



## The Influence of Motivation and Working Discipline on Employee Performance

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**Abstract:** Motivation is a person's encouragement to take action to achieve his goals. Discipline is a person's behavior to obey the rules based on awareness and willingness to accept sanctions when violating the rules. Performance is the work achieved by an employee based on the actions and responsibilities of each employee at a certain time. This study aims to determine the influence of motivation and work discipline on employee performance in the marketing division of PT. Len Industri (Persero) Bandung. The type of research used is a quantitative approach method using primary and secondary data sources. The total population in this study was 120 employees in the marketing division of PT. Len Industri (Persero) Bandung, with a sample of 93 employees. Data analysis used path analysis and hypothesis testing using the test and F-test which were processed using SPSS Version 22 program. Based on the results of the study, it can be concluded that partially both motivation and work discipline variables have a positive and significant effect on employee performance. Meanwhile, simultaneously motivation and work discipline have a positive and significant effect on employee performance.

**Keywords:** Employee Performance; Motivation; Work Discipline

### INTRODUCTION

In order not to be left behind by other countries, Indonesia, which is one of the developing countries, is increasingly carrying out development so that it can continue to develop and not be left behind. An integral part of institutional development that is based on increasing productivity is through the development of physical infrastructure. The investment spent on the construction of these infrastructures has been very large, but there are still problems, namely in terms of weak planning, not optimal quantity, and not high enough quality.

PT. Len Industri (Persero), better known as LEN, is an industrial electronics and infrastructure company engaged in transportation, information & energy. Human resources are the main asset for Len. As a priority asset, Len's human resources are prepared to be able to provide added value for the company. The survival of the company is also largely determined by high employee performance. Mangkunegara (2017) defines Performance as the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. To measure employee performance, PT. Len Industri (Persero) applies the KPI (Key Performance Indicator) method, where this method is based on performance indicators that are specific, measurable, and clear.

Based on KPI, the results show that the performance of employees in the Marketing Division of PT. Len Industri (Persero) in the last three years has decreased. The most significant decline occurred in 2020. This is inseparable from the impact of the COVID-19 pandemic on the business sector of PT. Len Industri (Persero), especially the Marketing Division, which requires most employees to work from home or work from home (WFH). In the first four months of the implementation of WFH, only 10% of the total employees in the Marketing Division were allowed to work within the company, in the fifth month until early 2021, 30% of the total employees were allowed to come and work within the company.

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To find out what factors can affect the performance of employees in the Marketing Division of PT. Len Industri (Persero), the author conducted follow-up interviews with 30 respondents. It can be seen that the most dominant factor in influencing employee performance in the Marketing Division of PT. Len Industri (Persero), as many as 23% of respondents stated motivation and as many as 20% of respondents stated work discipline. Mangkunegara in Samad and Karyono (2020) argues that Motivation is an impulse in a person to do or do an activity or task as well as possible to be able to achieve work performance (performance) with a commendable predicate.

According to Hasibuan (2019), Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So he will obey/do all his duties well, not under coercion. What is meant by willingness is the attitude, behavior, and actions of a person under company regulations, whether written or not.

From the overall responses of respondents regarding statements related to employee performance, motivation, and employee work discipline, it is known that several factors are thought to cause a decrease in employee performance. This is evident from the fact that there are still some employees who state that they have not been able to master the work because they do not match their abilities and educational background, and there are still employees who are unable to complete the work according to the company's targets. This means that there is a problem with the indicators of the quantity of employee work, this can also be caused by not implementing the right men in the right job. This is in line with employee work motivation, there are still many employees who feel that while working there are still unmet physiological needs, namely the tertiary needs of employees, and in terms of security needs, many employees still feel insecure because there is no clear career path. In addition, employees feel that they have never been given positive attention and input by their superiors, which also includes unmet social needs. As well as The low work discipline of employees in terms of absenteeism, the use of time to complete work, and the use of excessive rest time are indirectly suspected of reducing employee performance in the Marketing Division of PT. Len Industri (Persero) Bandung.

Based on the problems that occur by the description above, the researchers are interested in conducting research with the title "The Effect of Motivation and Work Discipline on Employee Performance in the Marketing Division of PT. Len Industri (Persero) Bandung".

## METHODS

According to Sugiyono (2018), the research method is a scientific way to obtain data with certain goals and uses. In this study, the method used by the author is descriptive and verification through a quantitative approach. In this study, researchers used two independent variables, namely motivation ( $X_1$ ) and work discipline ( $X_2$ ), and one dependent variable, namely employee performance ( $Y$ ).

