

The Influence of Work Motivation and Work Discipline on Employee Performance at CV Purbayasa Purbalingga

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ABSTRACT

This research aims to analyze the influence of work motivation and work discipline on employee performance at CV Purbayasa, a company operating in the plywood industry. Work motivation and work discipline are important factors in increasing employee productivity and quality of performance. At CV Purbayasa, employees have a central role in maintaining the quality of the company's products and services. In the context of this company, this research focuses on how work motivation and work discipline factors influence employee performance.

The method used in this research is a quantitative research method. Data collection was carried out through data collection which was carried out by asking respondents to answer a list of questions that had been prepared. The study sample was randomly selected to ensure appropriate representation of the industry's employee population. The analysis model used in this research is multiple linear regression analysis.

Preliminary findings indicate a strong positive correlation between employee work motivation and performance, confirming the importance of intrinsic and extrinsic motivators in increasing task engagement and productivity. In addition, work discipline emerged as an important mediator, and disciplined work habits strengthened the positive impact of work motivation on performance. By recognizing the interaction between work motivation and work discipline, organizations can develop specific strategies that foster an environment conducive to high performance.

Keywords: work motivation, work discipline, employee performance, productivity

1. Introduction

Every company has and sets goals to achieve. In achieving goals, companies need to prepare effective management to facilitate the process of achieving their goals (Budiyanto & Mokhlas, 2020). Where management is basically a science and art that discusses managing the process of

utilizing existing resources, both human resources and other resources, to achieve goals. One of the most important parts of management in a company is human resource management (HRDM) because HRM is related to good employee governance in bringing company activities to life (Harras et al., 2020).

HR management has a fundamental role in the company. HR management practices include various activities ranging from recruiting, motivating, retaining, to ensuring the survival of employees (Liu et al., 2020). The company's effectiveness and productivity depend on the company's success in carrying out its HR management functions. Even though a company has a lot of assets, a good building, reliable marketing, or an extensive network, it still needs people to carry out activities and implement the company's plans (Maryani et al., 2021). When a company devotes effort and focus to managing its human resources well, the company is very close to achieving company goals and effectiveness.

One of the discussion topics that must be researched in human resource management is performance. Researchers argue that a strong HR management system can improve performance (Bach & Edwards, 2013). This is because performance is the core discussion of HR management. Employee performance is a real reflection of the company's output, meaning that employee performance is very closely related to the performance of the organization or company (Budiyanto & Mokhlas, 2020). Measuring employee performance describes the size or level of success and failure of the company in achieving its stated vision and mission.

Good performance in an individual employee is shaped by various factors. Two of them are work motivation and work discipline. Work motivation can be defined as an inner drive driven by psycho-biological stimuli that causes changes in a person's behavior or attitude. High work motivation is in line with increasing satisfaction and a person's desire to fulfill needs and achieve goals (Saleh et al., 2022), meaning that employees with high work motivation will tend to have high desire and enthusiasm in completing their work responsibilities and achieving the goals set by the company. So, the higher an employee's work motivation, the higher his performance will be.

Work discipline is management's actions or efforts to encourage employees to fulfill several rules. Discipline can also be defined as a form of instillation and training by management in an effort to improve and shape certain attitudes and behavior that can improve employee work performance (Endang & Sari, 2019). Employees who have high work discipline will tend to obey the rules and policies that apply to the company and strive to achieve their work targets according to company directions. Therefore, employee discipline will lead to increased performance.

CV Purbayasa Purbalingga is a plywood producing company located in Purbayasa Village, Padamara District, Purbalingga Regency. CV Purbayasa is one of the companies that strives to manage human resources well in order to create employees who have high performance. CV Purbayasa Purbalingga has 1911 employees divided into four divisions, namely laminating, rotary, box and barecore. In managing its 1911 employees, CV Purbayasa company management requires good and professional HR management, so that employees and the company can work together to achieve company goals well. However, based on the results of pre-research observations and interviews conducted by researchers at CV Purbayasa, it was found that there were problematic

phenomena related to employee work motivation and work discipline. Researchers found that CV Purbayasa employees still often complained of a lack of enthusiasm and only wanted to complete their work tasks. In relation to work discipline, researchers found that there is a phenomenon where there are still employees who do not obey company rules and are less responsible for their work. Thus, there is a gap in the phenomenon that is the basis for this research.

