



The influence of work motivation and work discipline on employee performance in PG Utama Jatiwangi

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ABSTRACT

(PG Utama Jatiwangi, is a company that sells house tile needs that aims to achieve profit. This study will examine the factors of work motivation and work discipline to improve company performance. Based on the results of the analysis, it is concluded that the motivation of employees at PG Utama Jatiwangi related to the instrumental dimension can be included in the sufficient category, this can be illustrated that in PG Utama Jatiwangi it is sufficient to provide bonuses to its employees, and there are development and improvement efforts in providing incentives for employee welfare. Likewise, work discipline is also positively correlated with company performance, proportionally from the two aspects of the ability and motivation variables that most influence on employee performance at PG Utama Jatiwangi is employee motivation with an effect on employee performance variations of 45.76%, meaning that motivation contributes 45.76% to each employee performance improvement at PG. Main Jatiwangi. Work motivation and work discipline together have a direct and indirect effect on regional performance (Y) of 70.42%. Meanwhile, the magnitude of the influence of other variables not included in the study on employee performance (Y) was 29.58%. Thus, work motivation and work discipline of employees at PG Utama Jatiwangi are important aspects in shaping employee performance at PG Utama Jatiwangi. Therefore, PG Utama Jatiwangi needs to pay attention to these aspects and needs to improve them optimally, so that employees at PG Utama Jatiwangi can have optimal performance as well).

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1. INTRODUCTION

Despite advancements in technology and economics, goals are difficult to achieve without quality human resources (Mahapatro, 2021). In tight global competition, companies are required to continuously improve employee and management performance to maintain competitiveness (Paipa-Galeano et al., 2020; Vrabcova et al., 2022). One way is by developing more skilled and qualified human resources (Swanson, 2022).

Work motivation is crucial in increasing work effectiveness, as highly motivated employees strive to succeed (Basalamah, 2021). Work discipline is also essential, as rules enable employees to fulfill duties efficiently (Rivaldo & Nabella, 2023). Motivated employees with good discipline can optimize performance (Maryani et al., 2021).

This study focuses on PG Utama Jatiwangi, a tile supplier aiming for profit through optimal employee work. Previous observations found some discipline and motivation issues. Some employees left work without permission or violated safety standards. Others were distracted by phones at work.

While employee skills and efforts were adequate overall, constant mistakes indicated room for improvement (Burke et al., 2022). Motivation was also lacking as employees became distracted near endings and repeated errors after warnings (Arndt et al., 2021). Attendance was only loyal during bad weather (Whitehead & Wicker, 2020).

Overall performance is influenced by motivation, which drives individuals' desire to achieve goals (Diefendorff et al., 2022). Discipline is also needed to comply with organizational rules effectively (Muttaqien, 2021). In addition, compensation influences work enthusiasm and corporate outcomes (Nurlina, 2022).

This study examines the influence of work motivation and discipline on employee performance at PG Utama Jatiwangi. Findings can provide input for improving related literature and guide the company in enhancing motivation, discipline, and output. The following sections will discuss the research method, results, and implications.

2. RESEARCH METHOD

This research uses a descriptive approach and a verification approach. Descriptive is research carried out to describe an independent variable, either only on one variable or more (stand-alone variables) without making comparisons with other variables. Meanwhile, the verification approach is defined as research carried out on a population or sample by testing the hypothesis that has been applied (Azizah et al., 2021). The researcher concluded that this research aims to test the hypothesis that has been established, namely how much influence the independent variables work motivation (X_1), work discipline (X_2), while the dependent variable is employee performance at PG Utama Jatiwangi (Y). The population of this research is employees at PG Utama Jatiwangi, so the population in the research is the number of employees in this agency, namely 53 employees, whereas before Covid there were 122 employees who were the unit of analysis. The unit of analysis is Jatiwangi Main PG Employees. In this research the entire population will be observed, because the population size is small, therefore this research uses the census method. The data in this research will be collected through observation and interviews with an analytical knife using the Validity and Reliability Test with descriptive statistical data analysis methods (Peck et al., 2020).

