

The Effectiveness of Work Discipline and Motivation in Improving Employee Performance

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ABSTRACT

Employee performance is one of the key factors in determining the success of an organization. Work discipline and motivation are two important elements that can affect employee performance. Work discipline reflects the extent to which employees adhere to the rules and procedures set by the organization, while motivation reflects the internal drive that drives employees to achieve specific goals. The purpose of this study is to analyze the extent to which work discipline and motivation contribute to improving employee performance in the company, as well as to find out which factors have a more dominant influence. This study uses a quantitative approach with a survey method. Data is collected through questionnaires given to employees. The data analysis technique used is multiple regression analysis to determine the relationship between work discipline, motivation, and employee performance. The results of the study show that both work discipline and motivation have a positive and significant influence on employee performance. However, motivation has proven to have a more dominant influence than work discipline. Employees who have good work discipline and high motivation tend to show better performance.

Keywords: **Work Discipline, Motivation, Employee Performance, Human Resources, Management**

INTRODUCTION

Employee performance is one of the vital elements that determine the success of an organization in achieving its goals. In the midst of increasingly fierce business competition, every company is required to continue to improve productivity and efficiency. One way to achieve this is to ensure that employees have an optimal level of performance (Hidayat, 2021). The optimal level of performance not only reflects how well employees carry out their duties and responsibilities, but also reflects the company's ability to create a supportive work environment, provide adequate training, and provide the necessary resources.

In addition, optimal employee performance also plays a role in building the company's reputation in the eyes of customers, investors, and business partners. When

employees show high performance, they not only meet the company's expectations, but also contribute to creating added value for customers through better service and high-quality products. As such, optimal employee performance can be a competitive advantage for companies, allowing them to stand out in a challenging and ever-changing market (Sadat, et, al., 2020). Efforts to improve employee performance should be carried out on an ongoing basis through various initiatives such as employee development programs, regular performance evaluations, and the creation of a work culture that supports engagement and motivation.

Work discipline is an integral component in human resource management that serves as a foundation for creating a solid and structured work culture. When employees adhere to company rules, procedures, and policies, they not only demonstrate loyalty and commitment to the organization, but also form consistent and reliable work behaviors. Good work discipline helps to ensure that each individual in the organization works in a way that aligns with the company's vision and mission, making it easier to achieve strategic goals (Putra & Fernos, 2023). With strong discipline, companies can avoid operational errors that can be detrimental, reduce the risk of violations, and create a conducive working environment for all employees.

In addition, work discipline that is consistently implemented has a direct impact on increasing productivity and operational efficiency. When employees understand and follow the standards that have been set, they can work more effectively and efficiently, reducing time wasted due to errors or irregularities. Strong discipline also encourages employees to complete their tasks on time, improve the quality of work output, and strengthen teamwork. In the long run, this regular and harmonious work environment not only improves the individual performance of employees but also the overall performance of the organization, making it more competitive and better able to meet business challenges.

Motivation, on the other hand, is an internal drive that encourages employees to work with high passion and dedication. Strong motivation will influence employees to achieve maximum performance, because they feel motivated to achieve higher goals and achievements. Motivation can come from various sources, both intrinsic such as job satisfaction, recognition, and appreciation, as well as extrinsic such as financial compensation and other benefits (Rianto & Lisnawati, 2021). Intrinsic motivation is the

drive that arises from within the employee himself. Factors such as job satisfaction, recognition, and appreciation play an important role in increasing intrinsic motivation. When employees feel satisfied with their jobs, they tend to be more passionate and dedicated in completing their tasks. Recognition and appreciation from superiors or colleagues can also increase employees' confidence and self-esteem, so they are motivated to continue striving to achieve better results.

On the other hand, extrinsic motivation comes from outside factors that encourage employees to work harder. Financial compensation, such as salaries, bonuses, and incentives, is an example of extrinsic motivation. In addition, other benefits such as health benefits, additional leave, and opportunities for career development can also increase employee motivation. This extrinsic motivation is important for creating attraction and retaining employees within the organization. When employees feel that their efforts and hard work are rewarded financially and non-financially, they will be more motivated to achieve maximum performance (Maharani, et, al., 2022). Overall, a combination of intrinsic and extrinsic motivation will result in employees who work with passion, creativity, and initiative, which will ultimately improve their performance and contribute to the success of the organization.

THEORETICAL BASIS

Employee Performance

Employee performance is the level of effectiveness and efficiency of an employee in carrying out the duties and responsibilities given by the organization. This includes various aspects such as work quality, output quantity, punctuality, and the ability to work closely with colleagues (Arifah, et, al., 2020). Employee performance is not only measured based on the final result of the work performed, but also the processes and behaviors shown during the performance of the task. Good performance usually reflects the ability of employees to meet or even exceed the expectations that have been set by the company. The factors that affect employee performance are very diverse, including individual competence, motivation, work environment, leadership, and organizational culture.