Previous research regarding the influence of work motivation and work discipline has been carried out by several previous researchers. Research by Endang & Sari (2019) found that high work motivation in employees can have an influence on their performance. However, these findings are different from research by Jatmika & Andarwati (2018) which found that high work motivation does not always have an effect on employee performance. Meanwhile, research by Endang & Sari (2019) also found that employee discipline can have an influence on their performance. However, these findings are different from research by Zulaida & Parwoto (2023) which found that high discipline does not always have an effect on employee performance.

Based on the previous research findings above, there is a research gap in previous research findings and further research is needed regarding these variables, namely the influence of work motivation and work discipline on performance. Therefore, the researchers decided to research with the title, " The Influence of Work Motivation and Work Discipline on Employee Performance at CV Purbayasa Purbalingga."

2. Literature Review

2.1 Employee Performance

Employee performance is a reflection of employee achievements in carrying out programs, realizing targets, and continuing to comply with the rules and morals set by the company (Budiyanto & Mokhlas, 2020). For an organization, performance is a measure of success which is realized through various efforts (Harras et al., 2020). Another definition is that performance is achievement or work output related to both quality and quantity achieved through the process of carrying out certain tasks (Khaeruman et al., 2021). Based on these definitions, employee performance is a description of the level of achievement of the implementation of activities and programs carried out by employees in achieving organizational goals.

2.2 Work Motivation

Work motivation is encouragement that brings satisfaction, increases productivity and changes human behavior (Budiyanto & Mokhlas, 2020). Work motivation can be defined as an inner drive driven by psycho-biological stimuli that causes changes in a person's behavior or attitude. High motivation is in line with increased satisfaction and a person's desire to fulfill needs and achieve (Saleh et al., 2022). The higher an employee's motivation, the higher his performance will be. Based on these definitions, work motivation is encouragement in a person that causes changes in attitudes and behavior in the form of a desire to achieve something.

2.3 Work Discipline

Work discipline is management's actions or efforts to encourage employees to fulfill several rules. Discipline can also be defined as a form of instillation and training by management in an effort to improve and shape certain attitudes and behavior that can improve work performance (Endang & Sari, 2019). The higher an employee's work discipline, the higher his or her desire to obey the rules and policies that apply to the company. Based on these definitions, work discipline is HRM's efforts to shape employee behavior and attitudes that comply with company regulations and policies.

2.4 Theoretical Framework and Development Model

2.4.1 Work Motivation and Performance

Work motivation is an inner impulse driven by psycho-biological stimuli that causes changes in a person's behavior or attitude. High motivation is in line with increased satisfaction and a person's desire to fulfill needs and achieve goals (Saleh et al., 2022). Employees with high motivation will tend to have high desire and enthusiasm in completing their work responsibilities and achieving the goals set by the company. The higher an employee's motivation, the higher his performance will be. Research by Endang & Sari (2019) found that high motivation in employees can have an influence on their performance.

Based on this explanation, the following hypothesis can be formulated:

H₁ = Work motivation influences employee performance at CV Purbayasa Purbalingga

2.4.2 Work Discipline and Employee Performance

Work discipline can be defined as management's actions or efforts to encourage employees to fulfill certain rules. Discipline can also be defined as a form of instillation and training by management in an effort to improve and shape certain attitudes and behavior that can improve employee work performance (Endang & Sari, 2019). Employees who have high work discipline will tend to obey the rules and policies that apply to the company and strive to achieve their work targets according to company directions. The more disciplined the employee, the greater the increase in performance. Endang & Sari's (2019) research also found that employee discipline can have an influence on their performance.

Based on this explanation, the following hypothesis can be formulated:

H₂ = Work discipline influences employee performance at CV Purbayasa Purbalingga

2.4.3 Work Motivation, Work Discipline and Employee Performance

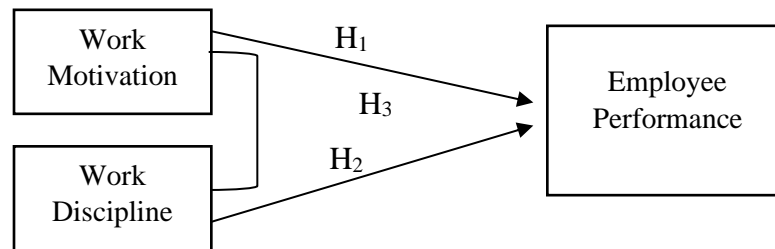
The performance of employees who have high motivation and work discipline will increase because these employees will tend to care about their company (Endang & Sari, 2019). The company's efforts to increase motivation and implement rules that discipline its employees will increase the quality and quantity of employee work output. Employees who have high work motivation and a disciplined attitude in carrying out their work responsibilities will have more optimal performance. The higher the motivation accompanied by employee discipline, the greater

the increase in performance. Research by Maryani et al., 2021) also found that high employee work motivation and employee work discipline can have a good influence on their performance.

