# The Influence of Work Discipline and Work Motivation on Employee Performance at PT Selalu Cinta Indonesia

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***Abstract :***
Examining the effects of work motivation and discipline on PT Always Cinta Indonesia employees' productivity is the primary goal of this study. A total of 130 manufacturing personnel filled out a survey based on Likert scales. Employee performance is positively and significantly impacted by both work discipline and work incentive, according to research. On the other hand, when taken as a whole, work motivation and discipline also significantly affect productivity in the workplace. These findings provide light on the elements that affect manufacturing workers' productivity on the job, and they offer suggestions to business leaders for boosting productivity by fostering more self-control and enthusiasm in the workplace.
***Keywords:*** *Work Discipline, Work Motivation, Employee Performance*

## Introduction

People with leadership potential and those who can make significant contributions to the company's success are invaluable assets. staff performance is a key factor in the organization's success, hence efforts will be made to enhance staff performance. Effective management in managing employees will be reflected in their performance. Employees who have high performance show that the company is able to manage them well. On the other hand, if management is not effective in managing employees, then the company can be considered a failure. Thus, the company will strive in optimal ways to improve employee performance by identifying factors that can increase their productivity.

Pratiwi and Widiyanto (2018), Christin and Mukzam (2017), and Usman et al. (2016) are only a few of the many sources of both internal and external variables that impact employee performance. Workers' attitudes and actions towards following rules and regulations at work are a reflection of their work discipline. Managers may use work discipline as a means of communicating with their staff to motivate them to behave better. This is also an effort to raise consciousness about the need of following corporate policy and relevant societal standards (Rivai, 2013). Employee discipline affects performance, according to many studies. The better the employees' discipline, the more they are able to improve their performance (Bagaskara & Rahardja, 2018; Hartanto et al., 2018; Sari & Hadijah, 2016; and Syahida & Suryani, 2013).

Staff morale is another aspect that affects productivity. A person's motivation may be defined as the inner drive or passion for their job that propels them to give their all in pursuit of their objectives. According to studies, when employees are highly motivated, they perform better (Manikottama et al., 2019; Julianry et al., 2017; Lawasi & Triatmanto, 2017; Wahyuni, 2019; Hartanto et al., 2018; Hersona & Sidharta, 2017; Koesmono, 2005).

Employee performance, according to Fahmi (2014), refers to the achievements achieved by a company, whether in the form of financial profits or not, over a certain period of time.

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Performance can be explained as the result that comes from a person's efforts to achieve certain abilities and actions in a given situation. Abdullah (2014) believes that employee performance is the result or work achievement they achieve. With the high level of competition in the current era, improving employee performance is a must. Supervision and provision of remuneration, as expressed by Wibowo (2015), is carried out to evaluate individual and team performance which is used as a basis for providing appropriate bonuses and to improve employee performance. Increasing performance plays a crucial role in achieving company targets. Overall, performance refers to the results and behavior of an individual's work over a period, generally within a period of one year.

PT Always Cinta Indonesia (SCI) is a Foreign Investment Company (PMA) which operates in the shoe industry for export. As a subsidiary of the KMK Group which is based in Tangerang, SCI produces shoes for various well-known brands which will be marketed to Japan and other Asian countries. This company's head office is located on Jalan Lingkar Selatan Salatiga Kilometer 2, Randuacir, Argomulyo, Salatiga City. The presence of this company in Salatiga has created job opportunities which have helped encourage economic growth in the surrounding area.

Employee presence, which is part of work discipline, plays a key role and has a significant impact on employee performance in the production division. However, in reality at PT Always Cinta Indonesia, there was a decrease in production results which did not reach the set targets. Low employee performance can be seen from employee attendance data which reflects high levels of absenteeism. Every day, there are always employees who are absent from work, causing an inability to achieve the set production targets. The outcome is that the company's output falls short of expectations.

