

## The Effect of Work Motivation and Work Discipline on Employee Performance of PT Yangtze Optical Fibre Indonesia



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**ABSTRACT:** This study aims to determine the effect of work motivation and work discipline on the performance of PT. Yangtze Optical Fiber Indonesia. Data were collected through observation and questionnaires with 52 final respondents. This study used multiple linear regression method to analyze the data. The results of the analysis prove that partially, work motivation does not affect employee performance, while partially work discipline affects employee performance. Similarly, simultaneously work motivation and work discipline have a significant effect on employee performance. This research can be useful for PT. Yangtze Optical Fiber Indonesia, where to improve employee performance, companies must pay attention to work discipline factors, especially, and work motivation.

**KEYWORDS:** work discipline, work motivation, employee performance, HR management.

### INTRODUCTION

#### a. Background

Human resources (HR) is one of the most important factors that cannot even be separated from an organization, both institutions and companies. Human resources are also the key that determines the development of the company. In essence, human resources (HR) are in the form of humans employed in an organization as movers, thinkers and planners to achieve the goals of the organization. Human resources (HR) in general are productive individuals who work as drivers of an organization, both within institutions and companies that have functions as assets so that they must be trained and developed their abilities.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Performance is a function of motivation and ability. Employee performance is very important in the company's efforts to achieve its goals. Higher performance means an increase in efficiency, effectiveness, or higher quality from the completion of a set of tasks assigned to an employee in an organization or company.

PT Yangtze Optizal Fibre Indonesia is one of the companies engaged in manufacturing the manufacture of fiber optic as the main material in the manufacture of optical cables. In the face of business competition, PT. Yangtze Optical Fibre Indonesia is required to provide human resources who have the expertise and skills produced by employees to be able to help the company achieve the goals set. To analyze the phenomenon of employee production performance, data is needed, namely an assessment of the achievement of employee production performance. The following researcher presents data on the performance output assessment of employees of the production department of PT. Yangtze Optical Fibre Indonesia.

**Table 1. Achievement of PT YOFI Production Department Employee Performance Output for the January 2022 – September 2023 Period**

No	Moon	Achievement Targets	Year 2022	Year 2023	Information
1	January	100%	86%	89%	not achieved
2	February	100%	86%	90%	not achieved
3	March	100%	86%	89%	not achieved
4	April	100%	87%	89%	not achieved

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5	May	100%	87%	89%	not achieved
6	June	100%	87%	90%	not achieved
7	July	100%	88%	90%	not achieved
8	August	100%	89%	89%	not achieved
9	September	100%	90%	89%	not achieved
10	October	100%	90%		not achieved
11	November	100%	89%		not achieved
12	December	100%	89%		not achieved

Source : Archive – *Monthly Report* PT Yangtze Optical Fibre Indonesia

Based on the data above, it can be seen that the output of production results in 2022 until September 2023 PT. Yangtze Optical Fibre Indonesia is recorded with information that it has not achieved the target set by the company. The results of the data prove that PT. Yangtze Optical Fibre Indonesia in its employee performance is still not optimal with the achievement of an average target of 90%, a situation like this One way to bring out good employee performance with encouragement or motivation. Every company or organization must pay attention to employees to motivate themselves at work. This is very important considering that motivation is one way for the dynamics of each individual to carry out work.

One of the influential factors in employee performance is work motivation. Motivation is a state in a person's person that encourages an individual's desire to carry out certain activities to achieve goals. And every company always wants the performance of each of its employees to increase. To achieve this, the company must provide good motivation to all employees in order to achieve work achievements and improve performance. Without motivation, an employee will not be able to fulfill his duties according to standards or even exceed standards because what is his motive and motivation is not met.

In addition to work motivation, equally important is the factor to improve employee performance is work discipline. Work discipline affects employee performance, meaning that the higher a person's work discipline, the higher the person's performance. Previous research conducted by (Feel et al., 2018) Work discipline can be interpreted as a person's awareness and willingness to obey company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work well with the results of research finding that work discipline and work environment have a significant effect simultaneously on employee performance. According to Hasibuan (2017) "Discipline is a person's awareness and willingness to obey all company regulations and applicable norms". Consciousness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. So, he will obey doing all his duties well, not by coercion. While what is meant by willingness is an attitude, behavior and actions of a person in accordance with company regulations, whether written or not. can make it difficult for the company. In addition, not only data from the questionnaire, researchers also interviewed 5 employees and the results were that many employees were low in work discipline, especially in employee absenteeism, where there were still many employees who arrived late during working hours.