Based on this explanation, the following hypothesis can be formulated:

H₃ = Work motivation and work discipline influence employee performance at CV Purbayasa Purbalingga

Then the research model was formulated as follows:



3. Research Methodology

3.1 Types of Research

This type of research is quantitative research which is based on the philosophy of positivism and aims to examine a sample using collection techniques using instruments and has a statistical data analysis stage and a hypothesis testing stage (Sugiyono, 2019).

3.2 Data Source



The data sources in this research are divided into two sources, namely:

- Primary resources obtained directly from the research object, namely CV Purbayasa Purbalingga employees, through distributing questionnaires.
- Secondary data sources obtained indirectly through documents relating to CV Purbayasa Purbalingga employees as well as documents obtained online relating to research variables.

3.3 Population and Sample

The research population is a group of objects designated as targets to be studied for research, whether in the form of people, objects or phenomena (Ahyar et al., 2020). The population in this study were employees of CV Purbayasa Purbalingga. Meanwhile, a sample is a part of a population that can represent and reflect a population (Ahyar et al., 2020). The sample in this study was determined using a cluster sampling technique where researchers will take 25 people from each division as research objects. So, from these 4 divisions, 100 research respondents will be collected.

3.4 Method of Collecting Data

Data collection is a step taken in searching for research data to then process it and draw conclusions from it. Data collection in this research was carried out by distributing questionnaires containing closed questions and measured using a Likert scale.

3.5 Data Analysis

Analysis of the collected research data was carried out using several analytical tools, namely descriptive analysis, multiple linear regression analysis, and hypothesis testing consisting of the T test and F test.

3.6 Operational Definition

The operational definition used in the research is as follows:

- **Work Motivation**
Work Motivation indicators according to Budiyanto & Mokhlas (2020:76)
 - Physical needs
 - The need for security
 - The need for a sense of belonging
 - Reward needs
 - Self-actualization needs
- **Work Discipline**
Work Discipline indicators according to Agustini (2019:104)
 - Attendance rate
 - Work procedures
 - Obedience to superiors
 - Work awareness
 - Responsibility
- **Employee Performance**
Performance indicators according to Budiyanto & Mokhlas (2020:78):
 - Quality
 - Efficiency
 - Ability
 - Punctuality
 - Knowledge
 - Creativity
 - According to procedures

4. Results

4.1 Descriptive Analysis of Respondent Profiles

The respondents for this research consisted of 100 employees of CV Purbayasa Purbalingga with profile descriptions as follows:

Table 1. Descriptive Respondent Profile

Category		Number of Respondents
Division	Rotary	25 people
	Laminating	25 people

	Kotak	25 people
	Barecode	25 people
Age	20-30 year	18 people
	31-40 year	38 people
	41-50 year	36 people
	More than 50 years	8 people

4.2 Validity and Reliability Test Results

Validity and reliability testing in this research was carried out with the help of the SPSS application and obtained the following results:

Table 2. Validity Test Results

Variable	Indicator	Pearson Correlation
X1 Work Motivation	X1_1	0,893
	X1_2	0,876
	X1_3	0,930
	X1_4	0,911
	X1_5	0,896
X2 Work Discipline	X2_1	0,956
	X2_2	0,932
	X2_3	0,949
	X2_4	0,930
	X2_5	0,930
Y Employee Performance	Y_1	0,910
	Y_2	0,903
	Y_3	0,878
	Y_4	0,833
	Y_5	0,828
	Y_6	0,905
	Y_7	0,863

Validity testing is carried out by comparing the Pearson correlation value with the r table where the r table for 100 samples at a significance of 0,05 is 0,1966. The entire Pearson correlation value on the questionnaire is more than 0,1966, so the questionnaire is declared valid.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha
X1 Work Motivation	0,941
X2 Work Discipline	0,967
Y Employee Performance	0,948

Reliability testing is carried out by identifying the Cronbach's alpha value. The entire Cronbach's alpha value on the questionnaire is more than 0,6 so the questionnaire is declared reliable.

