

The Influence of Work Motivation and Work Discipline on Employee Performance in PT. Serat Persada, Maintenance Division, Mojokerto, East Java



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ABSTRACT: Human resources are one of the crucial components within a company, with the company's objectives established on the basis of differing visions to achieve a common goal. Through this research, it becomes possible to assess the level of work motivation and work discipline provided by the company to its employees. Consequently, the predetermined company objectives can be achieved more effectively. The population and sample for this research are the maintenance employees of PT. Serat Persada in Mojokerto, East Java, comprising 50 respondents. The research methodology employed in this research is quantitative, involving the distribution of questionnaires to maintenance employees. The assessment technique utilized a Likert scale ranging from 1 to 5 to measure variables. The analysis tool used is Partial Least Squares (PLS). From the analysis outcomes, it is evident that work motivation and work discipline influence the performance of maintenance employees at PT. Serat Persada in Mojokerto, East Java.

KEYWORDS: Work Motivation, Work Discipline, Employee Performance

I. INTRODUCTION

Professional human resources are highly essential in the era of globalization. Every organization constantly seeks resources that can work efficiently and effectively to achieve business goals. Employees are a crucial element within an organization. Regardless of its form and purpose, an organization is established upon diverse visions for the benefit of all and is led and managed by individuals to achieve its mission. Therefore, humans are a strategic element in all organizational activities. Furthermore, human resources also serve as a determinant factor that shapes the organization's roadmap towards achieving success or organizational goals.

According to Sedarmayant (2017), "Human resources are all the human potential that can be contributed/provided to society to produce goods/services." The progress and success of a company are not solely determined by its profit, but there are several other supporting factors, and one of them is the quality of the company's human resources. Human Resources are the workforce or employees who work diligently to perform tasks and achieve company goals. Wexley and Yukl as cited in Edyun (2012) reported that employee performance plays a highly significant role in company operations. This is because the company relies on the enhancement of employee performance. Employees engaged in specific tasks can be confident in their ability to achieve desired outcomes.

Outcomes are the outputs obtained from work activities. Production or performance are two closely related issues of paramount concern to a company. In accordance with Helmiatin's assertion (2015:52), a more organized achievement of performance, both in terms of quality and quantity, is observed when employees execute their tasks in alignment with the assignments designated to them. Employee performance is one of the crucial aspects for a company, as the company's success can be achieved when it is equally matched with high employee performance. Conversely, if the company's success is associated with low employee performance, it could be deemed unfavorable.

Motivation is the force that propels an individual to either undertake an action or abstain from it, fundamentally existing in positive and negative directions, greatly dependent on the tenacity of a leader, as stated by Serdamayanti (2017:154). Motivation, according to her, is the driving force for an individual to engage in specific activities. Therefore, motivation is often defined as the factor that serves as the driving force behind behavior. Every action undertaken by an individual inherently serves as a primary factor. Motivation encompasses a collection of attitudes and values that wield an influence over individuals,

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propelling them toward the attainment of particular objectives aligned with their personal goals. Values represent intangible drivers that incite human behavior in manners conducive to the realization of these objectives.

Furthermore, performance can also be influenced by the discipline implemented by a company. According to Singodimejo (2002), discipline is the willingness and desire to follow and adhere to the established norms and regulations. Good employee adherence to these norms accelerates the achievement of company goals, whereas a decline in discipline becomes an obstacle and hinders the attainment of company objectives.

II. LITERATURE REVIEW

A. Theory of Organizational Behavior

According to Triatna (2015), organizational behavior is a theory that explains what individuals do within an organization. According to Wijaya (2017), organizational behavior is a theory that studies human behavior within an organization. Based on these theories, it can be concluded that organizational theory is a discipline used to research and manage the behavior and actions that employees within an organization undertake, aiming to enhance their performance.

