

The Impact of Work Motivation and Work Discipline on Employee Performance in Enhancing Business Performance at PT. Hamatetsu Indonesia

Dampak Motivasi Kerja dan Disiplin Kerja Terhadap Peningkatan Kinerja Karyawan dalam Meningkatkan Kinerja Bisnis di PT. Hamatetsu Indonesia

Reka Tri Utari¹, Asep Jamaludin², Nandang³

Management Study Program, Faculty of Economics and Business, Universitas Buana Perjuangan Karawang^{1,2,3}

[¹](mailto:rekautari@mhs.ubpkarawang.ac.id), [²](mailto:asepjamaludin@ubpkarawang.ac.id),
[³](mailto:nandang@ubpkarawang.ac.id)

ABSTRACT

This study aims to investigate and analyze the influence of Work Motivation and Work Discipline on Employee Performance at PT. Hamatetsu Indonesia. This research is quantitative in nature and employs a causal method with a survey approach to the employees of PT Hamatetsu Indonesia. The population set for this study is 172 employees, with a sample size of 120 determined using the Slovin formula and employing simple random sampling technique directed at PT. Hamatetsu Indonesia employees. The data used in this study are primary data obtained through the distribution of questionnaires. The analytical tools used in this research include multiple regression, correlation, coefficient of determination, and hypothesis testing. The results of the study indicate that simultaneously, work motivation and work discipline have a significant influence on employee performance. Specifically, work motivation has a significant influence on employee performance. Additionally, work discipline also has a significant influence on employee performance. It is evident that work motivation and work discipline positively influence the enhancement of employee performance. The limitations of this study only focus on two influencing variables and need further development in terms of research variables and research objects. This study can be considered by institutions to contemplate factors that can improve employee performance. It is hoped that future research will add more variables and focus on different business fields.

Keywords: Work Motivation, Work Discipline, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan di PT. Hamatetsu Indonesia. Penelitian ini bersifat kuantitatif dan menggunakan metode kausal dengan pendekatan survei terhadap karyawan PT Hamatetsu Indonesia. Populasi yang ditetapkan untuk penelitian ini adalah 172 karyawan, dengan jumlah sampel sebanyak 120 yang ditentukan dengan menggunakan rumus Slovin dan menggunakan teknik simple random sampling yang ditujukan kepada karyawan PT. Hamatetsu Indonesia. Data yang digunakan dalam penelitian ini adalah data primer yang diperoleh melalui penyebaran kuesioner. Alat analisis yang digunakan dalam penelitian ini meliputi regresi berganda, korelasi, koefisien determinasi, dan uji hipotesis. Hasil penelitian menunjukkan bahwa secara simultan, motivasi kerja dan disiplin kerja memiliki pengaruh yang signifikan terhadap kinerja karyawan. Secara parsial, motivasi kerja memiliki pengaruh yang signifikan terhadap kinerja karyawan. Selain itu, disiplin kerja juga memiliki pengaruh yang signifikan terhadap kinerja karyawan. Hal ini membuktikan bahwa motivasi kerja dan disiplin kerja berpengaruh positif terhadap peningkatan kinerja karyawan. Keterbatasan penelitian ini hanya berfokus pada dua variabel yang berpengaruh dan perlu pengembangan lebih lanjut dalam hal variabel penelitian dan objek penelitian. Penelitian ini dapat menjadi bahan pertimbangan bagi institusi untuk merenungkan faktor-faktor yang dapat meningkatkan kinerja karyawan. Diharapkan untuk penelitian selanjutnya dapat menambah variabel dan fokus pada bidang usaha yang berbeda.

Kata Kunci: Motivasi Kerja, Disiplin Kerja, Kinerja Karyawan

1. Introduction

In today's global corporate environment, organizations must leverage resources that are proactive, intelligent, innovative, and capable of working with high enthusiasm. These resources, especially human resources (HR), play a fundamental role in an organization's ability to thrive amidst competition (Nunung et al., 2018). Organizations exist to serve human needs, and thus, human resources become a strategic asset crucial for achieving organizational objectives. The success of an organization depends heavily on how effectively it manages its HR to reach business goals (Akilah, F., 2018). Therefore, human resource management is central to organizational performance, and HR departments must possess the appropriate skills and flexibility to adapt to changes in the business environment (Akilah, F., 2018).