This research is also motivated by several previous studies on work motivation and work discipline on employee performance. Based on research conducted by Setyo Riyanto (2017), the results of this study concluded that work motivation affects employee performance. Soesatyo (2016) based on research that there is a positive influence of motivation and work discipline on employee performance. Dio Christian (2021) the results of this study concluded that discipline, and motivation simultaneously affect performance. Yudiningsih (2016) the positive influence of work discipline on employee performance. However, research conducted by Inaray (2016), Hidayah (2021) and Cahya (2021) revealed that work motivation has no effect on employee performance. These results can indicate that the work motivation given by the company to employees is basically not the main factor in improving employee performance in a company. Based on the background above, the author is interested in conducting research and taking the title, namely "**The Effect of Work Motivation and Work Discipline on Employee Performance of PT. Yangtze Optical Fibre Indonesia**".

### b. Problem Statement

The formulation of this research problem is to know, analyze and prove:

1. How is the partial effect of work motivation on the performance of PT. Yangtze Optical Fibre Indonesia?
2. How the Partial Effect of Work Discipline on the Performance of PT. Yangtze Optical Fibre Indonesia?
3. How the Simultaneous Influence of Work Motivation and Work Discipline on Employee Performance of PT. Yangtze Optical Fibre Indonesia?

## **THEORETICAL STUDIES**

### **a. Work Motivation**

Motivation according to Mangkunegara (2017: 93) is a situation that motivates employees to achieve their goals, namely motivation which can be said to be the energy that creates motivation itself. Mangkunegara (2017) stated that to measure the level of motivation of an employee, indicators can be used which include:

1. Physiological Needs
2. The Need for Security
3. Social needs or a sense of belonging
4. Self-Esteem Needs
5. Self-Actualization Needs

### **b. Employee Discipline**

According to Rivai (2015, p.599), work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all company regulations and applicable norms. In the opinion of Rivai (2015) there are five indicators of work discipline, which are as follows:

1. Presence
2. Compliance with Work Rules
3. Adherence to Work Standards
4. High Alert Level
5. Work Ethics

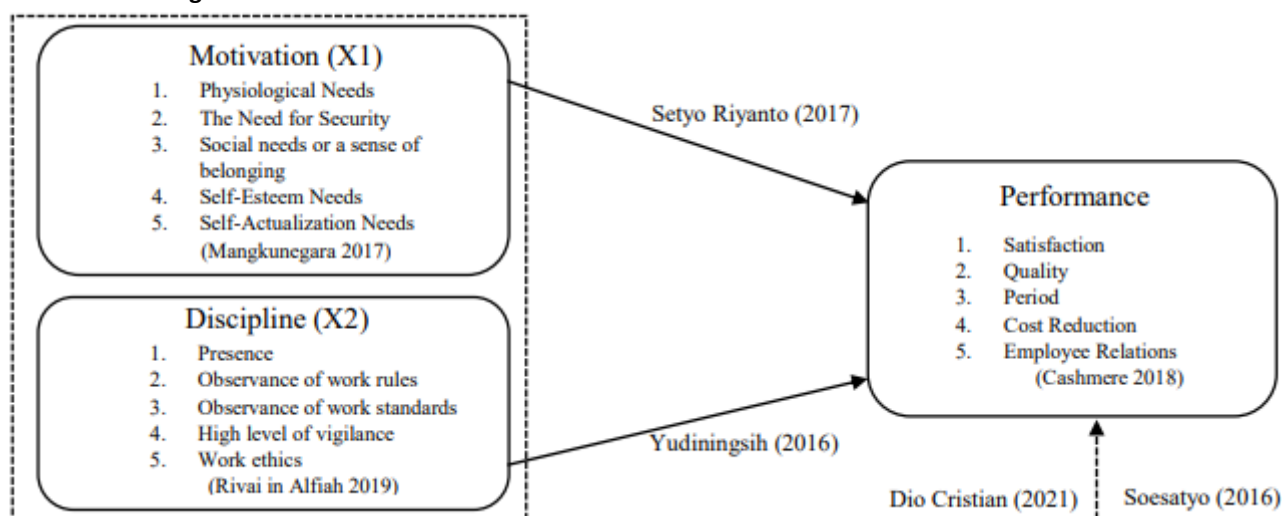
### **c. Employee Performance**

According to Kasmir (2016) performance is the result of a person's work and work behavior in a period, usually 1 year. To achieve the targets set by the organization (performance), employees must prioritize interests and satisfaction by providing the best service, discipline, working well and innovatively so that it will produce good performance. Handayani (2018) suggests that performance can be measured from their ability to complete the tasks and responsibilities given (Septiadi et al., 2020; Saputri et al., 2021).