B. Employee Performance

Performance assumes a pivotal role in the realization of the organizational objectives of the company. Performance is determined by the relationship among the job and the time required to complete it (Edy Sutrisno). Performance is the ratio of tangible or physical output of goods and services to the actual contribution. Sagan in Sedarmayanti (2017:341) is the ability to generate goods and services, often calculated in terms of hours, monthly periods, machinery, Komarudin and other production factors within Sedarmayanti (2017:341). Company performance becomes the yardstick, in this case, for the success of the company in conducting its operations. Factors influencing productivity must be carefully considered by company management to act in navigating the business's success (Nuraini et al., 2015).

Employee performance indicators, according to Fandi Afandi (2018), suggest that indeed there are several factors used for measuring labor productivity, including: 1) Quantity of work, 2) Quality of work, and 3) Timeliness..

C. Work Motivation

Motivation is a force that propels an individual to take certain actions or not, which essentially exists both in positive and negative directions, within and outside, greatly contingent upon the resilience of the leader (Serdamayanti, 2017:154) as a driving force through which an individual engages in specific activities. Thus, motivation is often interpreted as the driving force behind behavior. Every action carried out by an individual inherently serves as a primary factor. Consequently, the general motivation for someone to engage in a particular activity typically stems from their needs and desires (Edy Sutrisno, 2010:109).

Motivation indicators are elements that aid in measuring the level of motivation provided by the company to its employees. In this present research, the indicators used are those defined by Syahyuti (2010). According to Syahyuti (2010:93), motivation is the provision of incentives for individuals to perform their work effectively. Work motivation has the following indicators: (1) Responsibility, (2) Drive to achieve goals, and (3) Work enthusiasm.

D. Work Discipline

According to R. Supomo and Eti Nurhayati (2018), discipline is an attitude or behavior of one or more employees within an organization or institution who consistently adhere to, respect, and value all rules and standards established by the institution to achieve the goals of the organization or agency. Employees with discipline tend to find it difficult to leave their work unfinished if unprepared, but they are pleased when they can complete tasks on time. The purpose is to accomplish something in their work, which is why they always prioritize tasks that need to be done first until now. Work discipline is a tool that every company should possess, as through discipline, employee performance can be controlled (Bowo Santoso, 2021). Thus, the work discipline maintained by a company plays a crucial role for employees, as with work discipline, employees will be more organized in the execution of tasks in terms of both timing and the targets set by the company.

Discipline can enhance performance. Employees lacking sufficient discipline will encounter challenges in augmenting productivity, impeding their ability to achieve the company's established goals. In this current research, there are three indicators that can demonstrate whether the company under research has implemented discipline among its employees. According to Fandi Afandi (2018), work discipline indicators encompass: 1) Timely attendance at work. 2) Effective time utilization. 3) Adherence to all organizational or company regulations.

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III. RESEARCH METHODOLOGY

The research method employed is quantitative, utilizing data analysis tool Structural Equation Modeling (SEM) through the use of Partial Least Squares (PLS) analysis. Partial Least Squares (PLS) is a method to construct predictive models when there are too many factors. PLS is a more suitable approach for researchers to derive latent variable scores for predictive purposes. In this research, the population utilized consists of 50 employees of PT. Serat Persada who are engaged in the maintenance field, as it is in this domain that work motivation and discipline have the most notable impact. The research adopts a saturated sampling approach, wherein the entire population will serve as the sample.

IV. OUTCOME AND DISCUSSION

Outer Model

Outer Loading

One of the techniques utilized to assess the validity of the indicators involves relying on the *output table* and *outer loadings*. This entails scrutinizing the *factor loading* values' magnitude. Given that all indicators within this model are reflective in nature, the pertinent table employed for this purpose is the *Outer Loading output table*.

Table 1. Outer Loadings

	Work Motivation (X1)	Work Discipline (X2)	Employee Performance (Y)
X1.1	0,889		
X1.2	0,928		
X1.3	0,926		
X2.1		0,775	
X2.2		0,897	
X2.3		0,888	
Y.1			0,910
Y.2			0,902
Y.3			0,917

Source: Data processed by the researcher.