Employee performance is directly linked to organizational success. Performance, defined as the ability to perform tasks efficiently, is an essential factor in whether an organization achieves its goals. According to Sedarmayanti (2017), employee performance and organizational performance are closely connected. Employees' contributions are key to an organization's effectiveness and its ability to meet established targets. In the case of PT Hamatetsu Indonesia, a manufacturing company producing parts for two-wheeled and four-wheeled vehicles, the performance of employees is a critical issue. Problems such as inefficiency in completing tasks on time, failure to adhere to Standard Operating Procedures (SOPs), and poor work organization have been identified in the preliminary research (Sedarmayanti, 2017). These performance issues hinder the company's ability to meet its production and organizational goals.

Motivation is a significant factor influencing employee performance. It is an internal force that drives individuals to act and achieve their goals, often bolstered by external factors such as encouragement from superiors or financial rewards (Alexander, J. A., 2020). At PT Hamatetsu Indonesia, lack of motivation arises from employees' limited understanding of the company's vision, mission, and their roles within the organization. When employees lack clarity about their responsibilities, their motivation and performance are adversely affected (Alexander, J. A., 2020). Moreover, work discipline is another critical element in driving performance. Poor work discipline, manifested in absenteeism and tardiness, further exacerbates performance issues. According to Sinambela (2019), discipline is an essential component in an organization's efforts to meet its goals. Without proper discipline, employees are unlikely to comply with organizational regulations, hindering both individual and organizational success.

Employee performance is influenced by the combination of motivation and discipline. High levels of motivation, coupled with strong discipline, lead to superior performance outcomes (Chao, L. Z., 2019). Research shows that when employees are motivated and disciplined, they tend to perform better, which in turn helps the organization achieve its objectives and maintain a competitive edge (Soesatyo, 2015). High-performing employees are essential for realizing organizational strategies, gaining a competitive advantage, and achieving business targets. Therefore, improving employee motivation and work discipline is critical for PT Hamatetsu Indonesia to enhance its performance and achieve its organizational goals.

This research aims to explore the impact of work motivation and work discipline on employee performance at PT Hamatetsu Indonesia. By examining these factors, the study will provide insights into how these elements influence employee performance and contribute to the company's success. The findings will address a gap in the literature concerning motivation and discipline in the manufacturing sector, especially in Indonesia, offering practical recommendations for improving employee performance in the company.

2. Literature Review

Human Resource Management

Human Resource Management (HRM) is a very important strategic approach to managing human resources in an organization. Its main focus is to maximize the contribution of employees to achieve organizational goals. This is done by creating a productive work environment and motivating employees to perform optimally. HRM plays a crucial role in meeting the ever-changing challenges in the business world, ensuring organizational sustainability, and strengthening long-term growth. With an effective approach to HRM, organizations can respond to market dynamics more adaptively and ensure operational continuity and continuous target achievement. (Afandi, 2018).

Human Resource Management (HRM) highlights the importance of optimal utilization of human resources (HR) to achieve organizational or corporate goals. This approach considers employees as more than just production factors but rather as valuable assets who have skills, knowledge and potential that can be developed to improve organizational performance. By understanding that investment in employee development and empowerment can deliver significant long-term returns, HRM encourages efficient and effective HR management. This includes selective recruitment processes, ongoing training and development, and the creation of a work environment that supports growth and innovation. Through this approach, HRM aims not only to achieve current organizational goals, but also to prepare the organization for future challenges and opportunities with skilled, trained, and potential human resources. HRM is considered a strategic approach in managing individuals in an organization, where awareness of the added value possessed by human resources is key. In this perspective, employees are not just costs, but also investments that can provide added value to the organization. Therefore, HRM seeks to create a work environment that supports employee growth, increases engagement, and ensures well-being to effectively achieve organizational goals. (Eulin, R, 2020).

Work motivation

Work motivation is the force that drives individuals to achieve goals and perform better in the work environment. It involves a combination of internal factors, such as personal satisfaction and a sense of accomplishment, and external factors, such as recognition and material rewards. Each individual has a unique motivation, which can be influenced by various factors such as the work environment, individual needs, and expectations of rewards. High levels of work motivation not only result in better productivity, but also result in better employee retention and overall satisfaction. Therefore, human resource management often makes efforts to understand and strengthen employee motivation through strategies that include recognizing achievement, career development, and creating a work environment that supports individual growth. (Bangun, W, 2018).