3. RESULTS AND DISCUSSIONS

Employee motivation at PG Utama Jatiwangi is related to the dimension of hope. It can be seen that employees at PG Utama Jatiwangi have a good match between their efforts and the business results they achieve. This can be seen from the results of observations which show that employees who put in a lot of effort in completing their tasks will receive rewards from their superiors, while employees who are negligent often receive sanctions or warnings from their superiors. Employees at PG Utama Jatiwangi have enough desire to complete the work with optimal results. Basically, every employee wants to complete the tasks that have been given to him, but employees rarely try to produce work optimally, considering the large number of tasks given with limited time available, but with the work experience and knowledge that employees have in completing the tasks. - work duties, this is of course not the main problem, but rather the desire of the employee concerned to complete the work optimally or to a standard depending on the employee's hopes in achieving his career and life development. This can be seen from the results of observations which show that successful employees always want to produce their work optimally, such as working overtime if the work cannot be completed according to the predetermined time target. Employees at PG Utama Jatiwangi lack effort in every job they do. being handled, even though in principle if humans want to be successful in solving problems, then they must be able to do their best to solve the problem, so that the problem can be resolved well.

Based on the results of the analysis above, it can be concluded that employee motivation at PG Utama Jatiwangi is related to the dimension of hope and can be included in the sufficient category.

This is in accordance with the results of interviews with several respondents at PG Utama Jatiwangi, that: Employees at PG Utama Jatiwangi generally expect a good career, and to achieve a good career requires hard work and serious effort in completing the work given by their superiors, because superiors will see which employees deserve promotion and which do not, but to achieve this of course you have to work optimally for the interests and desires of the organization in achieving its vision and mission.

Employee motivation at PG Utama Jatiwangi is related to the instrumentality dimension. Based on the table above, it can be seen that employees at PG Utama Jatiwangi have a desire to get bonuses. Employees at PG Utama Jatiwangi also have the desire to get bonuses and incentives by working. This is in accordance with the theory of the need for self-fulfillment put forward by (Joshua & Isaac, 2024), which views that the peak of employee needs is self-fulfillment needs, where this self-fulfillment is a need that can rarely be fulfilled which is a constant motivator. Because most employees will never really achieve it, however, they need to "keep trying" to stimulate them to continue to be motivated to achieve their goals. Employees at PG Utama Jatiwangi also have awards in the form of bonuses in addition to their basic salary. This can be seen from the existence of additional bonuses for employees who are able to work overtime or even achieve targets, so they have to be directly involved in the field. Employees at PG Utama Jatiwangi also have continuity in receiving bonuses outside of their basic salary. This shows that PG Utama Jatiwangi is consistent in supporting employees who excel in every job. So by providing bonuses that are consistently given to employees, this can motivate employees to work optimally and produce satisfactory production for PG Utama Jatiwangi.

Based on the results of the analysis above, it can be concluded that employee motivation at PG Utama Jatiwangi related to the instrumentality dimension can be included in the sufficient category. This is in accordance with the results of interviews with several respondents at PG Utama Jatiwangi, that: at PG Utama Jatiwangi it is sufficient to give bonuses to its employees, and there are efforts to develop and increase the provision of incentives for employee welfare. Employee motivation at PG Utama Jatiwangi is related to the valence dimension. Based on the table above, it can be seen that employees at PG Utama Jatiwangi have sufficient salaries and rewards provided. This is of course in accordance with the standards set by the company. However, employees at PG Utama Jatiwangi do not yet have salaries and rewards that can meet their needs. Because of course, to be able to fulfill desires, they must be aligned with the income set by the company.

Based on the results of the analysis above, it can be concluded that employee motivation at PG Utama Jatiwangi related to the valence dimension can be included in the sufficient category. This is in accordance with the results of interviews with several respondents at PG Utama Jatiwangi, that: Employee salaries have of course been adjusted to applicable laws and regulations, but the amount of incentives of course depends on the employee's efforts in completing the work assigned optimally and their desire to work hard and earnest." Based on the results of statistical tests, it was found that there was a significant influence of work motivation on performance.

The work motivation of employees at PG Utama Jatiwangi in this research was developed from expectancy theory which is the most comprehensive explanation of motivation that currently exists. This expectancy theory includes aspects of 1) Expectancy or the effort-performance link (the possibility felt by the employee that putting in a certain amount of effort will result in a certain level of performance), 2) Instrumentality or the performance-reward link (the degree to which the employee believes that working at a certain level making it a means to achieve desired results), and 3) Valence or attractiveness of rewards (the weight placed by employees on the potential results or rewards that can be achieved in the organization, where this valence will take into account the goals and also the needs of the person), as supported by the opinion of (Ali & Anwar, 2021).

