, extrinsic motivation arises from external factors, such as environmental demands or situational conditions, that compel a person to perform at their best. For instance, a person may demonstrate strong

dedication at work in the hope of receiving tangible rewards such as a high salary, prestigious position, power, recognition, or even to avoid potential punishment.

### **b. Work Discipline**

Essentially, discipline represents a form of obedience and commitment, reflected in an individual's attitude, behavior, and dedication to adhering to the rules, agreements, and commitments established between the organization and its members (Arghode *et al.*, 2022). It emerges as a manifestation of compliance with the norms and regulations that form the foundation of working relationships within an organization. Therefore, discipline is not merely a normative concept; it is a fundamental element that must be consistently enforced to ensure the smooth and effective execution of tasks (Thompson *et al.*, 2020). In the absence of discipline, work performance is likely to deviate from planned objectives, ultimately hindering the achievement of the organization's overall goals (Rivaldo & Nabella, 2023).

Essentially, the primary objective of implementing work discipline is to shape individual behavior in alignment with the norms, rules, and standards established by the organization (Wilkinson *et al.*, 2020). Discipline enables employees to adapt socially within the workplace, thereby fostering order and efficiency in task execution (Tao *et al.*, 2022). Organizational regulations serve as a guiding framework that all members are expected to follow in order to maintain harmony and maximize work productivity (Velasquez & Salazar, 2024).

(Aryanti & Perkasa, 2024) identify several indicators that can be used to assess the level of employee discipline. These include: (1) attendance, (2) punctuality, (3) compliance with supervisors' instructions, (4) responsibility in the use and maintenance of office equipment, (5) adherence to rules directly related to work productivity, and (6) the ability to collaborate effectively with colleagues. These indicators collectively reflect the extent to which employee discipline contributes to the achievement of organizational productivity and overall performance.

### Research Framework

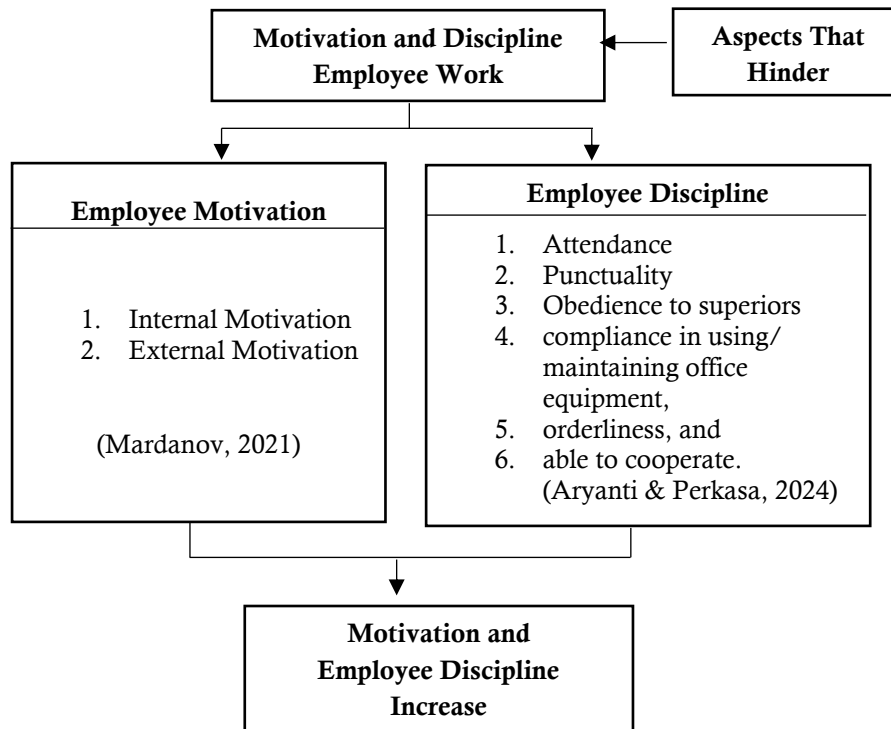


Figure 1. Framework

### Methodology

This study employs a qualitative descriptive approach, aiming to gain an in-depth understanding of the phenomenon under investigation without relying on statistical procedures or other forms of quantification. The research was conducted at the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency. Data collection was carried out using three main techniques: observation, interviews, and document analysis. Observation enabled the researcher to directly examine various activities and situations relevant to the research focus. This technique offers the advantage of allowing the researcher to witness events and behaviors firsthand, without relying solely on verbal communication as in interviews or surveys (Waruwu, 2024).