Work motivation plays a crucial role in shaping employee behavior and performance within an organization. Defined as the drive that drives individuals to act, work, and achieve certain goals, work motivation is a key focus for human resource management and organizational leaders. Understanding the factors that can increase employee motivation and creating a work environment that supports and motivates them is an important step in achieving organizational growth and progress. According to Hasibuan (2019) work motivation indicators include having responsibility, work achievement, opportunities for advancement, appreciation for performance and desire for challenging tasks. By paying attention to and managing these aspects, management can build a work culture that triggers intrinsic and extrinsic motivation, encourages employees to make maximum contributions and accelerates the achievement of overall organizational goals.

Work discipline

Work discipline is the key to employee compliance, order and obedience to norms, rules and procedures in the work environment. It involves maintaining order in the organization of the room, adherence to uniforms and completion of tasks according to set schedules. A high level of work discipline is the foundation for efficiency, productivity and a positive work atmosphere. When employees consistently adhere to rules and carry out tasks on time, the work environment can run efficiently, encourage optimal productivity and create a pleasant and harmonious atmosphere in the workplace. Human resource management is usually involved in developing policies and practices that support good work discipline and provide guidance and support to employees to maintain optimal levels of discipline. (Gary, 2015).

Work discipline is the foundation of employee compliance and discipline to the rules and norms that apply in the work environment. It includes aspects of personal awareness and individual responsibility for the work they do. As part of work discipline, employees are expected to take initiative and take full responsibility for the tasks and responsibilities they carry. In addition, work discipline also includes an understanding of the consequences or sanctions that employees may face if they violate the rules that have been set. These consequences can be in the form of reprimands, penalties or even termination of employment which aims to encourage obedience and ensure compliance with company policies. Thus work discipline plays an important role in maintaining order and efficiency in the work environment and ensuring that organizational goals can be achieved properly. It is intended to encourage obedience and ensure compliance with company policies (Wayne R, 2019). According to Hasibuan (2019) there are several indicators that influence employee work discipline. First, individual goals and abilities in understanding and setting clear work targets provide a foundation for the creation of high work discipline. Second, the example shown by the leadership in complying with company rules and norms significantly influences employee behavior patterns. Third, the existence of strict and consistent legal sanctions against rule violations is a trigger for employees to comply with applicable regulations. Fourth, the principle of justice in setting up the reward and punishment system also plays an important role in maintaining work discipline. Finally, nurturing or coaching provided by superiors to their subordinates can shape attitudes and behaviors in accordance with organizational norms, thereby increasing overall work discipline. By paying attention to these indicators, companies can create a work environment that supports the creation of optimal work discipline among its employees.

Employee performance

Employee performance reflects the extent to which the individual has successfully achieved and exceeded the standards set by the organization within a certain period of time. It includes various aspects such as productivity, quality of work, innovation, punctuality and the ability to work effectively in a team. Employee performance evaluation is important because it provides an overview of their contribution to the achievement of organizational goals. Through this evaluation process, management can identify employees' strengths and weaknesses, provide constructive feedback, and identify areas where further improvement or development is required. Thus, employee performance evaluations not only provide an understanding of individual achievements, but also form the basis for decision-making regarding rewards, promotions, or further career development within the organization. Performance evaluation involves assessing an employee's work abilities and skills. This includes understanding of the job, technical skills and the ability to complete assigned tasks (Hasibuan, 2019).

Employee performance can indeed be defined as the results or achievements obtained by an employee in carrying out his duties, and the assessment is generally based on certain predetermined criteria. Performance appraisal is to provide a better understanding of employee contributions, assist human resource management in making decisions regarding career development, and ensure that each individual contributes effectively to organizational goals. Performance evaluation is not just about giving an assessment, but also providing feedback to employees. In addition, it can provide a basis for personal development plans and opportunities for future performance improvement (Afandi, P, 2018). Hasibuan (2019) states that there are several general indicators related to performance, namely: 1) work performance; 2) attendance rate; which measures employee compliance with schedules and responsibilities; 3) compliance with company regulations; and 4) communication effectiveness.

Effect of work motivation on employee performance

Work motivation plays a big role in determining employee performance within an organization. When employees feel motivated, they tend to show higher levels of productivity because they have an internal drive to achieve set goals. In addition, strong motivation also encourages high dedication to work, making employees more focused and passionate in carrying out their tasks. Employees who feel motivated are also more likely to have a high level of commitment to the organization they work for because they see the value and feel connected to the company's mission and vision. All of this together forms a productive and harmonious work environment where employees feel encouraged to give their best in their work (Cicha, 2022). Highly motivated employees are generally more productive. Strong motivation encourages them to work more persistently and intelligently in achieving goals and completing assigned tasks. Good attendance rates are usually found in motivated employees. They tend to attend consistently and are rarely absent because they feel motivated to perform their duties (Khatter, A, 2022).