Employee motivation at PG Utama Jatiwangi is the employee's willingness to do something, the employee's willingness to expend a high level of effort for organizational goals which is conditioned by the ability of that effort to meet the living needs of the employee concerned, as supported by the opinion of (Ali & Anwar, 2021) with the existence of motivation means that employees have the driving force to work. The calculation results show that the majority of employees at PG Utama Jatiwangi gave

quite good responses (56.69%) regarding employee motivation at PG Utama Jatiwangi. This shows that the majority of employees at PG Utama Jatiwangi rated the motivation of employees at PG Utama Jatiwangi quite well. As for the responses of employees at PG Utama Jatiwangi, they rated it as the best regarding the desire to get bonuses at PG Utama Jatiwangi (weighted score 190).

Based on the calculation results, it can be stated that employees at PG Utama Jatiwangi have sufficient expectations or a business-performance link which is the possibility felt by employees that carrying out a certain amount of effort will result in a certain level of performance; instrumentality or the performance-reward link which is the level of employee belief that working at a certain level will be a means to achieving the desired results; and valence or attractiveness of rewards, which is the weight placed by employees on the potential results or rewards that can be achieved in the workplace, also taking into account the goals and needs of the employee concerned. However, there are indications of a lack of employee motivation at PG Utama Jatiwangi which can be caused by salary and bonuses that do not meet expectations, inadequate forms of appreciation, work results that are not in accordance with the rewards and a lack of employee desire to complete work with optimal results, which are given at PG Utama Jatiwangi. So that the leadership at PG Utama Jatiwangi can make improvements by providing appropriate bonuses and rewards, while providing certainty in continuity in receiving bonuses outside of the basic salary and providing adequate salaries and rewards to their employees. as well as improving facilities and infrastructure that can support employee work and stimulate employees to complete work on time, in order to provide optimal results. Thus, based on the research results it can be seen that the majority of employees at PG Utama Jatiwangi assess that the motivation of employees at PG Utama Jatiwangi can be categorized into pretty good category.

Employee performance in an organization cannot be separated from motivation, namely a person's personal circumstances that encourage the individual's desire to carry out certain activities to achieve a goal. This encouragement has great power in determining employee attitudes at work. If the influence is large, then the incentive to be productive will also be large or an employee will be motivated if the employee feels that the hope for what is done is in accordance with the rewards received. Therefore, one of the factors that influences the performance of an organization member is the motivation factor, as supported by the opinion of (Mangkunegara, 2001). Employee work motivation is an employee's psychological characteristic that contributes to a person's level of commitment, where if a superior motivates an employee, it means that the superior makes all efforts that are expected to satisfy drives and desires and cause the employee to do the things desired by the superior. Apart from that, the work motivation of employees at PG Utama Jatiwangi is also the employee's willingness to make a high level of effort to achieve organizational targets which are conditioned by the ability of the business to satisfy the needs of its employees. Employee motivation at PG Utama Jatiwangi is also the entire process of giving work motives to employees in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently and economically, this is supported by the opinion of (Demianchuk et al., 2021)

The Influence of Work Discipline on Employee Performance in Main PG Jatiwangi

Employee work discipline at PG Utama Jatiwangi with employee character because every employee must have work discipline, including, among other things: obedience to officers and responsibility. Human resources are the main requirement as the basic capital for physical development, this is because with quality resources then management of other resources will become more effective and efficient, so that development will be carried out well (Maryani et al., 2021; Rivaldo & Nabella, 2023). Humans are a resource that has the highest value for every organization, because it can provide enormous benefits if human energy is used appropriately. It is humans who can move an organization by connecting all their energy, thoughts, talents, creativity and making efforts for the survival of the organization. The human resources owned by an organization have various characteristics, including work discipline, motivation and performance. These three components are closely related and reside within employees who carry out their daily tasks.

One of the factors that influences the performance of an organizational member is the work discipline factor, as supported by (Maryani et al., 2021), that "A leader is a person who explains the principles and techniques that ensure motivation, discipline and productivity when working together with other people, tasks, and situations in order to achieve company goals."

