

The effect of work motivation and work discipline on employee performance

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ABSTRACT

Effective management, thinking about the importance of human resources. Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 56 respondents drawn into a sample using non-probability sampling, using the saturated sampling / total sampling method. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that work motivation does not significantly influence employee performance. The second hypothesis states that work discipline significantly affects employee performance. The third hypothesis is that employee performance is influenced by work motivation and work discipline, which can simultaneously improve employee performance. This research is expected to provide theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. Introduction

Human resources is the design of various formal systems in an organization to ensure the effective and efficient use of human expertise to achieve organizational / company goals under the intended determination. Human resources are employed in organizations that become activists, theorists, and planners to achieve the organization's purposes (Airlangga, 2023). Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources an essential factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and motivation triggers are needed for company employees by specific actions from the company. Company resources are precious capital for a company because

humans carry out all operational activities/activities of the company. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing devices, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain survival (Didit Haryadi et al., 2021; Mulyadi et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

One factor that can improve employee performance is by providing work motivation. Work motivation has a dominant role in enhancing employee performance. This can all be supported by the provision of motivation because indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate so that it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all their abilities to finish the position enthusiastically, and for employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

In addition to work motivation, one factor that can improve employee performance is high work discipline. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Didit Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change his behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change their behavior and increase their awareness and willingness to obey all applicable company rules and social norms (Parta et al., 2023). Research conducted by (Tannady et al., 2022) in the results of his research revealed that work discipline has no significant effect on employee performance. Work discipline is produced by a wide variety of activities and daily rutinity. But not all can be carried in the workplace.

PT Wijaya Karya Serang Panimbang is a toll road management company that connects Serang City - Rangkas Bitung - Bojong - Panimbang in Banten Province. PT Wijaya Karya serang panimbang was established in 2017 which is the result of a cooperation agreement between PT Wijaya Karya (persero) Tbk, PT Pembangunan Perumahan (persero) Tbk, and PT Jababeka Infrastruktur. The Serang-Panimbang toll road is a government program to develop a particular economic region, Tanjung Lesung, which is one of its top priorities, and establish regional potential. The vision and mission of PT Wijaya Karya Serang Panimbang is to become a quality, safe, and comfortable toll road management company for toll road users. As well as providing quality toll road management services for its use. This study aims to determine the factors that can improve employee performance. This research is expected to contribute theoretically to the literature in the context of human resources.

2. Research Method

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship,

influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Wijaya Karya Serang Panimbang, totaling 56 respondents. The sample in this study consisted of PT Wijaya Karya Serang Panimbang employees, totaling 56 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 56 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant influence of work motivation on employee performance, H2: There is a considerable influence of work discipline on employee performance, H3: There is a substantial influence of work motivation and work discipline simultaneously on employee performance.

3. Results And Discussions

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Work motivation is calculated using six statements, work discipline using six accounts, and employee performance using six reports. This study tried to test validity by looking at the validity number of the correlation value of the correction. Furthermore, the results of the validity test calculation and the results of reliability calculations for each variable can be seen in Table 1, validity and reliability below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Work Motivation				
X1_1	0,656	0.263	Valid	.856
X1_2	0,733	0.263	Valid	
X1_3	0,754	0.263	Valid	
X1_4	0,623	0.263	Valid	
X1_5	0,569	0.263	Valid	
X1_6	0,562	0.263	Valid	
Work Discipline				
X2_1	0,768	0.263	Valid	.922
X2_2	0,694	0.263	Valid	
X2_3	0,806	0.263	Valid	
X2_4	0,832	0.263	Valid	
X2_5	0,787	0.263	Valid	
X2_6	0,793	0.263	Valid	
Employee Performance				
Y_1	0,688	0.263	Valid	.874
Y_2	0,639	0.263	Valid	
Y_3	0,686	0.263	Valid	
Y_4	0,782	0.263	Valid	
Y_5	0,635	0.263	Valid	
Y_6	0,627	0.263	Valid	