Work motivation plays an important role in improving employee performance within an organization. When employees feel motivated they tend to show higher levels of engagement in their work which leads to increased productivity and positive contributions towards achieving company goals. In addition, strong motivation also triggers a greater sense of responsibility towards assigned tasks, causing employees to focus more and strive to achieve optimal results. Thus, high work motivation builds a dynamic and productive work environment where employees feel motivated to continuously improve themselves and make meaningful contributions to the overall success of the organization. Motivated employees tend to be more productive because high motivation encourages them to work more efficiently and effectively, resulting in increased work output. By designing effective motivation strategies, organizations can improve employee well-being, enhance performance, and achieve their goals more efficiently. Sustainable work motivation can shape a dynamic, innovative and achievement-focused work environment (Gjersoe, H. M, 2021).

Effect of work discipline on employee performance

Work discipline plays an important role in influencing employee performance in organizations. Good discipline helps shape a structured, efficient and productive work environment. The existence of work discipline creates order and order in the workplace. (Arif, M. et al, 2019). Employees who have good discipline tend to undergo work schedules, rules and procedures with rigor and consistency. They consistently follow company rules and policies, showing high adherence to company standards. By obeying the rules, they avoid violations that could harm the organization's performance and reputation. This attitude not only reflects professionalism but also creates a stable

and efficient work environment which in turn can improve overall performance and strengthen the company's reputation in the eyes of employees and external stakeholders (Sarwani, 2016).

Work discipline has a significant positive influence on employee performance in the organization. A good level of discipline can bring a number of positive benefits that affect overall employee performance. Work discipline creates an atmosphere of order and regularity in the workplace. Disciplined employees tend to follow schedules, rules, and work procedures consistently (Suyitno, 2017).

The influence of work motivation and work discipline on employee performance

Both factors, namely work motivation and work discipline, have a significant impact on employee performance. A harmonious combination of motivation and discipline can create a productive work environment and spur employees to achieve better results. A high level of motivation and a good level of discipline can significantly increase employee productivity. Employees who have strong intrinsic motivation and solid discipline tend to work more efficiently and effectively. These two factors also play an important role in improving employee engagement. Motivated and disciplined employees are generally more engaged in their work, feel responsible for their tasks, and feel connected to organizational goals (Heri, 2022).

Engaging employees in the development of motivation and good discipline requires attention and support from human resource management. This can involve implementing motivation programs, coaching to improve discipline, and providing constructive feedback and development opportunities. By maintaining a balance between motivation and discipline, organizations can achieve optimal employee performance (Budianto, E, 2020).

3. Methods

This research is a quantitative study that adopts a causality method approach, aiming to understand the cause-and-effect relationship between the variables under study. This research was conducted through a survey of employees of PT Hamatetsu Indonesia, with a population of 172 employees. From this population, a sample of 120 respondents was selected using simple random sampling technique. The data used in this study are primary data collected through the distribution of questionnaires to respondents. Data analysis was carried out using various statistical methods, including multiple regression, correlation, coefficient of determination, and hypothesis testing, which is in accordance with the approach described by Sugiyono (2019).

4. Results and Discussion

Respondent Characteristics

The respondent characteristics in Table 1 provide an overview of the demographic background of the participants, which helps in understanding the context of the study.

Table 1. Respondent Characteristics

	Respondent Profile	Total	Percentage
Revenue	4.000.000 - 4.999.999	6	5,00%
	5.000.000 - 5.999.999	93	77,50%
	6.000.000 - 6.999.999	10	8,33%
	>7.000.000	11	9,16%
Education	High School	93	77,50%

	Respondent Profile	Total	Percentage
Length of Service	Diploma	10	8,33%
	Undergraduate	15	12,50%
	Post-Graduate	2	1,66%
	< 3 Years	8	6,67%
	3 - 6 Years	25	20,83%
Gender	>6 Years	87	72,50%
	Male	54	45,00%
	Female	66	55,00%
Age	< 35 years old	37	30,83%
	35 - 45 years	44	36,67%
	>45 years	39	32,50%

Source: Data Processed (2024)

Validity and Reliability Test

1. Validity Test

The validity test results show that the correlation value (r count) for work motivation (X1), work discipline (X2), and employee performance (Y) exceeds the predetermined correlation value (r table) of 0.1779. This indicates that the relationship between work motivation, work discipline, and employee performance is statistically significant. Thus, the validity of work motivation is fulfilled as the significant correlation indicates a strong relationship between work motivation and employee performance. This result implies that work motivation plays an important role in determining the level of employee performance in the study.