4.3 Results of Multiple Regression Analysis

Table 4. Results of Multiple Regression Analysis

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	2.416	1.183		2.041	.044

X1	.626	.123	.469	5.088	.000
X2	.663	.128	.479	5.194	.000

The table above is the result of multiple regression analysis. Based on these results, the regression equation can be formulated:

$$Y = 2,416 + 0,626X1 + 0,663X2 + e$$

From this equation it can be interpreted that:

- When work motivation and work discipline have a value of 0, then the performance variable has a value of 2,416
- When work motivation increases by 1 unit, the performance variable also increases by 0,626
- When work discipline increases by 1 unit, the performance variable also increases by 0,663

4.4 Hypothesis Test Results

The results of the partial hypothesis test with the T test are obtained as in table 4 above. Based on these results, they can be interpreted as follows:

- Testing the effect of work motivation on performance, obtained a significance value of 0.000 so that the significance value is smaller than 0.05. It can be concluded that work motivation influences the performance of CV Purbayasa Purbalingga employees.
- Testing the effect of work discipline on performance, obtained a significance value of 0.000 so that the significance value is smaller than 0.05. It can be concluded that work discipline influences the performance of CV Purbayasa Purbalingga employees.

The simultaneous hypothesis test with the F test is obtained as shown in the following table:

Table 5. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2330.825	2	1165.412	292.132	.000 ^b
Residual	386.965	97	3.989		
Total	2717.790	99			

Based on these results, it can be interpreted that testing the influence of work motivation and work discipline simultaneously on performance, obtained a significance value of 0,000 so that the significance value is smaller than 0,05. It can be concluded that work motivation and work discipline jointly influence the performance at CV Purbayasa Purbalingga employees.

5. Discussion

Based on the results of hypothesis testing above, the discussion of the research results is as follows:

- **The Effect of Work Motivation on Employee Performance.**
Testing the effect of work motivation on performance, a significance value of 0,000 was obtained, where the significance value was smaller than 0,05. It can be concluded that work motivation influences the performance of CV Purbayasa Purbalingga employees. Employees with high work motivation will tend to have high desire and enthusiasm in completing their work responsibilities, so that performance will increase. The higher an employee's motivation, the higher his performance will be. The results of this research are

in line with research by Endang & Sari (2019) which also found that work motivation had an effect on employee performance.

- **The Effect of Work Discipline on Employee Performance.**
Testing the effect of work discipline on performance, a significance value of 0,000 was obtained, where the significance value was smaller than 0,05. It can be concluded that work discipline influences the performance of CV Purbayasa Purbalingga employees. Employees who have high work discipline will tend to obey the rules and policies that apply to the company and strive to carry out work with the best quantity and quality to achieve high performance. The higher the employee's discipline, the greater the increase in performance. The results of this research are in line with research by Endang & Sari (2019) which also found that work discipline influences employee performance.
- **The Effect of Work Motivation and Work Discipline on Employee Performance.**
Testing the influence of work motivation and work discipline simultaneously on performance, a significance value of 0,000 was obtained, where the significance value was smaller than 0,05. It can be concluded that work motivation and work discipline jointly influence the performance of CV Purbayasa Purbalingga employees. Employees who have high work motivation and a work disciplined attitude in carrying out their work responsibilities will have more optimal performance. The higher the work motivation accompanied by employee discipline, the greater the increase in performance. The results of this research are in line with the research of Maryani et al. (2021) who also found that work motivation and work discipline jointly influence employee performance

6. Conclusion

Based on the research results, the conclusions of the research are 1) Work motivation influences employee performance at CV Purbayasa Purbalingga. Employees with high work motivation will tend to have a high desire and enthusiasm to improve their performance. 2) Work discipline influences employee performance at CV Purbayasa Purbalingga. Employees who have high work discipline will tend to obey applicable rules and policies and increase the quantity and quality of their performance. 3) Work motivation and work discipline jointly influence the performance of CV Purbayasa Purbalingga employees. The higher the work motivation accompanied by employee work discipline, the greater the increase in performance.

As for recommendations for companies, researchers hope that companies can strive to pay more attention to aspects of work motivation and work discipline in improving employee performance. For example, by ensuring that salaries are sufficient and providing safe facilities and rules that discipline employees.

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