Figure 1 shows that all statement indicator variables for each variable on each indicator have r-count values > 0.263 , which automatically meet the data validity standard. The needle is considered accurate if each r-calculate point of validity value r is > 0.263 . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		56
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.24662416
Most Extreme Differences	Absolute	.108
	Positive	.076
	Negative	-.108
Test Statistic		.108
Asymp. Sig. (2-tailed)		.157 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp values. Sig. (2-tailed) of 0.157 indicates residual data that has a significance value greater than 0.05. The following results of the multicollinearity examination can be seen in Table 3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Work_Motivation	.989	1.011
	Work_Discipline	.989	1.011

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3. It is known that the Variance Inflation Factor (VIF) value is 1.011, and the Tolerance value is 0.989. The result of the multicollinearity test decision is that if the tolerance value (0.989) > 0.10 and VIF (1.011) < 10, it can be concluded that there is no multicollinearity between independent variables in this research model. The following multiple linear regression analysis can be seen in Table 4 below.

Table 4. Regresregressionr test

Model	Coefficients a				t	Sig.
	Unstandardized Coefficients		Standardized	Coefficients		
	B	Std. Error	Beta			
(Constant)	17.523	3.870			4.528	.000
1	Work Motivation	-.224	.125	-.205	-1.787	.080
	Work Discipline	.432	.100	.495	4.304	.000

a. Dependent Variable: Employee Performance

The positive constant 17,523 means that if the value of work motivation and work discipline equals zero, then the level or magnitude of employee performance is 17,523. The regression coefficient of the work motivation variable has a negative value of -0.224, which means that if the value of work motivation decreases one hundred %, employee performance decreases -0.224 times. The value of the regression coefficient of the work discipline variable is positive at 0.432, and this explains that if the value of work discipline increases by one hundred %, then the employee performance variable increases by 0.432 times. The following analysis results in hypothesis testing are presented in Table 5 below:

Table 5. Hipotesis test

Variable	T-value	P-values	Result
WM → EP	-1.787	0.080	Rejected
WD → EP	4.304	0.000	Accepted
WM & WD → EP	11.805	0.000	Accepted

Source: Results of research data processing 2023

Table 5 statistically shows the first hypothesis; the t-test results on the assumption that work motivation does not affect employee performance. Because the work motivation that employees have is already in the excellent category. Work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for

employees to work better and can encourage employees to be more active in performing and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023).

The second finding is statistically hypothetical; the results of the t-test on the assumption that work discipline affects employee performance. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Haryadi et al., 2022).

The third finding in the results of the F-test on the hypothesis which states that work motivation and work discipline affect employee performance is obtained F-count of 544,892 and F-table on Degrees of Freedom (dk) = $n-k-1$ or $41-2-1=38$ of 3.24 so that $F\text{-count} > F\text{-table}$ ($83,083 > 3.24$) with a significance level of 0.000 ($0.000 < 0.05$) so that there is an influence of work motivation and work discipline on employee performance. Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed, and they will exert all their abilities to finish the position enthusiastically; for employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023). In comparison, work discipline can be interpreted as a manager communicating to employees to change their behavior to increase awareness and willingness to comply with company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and to increase their awareness and willingness to obey all applicable company rules and social norms (Parta et al., 2023).

4. Conclusion

From the results of research and discussion, the first hypothesis states that work motivation does not significantly influence employee performance. The second hypothesis states that work discipline affects employee performance, meaning that the higher the work discipline possessed by an employee, the higher the employee's performance. The third hypothesis is that employee performance is influenced by work motivation and work discipline. Work motivation and work discipline are included in the excellent category because the results of descriptive analysis often show that they qualify as indicators of cooperative attitude indicators in the company used for performance appraisal, and it is necessary to maintain harmonious relationships between employees to have a sense of togetherness between employees increasing to improve human resources. For future research, it is necessary to add variables such as employee commitment, job satisfaction, transformational leadership in order to find out what factors can accelerate employee performance improvement. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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