2. Reliability Test

The reliability of an instrument is a measure of the extent to which the instrument can be relied upon or trusted to be consistent in measuring the same variable at various times and situations. In a study, the reliability value indicates the extent to which the instrument provides consistent results if used repeatedly in the same situation. If an instrument has a high level of reliability, it can be considered that the data obtained from the instrument is reliable and valid for use in statistical analysis and making appropriate conclusions related to the variables studied. Therefore, reliability evaluation is an important step in ensuring the quality and accuracy of data collected in a study.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work Motivation	0.902	15
Work Discipline	0.828	15
Employee Performance	0.646	15

Source: Data Processed (2024)

From the reliability test results, the Cronbach's alpha value is greater than 0.6, so it can be concluded that the reliability test is fulfilled (Reliable).

Classical assumption test results

- 1) The normality test results show that the data obtained has a normal distribution, because the significance value of asymmetry and excessiveness (asym sig) is $0.195 > 0.05$. This indicates that

the data does not have a significant slope (asymmetry) or tails that do not fit the normal distribution (excesses), fulfilling the assumption of normality that is important for regression analysis and interpretation of the results.

- 2) The multicollinearity test is conducted to check whether there is a strong correlation between the independent variables in the regression model. Work motivation and work discipline variables were tested to determine the presence of multicollinearity. The test results show that the tolerance and VIF (Variance Inflation Factor) values of both variables are within the accepted ranges, namely tolerance > 0.10 and VIF < 10. This indicates that there is no indication of multicollinearity between the variables Work motivation and Work discipline, so the regression test assumptions are met.
- 3) The heteroscedasticity test aims to determine whether the variance of the errors in the regression model changes systematically along the predicted value of the dependent variable. In the absence of a discernible pattern in the distribution of data points around the Y-axis, it can be concluded that there is no heteroscedasticity. In this case, since the pattern and distribution of data points around the Y-axis are evenly distributed above and below 0, there is no indication of heteroscedasticity, fulfilling the assumptions of the regression test.
- 4) The Durbin Watson value is used to detect the presence of autocorrelation in the residuals of a regression model. The Durbin Watson value is in the range between 0 and 4, with a value close to 2 indicating the absence of autocorrelation. In this case, since the Durbin Watson value is $0.445 < 2$, there is no autocorrelation in the residuals of the regression model, so the assumptions of the regression test are met.

Based on classical assumption testing, it can be concluded that the research data is feasible to use multiple regression, because the data is normally distributed, there is no autocorrelation, no multicollinearity and no heteroscedasticity.

The Effect of Work Motivation and Work Discipline Simultaneously on Employee Performance

Coefficients ^a												
Model	Unstandardize d Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlation s		Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance VIF	
1	(Constant)	33,971	0,741		45,833	0,000	32,503	35,439				
	X1	0,144	0,031	0,257	4,673	0,000	0,083	0,204	0,946	0,397	0,088	0,117 6,516
	X2	0,392	0,029	0,734	13,339	0,000	0,334	0,450	0,975	0,777	0,251	0,117 6,516
a. Dependent Variable: Y												

a. Dependent Variable: Y

Based on the output of SPSS 26 new version, the Multiple Linear Regression equation is obtained as follows:

$$Y = 33.971 + 0.114 X_1 + 0.392 X_2 + e$$

Interpretation:

- 1) The constant value of 33.971 signifies the anticipated level of employee performance if there is no change in work motivation and work discipline. This constant represents the starting point or base value of employee performance, indicating the estimated performance that can be expected when the other variables are fixed.
- 2) The regression coefficient of work motivation (X1) of 0.114 shows how much impact work motivation has on employee performance in measured units. This means that every one unit increase in work motivation will lead to an increase of 0.114 units in employee performance, provided that work discipline remains constant. Conversely, a one unit decrease in work motivation will result in a 0.114 unit decrease in employee performance.

- 3) The work discipline regression coefficient (X_2) of 0.392 indicates how much influence work discipline has on employee performance in measured units. Thus, each one unit increase in work discipline will result in an increase of 0.392 units in employee performance, assuming work motivation remains constant. Conversely, a one-unit decrease in work discipline will result in a decrease of 0.392 units in employee performance.