Based on the outer loading table above, the Loading Factor (factor loading) (e.g., for indicators in the Work Motivation variable (X1), X1.1 = 0.889; X1.2 = 0.928; X1.3 = 0.926; and so forth) is greater than 0.5, thereby meeting the criteria for convergent validity. In the table above, it is evident that the outer loading values for the indicators of Work Motivation, Work Discipline, and Employee Performance are all greater than 0.5, signifying that all indicators meet the criteria for convergent validity..

Cross Loading

Table 2. Cross Loading

INDICATOR	Cross Loading
X1.1	0,889
X1.2	0,928
X1.3	0,926
X2.1	0,775
X2.2	0,897
X2.3	0,888
Y.1	0,910
Y.2	0,902
Y.3	0,917

Source: Data processed by the researcher.

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From the cross-loading outcomes in the table above, it can be observed that the construct/variable correlation values with its indicators are higher compared to the correlation values with other indicators. Consequently, it can be deduced that all constructs or latent variables have good discriminant validity, as evidenced by the loading factor of indicators in the highlighted indicator block for that construct/variable being significantly greater than the indicators in other blocks.

Average Variance Extracted

The AVE (Average Variance Extracted) testing outcomes for the work motivation variable (X1) yielded a score of 0.836, the work discipline variable obtained 0.731, and the employee performance variable (Y) had a score of 0.828. Among these three variables, the outcomes are above 0.5, thus indicating that all three variables in this research can be considered valid.

Composite Reliability

The results from the assessment of Composite Reliability indicate that the work motivation variable (X1) achieved a value of 0.939, followed by the work discipline variable at 0.890, and the employee performance variable at 0.935. When these variables exhibit construct reliability, as gauged by composite reliability values exceeding 0.7, it is indicative of the indicators demonstrating a substantial level of consistency.

Inner Model

Hypothesis Testing

The significance of the T-Statistic values becomes apparent in the smartPLS output when considering the outcomes obtained through bootstrapping, as illustrated in the figure below:

