

# Effect of work discipline, work facilities, and motivation on employee performance at PT. Dirgantara Indonesia

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**ABSTRACT**

The purpose of this study is to examine how employee performance at PT. Dirgantara Indonesia is impacted by work facilities, motivation, and discipline. This study combines a descriptive and verification technique with a quantitative methodology. using articles and literature reviews as secondary data sources. This study used nonprobability sampling approaches to choose 100 employees of PT. Dirgantara Indonesia as the population and sample. Verification analysis, multiple linear regression analysis, traditional assumption tests, and hypothesis testing were among the data analysis methods employed. The results of the study show that partially and simultaneously work discipline, work facilities, and motivation have a positive and significant effect on employee performance.

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## 1. Introduction

Performance refers to the work process in which work is done to achieve the desired results (Sumadi & Santoso, 2022). The company's objectives can be achieved by ensuring the efficient execution of tasks by its workers, with superior and dependable workers contributing to greater achievement (Astuti & Muhammad Richo Rianto, 2023). Performance is the amount and quality of work a person does, which demonstrates their understanding of the program and responsibilities assigned to them (Mangkunegara, 2019).

A common problem in a company is that ineffective employee performance can cause losses to the company (Saputro & Muttaqin, 2023; Siddiq et al., 2023). Employee performance is people who contribute to the organization through performance, quality, and compliance with their responsibilities as well as compliance with legal, ethical, moral, and integrity principles (Wismawati et al., 2024). According to (Yulandri, 2020), employee performance is evaluated based on what the employee does. In other words, performance is necessary for companies to utilize high-quality talents to achieve desired goals. According to (Malthis & Jackson, 2006), employee performance indicators are as follows: (1) Quantity, (2) Quality, (3) Punctuality, (4) Attendance, and (5) Collaboration.

According to (Meilani & Muttaqin, 2024), work discipline is the ability that reflects human behavior in obeying applicable regulations. The superior work discipline, the superior the quality of employee performance in a company (Aziz & Sulistiani, 2024). Previous research according to (Marpaung et al., 2019) expressed that work discipline teach contains a noteworthy impact on employee performance. There are many previous studies that show that performance can be influenced by work discipline, but there are other factors, namely work facilities, which also have an important influence.

According to (Diana & Rahmat, 2022), Discipline is a person's willingness to obey and comply with the norms and regulations that apply to them. According to Edy Soetrisno (2017), there are several indicators

of work discipline as follows: (1) Obeying time rules, the ability to obey work time rules both when arriving, taking a break, or going home, (2) Obeying company regulations, compliance with SOPs in force in the company, (3) Obeying the rules of conduct at work, the ability to behave in accordance with company rules, and (4) Obeying other regulations in the company, being able to follow instructions given by superiors even though they are outside the SOP.

According to (Anam & Rahardja, 2017), facilities are facilities designed to facilitate and speed up work. Facilities are facilities that support a company's activities, are utilized commonly used in company activities, have a moderately long benefit life, and offer future benefits (Sitompul, 2018).

Previous research according to (Masripah & Rahmi, 2025), Work facilities have a significant and positive impact on employee performance. In addition to work discipline and work facilities that affect employee performance, namely motivation, motivation play a really imperative part in employee performance. According to (Farasi & Pohan, 2024), facilities are pleasures provided by the company to employees who have a relatively long period of use and will be useful in the future. According to (Yandi & Trimerani, 2023), there are 5 (five) indicators of work facilities, including: (1) According to needs, (2) Optimize work results, (3) Be user-friendly, (4) Speed up the process, and (5) ensure proper placement.

Motivation is a very important factor in determining employee performance (Fajahranny & Siddiq, 2024; Rahman et al., 2023; Robbins & Coulter, 2019; Taufiq et al., 2024). According to (Edy Soetrisno, 2017), motivation is a spirit or encouragement that is closely related to employee performance for the company, An employee's motivation to work positively impacts their work performance.. According to (Nugraheni et al., 2020), Employee motivation must be driven by the company to raise employee work motivation to produce good work performance. Previous research according to (Novianty et al., 2024), motivation has a significant effect on employee performance. According to (Faqih et al., 2024), Motivation is a behavior that motivates employees to achieve specific objectives. There are indicators of McClelland's motivation theory in (Mangkunegara, 2015) including: (1) Need for Achievement, (2) Need for Power, and (3) Need for Affiliation.