Based on the results of the analysis using SPSS version 26, it is found that there is a very strong relationship between work motivation and work discipline with employee performance. The high simultaneous correlation reaching a value of 0.979 indicates that an increase in work motivation and work discipline simultaneously contributes significantly to improving employee performance. Conversely, a decrease in work motivation and work discipline simultaneously has the potential to reduce employee performance. This finding highlights the importance of paying attention to and improving work motivation and work discipline as an effort to effectively improve employee performance in the work environment. Furthermore, the high R-Square value of 0.958 or 95.8% indicates that work motivation and work discipline together are able to explain most of the variation in employee performance. In other words, about 95.8% of the observed changes in employee performance can be explained by work motivation and work discipline while the remaining about 4.2% can be influenced by other factors not included in the analysis model. This confirms the importance of motivation and discipline factors in improving employee performance. In addition, the statistical significance of the F value indicated by the low F significance value (<0.05) confirms that the effect of work motivation and work discipline simultaneously on employee performance is statistically significant. Therefore, these results provide strong support for organizational policies and strategies in improving employee work motivation and work discipline to achieve optimal performance levels.

Partial Effect of Work Motivation on Employee Performance

The results of evaluating the significance of the effect of work motivation partially on employee performance, the t-test is used to determine whether the regression coefficient of work motivation is statistically significant. The p-value or probability value obtained for the work motivation variable is 0.000 which is much lower than the significance level α which is usually set at 0.05. This indicates that the possibility of the observed results occurring by chance or sampling error is very low. This indicates that the likelihood of the observed results occurring by chance or sampling error is very low. The calculated t value for work motivation of 4.673 also indicates the magnitude of the difference between the sample mean and the population mean in standard units. To determine whether this difference is significant, the calculated t value must be compared with the critical t table value at the predetermined α level of significance. In this case, since the calculated t value is greater than the t table ($4.673 > 1.979$), it can be concluded that there is a partially significant effect of work motivation on employee performance.

These results indicate that work motivation has a significant impact on individual employee performance. An increase in work motivation at the individual level can lead to an increase in overall employee performance. Organizations need to pay special attention to encouraging and maintaining high levels of work motivation among their employees. Strategies such as recognition, rewards, training and career development opportunities can help increase employee work motivation which in turn will contribute positively to the achievement of overall organizational goals and results.

Effect of Partial Work Discipline on Employee Performance

Based on the evaluation of the significance of the effect of work discipline partially on employee performance, an analysis is carried out using the t test to determine whether the regression coefficient of work discipline is statistically significant. The p-value obtained for the work discipline variable of 0.000 indicates that the possibility of the observed results occurring by chance or sampling error is very low. In fact, the p-value is lower than the significance level α which is usually set at 0.05. The calculated t-value for work discipline of 13.339 indicates a significant difference between the sample mean and the population mean in standard units. In this hypothesis test, the calculated t-value is then compared with the critical t-value of the table at the predetermined α level of significance. With the appropriate degrees of freedom and α of 0.05 the t table value is 1.979. From the comparison between the calculated t value and t table, it is concluded that the calculated t value (13.339) is much greater than the t table value (1.979), indicating that there is a partially significant effect of work discipline on employee performance.

These results illustrate that work discipline has a significant impact on individual employee performance. In other words, increasing the level of work discipline at the individual level can contribute positively to the overall performance of employees. The implication is that organizations need to pay sufficient attention to fostering and strengthening a culture of work discipline in the workplace. Measures such as the preparation of clear policies and procedures, effective supervision, and the provision of appropriate incentives and sanctions can help encourage employees to maintain high levels of discipline.

Discussion

Partially, work motivation positively affects employee performance, indicating that work motivation can increase employee productivity and contribution in the work environment. The results of hypothesis testing confirm that work motivation has a significant influence on employee performance, confirming the importance of motivation as a major factor in improving their performance. (Kuswati, Y, 2020). Employees who feel motivated tend to be more energized, focused, and have a higher commitment to their work. Other factors may also contribute to employee performance, and the specific organizational context may play a role in the extent to which work motivation affects performance. In addition, positive research results on work motivation should be balanced with attention to other factors such as working conditions, leadership, and organizational support that can affect employees' overall well-being and performance (Pratama, G. D, 2020).