In addition to job discipline, employee motivation is an important component of the company's success. Motivation is the force that drives individuals to achieve optimal results in every activity they undertake. The factors that encourage this originate from the individual or from the external environment, both in material and non-material form. Motivation has a significant impact on a person's performance, which can be positive or negative depending on the situation at hand. Employee motivation levels often vary, influenced by their educational background and economic conditions. Generally, employees who have a high level of work motivation.

High ones also show good performance. Consequently, in order to attain peak performance, it is critical to encourage and inspire employees to work harder. This study hypothesis is developed using the information provided above: To start, PT SCI's manufacturing workers' productivity is affected by their level of work discipline. Secondly, the level of intrinsic motivation felt by PT SCI's production staff has an effect on their output. Third, the morale and self-control of PT SCI's production workers affect their output at the same time.

**Literature Review**
Employee performance

Employee performance refers to the evaluation of an individual's ability to carry out tasks and responsibilities based on established work standards. This assessment is carried out based on the achievements achieved, both in terms of quantity and quality of the work produced (Sudarwati, 2014). According to research by Arda (2017), employee performance is defined as individual work performance within a certain time, which is compared with targets or standards that have been set and previously agreed upon.

Cooperation, initiative, obedience, responsibility, job quality, and quantity are some of the

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elements that affect employee performance, according to study by Sari et al. (2020). Employees' performance is affected by eight aspects, according to Afandi's (2018) research: work discipline, task clarity and acceptance, ability, motivation, competence, leadership, and work facilities.

According to research by Manik (2017), employee performance can be assessed through several indicators, including cost reduction, relationships between employees, quality, quantity, supervision, time period. According to Robbins (2015), employee performance indicators include independence, commitment, quality and quantity. Taking into account the views of these experts, in this research, the employee performance indicators used include: (1) quality, which measures the level of excellence of employee work results, (2) quantity, which measures work results based on the volume or amount produced, (3) time period, which reflects the time limit set by the company to complete the target, as well as (4) independence, namely the extent to which employees are responsible for their work, whether they carry out tasks according to their own abilities or rely on others.

Work Discipline

Discipline in the workplace is defined by Sulistyo (2016) as a mindset that follows all regulations, whether written or unwritten, with the utmost respect and admiration. Being able to carry out responsibilities and accept consequences for failing to do so is also part of this. Staff members with exceptional self-control will adhere diligently to all established protocols. This allows them to do their jobs well and efficiently. Afandi (2018) states that progressive, preventative, and corrective discipline are the three main forms of workplace discipline. Meanwhile, group discipline, self-discipline, progressive discipline, and corrective discipline are among the many forms of discipline recognised by Firdaus and Hidayati (2023).

A person's work discipline is influenced by various factors. According to Sutrisno (2020), factors that have an influence on work discipline include the leadership's example, attention to employees, the amount of compensation received, the existence of rules that serve as a reference, the level of supervision, the courage of the leader, and a culture that encourages the habit of discipline. Apart from that, Afandi (2018) also emphasised that leadership, incentives, pay, work environment, fairness, ability, monitoring, and punitive consequences are other elements that impact workplace discipline.

According to Hasibuan (2014), indicators of work discipline include compliance with rules, effective use of time, level of absenteeism and responsibility. Sinambela's theory (2016) also states that indicators of work discipline include adherence to work standards, high alertness, adherence to work rules, ethical work behavior, and attendance. Therefore, the work discipline indicators used in this research include (1) responsibility, which shows the employee's ability to complete tasks seriously and on time, (2) attendance, which includes employee absenteeism and punctuality, and (3 ) compliance with work regulations, which reflects an attitude of compliance with the rules that apply in the company environment.

Work motivation

The term "work motivation" is used by Winata (2020) to describe the beliefs and principles that drive people to achieve their objectives. When compared to coworkers who aren't enthusiastic about getting the job done, driven workers consistently provide better results. Employees who have a high level of motivation generally show the following characteristics: traits such as hard work in completing tasks, persistence in work, feeling bored with work routines, and the ability to maintain one's abilities. Apart from that, according to research conducted by Shofwani and Hairyadi (2019), employees with good work motivation are also characterized by the ability to work according to standards, feel happy at work, have perseverance and fortitude, and have high work enthusiasm.