Employees of PT. Dirgantara Indonesia is the object of this research. This company's business entity focuses on aerospace. PT Dirgantara Indonesia produces aircraft to meet special mission needs. In addition to producing a variety of aircraft, PT. Dirgantara Indonesia also manufactures helicopters, armaments, training, and engine maintenance services.

PT. Dirgantara Indonesia's work hours have a check-in time rule at 07.30 WIB, but PT. Dirgantara Indonesia tolerates a check-in time of around 5 minutes, if it is more, it means that the employee is categorized as late. This problem has been attempted by the company, by giving strict sanctions from the company in the form of reprimands and included in the performance assessment. In 2022, work discipline at PT. Dirgantara Indonesia had improved but in 2023 employees who were late increased. Taken from several statements given by employees, many reasons were traffic jams, dropping off children at school, and others. In terms of facilities and infrastructure provided to employees, it is considered to meet daily work needs. Performance allowances are facilities provided by the company to employees.

This is typically crucial as it significantly impacts worker performance. Basically, the performance allowances given to employees are sufficient for employee needs, but to get an increase in compensation, employees need to complete the work targets set by the company and work tasks at PT. Dirgantara Indonesia sets targets for the tasks given, but this has not been fully achieved by employees, only a few can complete their task targets. The amount of allowance given by the company depends on the employee's performance.

If the employee's performance is satisfactory, the allowance given will increase, Many employees have not fully achieved the company's targets and are still absent from work, this is also caused by declining employee motivation because employees lose their enthusiasm in completing their work, employees feel unable to complete the tasks that have been given, and Employees feel that they are not aligned with the field of work being performed. The decline in employee performance is attributed to double jobs. There has been no historical analysis that specifically links the decline in employee motivation with increased tardiness at PT. Dirgantara Indonesia. However, low work motivation can be indicated by increased employee tardiness.

Dissatisfied and less motivated employees are more likely to be absent or late, which can affect daily operations and increase the workload for other employees. Organizational culture that occurs in the company that can affect employee performance, namely leaders who do not provide freedom in decision-making, the company does not always consider the aspirations of workers, the company pays less attention to

employee comfort while working, discipline is still applied well, employee aggressiveness in carrying out tasks is still low, the company still does not provide facilities to support optimal work completion, and also employee habits that relax or extend break times so that their working hours are wasted. This greatly affects work discipline, work facilities, and motivation for employee performance.

## 2. Research Method

This study uses quantitative methods with descriptive and verification approaches. This study includes four variables, namely Work Discipline (X1), Work Facilities (X2), Motivation (X3), and Employee Performance (Y). This study utilizes primary data sources such as interviews and questionnaires, as well as secondary data from articles, and collects data through interviews, questionnaires, documentation, and literature studies. The population used in this study were employees of PT. Dirgantara Indonesia with sampling using nonprobability sampling techniques totaling 100 employees. This study uses various data analysis techniques such as descriptive analysis, classical assumption testing, verification analysis, multiple regression analysis and hypothesis testing. Multiple linear regression is an equation model that explains the relationship between one dependent variable/response (Y) and two or more independent variables/predictors (X1, X2,...Xn). predicting the value of the dependent variable/response (Y) if the values of the independent variables/predictors (X1, X2..., Xn) are known. In this study, all employees were not differentiated according to their demographics.

## 3. Result and Discussion

Summary of respondents from the questionnaire that has been announced to 100 employees. The first result is that 59% of respondents are male and 41% of respondents are female. The second result is 4% of the respondents aged 21-25 years, 37% of the respondents aged 26-30 years, 29% of the respondents aged 31-35 years, 7% of the respondents aged 36-40 years, and 23% of the respondents are over the age of 40 years. The third result is that 21% of respondents have worked for 1-5 years, 36% of respondents has been employed for 6-10 years., and 43% of respondents have been employed for over a decade.. The fourth result is 14% of respondents with the last education of D3 and 86% of respondents with the last education of S1.

### Vadility Test

Validity testing is a method for testing the validity of items by comparing the score of each item with the total score, to ensure that the technique accurately measures what it should measure.