Partially from the direction of influence, it has a positive direction of influence from work discipline on employee performance, meaning that work discipline is able to improve employee performance. From hypothesis testing it is proven that work discipline has a significant effect on employee performance. Work discipline has a positive and significant direction of influence on employee performance. This shows that a high level of work discipline in an organization or team can contribute positively to employee performance. High work discipline can have a positive impact on employee productivity and the quality of work results. Disciplined employees tend to be more focused, organized, and able to carry out their tasks well (Fani, W. M, 2019). A high level of discipline can contribute to an organization's operational efficiency. Employees who adhere to work rules and regulations can help reduce disruptions and improve overall workflow. Management plays an important role in encouraging and maintaining high levels of work discipline. Providing clear direction, providing constructive feedback, and providing support for disciplined behavior can be important factors in achieving optimal performance (Rahmadani, S, 2020).

Simultaneously work motivation and work discipline have a significant influence in improving employee performance. When work motivation and work discipline work together, they can create a positive synergy. Motivation can provide a boost of positive energy, while discipline helps maintain consistency and purposeful action. Human resource management needs to adopt an integrated approach to improving employee performance (Dalle, J, 2018). This involves paying attention to and managing both motivation and discipline factors simultaneously. Managers have a key role in shaping employee motivation and discipline. Managers need to encourage motivation by designing a supportive and rewarding work environment, while ensuring consistent application of disciplinary rules and processes. By improving motivation and discipline simultaneously, it can be expected that employees will be more productive and produce better quality work. Motivation can increase passion and initiative, while discipline helps ensure consistency in achieving results.

4. Conclusions

Based on the research results, it can be concluded that:

- 1) Work motivation has a significant positive influence on employee performance partially. The findings suggest that employees who feel motivated tend to be more energized, focused and highly committed to their work.
- 2) Work discipline also has a positive and significant effect on employee performance partially. Disciplined employees tend to be more focused, organized and able to perform their duties well. High discipline can also improve the organization's operational efficiency and overall workflow.
- 3) Work motivation and work discipline have a significant effect on employee performance, both can create positive synergies in improving employee performance. Motivation provides a boost of positive energy, while discipline helps maintain consistency and purposeful action. Therefore, human resource management should adopt an integrated approach involving the management of motivation and work discipline simultaneously to improve employee performance.

The theoretical implications regarding the effect of work motivation and work discipline on employee performance can be explained through various management and psychological theories. Good work motivation can fulfill these needs and if employees feel driven to achieve high-level needs, this can contribute to better performance. The application of these theories in the context of work motivation and work discipline can help human resource managers and practitioners understand the complex dynamics that influence employee performance. The integration of these concepts in human resource management practice can provide a solid foundation for achieving optimal employee performance.

The managerial implications of the influence of work motivation and work discipline on employee performance can help managers and organizational leaders in developing effective strategies to improve employee performance. Managers need to design and implement effective motivation programs. This can include providing rewards, incentives, development opportunities, and recognizing employee achievements. Knowing what motivates individual employees can help managers design more relevant and effective programs. Managers need to have a clear and consistent discipline policy. This policy should be applied fairly and in line with company norms. The disciplinary process should be transparent and provide opportunities for employees to correct employee behavior.

Future research can go deeper into how contextual factors, such as organizational culture, leadership, and organizational structure, moderate the relationship between work motivation, work discipline, and employee performance. Understanding how these factors interact can provide richer

and more contextualized insights. Research can dissect types of motivation, such as intrinsic and extrinsic motivation, and how each type of motivation contributes to performance. Research could explore differences in motivation and work discipline across different cultural contexts.

References :