The data sources used consist of primary and secondary sources. Primary data was obtained from questionnaire or interview data. The secondary data was obtained from various library materials in the form of books, journals, or other documents related to the research conducted. In this study, the data collection method used was through literature study, observation, interviews, and distributing questionnaires.

The population in this study were all employees of the Marketing Division of PT. Len Industri (Persero) Bandung has as many as 120 employees. The sample obtained was 93 employees using the Slovin formula with a margin of error of 5%. The

technique used is Proportionate Stratified Random Sampling. Since the population is stratified, the sample is also stratified. Strata is determined by education level. The number of respondents from each stratum of education is 5 employees for S3, 11 employees for S2, 54 employees for S1, and 23 employees for D3.

The formula used to calculate the validity of this instrument is the product-moment correlation formula. If the correlation of each factor is positive and the magnitude is 0.3 and above, then the factor is a strong construct or can be declared valid. Meanwhile, to find the reliability of variables, this study used the Cronbach Alpha formula, declared reliable if the Alpha value > 0.60. The data analysis technique used in this research is descriptive analysis and verification. Descriptive analysis using the Likert scale and continuous line. Then the data is transformed into interval data using the Method of Successive Interval (MSI). The verification analysis uses path analysis. Then test the hypothesis using the t-test and F test.

## RESULTS AND DISCUSSION

### Data Validity Test Results

**Table 1. Research Variable Validity Test Results**

Variable	Item	Validity	Critical Point	Description
Motivation (X1)	1	0,858	0,300	Valid
	2	0,874	0,300	Valid
	3	0,923	0,300	Valid
	4	0,924	0,300	Valid
	5	0,924	0,300	Valid
	6	0,906	0,300	Valid
	7	0,926	0,300	Valid
	8	0,904	0,300	Valid
	9	0,902	0,300	Valid
	10	0,890	0,300	Valid
	11	0,941	0,300	Valid
	12	0,953	0,300	Valid
	13	0,926	0,300	Valid
	14	0,930	0,300	Valid
	15	0,929	0,300	Valid
	16	0,912	0,300	Valid
	17	0,936	0,300	Valid
	18	0,915	0,300	Valid
	19	0,920	0,300	Valid
Work Discipline (X2)	1	0,934	0,300	Valid
	2	0,918	0,300	Valid
	3	0,933	0,300	Valid
	4	0,945	0,300	Valid
	5	0,938	0,300	Valid
	6	0,938	0,300	Valid



	7	0,926	0,300	Valid
	8	0,937	0,300	Valid
	9	0,954	0,300	Valid
	10	0,927	0,300	Valid
	11	0,944	0,300	Valid
	12	0,945	0,300	Valid
	13	0,929	0,300	Valid
	14	0,953	0,300	Valid
	15	0,933	0,300	Valid
	16	0,638	0,300	Valid
Performance (Y)	1	0,918	0,300	Valid
	2	0,905	0,300	Valid
	3	0,941	0,300	Valid
	4	0,925	0,300	Valid
	5	0,924	0,300	Valid
	6	0,914	0,300	Valid
	7	0,921	0,300	Valid
	8	0,940	0,300	Valid
	9	0,924	0,300	Valid
	10	0,925	0,300	Valid
	11	0,938	0,300	Valid
	12	0,936	0,300	Valid
	13	0,936	0,300	Valid
	14	0,933	0,300	Valid
	15	0,921	0,300	Valid
	16	0,942	0,300	Valid
	17	0,951	0,300	Valid

Source: Data that has been processed by SPSS vers 22 (2021)

Based on the table above, it can be seen that all statements used to measure each variable, namely motivation, work discipline, and performance have a value greater than the critical point value.

### Reliability Test Results

**Table 2. Research Instruments Reliability Test Results**

Variable	Reliability Coefficient	Critical Point	Description
Motivation (X1)	0,989	0,600	Reliable
Work Discipline (X2)	0,990	0,600	Reliable
Performance (Y)	0,990	0,600	Reliable

Source: Data that has been processed by SPSS vers 22 (2021)



Based on the table 2 above, it can be seen that the three variables studied have respective results of 0.989; 0.990; and 0.990, which means the value of the resulting reliability coefficient is greater than 0.60. Therefore, it can be said that the measuring instrument used is reliable.