Employee performance theory encompasses a variety of approaches and concepts that explain how and why employees perform well or poorly at their jobs. One of the most

famous theories is the Hope Theory developed by Victor Vroom. (Sri, 2021) This theory states that employee performance is influenced by three main factors, expectations, instruments, and valence. Expectations refer to the employee's belief that their efforts will result in good performance. An instrument is the belief that good performance will produce the desired results, such as awards or recognition. Valence is the value or importance that employees give to the outcome. According to this theory, employees will be motivated to perform well if they believe that their efforts will result in good performance, which in turn will result in results that they deem valuable.

Motivation is an internal or external drive that makes employees strive to achieve a specific goal. A conducive work environment, both physically and psychologically, also plays an important role in determining how well employees can work. Effective leadership can provide the direction and support employees need, while a positive organizational culture can encourage collaboration and innovation. Employee performance measurement is done through various methods, such as performance appraisals, direct observations, and feedback from colleagues or customers. Performance assessments are usually carried out periodically and include evaluations of the achievement of work goals that have been set, skills demonstrated, and work behavior (Musoli, 2021). The results of these assessments are often used for a variety of managerial purposes, such as promotion, incentivization, training and development, and career planning.

Work Discipline

Work discipline is the level of employee compliance with the rules, policies, procedures, and standards set by the organization. Work discipline reflects the attitude and behavior of employees in carrying out their duties and responsibilities consistently and on time (Rachmaniah, 2022). Employees who have high work discipline tend to show punctuality, adherence to schedules, and reliability in completing work according to predetermined standards. Work discipline is important to create an orderly and productive work environment, where each individual understands and fulfills his or her roles and responsibilities. Factors that affect work discipline include supervision, company policies, motivation, and organizational culture. Effective supervision and clear and fair policies can improve employee work discipline (Siregar, et, al., 2022).

Work discipline-related theories include a variety of approaches that explain how discipline can be maintained and improved in a work environment. One of the important theories is the Reinforcement Theory put forward by B.F. Skinner. (Supardi & Wibawa, 2022) This theory states that employee behavior can be controlled and influenced through the use of positive and negative reinforcement. Positive reinforcement involves giving rewards or rewards for desired behavior, such as bonuses or praise for employees who demonstrate good work discipline. In contrast, negative reinforcement involves eliminating unintended consequences when the desired behavior is shown, for example, reducing strict supervision when employees begin to show discipline. Punishment, or negative reinforcement, is also used to reduce unwanted behavior, such as giving reprimands or sanctions for disciplinary violations.

The benefits of good work discipline are significant for organizations. High work discipline can increase productivity and operational efficiency, reduce the rate of errors and omissions, and strengthen positive working relationships among employees. In addition, good work discipline can also improve the company's reputation in the eyes of customers and other stakeholders (Kusumawati, et, al., 2022), as it shows that the organization is well managed and professional. Overall, work discipline is an important foundation for the long-term success of an organization, as it ensures that all team members work in harmony and in accordance with established goals and standards.

Motivation

Motivation is an internal or external impulse that influences a person to act or behave in a certain way. In work, employee motivation is the force that drives individuals to achieve organizational goals and fulfill their duties and responsibilities with enthusiasm and dedication (Tannady, et, al., 2022). This motivation can come from internal factors such as personal satisfaction, a sense of accomplishment, and recognition, as well as from external factors such as salary, incentives, and promotions. An understanding of motivation is important for management to create effective strategies in increasing employee productivity and job satisfaction.

There are various theories that explain motivation, one of which is Maslow's Hierarchy of Needs Theory. According to this theory, humans have five levels of needs that must be met in order, ranging from basic physiological needs, security needs, social needs, the need for rewards, to the need for self-actualization (Caissar, et, al., 2022).

Motivated employees will strive to meet these needs, and they will be more productive and committed when higher needs begin to be met. For example, when basic needs such as a decent salary and a safe work environment are met, employees will focus more on the need for rewards and self-actualization through the achievement of job goals.

In addition, Herzberg's Two-Factor Theory also provides an important view of motivation. Herzberg divides the factors that affect motivation into two categories: motivator factors and hygienic factors. Motivating factors, such as achievement, recognition, and the job itself, can increase job satisfaction and encourage employees to perform better. On the other hand, hygienic factors such as company policies, interpersonal relationships, and working conditions, if inadequate, can cause dissatisfaction but do not directly increase motivation (Lotu, et, al., 2022). By understanding and managing these two types of factors, managers can create a work environment that supports employee motivation, thereby improving overall performance and productivity.