According to Kasmir (2016) employee performance indicators are as follows:

1. Quality
2. Quantity
3. Period
4. Cost reduction
5. Relationship between employees

### **d. Research Paradigm**



**Figure 1. Thinking Framework**

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This study examines how the influence of work discipline and work motivation on employee performance. Based on research conducted by Setyo Riyanto (2017), the results of this study concluded that work motivation affects employee performance (X1 to Y). Yudiningsih (2016) the positive influence of work discipline on employee performance (X2 to Y). Soesatyo (2016) based on research that there is a positive influence of motivation and work discipline on employee performance (X1 and X2 against Y). Dio Christian (2021) the results of this study concluded that discipline, and motivation simultaneously affect performance (X1 and X2 against Y).

### e. Research Hypothesis

Referring to the problems and background above, the hypothesis in this study is as follows:

1. There is a partial influence of variable X1 (work motivation) on variable Y (employee performance) at PT. Yangtze Optical Fibre Indonesia.
2. There is a partial influence of X2 (work discipline) on variable Y (employee performance) at PT. Yangtze Optical Fibre Indonesia
3. There is a simultaneous influence of variables X1 (work motivation) and X2 (work discipline) on variable Y (employee performance) in PT. Yangtze Optical Fibre Indonesia

## RESEARCH METHODOLOGY

This research is a quantitative research type with a causal associative category that aims to determine the relationship between two or more variables. The data source used is primary data collected using a questionnaire with a closed questionnaire type. This research was conducted at PT Yangtze Optical Fibre Indonesia, which is addressed at Suryacipta Industrial Estate, Jl. Surya Madya X Kav I-65 E3, Mulyasari Village, Ciampel District, Karawang Regency, West Java. This study was measured using a Likert scale, with captions 1 (Strongly Disagree), 2 (Disagree), 3 (Disagree), 4 (Agree), and 5 (Strongly Agree). Discipline variables were measured using five indicators consisting of attendance, adherence to work regulations, adherence to work standards, high level of vigilance, and work ethics adopted from Rivai (2015, in Liana Mutya, 2022) with five statement items. The Motivation variable was measured using five indicators consisting of perseverance, high level of ideals, selected colleagues, hard work, and task and target orientation adopted from Mangkunegara (2017, in Liana Mutya, 2022) with five statement items. Employee performance variables are measured using five indicators, namely quality, quantity, duration, cost suppression, and relationships between employees adopted from Kasmir (2016, in Septa Putra, 2021) with five statement items. In more detail, here is an operational table of variables and indicators used in this study.

The sampling technique in this study used a non-probability sampling technique with a saturated sampling technique where all 52 employees of PT. Yangtze Optical Fibre Indonesia was the subject of the study. To believe that the collected data is able to represent the existing conditions, validity and reliability tests are carried out, and the research model meets the classical assumption test. Then continued descriptive statistical analysis to get a general picture of the population, while to test the hypothesis multiple linear analysis was used.

## RESULTS OF RESEARCH AND DISCUSSION

### a. Research Results

#### 1. Test Data quality

##### a. Validity Test

The validity test is useful to determine the validity or suitability of questionnaires used by researchers in measuring and obtaining research data from respondents. The following are the results of the validity test of the three variables, namely Work Discipline (X1), Work Motivation (X2), and Employee Performance (Y).