Afandi (2018) believes that work motivation is influenced by a number of factors, including the need for life, the need for self-esteem, the need for the future and the need for recognition for

work performance. Work motivation can be measured through various indicators, including physiological, safety, social, recognition and self-actualization needs. Other research conducted by Zameer et al. (2014) suggest that indicators of work motivation also include elements such as wages, incentives, welfare guarantees, feelings of security, and promotions. By considering these indicators, in this research the indicators used are: (1) safety needs as reflected in facilities and social security, including insurance and work safety equipment, (2) social needs as reflected in social interactions and a sense of acceptance in the environment work, (3) self-actualization which reflects the urge to improve oneself, (4) salary in accordance with minimum wage standards, and (5) bonuses as recognition for additional performance outside working hours.

## Methodology

This research was carried out in the production department of PT SCI, adopting a quantitative approach. Three hundred ninety-five people working in the manufacturing department of the firm made up the study population. Simple random sampling is used, in which the sample is chosen at random without taking into account the strata of the population. Using the Slovin algorithm, we were able to establish that 130 people from the PT SCI production department would serve as samples.

Distributing closed questionnaires with statements that respondents were required to answer allowed for the collection of data. There are four possible responses on the survey's Likert scale. The data was processed using IBM SPSS version 25. Validity and reliability tests, classical assumption tests (including heteroscedasticity, multicollinearity, and normality tests), multiple linear regression analysis, F-test, t-test, and coefficient of determination ($R^2$) are all parts of the data analysis method used in this study.

## Results & Discussion

Validity Test

This research examines three main variables, namely Work Discipline (X1), Work Motivation (X2), and Employee Performance (Y). Data collection was carried out using a questionnaire containing 10 statements to measure X1, 10 to measure X2, and 10 to measure Y. Each item in the questionnaire was designed to evaluate the level of work discipline, work motivation and employee performance in accordance with predetermined concepts. The collected data is then analyzed to explore the relationship between these three variables. The results of the questionnaire validation for the variables studied are presented in the following table:

Employee performance

| $r_{tabel}$ 5% | Rxy | information |
|---|---|---|
| | 0,586 | |
| | 0,619 | |
| | 0,516 | |
| | 0,572 | |
| 0.220 | 0,577 | Valid |
| | 0,636 | |
| | 0,604 | |
| | 0,631 | |
| | 0,641 | |
| | 0,543 | |

## Work Discipline

| r_tabel 5% | Rxy | information |
|---|---|---|
| | 0,550 | |
| | 0,571 | |
| | 0,651 | |
| | 0,676 | |
| 0.220 | 0,676 | Valid |
| | 0,650 | |
| | 0,511 | |
| | 0,404 | |
| | 0,563 | |
| | 0,566 | |

## Work motivation

| r_tabel 5% | Rxy | information |
|---|---|---|
| | 0,414 | |
| | 0,510 | |
| | 0,400 | |
| 0.220 | 0,468 | Valid |
| | 0,506 | |
| | 0,356 | |
| | 0,427 | |
| | 0,537 | |

The results of the analysis using IBM SPSS software with version 25.00 for Windows show that all statement items used in this research have a calculated r value that is greater than r table, and a positive r value. This indicates that each statement item has a significant correlation with the variables studied. Therefore, all statement items can be considered valid for calculating the construct referred to in this research. The validity of this statement item strengthens the reliability of the instrument used to collect data and provides a strong basis for further analysis regarding the relationship between the variables studied.