Path analysis is used to determine the magnitude of the contribution caused by the path coefficient of each variable relationship on the path diagram that is interconnected, namely the motivation and work discipline variables on employee performance.

**Table 3. Correlation Between Research Variables**

		<b>Correlations Motivation</b>	<b>Work discipline</b>	<b>Employee performance</b>
Motivation	Pearson	1	,976**	,970**
	Correlation			
	Sig. (2-tailed)		,000	,000
Work discipline	N	93	93	93
	Pearson	,976**	1	,975**
	Correlation			
Employee performance	Sig. (2-tailed)	,000		,000
	N	93	93	93
	Pearson	,970**	,975**	1
	Correlation			
	Sig. (2-tailed)	,000	,000	
	N	93	93	93

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Data that has been processed by SPSS vers 22 (2021)

Based on the results of the above data processing, it can be explained that:

The correlation value between the motivation variable (X1) and work discipline (X2) is 0.976. The correlation value is positive which indicates that there is a unidirectional relationship between these variables. Based on the interpretation of the correlation coefficient, the correlation value of 0.976 is included in the category of a very strong relationship, which is in the interval of 0.800-1,000.

The correlation value between the motivation variable (X1) and employee performance (Y) is 0.970. The correlation value is positive which indicates that there is a unidirectional relationship between these variables. Based on the interpretation of the correlation coefficient, the correlation value of 0.970 is included in the category of a very strong relationship, which is in the interval of 0.800-1,000.

The correlation value between the work discipline variable (X2) and employee performance (Y) is 0.975. The correlation value is positive which indicates that there is a unidirectional relationship. Based on the interpretation of the correlation coefficient, the correlation value of 0.975 is included in the category of a very strong relationship, which is in the interval of 0.800-1,000.





**Table 4. Path Coefficient of Motivation and Work Discipline on Employee Performance**

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,551	,890		,619	,537
Motivation	,358	,092		,392	3,884
Work Discipline	,624	,106		,592	5,876

a. Dependent Variable: Employee performance

Source: Data that has been processed by SPSS vers 22 (2021)

Based on the table 4 above, it is known that the path coefficient value for the motivation variable ( $\rho_{yx_1}$ ) is 0.392 and the path coefficient for work discipline ( $\rho_{yx_2}$ ) is 0.592. As for the combined influence contribution ( $R^2$ ) provided by both can be seen in the following table:

**Table 5. Simultaneous Coefficient of Determination**

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	,978 <sup>a</sup>	,957	,956	3,083210

a. Predictors: (Constant), Work Discipline, Motivation

Source: Data that has been processed by SPSS vers 22 (2021)

Based on the table 5 above, it is known that the coefficient of determination obtained is 0.957 or 95.70%.

**Table 6. Recapitulation of Direct and Indirect Influences**

Variable	Path Coefficient r	Direct Influences (%)	Indirect Influences (through) %		Indirect Influences (%)	Total influences (%)
			X1	X2		
			X <sub>1</sub>	0,39		
X <sub>2</sub>	0,59	35,00	22,65	-	22,65	57,65
<b>Total influences</b>						<b>95,70</b>

Source: Data that has been processed by SPSS vers 22 (2021)

From the table above, the following picture is obtained:

Partially, motivation ( $X_1$ ) has an influence on employee performance (Y) by 38.05%. This value consists of a direct effect of 15.40% and an indirect effect of 22.65%. Partially, work discipline ( $X_2$ ) affects employee performance (Y) by 57.65%. This value consists of a direct effect of 35.00% and an indirect effect of 22.65%.



## Partial Hypothesis Testing (t-Test)

**Table 7. Partial Hypothesis Testing (t-Test)**

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	,551	,890		,619	,537
Motivation	,358	,092	,392	3,884	,000
Work Discipline	,624	,106	,592	5,876	,000

a. Dependent Variable: Employee performance

Source: Data that has been processed by SPSS vers 22 (2021)

Based on the table above, the SPSS output is obtained:

The  $t_{\text{value}}$  for the motivation variable on employee performance is 3.884 and the p-value (Sig) is 0.000. Because the value of  $t_{\text{count}}$  is greater than the value of the  $t_{\text{table}}$  (3.884 1.987) and a significance value of  $0.000 < 0.05$ ,  $H_0$  is rejected and  $H_1$  is accepted, meaning that partial motivation has a significant effect on employee performance in the Marketing Division of PT. Len Industri (Persero) Bandung.