**Table 2. Test the Validity of Variables X1, X2, and Y**

Variable	Items	r- calculate	r- table	information
WORK MOTIVATION (X1)	X1.1	0,630	0,361	Valid
	X1.2	0,888	0,361	Valid
	X1.3	0,906	0,361	Valid
	X1.4	0,549	0,361	Valid
	X1.5	0,499	0,361	Valid
	X1.6	0,906	0,361	Valid

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	X1.7	0,837	0,361	Valid
	X1.8	0,851	0,361	Valid
	X1.9	0,906	0,361	Valid
	X1.10	0,837	0,361	Valid
	X1.11	0,710	0,361	Valid
	X1.12	0,906	0,361	Valid
WORK DISCIPLINE (X2)	X2.1	0,824	0,361	Valid
	X2.2	0,615	0,361	Valid
	X2.3	0,790	0,361	Valid
	X2.4	0,892	0,361	Valid
	X2.5	0,824	0,361	Valid
	X2.6	0,879	0,361	Valid
	X2.7	0,892	0,361	Valid
	X2.8	0,824	0,361	Valid
	X2.9	0,701	0,361	Valid
	X2.10	0,615	0,361	Valid
	X2.11	0,857	0,361	Valid
	X2.12	0,824	0,361	Valid
EMPLOYEE PERFORMANCE (Y)	Y.1	0,832	0,361	Valid
	Y.2	0,597	0,361	Valid
	Y.3	0,832	0,361	Valid
	Y.4	0,578	0,361	Valid
	Y.5	0,520	0,361	Valid
	Y.6	0,832	0,361	Valid
	Y.7	0,750	0,361	Valid
	Y.8	0,640	0,361	Valid
	Y.9	0,589	0,361	Valid
	Y.10	0,773	0,361	Valid
	Y.11	0,507	0,361	Valid
	Y.12	0,694	0,361	Valid

Source : SPSS data in the 2023 research process

The validity test table shows that all three variables namely Work Discipline (X1), Work Motivation (X2) and Employee Performance (Y) are valid. This is because the value of  $r\text{-count} > r\text{-table}$  where  $r\text{-table}$  is 0.2732.

### b. Reliability Test

The reliability test aims to see if the questionnaire has consistency if the measurement is done with the questionnaire repeatedly. According to Wiratna Sujarweni (2014) "Keusioner is declared reliable if the cronbach alpha value  $> 0.6$ ". The following are the results of the reliability test of the three variables, namely Work Discipline (X1), Work Motivation (X2) and Employee Performance (Y):

Table 3. Reliability Test

Variable	Reliability Statistics		
	Cronbach's Alpha	R Critical	Information
Work Motivation (X1)	0,942	0,60	Reliable
Work Discipline (X2)	0,945	0,60	Reliable
Employee Performance (Y)	0,887	0,60	Reliable

Source : SPSS data in the 2023 research process

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The reliability test table shows that all three variables produce reliable data with Cronbach alpha X1 of  $0.942 > 0.60$ . The variable X2 produces cronbach alpha which is  $0.945 > 0.60$  and the variable Y cronbach alpha which is  $0.887 > 0.60$ .

### 2. Classical Assumption Test

#### a. Normality Test

The normality test aims to ensure that the data is normally distributed, where the main requirement for the regression method is that the data must be normally distributed with the provision of a significant level above 5% or  $> 0.05$ . If the significant level is below 5% or  $< 0.05$ , then the data is said to be not normally distributed.

**Table 4. Normality Test Results**

*One-Sample Kolmogorov-Smirnov Test*

		Unstandardized Residual
N		52
Normal Parameters <sup>a,b</sup>	Mean	0,0000000
	Std. Deviation	2,53107403
Most Extreme Differences	Absolute	0,056
	Positive	0,056
	Negative	-0,053
Test Statistics		0,056
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

Source : SPSS data in the 2023 research process

The normality test table shows that the distributed data are normal, as significant levels of Asymp Sig. (2-tailed) are above 5% i.e.  $0.200 > 0.05$ .

#### b. Multicollinearity Test

The Multicollinearity Test aims to determine whether there is an intercorrelation (strong relationship) between independent variables. A good regression model is characterized by no intercorrelation between independent variables (no symptoms of multicollinearity). One of the most accurate ways to detect the presence or absence of symptoms of multicollinearity is to use the Tolerance and VIF (Variance Inflation Factor) methods. If the Tolerance value  $> 0.10$  then it means that there is no multicollinearity. If the VIF value  $< 10.00$  then it means that there is no multicollinearity.