No	R Value	R Table	Description
X1_1	0.8133655	0.1654	Valid
X1_2	0.8399819	0.1654	Valid
X1_3	0.6443816	0.1654	Valid
X1_4	0.6535861	0.1654	Valid

Figure 1. Validitty test work discipline

The study instrument is significant and can be utilized for research as each variable has a calculated r value more prominent than the r table.

No	R Value	R Table	Description
X2_1	0.4245826	0.1654	Valid
X2_2	0.6509699	0.1654	Valid
X2_3	0.7671867	0.1654	Valid
X2_4	0.6890277	0.1654	Valid
X2_5	0.6017186	0.1654	Valid

Figure 2. Validitty test work facilities

The study instrument is significant and can be utilized for research as each variable has a calculated r value more prominent than the r table.

No	R Value	R Table	Description
X3_1	0.5719729	0.1654	Valid
X3_2	0.6398863	0.1654	Valid
X3_3	0.5023373	0.1654	Valid
X3_4	0.6418638	0.1654	Valid
X3_5	0.5696556	0.1654	Valid
X3_6	0.6359802	0.1654	Valid
X3_7	0.527416	0.1654	Valid

Figure 3. Validity test motivation

The study instrument is significant and can be utilized for research as each variable has a calculated r value more prominent than the r table.

No	R Value	R Table	Description
Y1	0.569625	0.1654	Valid
Y2	0.5256682	0.1654	Valid
Y3	0.6370083	0.1654	Valid
Y4	0.4183794	0.1654	Valid
Y5	0.5029759	0.1654	Valid
Y6	0.596893	0.1654	Valid
Y7	0.6064639	0.1654	Valid
Y8	0.5982461	0.1654	Valid
Y9	0.5566119	0.1654	Valid
Y10	0.6118363	0.1654	Valid

Figure 4. Validity test employee performance

The study instrument is significant and can be utilized for research as each variable has a calculated r value more prominent than the r table.

### Reliability Test

Table 1. Reliability test

Variable	Cronch bach's Alpha	N	Descriptif
Employee Performance	0,761	10	reliable
Work Discipline	0,718	4	reliable
Work Facilities	0,627	5	reliable
Motivation	0,677	7	reliable

Based on the comes about of the unwavering quality test over, it can be seen that each inquire about instrument variable overseen to induce a Cronbach'ch Alpha esteem over 0.6. So it can be said that the survey utilized within the ponder is dependable.

### Normality Test

Normality testing checks if the regression model of the dependent and independent variables is normal, using the Kolmogorov-Smirnov test. If probability > 0.05, the model's distribution is normal, otherwise, not normal.

Table 2. Kolmogorov smirnov test

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.10413889
Most Extreme Differences	Absolute	.057
	Positive	.047
	Negative	-.057
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Based on the Normality Test table above, the results obtained are Sig. 0.200 > 0.05, so it can be concluded that the data is normally distributed.

### Multicollinearity Test

Sugiyono (2019) emphasized the importance of multicollinearity tests in regression models to ensure they detect issues between independent variables. The decision-making standard for multicollinearity testing is Multicollinearity is said to be absent if the VIF value is <10 or the tolerance value is >0.01. Multicollinearity is said to be present if the VIF value is >10 or the tolerance value is <0.01.

**Table 3.** Multicollinearity test

Model		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Discipline	.756	1.323
	Work Facilities	.651	1.537
	Motivation	.606	1.650

Based on the results of the multicollinearity test above, the tolerance value for the work discipline variable is 0.756, work facilities are 0.651, and motivation is 0.606. It can be concluded that the tolerance value is greater than 0.01, or with the VIF value for the work discipline variable is 1.323, work facilities are 1.537, and motivation is 1.650, which is less than 10. So it can be said that this test does not experience multicollinearity.

### Heteroscedasticity Test

Heteroscedasticity is used to test whether in the regression model, there is inequality of variance from the residuals of another observation. The heteroscedasticity test is based on the conclusion that there is heteroscedasticity if the significance value is less than 0.05 and heteroscedasticity if the significance value is more than 0.05.