In addition to observation, interviews served as a primary instrument for gathering data. A semi-structured interview guide was used to obtain detailed information from selected informants, chosen purposively based on their relevance

to the research topic. These informants included the Head of BPKAD, the Head of the Treasury Division, and three staff members considered to have pertinent insights.

Document analysis complemented the primary data collection methods by examining various written sources such as books, reports, articles, and official documents related to the research subject. This technique aimed to enrich the primary data obtained through observation and interviews, providing a more comprehensive view of the research problem.

The qualitative data analysis process involved three interrelated components carried out continuously: data reduction, data display, and conclusion drawing with verification. These stages are interconnected and play a crucial role in producing valid and in-depth research findings.

## **Result And Discussion**

### **Motivation and Work Discipline of Employees at the Financial and Regional Asset Management Agency of West Tulang Bawang Regency.**

#### **Employee Motivation**

Motivation is a key element in the organizational control mechanism, both at the organizational level and within its individual units. The process of measuring motivation is not incidental; rather, it involves a series of systematic, continuous, and integrated activities aimed at ensuring that the organization consistently moves toward its predetermined goals. In the context of examining work motivation as a means of improving employee performance at the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency, this study adopts a theoretical approach based on (Mardanov, 2021). According to Winardi, motivation refers to the drive or guidance that originates from two primary sources: (1) internal factors, such as personal needs, values, and expectations, and (2) external factors, such as rewards, work environment, and organizational systems. These sources collectively encourage individuals to take action and achieve specific objectives.

#### **a. Internal Factors**

Internal motivation refers to an individual's intrinsic drive to take action in pursuit of meaningful goals. In the workplace, this type of motivation emerges as a self-generated force that encourages employees to fulfill their responsibilities based on personal needs, aspirations, and a sense of purpose closely aligned with their roles.

Unlike external motivation, which is influenced by rewards or pressures, internal motivation arises from within the individual, reflecting a genuine commitment to personal and professional growth. It is this internal drive that often sustains long-term performance and job satisfaction.

Based on an interview with the Head of the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency, it was found that most employees are internally motivated to complete their tasks quickly and accurately. However, there are still some employees who lack motivation despite receiving guidance, indicating the crucial role of intrinsic drive. The leadership plays an active role by providing clear instructions, ensuring that tasks are performed in accordance with job descriptions, and maintaining consistent coordination.

This aligns with (Mardanov, 2021) view that motivation is both an internal and external force that influences a person's work behavior to achieve optimal results. In this regard, leadership must also foster a work environment that supports intrinsic motivation and strengthens individual responsibility. Rather than being mutually exclusive, intrinsic and extrinsic motivation can complement each other in enhancing employee performance.

Furthermore, interviews with staff revealed that they strive to stay self-motivated and complete their tasks on time, although they often face certain limitations. This observation supports Barusman & Habiburrahman (2022), perspective that motivation stems from a desire shaped by one's perceptions, experiences, and expectations. Internal motivation encourages individuals not only to act but also to evaluate the outcomes of their efforts.

In conclusion, intrinsic motivation is an internal drive reflected in employees' actions and serves as a key factor in fulfilling their duties in line with their respective roles and responsibilities.

#### b. Factors External

To optimize employee work discipline, organizational leaders must provide continuous motivation to encourage employees to complete their tasks effectively. Based on interviews conducted at the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency, various motivational efforts have been

implemented to improve discipline, including regular monthly meetings aimed at strengthening employee commitment and coordination in delivering public services.