The  $t_{\text{value}}$  for the work discipline variable on employee performance is 5.876 and the p-value (Sig) is 0.000. Because the value of  $t_{\text{count}}$  is greater than the value of  $t_{\text{table}}$  (5.876 1.987) and a significance value of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted, meaning that partially work discipline has a significant effect on employee performance in the Marketing Division of PT. Len Industri (Persero) Bandung.

**Table 8. Simultaneous Hypothesis (F-Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19080,308	2	9540,154	1003,574	,000 <sup>b</sup>
	Residual	855,556	90	9,506		
	Total	19935,865	92			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work Discipline, Motivation

Source: Data that has been processed by SPSS vers 22 (2021)

Based on the table above, it is known that the  $F_{\text{count}}$  value is 1003.574 with a p-value (Sig) of 0.000. With  $\alpha = 0.05$ ,  $df_1 = 2$  and  $df_2 = (n-k-1) = (93-2-1) = 90$ , then  $F_{\text{table}} = 3.098$  is obtained. Because  $F_{\text{count}}$  is greater than  $F_{\text{table}}$  (1003.574 3.098) and a significance value of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted, meaning that simultaneously motivation and work discipline have a significant effect on employee performance in the Marketing Division of PT. Len Industri (Persero) Bandung.

Based on the results of research that has been done, it shows that there is a relationship between motivation and employee performance in the marketing division of PT. Len Industri (Persero). This can be seen from the obtained correlation value of 0.970. Based on the interpretation of the correlation coefficient, this value is included in the category of a very strong relationship. In addition, a positive correlation value indicates that the relationship that exists is unidirectional, meaning that the higher the motivation possessed by the employee, the better the work performance will be. The results of this study are reinforced by research conducted by Nuraldy in the Journal of Management and Accounting (2020), which explains that Motivation has a significant effect on employee performance at PT. Bangun Jaya Persada Jakarta. In addition,

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Mangkunegara (2017) states that Factors that affect performance achievement are the ability factor and motivation factor.

Based on the results of research that has been done, it shows that there is a relationship between work discipline and employee performance in the marketing division of PT. Len Industri (Persero). This can be seen from the obtained correlation value of 0.975. Based on the interpretation of the correlation coefficient, this value is included in the category of a very strong relationship. In addition, a positive correlation value indicates that the relationship that exists is unidirectional, meaning that the higher the work discipline applied by employees, the better the performance that will be produced. In addition, based on hypothesis testing, it shows that work discipline has a significant effect on employee performance in the Marketing Division of PT. Len Industri (Persero) Bandung. The results of the study above are strengthened by research conducted by Wairooy in the Journal of Administration: Journal of Scientific Thought and Office Administration Education (2017) showing that Work discipline has a positive and significant effect on employee performance. This follows what was stated by Priansa (2019), The discipline approach aims to provide an understanding that work discipline is applied because there are certain goals to be achieved. Therefore, work discipline is an effort made to improve employee performance.

Based on The results of research that has been done, it shows that there is a relationship between motivation and work discipline of employees in the marketing division of PT. Len Industri (Persero). This can be seen from the obtained correlation value of 0.976. Based on the interpretation of the correlation coefficient, this value is included in the category of a very strong relationship. In addition, a positive correlation value indicates that the relationship that exists is a one-way relationship, meaning that the higher the employee's motivation, the higher the work discipline applied. Meanwhile, based on hypothesis testing, shows that motivation and work discipline have a significant effect on employee performance in the Marketing Division of PT. Len Industri (Persero) Bandung. The results of the research above are strengthened by research conducted by Winata in the Scientific Journal: Journal of Management Science (2020) showing that There is an influence of motivation and work discipline simultaneously on employee performance. Then, this is under the theory put forward by Wibowo (2017) that The higher the motivation and work discipline, the employee's performance will also increase.

## CONCLUSION

Employee motivation in the marketing division of PT. Len Industri (Persero) Bandung as a whole can be said to be quite high. Work discipline of employees in the marketing division of PT. Len Industri (Persero) Bandung as a whole can be said to be quite high. Employee performance in the marketing division of PT. Len Industri (Persero) Bandung as a whole can be said to be quite good. Meanwhile, motivation has a significant effect on employee performance in the marketing division of PT. Len Industri (Persero) Bandung. Work discipline has a significant effect on employee performance in the marketing division of PT. Len Industri (Persero) Bandung. Also, motivation and work discipline together have a significant influence on employee performance in the marketing division of PT. Len Industri (Persero) Bandung.

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