METHOD

This study uses a quantitative approach with a survey research design. This approach was chosen to measure and analyze the relationship between work discipline, motivation, and employee performance statistically. This method allows for structured data collection and objective analysis to assess the effectiveness of both variables in influencing employee performance. The population in this study is all permanent and contract employees at PT Syncrum Logistics which totals 60 employees. The sample used in this study is the same as the population because the population is not too large, so the sample used is 60 respondents.

The collected data will be analyzed using multiple regression analysis to evaluate the influence of work discipline and motivation on employee performance. This analysis allows researchers to determine the relative contribution of each independent variable (work discipline and motivation) to the dependent variable (employee performance). In addition, validity and reliability test techniques will be used to ensure the accuracy and consistency of the research instrument. The results of multiple regression analysis will show how effective work discipline and motivation are in improving employee performance as well as which factors have the most significant influence.

RESULT

The Effect of Work Discipline on Employee Performance

The finding that the t-count value (2.541) exceeded the t-table value (1.971) showed that the relationship between work discipline and employee performance was statistically significant. This means that work discipline contributes significantly to the improvement of employee performance. This significance is reinforced by the probability value of sig. (0.000) which is much smaller than the established significance limit (0.05), indicating that this result is unlikely to have occurred by chance. In this context, work discipline, which includes adherence to rules, punctuality, and consistency in carrying out tasks, has proven to have a clear positive impact on employee performance.

The coefficient of determination (R Square) of 0.399 indicates that about 39.9% of the variability in employee performance can be explained by work discipline. This means that although work discipline has a significant influence, there is still 60.1% of the variability in employee performance caused by other factors. These factors could include motivation, job satisfaction, skills and competencies, managerial support, or working conditions that have not been measured in this study. Therefore, it is important for further research or managerial practice to explore additional variables that may contribute to employee performance in order to gain a more thorough understanding of all the factors that affect performance in the work environment.

The Effect of Motivation on Employee Performance

The discovery that the t-count value of 2.783 exceeded the t-table value of 1.971 showed that there was a significant influence of motivation on employee performance. A significance probability value (0.000) that is smaller than the significance limit (0.05) indicates that this result is very significant and unlikely to occur by chance. In other words, motivation, which includes aspects such as internal drive, job satisfaction, and recognition, has a powerful impact on how employees perform tasks and achieve their job goals. High motivation can spur employees to try harder, innovate, and increase their productivity.

The determination coefficient (R Square) of 0.414 shows that about 41.4% of the variation in employee performance can be explained by the motivation variable. This shows that motivation plays a significant role in influencing employee performance. However, there were 58.6% of the variation in employee performance explained by other

variables that were not taken into account in this study. These factors may include work discipline, job satisfaction, technical skills, managerial support, and working conditions. Therefore, while motivation is an important factor, it is also important to consider and explore other variables that may affect employee performance in order to gain a more comprehensive understanding and develop more effective managerial strategies.

The Influence of Work Discipline and Motivation on Employee Performance

The discovery that the value of the F-calculated value of 45.812 which far exceeds the F-table value of 4.02 shows that the regression model involving work discipline and motivation simultaneously has a significant predictive power on employee performance. A significance value (0.000) smaller than the significance limit (0.05) indicates that this result is significant and the results found do not occur by chance. This means that work discipline and motivation, when analyzed together, have a significant impact on employee performance, and these variables interact with each other to influence how employees perform their duties.

The determination coefficient (R Square) of 0.507 shows that 50.7% of the variation in employee performance can be explained by a combination of work discipline and motivation. This suggests that both variables have a considerable contribution in explaining the variation in performance. However, there was still 49.3% of the variation in performance explained by other variables that were not included in this model. These factors can include the work environment, managerial support, individual skills, or other external factors. Therefore, although work discipline and motivation are important factors, further managerial research or practice needs to consider additional factors to get a more comprehensive picture of all the elements that affect employee performance.

CONCLUSION

Based on the results of the study, it can be concluded that work discipline and motivation have a significant influence on employee performance. The test results show that work discipline and motivation individually and together significantly affect employee performance. The t-count value greater than the t-table as well as the significance value well below 0.05 indicate that these two variables substantially contribute to the improvement of employee performance. This signifies that improving

work discipline and employee motivation can have a positive impact on how they perform tasks and achieve expected results.

The coefficient of determination (R Square) obtained from the analysis showed that work discipline and motivation together explained 50.7% of the variation in employee performance. This shows that more than half of the variation in employee performance can be understood through both variables. Meanwhile, 49.3% of the variation in employee performance was influenced by other factors that were not taken into account in this study. This shows that although work discipline and motivation are significant factors, there are still many other variables that also affect employee performance that need to be considered.

Overall, this study underscores the importance of managing work discipline and motivating employees as a strategy to improve performance. Organizations should focus on developing policies that promote good work discipline and create an environment that motivates employees. However, keep in mind that employee performance is affected by a variety of factors, and further effort is needed to explore and manage other variables that can affect overall performance.

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