This aligns with Mardanov (2021), perspective, which emphasizes that motivation comprises both internal and external drives that influence work behavior. When linked with rewards and recognition, motivation can significantly enhance both performance and discipline. Supporting this view, (Hameduddin & Engbers, 2022) asserts that motivation is a process that encourages employees to work sincerely and wholeheartedly toward achieving organizational goals.

Interview findings with staff revealed that, despite challenges such as heavy workloads and limited personnel, they strive to maintain discipline. These constraints often create pressure in task completion. Espinosa & Rakowska (2018), reinforces this by stating that effective public service delivery requires not only an adequate number of human resources but also the necessary competencies to support policy implementation.

Furthermore, the Head of Regional Financial and Asset Management Agency emphasized that employees should be proactive in understanding and executing their responsibilities without waiting for explicit instructions. Nevertheless, inconsistencies in task completion still occur, often due to frequent schedule changes. Haposan & Supartha (2023), adds that public service aims to foster a fair work environment, where discipline is not solely a managerial duty but also a foundational principle of public administration and service delivery.

### **Employee Work Discipline**

To measure employee discipline at the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency, this study refers to the framework proposed by (Aryanti & Perkasa, 2024). They identify several key indicators that reflect the level of employee discipline: (1) attendance, (2) punctuality, (3) compliance with supervisors, (4) compliance in using/maintaining office equipment, (5) Orderliness with Respect to Regulations, and (6) the ability to cooperate effectively with others. These indicators collectively provide a comprehensive basis for assessing the discipline of employees within the organization.

#### a. Attendance

Employee attendance at the office is commonly referred to as employee presence. This presence encompasses two key aspects: attendance and absence. Both are considered crucial in managing work because they are closely linked to employee performance. Furthermore, attendance and absence also reflect the level of discipline within an institution.

According to an interview with the Head of the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency, employees at this agency generally adhere to the attendance regulations. When an employee is absent, they usually inform their supervisor or colleagues to ensure that their tasks can be reassigned to other team members.

However, employee attendance often requires special attention, especially when urgent tasks need to be completed. Prolonged absences can hinder the smooth progress of administrative duties for which the employee is responsible. From an administrative perspective, monitoring attendance and absence is the responsibility of the management. Therefore, leaders must accurately record and supervise employee attendance, as well as analyze the data by presenting it in graphs or tables preferably accompanied by daily notes and monthly reports. This practice is vital for effective human resource management within the agency.

#### b. Punctuality

Timeliness plays a crucial role in maintaining the relevance of information. If information is not available when needed or arrives late after reporting, its value for subsequent decision-making diminishes significantly. Therefore, timeliness means that information must be delivered promptly to remain effective in supporting decisions.

According to an interview with the Head of the Regional Financial and Asset Management Agency of Tulang Bawang Barat, employees generally perform their duties; however, limitations in their capabilities sometimes result in tasks not being completed on time, indicating that employee performance has not yet reached its full potential.

In the author's view, discipline is essential for successful service delivery. A key factor in fostering discipline is the quality of human resources, who are the

primary executors within the organization. Therefore, it is imperative to adequately prepare human resources to consistently provide disciplined and relevant public services aligned with their respective responsibilities.

c. Compliance with supervisors

Compliance with supervisors' instructions in service delivery is a crucial factor for organizational success and reflects employee discipline. This compliance serves as a benchmark for the effective implementation of organizational programs and can enhance productivity and teamwork across units and related institutions, ultimately leading to better service quality.

According to an interview with the Head of the Regional Financial and Asset Management Agency of Tulang Bawang Barat, employees generally comply with their supervisors' tasks. However, some exhibit a lack of discipline due to personal issues such as family or health problems. Additionally, the complexity of service tasks makes it challenging for some employees to follow procedures properly, requiring leaders to become more involved or limit authority to address employees' capacity constraints.

d. Compliance in using/maintaining office equipment

Employee discipline reflects the role of civil servants as both public and state servants, helping them avoid prohibited behaviors. In this context, public services provided by local governments aim to improve community welfare through an integrated system that combines the service operating system and the service delivery system.