The Influence of Work Motivation and Work Discipline on Performance Jatiwangi Main PG Employees

It is impossible for employee performance at PG Utama Jatiwangi to achieve maximum results if there is no motivation, because motivation is a necessity in efforts to achieve organizational goals. Likewise, the various abilities of employees will be very influential on performance considering that employees are the central point in carrying out their main duties and functions, as supported by the opinion of (Maryani et al., 2021). To determine the influence of employee motivation and ability on employee performance at PG Utama Jatiwangi, which was carried out using path analysis, the equation model obtained was: $Y = 0,334 X_1 + 0,568 X_2 + \varepsilon$

Simultaneous test results show that the calculated F is greater than F table, then H_0 is rejected, meaning the test results are significant, which means that overall the ability and motivation variables have an effect on employee performance at PG Utama Jatiwangi. To find out which variables partially have a real effect The performance of employees at PG Utama Jatiwangi was tested partially. From the partial test results it can be seen:

For employee abilities, it was found that the t count (3.050) was greater than the t table (2.007), thus H_0 was rejected, so there was a significant influence of ability on employee performance at PG Utama Jatiwangi at 24.67%.

For employee motivation, it was found that the t count (5.185) was greater than the t table (2.007), thus H_0 was rejected, so there was a significant influence of motivation on employee performance at PG Utama Jatiwangi at 45.76%.

Proportionally from the two aspects of the ability and motivation variables that have the most influence on employee performance at PG Utama Jatiwangi is employee motivation with its influence on variations in employee performance of 45.76%, meaning that motivation contributes 45.76% to every increase in employee performance at PG Main Jatiwangi. It can be stated that work motivation and work discipline together have a joint influence, both direct and indirect, on regional performance (Y) of 70.42%. Meanwhile, the magnitude of the influence of other variables not included in the research on employee performance (Y) is 29.58%. Employee work motivation and work discipline at PG Utama Jatiwangi are important aspects in shaping employee performance at PG Utama Jatiwangi. Therefore, PG Utama Jatiwangi needs to pay attention to these aspects and needs to improve them optimally, so that employees at PG Utama Jatiwangi can have optimal performance as well. This is also in line with (Lee, 2020) with research results providing clarity that factors from motivational variables greatly influence performance. (Ali & Anwar, 2021) research results say that there is an influence. This can also be proven from the results of this research. As stated by their research (Fisher & Noble, 2021), it shows that effort and ability have a significant effect on performance. (de Camargo Fiorini et al., 2022) said that experience, technical ability and humanitarian ability influence work performance.

4. CONCLUSION

Based on the research results and data calculations, several conclusions were obtained, as follows: Employee work motivation has a significant effect on employee performance at PG Utama Jatiwangi. The influence of individual employee work motivation has a significant influence on employee performance. The contribution of employee work motivation to employee work at PG Utama Jatiwangi is 24.67%.

Employee work discipline has a significant effect on employee performance at PG Utama Jatiwangi. The influence of individual employee work discipline has a significant influence on

employee performance. The contribution of employee work discipline to employee work at PG Utama Jatiwangi is 45.76%.

There is a significant influence of employee work motivation and work discipline on the performance of PG Utama Jatiwangi employees with the contribution of employee work motivation and work discipline to the performance of PG Utama Jatiwangi employees amounting to 70.42%.

Managerial Implications

PG Utama Jatiwangi needs to increase motivation by providing facilities and infrastructure that can support employee work to provide optimal results, provide certainty in continuity in receiving bonuses outside the basic salary and provide adequate salaries and rewards to its employees. PG Utama Jatiwangi needs to improve work discipline through adjusting the work given to employees and providing motivation to employees to be more disciplined in carrying out their work. PG Utama Jatiwangi needs to improve performance through increasing employee loyalty and cooperation by paying attention to aspects related to increasing motivation and discipline.

There are several limitations in this research: First, the scope of the research only focuses on one company, namely PG Utama Jatiwangi. This means that the research results cannot necessarily be generalized to other companies that have different characteristics. Second, the variables studied only focus on motivation and work discipline, so other important variables such as work environment and leadership have not been included in the analysis. Third, the research sample was only limited to 53 employees, so the results did not represent the entire employee population of PG Utama Jatiwangi. Fourth, data collection uses questionnaires and interviews so that respondent subjectivity is difficult to avoid.

Some suggestions for expanding the scope of research include: first, expanding the research area to similar companies so that the results can be generalized. Second, adding work environment and leadership variables to the research model. Third, taking a larger number of samples, for example all employees of PG Utama Jatiwangi. Fourth, data collection does not only use questionnaires and interviews but also direct observation.

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