Reliability Test

One goal of reliability testing is to determine how consistent the research questionnaire is when utilised as an indicator variable. A variable is deemed trustworthy if its Cronbach's alpha value is greater than 0.6, and reliability is determined by using Cronbach's alpha ($\alpha$) statistics. The closer Cronbach's alpha is to one, the more confident we may be in the data consistency of each questionnaire variable. The following table displays the results of the data reliability test:

| Variabel | Cronbach's Alpha | N of Items | Information |
|---|---|---|---|
| Employee performan | 0,747 | | Reliabel |
| Work Discipline | 0,740 | 10 | Reliabel |
| Work motivation | 0,696 | | Reliabel |

All variables have alpha coefficients greater than 0.6, according to the reliability test findings, suggesting a pretty high degree of dependability. It can be concluded that all constructs measured by each variable in this questionnaire are considered reliable. This means that each item in the construct is consistent and can be relied upon as a valid measuring tool. This indicates that the instruments used in this research can provide consistent and reliable results for measuring the variables studied.

Normality Test

Normality tests are usually carried out by analyzing graphs, such as Histograms of Regression Standard Residuals. If the points on the graph are evenly distributed around the diagonal line, this shows the data is distributed in a normal way, as shown in the following image:
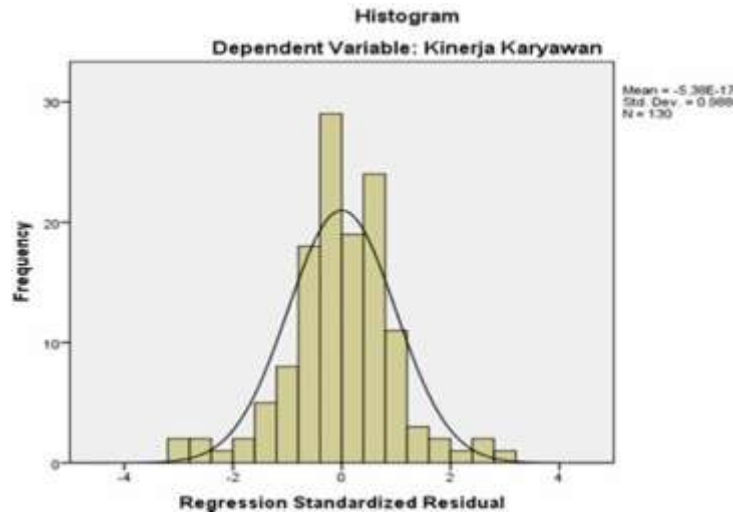


Based on the information shown in the histogram graph, it can be observed that the residual data shows a regular distribution pattern with a curve that forms a perfect bell.

Multicollinearity Test

Values for the Tolerance and the Variance Inflation Factor (VIF) suggest the presence of multicollinearity. A lack of multicollinearity is shown by a Tolerance value more than 0.10 and a VIF less than 10. The following table displays tolerance and VIF values:

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | (Contsant) | | |
| | Motivation | 0.880 | 1.136 |
| | Work Discipline | 0.194 | 5.149 |
| a. Dependent Variable ; Employee performance | | | |

Based on the results recorded in the table, each independent variable, including Motivation and Work Discipline, has a significant Tolerance value, with figures of 0.880 and 0.194 respectively. This figure indicates that each independent variable has its level of independence in explaining variations in the regression model, which is a good indicator for avoiding multicollinearity problems. On the other hand, the Variance Inflation Factor (VIF) for the independent variables Work Motivation and Discipline is 1.136 and 5.149. These values indicate that there is no indication of multicollinearity in the model, as they are both well below the commonly used threshold (10.0). Regression analysis findings are strengthened by the results showing that there are no substantial multicollinearity difficulties in this study.

