



Encourage work motivation and work discipline towards employee performance

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ABSTRACT

Effective management, thinking about the importance of human resources. Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 41 respondents drawn into a sample using non-probability sampling, the saturated sampling / total sampling method—and data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee performance is influenced by work motivation; the higher the work motivation, the higher the employee performance. The second hypothesis states that work discipline does not affect employee performance. The third hypothesis is that employee performance is influenced by work motivation and work discipline, which can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. INTRODUCTION

Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al., 2022; Haryadi, 2022; Haryadi et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi et al., 2022; Haryadi & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and motivation triggers

are needed for company employees by specific actions from the company. Company resources are precious capital for a company because humans carry out all operational activities/activities of the company. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing devices, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain survival (Didit Haryadi et al., 2021; Mulyadi et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that a person or group of people can achieve in a company under their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

One factor that can improve employee performance is by providing work motivation. Work motivation has a dominant role in enhancing employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all their abilities to finish the position enthusiastically, and for employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

In addition to work motivation, one factor that can improve employee performance is high work discipline. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Didit Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change his behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and to increase their awareness and willingness to obey all applicable company rules and social norms (Parta, Ismail, & Wijaya, 2023).

PT. Pigeon Indonesia is a subsidiary of Pigeon Singapore PTE. LTD., which was established in 1995 by PT. Multielok Cosmetic and Pigeon Corporation Japan. The main business carried out is the assembly of Nursing Bottle, Training Cup assembly, and Injection Nipples. Pigeon Group gives full consideration to climate change mitigation and biodiversity. To this end, Pigeon Indonesia has determined the volume of our greenhouse gas emissions, both direct and indirect, and we are working to reduce those emissions. In May 2019, two of Pigeon's production companies in China used solar panels thoroughly, followed by our production company in India in October 2019 to reduce CO2 emissions.

Pigeon also uses photocatalytic paint and adopts LED lighting to save electricity. Together with LindungiHutan, PT Pigeon Indonesia initiated a nature campaign in two locations in Indonesia. The locations are Happy Beach, Bekasi, and Muara Cisadane, Tangerang. Both sites include

coastal areas in Indonesia that often experience abrasion and tidal floods, so reforestation is needed in the sea. Pigeon Indonesia's collaboration with Lindungi Hutan is fundamental in protecting the environment and natural ecosystems ([Http://pigeon.co.id/](http://pigeon.co.id/) & Dunia, n.d.). PT Pigeon Indonesia was founded in Japan in 1957 by Yuichi Nakata to meet the needs of mothers worldwide by producing high-quality, durable, and user-friendly products for babies and toddlers. The company has grown steadily and has strong brands in more than 40 countries, with subsidiaries in Singapore, China, and the United States. Today, Pigeon is the market leader in baby and maternal products. In addition to producing bottles, the company also has pacifiers, breast pumps, baby toiletries, diapers, wet tissue, toys, and various products for older people.

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Pigeon Indonesia Cikande Serang branch of the production department, which amounted to 41 respondents. The sample in this study consisted of employees of PT Pigeon Indonesia Cikande Serang branch of the production section, totaling 41 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 41 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant influence of work motivation on employee performance, H2: There is a considerable influence of work discipline on employee performance, H3: There is a considerable influence of work motivation and work discipline simultaneously on employee performance.

3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be conducted to show the extent to which the instrument method or measurement method of something is positively designed. Employee performance was measured by five statements, five accounts measured work motivation, and work discipline was measured by five survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhiikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				
EP_1	0.808	0,308	Valid	0.926
EP_2	0.840	0,308	Valid	
EP_3	0.819	0,308	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
EP_4	0.717	0,308	Valid	0.908
EP_5	0.849	0,308	Valid	
Work Motivation				
WM_1	0.635	0,308	Valid	
WM_2	0.623	0,308	Valid	
WM_3	0.904	0,308	Valid	0.832
WM_4	0.891	0,308	Valid	
WM_5	0.814	0,308	Valid	
Work Discipline				
WD_1	0.863	0,308	Valid	
WD_2	0.550	0,308	Valid	0.832
WD_3	0.863	0,308	Valid	
WD_4	0.903	0,308	Valid	
WD_5	0.881	0,308	Valid	

Table 1. shows that all statement indicator variables for each variable on each indicator have r-count values > 0.308, which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point of validity value $r > 0.308$. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.77272654
Most Extreme Differences	Absolute	.146
	Positive	.098
	Negative	-.146
Test Statistic		.146
Asymp. Sig. (2-tailed)		.081 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.081), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 1.3 below.