As stated by the Head of the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency, employees are strictly prohibited from engaging in actions that violate laws or regulations, as such behavior can harm the state or others.

Theoretically and empirically, discipline is an internal drive that motivates employees to perform at their best and achieve optimal results. It fosters a positive mindset that discourages shortcuts and promotes ethical conduct. A disciplined employee is more likely to think constructively, develop effective plans, and pursue success through consistent effort and perseverance.

#### e. Orderliness with Respect to Regulations

As social beings, humans are naturally inclined to live in communities and form relationships with one another. Aristotle described humans as *Zoon Politikon*, a concept further emphasized by Hans Kelsen, who stated that humans are inherently social and political beings. This nature drives them to organize and interact within society. Through these social interactions, a network of relationships is formed, which collectively shapes society. To maintain order within this dynamic environment, disciplined behavior is essential.

An interview with the Head of the Regional Financial and Asset Management Agency of Tulang Bawang Barat revealed that most employees carry out their duties with discipline. However, some still struggle to complete tasks on time due to limited capabilities, indicating suboptimal productivity. Although the number of personnel is sufficient, the lack of initiative and responsibility to improve performance results in poor work quality. Many employees perform their tasks routinely without making efforts to address previous shortcomings.

#### f. Able to Collaborate

In today's modern era, collaboration is undeniably essential for achieving organizational goals. As such, the Regional Financial and Asset Management Agency of Tulang Bawang Barat must continuously foster a spirit of cooperation among its members, both internally and externally.

According to the Head of the Agency, employees generally demonstrate good collaboration across divisions, resulting in synergy that supports the effective execution of their respective duties. This view reflects a systems perspective, recognizing that no division can function in isolation. Coordination, therefore, relies on harmony of actions, efforts, and adjustments between units to ensure organizational alignment and efficiency.

### **Conclusion and Implication**

#### **Conclusion**

Based on the findings and discussion, it can be concluded that employee motivation and work discipline at the Regional Financial and Asset Management Agency of Tulang Bawang Barat Regency have been implemented in accordance with relevant aspects. Internally, employees are driven by the desire to fulfill their

needs and aspirations, while externally, motivation is fostered by leadership efforts to encourage the achievement of work targets. Employee discipline is reflected in various dimensions, including attendance, punctuality, compliance with supervisors, proper use and maintenance of office equipment, adherence to work-related regulations, and the ability to collaborate effectively. Although these disciplinary aspects have generally been observed, their implementation has not yet reached an optimal level.

Several factors hinder the effective implementation of motivation in improving employee performance. These include low motivation levels that lead to delays in task completion and a lack of personnel skilled in information technology. In addition, inadequate work facilities such as the absence of comfortable office space further constrain employee productivity. The prevailing bureaucratic culture, which is not yet fully oriented toward work quality, also affects the success of discipline enhancement efforts. Furthermore, the fact that many employees are pursuing higher education outside the region limits the consistent enforcement of discipline within the agency's office environment.

### **Implication**

Based on the results of this study, several recommendations can be made. To improve employee performance, it is essential to continuously provide work motivation. This includes offering external incentives such as rewards or performance-based bonuses to encourage optimal performance. At the same time, internal motivation should be strengthened through regular evaluations, such as weekly or monthly meetings, to review the implementation and progress of work programs.

Additionally, efforts to enhance employee discipline at the Regional Financial and Asset Management Agency of Tulang Bawang Barat should be reinforced by enforcing appropriate sanctions for violations of civil service regulations. Furthermore, employees should be given greater opportunities to pursue higher formal education and participate in professional development programs, particularly in the field of information technology. These training initiatives, ideally funded by the local government, are crucial to improving the overall quality of work.

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