Heteroscedasticity Test

The heteroscedasticity test checks whether the regression model's variance remains constant when comparing the residuals of different observations. The scatterplot test and other forms of statistical and graphical analysis may accomplish this task. Heteroscedasticity is not present in

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the regression model if the points do not form a discernible pattern, are dispersed randomly, and are scattered either above or below zero on the Y axis, as seen in the following figure:
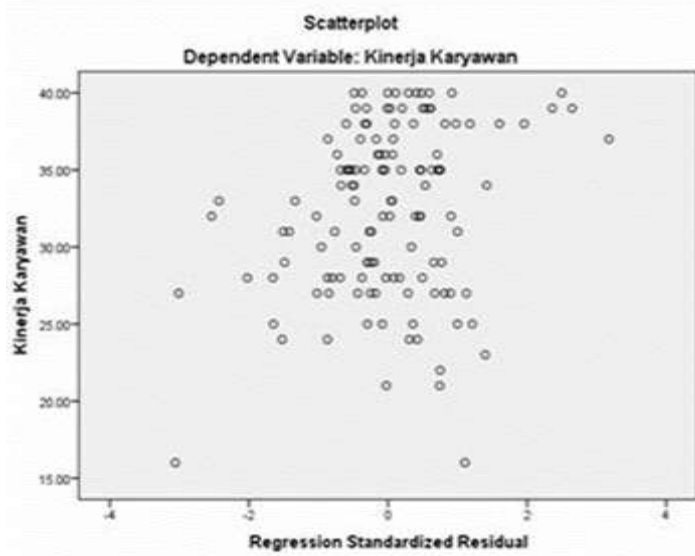


According to the data shown in the preceding figure, the point distribution on the graph does not follow a specific pattern and seems to be random. Also, same points may be found in distributions above and below zero on the Y-axis. This proves that the regression model does not exhibit any notable pattern of heteroscedasticity. Consequently, the research's regression model is appropriate for making accurate predictions.

Coefficient of Determination Test (R2)

| Model | R | R Square | Adjusted R Square | Std. The Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .968ª | .938 | .936 | 1.39287 | 1.580 |
| a. Dependent Variable: Employee performance | | | | | |
| b. Predictors: (Constant), Work Motivation, Work Discipline | | | | | |

The table data shows that the corrected R-Square value is 0.936, which, when expressed as a percentage, is 93.60%. The results demonstrate that the research's independent variables—specifically, work discipline and motivation—contribute significantly, accounting for 93.60% of the variance in employee performance. circumstances such as work culture, competency, leadership, personal and situational circumstances, government policies, and the national economic condition accounted for the remaining 6.40%, which goes outside the scope of the study. The study findings indicate that the linear regression test yielded a multiple linear equation, which can be expressed as Employee Performance = -5.258 + 0.079 X1 + 0.337 X2.

Partial Hypothesis Test (t-test)

The table below provides the necessary facts to determine that the constant value is 5.258. Employee Performance (Y) will be -5.258 if the independent variables (X) Work Discipline and Motivation are set to 0 or none. With X2 held constant, Y will rise in response to an increase in X1, according to the 0.079 regression coefficient for X1. Employee performance will rise by 0.079 units if motivation improves by 1 unit and all other independent factors stay

the same. A regression coefficient of 0.337 for X2 indicates that, holding X1 constant, an increase in X2 will lead to an increase in Y. This indicates that, all else being equal, a one-unit improvement in Work Discipline will lead to a 0.337-unit boost in employee performance.

| Model | | t | Sig | Collinearity Statistics | |
|---|---|---|---|---|---|
| | | | | Tolerance | VIF |
| 1 | (Contsant) | -4.423 | 0.000 | | |
| | Motivation | 2.769 | 0.006 | 0.880 | 1.136 |
| | Work Discipline | 9.720 | 0.000 | 0.194 | 5.149 |
| a. Dependent Variable : Employee performance | | | | | |

Employee performance at PT Always Love Indonesia is significantly impacted by motivational elements, according to partial test findings. Both the t-calculated and t-estimated values for motivation are 2.769 and 1.978, respectively, according to the Excel formula = TINV (0.05,130) for motivation. Given that the t-count (2.769) is larger than the t-estimate (1.978) and the sig (0.000) is less than 0.05, we may infer that motivation significantly impacts employee performance.