**Table 5. Multicollinearity Test Results**

Coefficients <sup>a</sup>								
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,950	4,471		2,449	0,018		
	WORK MOTIVATION	0,096	0,083	0,101	1,152	0,255	0,766	1,306
	WORK DISCIPLINE	0,688	0,077	0,789	8,979	0,000	0,766	1,306
a. Dependent Variable: EMPLOYEE PERFORMANCE								

Source : SPSS data in the 2023 research process

Based on the table above, it can be seen that the calculation of tolerance values of  $0.766 > 0.10$  and VIF values of  $1.306 < 10.00$  shows that there is no correlation between independent variables and the absence of symptoms of multicollinearity between independent variables.

**c. Heterokedasticity test**

The heteroscedasticity test aims to test in regression the variance inequality occurs from the residual of one observation to another. On the basis of taking, that is, if the significance value > 0.05 then heteroscedasticity does not occur, and if the significance value < 0.05 then heteroscedasticity is stated.

**Table 6. Heteroscedasticity Test Results**

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,072	2,716		0,763	0,449
	WORK MOTIVATION	-0,009	0,051	-0,029	-0,180	0,858
	WORK DISCIPLINE	0,008	0,047	0,027	0,165	0,870
a. Dependent Variable: RES2						

**Source :** SPSS data in the 2023 research process

Based on the table above, it can be seen that the results of the calculation of the significance value of Variable X1 0.858 > 0.05, and variable X2 0.870 > 0.05. It is hereby stated that heteroscedasticity does not occur.

**3. Multiple linear regression analysis**

Multiple linear regression aims to determine whether variable X has an effect on variable Y. The following are the results of multiple linear regression variables Work discipline (X1) and work motivation (X2) on employee performance (Y).

**Table 7. Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,950	4,471		2,449	0,018
	WORK MOTIVATION	0,096	0,083	0,101	1,152	0,255
	WORK DISCIPLINE	0,688	0,077	0,789	8,979	0,000
a. Dependent Variable: EMPLOYEE PERFORMANCE						

**Source :** SPSS data in the 2023 research process

Based on the table above, it can be seen that the constant a linear multiple is worth 10.950. The coefficient b1 of work motivation is 0.095. While the coefficient b2 of labor discipline is 0.688. Then you can get the multiple linear analysis equation as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 10.950 + 0.096X_1 + 0.688X_2$$

**4. Hypothesis Proof**

**a. Test Results t (Partial)**



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The t test or partial test is used to determine whether the variable X1 or X2 has a significant effect on variable Y with a significant level of 0.05. With the basis of decision making, that is, if the significance value  $< 0.05$  or  $t \text{ calculate} > t \text{ table}$  then there is a partial influence of variable X1 or X2 on variable Y. and if the significance value is  $> 0.05$  or  $t \text{ calculate} < t \text{ table}$  then there is no partial influence of variable X1 or X2 on Variable Y. The following are the results of the t-test of discipline and motivation variables on employee performance.

**Table 8. Test t (Partial)**

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,950	4,471		2,449	0,018
	WORK MOTIVATION	0,096	0,083	0,101	1,152	0,255
	WORK DISCIPLINE	0,688	0,077	0,789	8,979	0,000
a. Dependent Variable: EMPLOYEE PERFORMANCE						

Source : SPSS data in the 2023 research process

### 1. First Hypothesis Testing (H1)

It is known that the significance value for the effect of X1 on Y is  $0.255 > 0.05$  and the calculated t value is  $1.152 < 2.008$ , so it can be concluded that H1 is rejected which means that there is no partial effect of X1 on the variable Y.

### 2. Testing the Second Hypothesis (H2)

It is known that the significance value for the effect of X2 on Y is  $0.00 < 0.05$  and the calculated t value is  $8.979 > 2.008$ , so it can be concluded that H2 is accepted which means that there is a partial influence of X2 on the variable Y.

### b. F Test Results (Simultaneous)

Test F basically shows whether all variables included in the model have an influence together on variable Y. In this study test F measures the ability of independent variables, namely discipline (X1) and work motivation (X2) in explaining the variation of the dependent variable, namely employee performance (Y) PT. YOFI. On the basis of taking putis, that is, if the significance value  $< 0.05$  or  $F \text{ calculate} > F \text{ table}$  then there is a simultaneous influence of variables X1 and X2 on variable Y. and if the significance value  $> 0.05$  or  $F \text{ calculate} < F \text{ table}$  then there is no simultaneous influence of variables X1 and X2 on variable Y. The following are the results of the t test of discipline and motivation variables on employee performance.