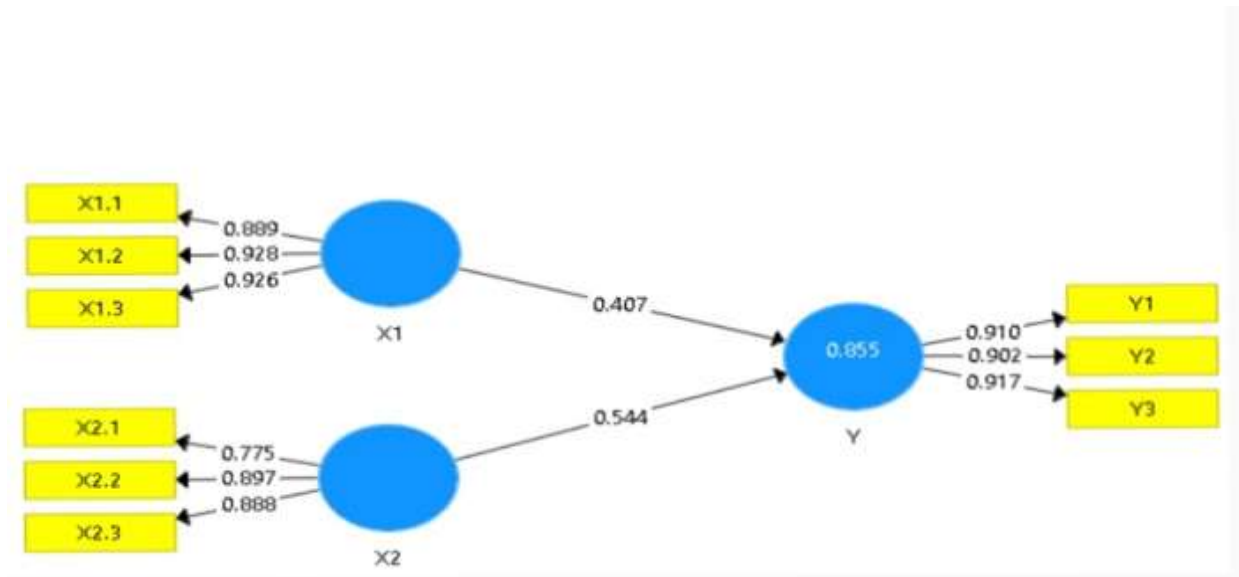


Figure 1. Inner Model with Significant T-Statistic Bootstrapping Values

Table 3. Path Coefficients

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
WORK MOTIVATION (X1) -> EMPLOYEE PERFORMANCE (Y)	0,407	0,392	0,190	2,140	0,033
WORK DISCIPLINE (X2) -> EMPLOYEE PERFORMANCE (Y)	0,544	0,560	0,189	2,878	0,004

Source: Data processed by the researcher.

1. (H1) posits that Work Motivation exerts a substantial and positive effect on Employee Performance, as evidenced by a path coefficient of 0.407. This assertion is supported by a p-value of 0.033, which falls below the predetermined significance threshold of $\alpha = 0.05$ (5%).

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2. (H2) postulates that Work Discipline exerts a notable and positive effect on Employee Performance, as indicated by a path coefficient of 0.544. This proposition is substantiated by a p-value of 0.004, which is below the predetermined significance threshold of $\alpha = 0.05$ (5%).

DISCUSSION

The Influence of Work Motivation on Employee Performance

The outcomes derived from the data analysis conducted using Smart PLS reveal that the Work Motivation variable holds a substantial and positively correlated influence on Employee Performance. These findings offer empirical confirmation of the initial hypothesis, which posited that Work Motivation yields a positive impact on Employee Performance. Moreover, an increase in Work Motivation is associated with a corresponding enhancement in Employee Performance. An indicator of this is "I always complete tasks assigned by superiors to the best of my ability." It can be understood that when an employee is motivated to complete tasks assigned by superiors effectively, it can influence employee performance. Employees will be motivated and feel responsible for the tasks assigned by their superiors, leading to an enhancement in employee performance. Work motivation can take the form of material incentives or a sense of responsibility. Work motivation nurtures a spirit that empowers employees to contribute to the company. Through work motivation, employees are poised to elevate their performance. Serdamaynti (2017) states that work motivation influences employee performance, as when the provided motivation increases, employee performance also improves. This is supported by research conducted by Salman Farisi, Juli Irnawati, and Muhammad Fahmi (2020), which indicates that work motivation has a positive effect on employee performance.

The Influence of Work Discipline on Employee Performance

Drawing upon the data analysis outcomes acquired through Smart PLS, it becomes apparent that the Work Motivation variable exerts a notable and statistically significant influence on Employee Performance. The obtained outcomes lend support to the initial hypothesis, which postulated a positive correlation among Work Motivation and Employee Performance. Moreover, these findings suggest that an escalation in Work Motivation is associated with a corresponding enhancement in Employee Performance. This is evident from the indicator "I always complete tasks assigned by superiors to the best of my ability." It can be observed that when an employee is motivated to complete tasks assigned by superiors effectively, it can influence employee performance. Employees will be motivated and feel responsible for the tasks assigned by their superiors, outcomeing in an improvement in employee performance. Work motivation can take the form of material incentives or a sense of responsibility. Work motivation fosters a spirit that empowers employees to contribute to the company. Through work motivation, employees are poised to enhance their performance. According to Afandi (2018), discipline is a tool employed to regulate employees' work. The more disciplined the employees are, the more their performance will continue to improve. This aligns with the research conducted by M. Effendi and Febrie Yogie (2018), which states that when work discipline increases, employee performance also increases.

CONCLUSIONS

Grounded in the outcomes derived from the application of Partial Least Squares (PLS) analysis, an investigation was undertaken to assess the impact of work motivation and work discipline on employee performance within the context of PT. This course of study was pursued due to the rationale that heightened work motivation prompts employees to experience increased enthusiasm, consequently leading to enhanced performance levels. This is also due to the fact that work discipline is a responsibility that employees must possess. This is observed in Serat Persada Maintenance Field, Mojokerto.

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