In addition, PT Always Love Indonesia's employees' performance is significantly impacted by the work discipline variable, according to the partial test findings. According to the Excel formula = TINV (0.05,130) the t-estimated value for work discipline is 1.978 and the computed t-value is 9.720. Work discipline also significantly affects employee performance since the t-count is higher than the t-table (9.720 > 1.978) and the sig value is smaller than 0.05 (0.022 < 0.05). Therefore, both intrinsic drive and externally enforced work discipline contribute to higher productivity at PT Always Love Indonesia.

Simultaneous Hypothesis Test (F-Test)

| Model | | Sum of Squares | df | Mean Square | F | Sig |
|---|---|---|---|---|---|---|
| 1 | Regression | 2446.372 | 2 | 1223.186 | 630.480 | .000[b] |
| | Residual | 244.451 | 126 | 1.940 | | |
| | Total | 2690.823 | 129 | | | |

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Work motivation, Work Discipline

When taken as a whole, the findings from the concurrent tests show that intrinsic motivation and job discipline significantly impact productivity at PT Always Cinta Indonesia. The F-table value of 2.485 (derived using the Excel formula =FINV (0.05,4.130)) is far lower than the F-calculated value of 630.480, which clearly indicates this. Not only that, but this outcome was not a random occurrence, as shown by a significance value (sig) below 0.05 (0.000 < 0.05). Therefore, the combination of intrinsic drive and external work discipline has a substantial impact on workers' output for the business.

Discussion
**Work Discipline Testing Influences Employee Performance**
With a significance value lower than 0.05 (0.006 is smaller than 0.05), the findings of the partial test indicate that motivation significantly affects employee performance. This demonstrates that a highly motivated workforce may provide better results for the business. Employees who are highly motivated are more likely to go above and above in their job, which

ultimately benefits the company. Management should therefore focus on and support employee motivation to boost productivity and accomplish organisational objectives.

**Testing Work Motivation Influences Employee Performance**

A significance value of less than 0.05 (0.000 is less than 0.05) indicates that work discipline significantly affects employee performance. These results demonstrate that a highly disciplined workforce does a better job of meeting organisational goals. Workers that are self-disciplined are more likely to be reliable in their work since they are more organised and take responsibility for their actions. Achieving organisational objectives and quotas requires a high level of work discipline so that workers do not waste time or feel unmotivated. Consequently, in order to boost organisational performance as a whole, management should focus on and encourage the growth of workplace discipline.

**Testing Work Discipline and Work Motivation Influences Employee Performance**

A significance value of less than 0.05 (0.000 is less than 0.05) indicates that work discipline and motivation substantially impact employee performance, according to simultaneous test findings. With an adjusted R-Square value of 0.936—or 93.60% when translated to percentage form—we can see that intrinsic motivation and task discipline account for a substantial portion of the variance in employee performance. This suggests that these two elements are significant in deciding how well workers do on the job. Management should focus on enhancing staff performance and productivity by instituting measures to boost motivation and work discipline.

**Conclusions And Suggestions**

The purpose of this study is to analyse how PT Always Cinta Indonesia's (SCI) work motivation and discipline affect employee performance. This study measures employee performance by looking at how well they can carry out their duties according to the company's criteria. Work discipline is explained as the attitude and behavior of employees in obeying rules and carrying out responsibilities at work, while work motivation includes individual encouragement to achieve certain goals in accordance with predetermined targets.

Involving 130 employees from the PT SCI production department, data was collected through questionnaires and analyzed using IBM SPSS 25.00 software for Windows. The research results confirm that both factors, both work discipline and work motivation, have a significant influence on employee performance in the company. These findings highlight the importance of effective management in maintaining discipline levels and motivating employees to achieve optimal performance. Thus, recommendations are given to PT SCI management to continue to strengthen the culture of work discipline and employee motivation to support the achievement of company goals in a comprehensive manner.

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