**Table 4.** Heteroscedasticity test

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.612	1.365		4.112	.000
	Work Discipline	.081	.077	.119	1.047	.298
	Work Facilities	-.134	.081	-.205	-1.668	.098
	Motivation	-.046	.059	-.099	-.775	.440

Based on the results of the heteroscedasticity test above, the sig. value for the work discipline variable is 0.298, work facilities are 0.098, and motivation is 0.440. Can conclude that the regression model utilized does not exhibit heteroscedasticity if the sig. value is greater than 0.05.

### Multiple Regression Test

Multiple regression analysis is an equation that explains the relationship between a dependent variable (Y) and multiple independent variables/predictors (X1, X2,...Xn).

**Table 5.** Multiple regression test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.673	2.385		3.636	.000
	Work Discipline	.482	.134	.275	3.586	.001
	Work Facilities	.411	.141	.242	2.923	.004
	Motivation	.496	.104	.409	4.772	.000

The equation is as follows:

$$Y = 8.673 + 0.482 X1 + 0.411 X2 + 0.496 X3 + e$$

### Coefficient of Determination

**Table 6.** Coefficient of determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 <sup>a</sup>	.573	.559	4.16777

a. Predictors: (Constant), Motivation, Work Discipline, Work Facilities

b. Dependent Variable: Employee Performance

The results of the Determination Coefficient Test above show that the R Square result is 0.573, which indicates that Work Discipline, Work Facilities, and Motivation have an impact of 57.03% on Employee Performance, the remaining 42.97% of the total is influenced by various other factors.

### T-test

Assuming the primary independent variable stays constant, the t-test is a statistical technique used to evaluate the significance of each independent variable's impact on the dependent variable.

**Table 7.** T-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.673	2.385		3.636	.000		
	Work Discipline	.482	.134	.275	3.586	.001	.756	1.323
	Work Facilities	.411	.141	.242	2.923	.004	.651	1.537
	Motivation	.496	.104	.409	4.772	.000	.606	1.650

The T-Test results above, lead to the following conclusions: a) Work Discipline has a t-value greater than the t-table:  $3.636 > 1.985$ . Then it can be said that  $H_01$  is rejected and  $H_{a1}$  is accepted, and the sig. value is  $0.001 < 0.05$ . So it can be said that work discipline has a positive and significant on employee performance; b) Work facilities have a t-value greater than the t-table:  $2.923 > 1.985$ . Then it can be said that  $H_02$  is rejected and  $H_{a2}$  is accepted, and the sig. value is  $0.004 < 0.05$ . Then it can be said that work facilities have a positive and significant on employee performance; c) Motivation has a t-value greater than the t-table:  $4.772 > 1.985$ . Then it can be said that  $H_03$  is rejected and  $H_{a3}$  is accepted, and the sig. value is  $0.000 < 0.05$ . So it can be said that motivation has a positive and significant on employee performance.

### F-test

**Table 8.** F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2234.638	3	744.879	42.882	.000 <sup>b</sup>
	Residual	1667.552	96	17.370		
	Total	3902.190	99			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Work Discipline, Work Facilities

The F-Test table above shows that the sig. value of 0.000 is less than 0.05, indicating that work discipline, work facilities, and motivation all significantly affect employee performance at the same time.

## 4. Conclusion

Based on the results of the research and discussion that have been described above at PT. Dirgantara Indonesia regarding work discipline, work facilities, and motivation on employee performance, it can be concluded that work discipline, work facilities, and motivation partially have a significant influence on employee performance, and work discipline, work facilities, and motivation simultaneously have a significant influence on employee performance.

The company can be more assertive in handling issues regarding discipline for employees who are absent from work and also late for work, if this discipline is still not implemented properly then it will hurt employee performance and company operations. Likewise with the facilities provided to employees, whether the work facilities are by work needs, if employees are satisfied with the facilities provided then their performance will increase. The company must overcome the problem of motivation caused by the mismatch

of tasks with employee competencies, if the employee is not by his job, then the employee cannot complete his work properly, and this will greatly affect employee performance, therefore the company must place employees according to their fields so that employees feel satisfied with what is done, thus the employee's performance will increase. Since these elements are so important, the organization should concentrate on work discipline, work facilities, and motivasi in order to boost employee performance.

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