Table 3. Multiklonieritas test

Tableicients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Work_Motivation	.279	3.588
	Work_Discipline	.279	3.588

a. Dependent Variable: Employee Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 3.588 and a Tolerance value of 0.279. The result of the decision for the multicollinearity test is that if the tolerance value (0.279) > 0.10 and VIF (3.588) < 10, it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regres regressionr test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	-2.599	1.718		-1.513	.139
1 Work_Motivation	.872	.161	.722	5.433	.000
Work_Discipline	.232	.149	.207	1.557	.128

a. Dependent Variable: Employee Performance

The negative constant -2.599 means that if the value of work motivation and work discipline equals zero, then the level or magnitude of employee performance is -2.599. The regression coefficient of the work motivation variable has a positive value of 0.872, which means that if the value of work motivation increases one hundred percent, then employee performance increases 0.872 times. The value of the regression coefficient of the work discipline variable is positive by 0.232. This explains that if the value of work discipline rises by one hundred percent, then the employee performance variable increases by 0.232 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis test

Variable	T-value	P-values	Result
WM → EP	5.433	0.000	Accepted
WD → EP	1.557	0.128	Rejected
WM & WD → EP	83.083	0.000	Accepted

Source: Results of research data processing 2023

Table 5 shows statistically the first hypothesis, the results of the t-test on the assumption of work motivation affect employee performance, obtained t-count of 5,433 and t-table on degrees of freedom (dk) = n-2 (41-2=39) obtained by 2,023 so that t-count > t-table (4,618 > 2.023) with a significance level of 0.000 (0.000 < 0.05) so that there is an effect of work motivation on employee performance. Work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023).

The second statistically hypothetical finding, the results of the t-test on the assumption of work discipline affect employee performance, obtained t-count of 1,557 and t-table on degrees of freedom (dk) = n-2 (41-2=39) obtained by 2,023 so that t-count < t-table (1,557 < 2.023) with a significance level of 0.000 (0.128 > 0.05) so that there is no influence of work discipline on employee performance. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Haryadi et al., 2022).

The third finding in the results of the F test on the hypothesis which states that the effectiveness of training and work motivation affects employee performance is obtained F-count of 544,892 and F-table on Degrees of Freedom (dk) = n-k-1 or 41-2-1= 38 of 3.24 so that F-count > F-table (83,083 > 3.24) with a significance level of 0.000 (0.000 < 0.05) so that there is an influence of work motivation and work discipline on employee performance. Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all their abilities to finish the position enthusiastically, and for employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023). In

contrast, work discipline can be interpreted as a manager communicating to employees to change their behavior to increase awareness and willingness to comply with company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and to increase their awareness and willingness to obey all applicable company rules and social norms (Parta et al., 2023).

4. CONCLUSION

From the discussion results, the first hypothesis states that employee performance is influenced by work motivation, meaning that the higher the work motivation an employee has, the higher the employee's performance. The second hypothesis states that work discipline does not affect employee performance. The third hypothesis is that employee performance affects work motivation and work discipline. Work motivation and work discipline are included in the excellent category because the results of descriptive analysis often show that they qualify as indicators of cooperative attitude indicators in the company used for performance appraisal, and it is necessary to maintain harmonious relationships between employees to have a sense of togetherness between employees increasing to improve human resources. For future researchers who conduct research, it is hoped that they will better prepare themselves in the process of taking and collecting data and everything related to research, namely data and everything related to research, namely conducting routine observations and socialization before distributing questionnaires to respondents, so that there are no difficulties when distributing questionnaires and can be done well and more mature. distribution of questionnaires and can be done well and more mature. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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