**Table 9. F Test Results (Simultaneous)**

ANOVA <sup>a</sup>						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	801,027	2	400,513	60,067	,000b
	Residuals	326,723	49	6,668		
	Total	1127,750	51			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), WORK DISCIPLINE, WORK MOTIVATION						

Source : SPSS data in the 2023 research process

### 1. Third Hypothesis Testing (H3)

Based on the results above, it is known that the significance value for the simultaneous influence of X1 and X2 on Y is  $0.000 < 0.05$  and the F value is calculated at  $60.067 > F \text{ table } 3, 18$ , so it can be concluded that H3 is accepted which means that there is a simultaneous influence of X1 and X2 on Y.

### c. Test coefficient of determination



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This analysis is used to determine the proportion of the contribution of independent variables Work discipline and work motivation to the dependent variables of PT employee performance. YOFI. Here is a table of the results of the coefficient of determination test:

**Table 10. Coefficient of Determination Test Results**

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843a	0,710	0,698	2,582
a. Predictors: (Constant), WORK DISCIPLINE, WORK MOTIVATION				

Source : SPSS data in the 2023 research process

The output of SPSS Model Summary above is known that the estimated value or R Square is 0.710 or 71%. This figure means that the independent variable Work Motivation (X1) and the variable Work Discipline (X2) simultaneously both affect the dependent variable of employee performance (Y) by 71% while 29% is influenced by other variables that are not studied by researchers.

### b. DISCUSSION

1. Based on partial testing, the results of this study show that motivation has no influence on the performance of PT employees. Yangtze Optical Fiber Indonesia. This can be known based on the significance value of X1 to Y is  $0.255 > 0.05$  and the calculated t value is  $1.152 < 2.008$ . This shows that motivation is not a major factor that directly cannot affect employee performance. In this study, it can also be concluded that the higher or lower the motivation given by the company will not make employee performance good or bad. The results of this study are similar to the results conducted by Inaray (2016), Hidayah (2021) and revealed that work motivation has no effect on employee performance.
2. Based on partial testing, the results of this study show that work discipline has an influence on the performance of PT. Yangtze Optical Fiber Indonesia. This can be known based on the significance value of X2 to Y is  $0.00 < 0.05$  and the calculated t value is  $8.979 > 2.008$ . This shows that work discipline is the main factor that can affect employee performance. The results of this study are similar and consistent with the results of Yudiningsih's (2016) research which revealed that work discipline affects employee performance.
3. Based on simultaneous testing, the results of this study show that motivation and work discipline together affect the performance of PT. Yangtze Optical Fiber Indonesia. This can be known based on the significance value of X1 and X2 against Y is  $0.000 < 0.05$  and the calculated F value is  $60.067 > F$  table 3, 18. It also shows that work motivation and work discipline together are both factors in determining the improvement of employee performance. The results of this study are similar and consistent with the results of research by Soesatyo (2016) and Tumilaar (2015) which revealed that motivation and work discipline simultaneously affect employee performance.

## CONCLUSION AND ADVICE

### a. Conclusion

Based on the data that has been obtained and has been processed using the SPSS v.25 application, the results of research on the Effect of Work Motivation and Work Discipline on the Performance of PT. Yangtze Optical Fiber Indonesia, can be concluded as follows:

1. The variable of work motivation partially has no effect on the performance of PT employees. Yangtze Optical Fiber Indonesia
2. The variable of work discipline partially affects the performance of PT. Yangtze Optical Fiber Indonesia
3. The variables of work motivation and work discipline simultaneously affect the performance of PT. Yangtze Optical Fiber Indonesia

### b. Suggestion

Based on the conclusions obtained from the results of the study, there are several suggestions that the author gives related to Work Motivation and Work Discipline on Employee Performance at PT. Yangtze Optical Fiber Indonesia includes:

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1. In order to increase work motivation by providing space for self-actualization for employees, because based on the results of the answers most respondents about motivation are about self-actualization needs, namely 40 respondents who answered in the affirmative.
2. In order to improve work discipline by employees, PT. Yangtze Optical Fiber Indonesia must be able to improve its strategy to improve work discipline by sanctioning undisciplined employees and setting stricter time for employees.
3. To improve employee performance at PT. Yangtze Optical Fiber Indonesia, companies need to pay attention to factors that influence it such as work discipline and work motivation between employees, so as to maximize employee performance in the company.

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