- Albrecht, S. L., & Bakker, A. B. (2018). Work engagement and employee performance: A review of the literature. *European Journal of Work and Organizational Psychology*, 27(4), 449–466. <https://doi.org/10.1080/1359432X.2018.1481181>
- Akilah, F. (2018). The role of human resource management in educational institutions. *Adara: Journal of Islamic Education Management*, 6(1), 518–534.
- Arif, M., et al. (2019). Effect of compensation and discipline on employee performance. In *Proceeding of the 3rd International Conference on Accounting, Business & Economics (UII-ICABE 2019)*, 263-276.
- Bangun, W. (2018). *Human Resource Management*. Jakarta: Erlangga.
- Bhuvanaiah, T., & Raya, R. P. (2015). Employee engagement: Theoretical implications and practical applications. *International Journal of Human Resource Management*, 6(2), 45–58. <https://doi.org/10.20319/pijmr.2015.62.4558>
- Burns, L. R., & Alexander, J. A. (2020). The impact of employee motivation on organizational commitment. *European Journal of Business and Management*, 9(15), 134–137.
- Chen, H., & Wang, Y. (2016). The influence of work motivation on employee performance: A case study in China. *Asian Social Science*, 12(5), 80–91. <https://doi.org/10.5539/ass.v12n5p80>
- Choi, K., Fang, M., & Khatter, A. (2022). What motivates employees to work in the hotel industry? Quarantine hotel employees' perspectives. *Journal of Hospitality and Tourism Management*, 53, 96-99. <https://doi.org/10.1016/j.jhtm.2022.09.004>
- Cicha. (2022). The influence of work motivation on employee performance. *Asian Journal of Economics and Business Management*, 1(3), 229-233. <https://doi.org/10.53402/ajebm.v1i3.237>
- Dadang Heri. (2022). The effect of work motivation and work discipline on employee performance in the West Cikarang Sub-District Office. *Enrichment: Journal of Management*, 12(4).
- Dessler, G. (2015). *Human resource management*. Jakarta: Salemba Four.
- Elvina, S., & Chao, L. Z. (2019). A study on the relationship between employee motivation and work performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 21(3), 59–68. <https://doi.org/10.9790/487X-2103025968>
- Farisi, S., & Fani, W. M. (2019). Influence of work environment and work discipline on employee performance. *International Conference on Global Education VII "Humanising Technology For IR 4.0"*, 69-81.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
- Gjersoe, H. M. (2021). The street-level organization in-between employer needs and client needs: Creaming users by motivation in the Norwegian Employment and Welfare Service (NAV). *European Sociological Review*, 37(2), 1-18. <https://doi.org/10.1017/S0047279421000933>
- Hasibuan, H. M. (2019). *Human resource management*. Jakarta: Bumi Aksara.
- Herzberg, F. (1966). *Work and the nature of man*. World Publishing Company.

- Irfan Nasution. (2022). Work discipline and work motivation on employee performance. *International Journal of Economics, Social Science, Entrepreneurship and Technology (IJESET)*, 1(1), 50–64.
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86(1), 80–92. <https://doi.org/10.1037/0021-9010.86.1.80>
- Kelibulin, E. S., Palutturi, S., Arifin, M. A., Indar, Thamrin, Y., Stang, & Rahmadani, S. (2020). The effect of work discipline on employee performance: The health office case study of Tanimbar Island. *Medico Legal Update*, 20(3), 943–947.
- Kelimeda, Hairudinor, Ridwan, M. N., & Dalle, J. (2018). The effect of motivation, job satisfaction, and job discipline toward employee performance of PT Buma Perindahindo at LNG Tangguh Site, Teluk Bintuni Regency, West Papua, Indonesia. *European Journal of Human Resource Management Studies*, 2(1), 49-73.
- Kuswati, Y. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute-Journal (BIRC-Journal)*, 3(2), 995–1002.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial Relations Research Association*, 61(1), 3–28. <https://doi.org/10.1111/j.1468-232X.2008.00317.x>
- Mehta, D., & Agnihotri, A. (2017). Motivation as a key driver of employee performance in India. *Journal of International Business and Economics*, 6(4), 10–25. <https://doi.org/10.18374/jibe-6-4.2>
- Mondy, W. R. (2019). *Human resource management* (10th ed.). Jakarta: Erlangga.
- Priyono, MarZuki, & Soesatyo, Y. (2015). Influence of motivation and discipline on the performance of employees (studies on CV Eastern Star Home in Surabaya). *J. Glob. Econ. Manag. Bus. Res.*, 5(3), 212-220. <https://doi.org/10.1109/MM.2011.42>
- Rai, A. K. (2017). Impact of work discipline and motivation on employees' performance in the hospitality sector. *International Journal of Hospitality Management*, 39, 93–99. <https://doi.org/10.1016/j.ijhm.2014.02.005>
- Sigit Ardiansyah, Budi Rismayadi, & Nandang. (2024). Analysis of motivation of warehouse division employees at PT Plasindo Lestari Karawang. *Journal of Economic, Business and Accounting (COSTING)*, 7(3). <https://doi.org/10.31539/costing.v7i3.9309>
- Sugiyono. (2019). *Quantitative, qualitative, and R&D research methods*. Bandung: Alfabeta.
- Suyitno. (2017). Effect of competence, satisfaction, and discipline on performance of employees in the Office of Women Empowerment and Family Planning of West Papua. *Asian Social Science*. <https://doi.org/10.5539/ass.v13n5p144>