



## The Influence Of Work Motivation And Work Discipline On Employee Performance

(An Empirical Study at PT. Citra Serasi Mandiri Kuningan – West Java)

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**Abstract:** *The purpose of this study was to determine the effect of work motivation and work discipline on employee performance at PT Citra Serasi Mandiri either partially or simultaneously. The type of research used is an associative quantitative method. The population was taken from all employees of PT Citra Serasi Mandiri, namely 115 people. Sampling using a saturated sample of 115 respondents. Data analysis used the data instrument test, the classical assumption test, the linear regression test, the correlation coefficient test, the coefficient of determination test and the hypothesis test.*

*The results of research on work motivation and discipline have a positive and significant effect on employee performance with the regression equation  $Y = 6.133 + 0.496 X_1 + 1.349 X_2$ . The correlation coefficient of 0.871 means that the variables of work motivation and work discipline have a very strong level of relationship. The value of determination or influence contribution is 0.759. Hypothesis testing obtained  $F_{count} > F_{table}$  or  $(176.605 > 3.93)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a simultaneous significant influence between work motivation and work discipline on employee performance at PT. Citra Serasi Mandiri.*

**Keywords:** *The Influence of Work Motivation and Work Discipline, Employee Performance*

### INTRODUCTION

Human resource management is a very important factor in determining how to run organizational activities to achieve the necessary goals. Human resources are one of the most important factors in an organization. Basically, human abilities are limited (physical, knowledge, time, and training) while needs are unlimited. Efforts to meet needs and the limited ability to perform work push humans to divide work, tasks, and responsibilities

In an organization or company, it is demanded to have a perspective and disciplined attitude to improve employee performance. Work discipline is the most important function of human resource management and is closely related to the management of human resources for a company. The potential of human resources is essentially one of the capital and plays a very important role in achieving organizational goals. Because human resources are a major asset that greatly influences the progress of the organization

The human resources desired by the company are to be able to provide good things for all activities within the company so as to achieve its goals, all employees are expected to have high work motivation. Motivation is something that is quite important for the company to pay attention to. If the company wants a good contribution and optimal target achievement for the company itself. The motivation from the company will provide high spirits for the employees to carry out every job given to them

PT. Citra Serasi Mandiri is a company engaged in building cleaning management (Cleaning Service) which has a professional business target, namely office boy, cleaning service, technician, security, driver, general cleaning, rental cleaning equipment, and supplier of work tools and cleaning chemicals. The business targets are educational buildings, offices, hospitals, restaurants, general targets, and so forth

Performance is a very important and interesting part to pay attention to because its benefits for achieving company goals are proven to be very important. A company wants its employees to have good performance in order to create work results that are in line with what the company expects. Performance issues in a company are always a problem that needs attention, this is related to all activities carried out in improving the productivity of its employees. Performance refers to a formal and structured system used to measure, assess, and influence attributes related to workers, behavior and results, including attendance levels

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him in an organization formed to achieve common goals effectively requires good and correct management. Work quality is a result that can be measured by the effectiveness and efficiency of a job carried out by human resources or other resources in achieving the company's goals well and usefully. Work quantity is how long an employee works in one day. This work quantity can be seen from the speed of each employee's work. Responsibility is an important characteristic to establish value as an employee and can build a positive culture in the company achieved by an employee in carrying out his duties in accordance with the provisions in the company

The phenomenon that occurs in companies is that the quality of work of employees in the building management side, trained workers always understand tasks well according to the company's SOP. As for the work quantity, employees always have good potential every day. Employees also have a sense of responsibility as employees in carrying out their duties to achieve common goals effectively requires good and correct management.

With the company regulations and social norms applicable to the company, I attach the following table about targets and achievement results with the average performance value of employees:

Table 1. 1  
**Employee Performance Assessment Data At PT. Citra Serasi Mandiri**

Period of 2019 -2021

No	Aspect	Target	Result of Achievement		
			2019	2020	2021
1	Attendance Rate	100%	80%	78%	72%
2	Discipline	100%	80%	83%	85%
3	Responsibility	100%	80%	83%	85%

4	Neatness	100%	79%	81%	82%
5	Speed	100%	79%	80%	83%
6	Ethics	100%	80%	82%	85%
7	Cooperation	100%	79%	83%	85%
<b>Average Number</b>			<b>80%</b>	<b>81%</b>	<b>82%</b>

Source : PT. Citra Serasi Mandiri

Based on Table 1.1 above, it can be jointly known that the condition of employee performance in 2019 achieved an average score of 80%. In 2020, the achievement of employee performance had an average score of 81%. While in 2021, the achievement of employee performance had an average score of 82%. Overall, it is still not as expected because it has not met the targets and expectations set by the company, which is a standard score of 100%.

Motivation is a state or condition that encourages, stimulates or moves a person to do something or the activities they do so that they can achieve their goals. Motivation is very important because motivation is what causes, channels and supports a person's behavior to work harder to achieve optimal results. Physiological needs are needs that are set and fulfilled by the company for employees with the presence of holiday allowances (THR) and employee overtime wages.

The need for safety also includes security for protection from the danger of work accidents, guarantees for job continuity, and guarantees for old age when they no longer work. The need for appreciation is the need to be respected, valued for someone's achievements, recognition of a person's abilities and skills, and the effectiveness of a person's work

The company provides physiological needs only for permanent and contract employees with the presence of holiday allowances (THR) and employee overtime wages. The company also fulfills the need for safety for each employee also has severance/pension, BPJS and JKK. Each employee also has an appreciation for loyalty / length of service always given by the company.

The portrait of the phenomenon that occurs in the company, that employees have high motivation will create a spirit of work for employees so it will have a positive impact on employee performance.

With the motivation system carried out by the company through the components in the company. There are several types of motivation found in Table 1.2 as follows:

**Table 1. 2**  
**Types of Work Motivation Provision**

PT Citra Serasi Mandiri Period 2019-2021

No	Provision of Work Motivation (Material and Morale)	Explanation
1	BPJS and JKK (Security Needs)	Yes
2	Pension / Severance (Security Needs)	Yes
3	Holiday Allowance (THR), only for permanent and contract employees (Physiological Needs)	Yes
4	Overtime Pay (Physiological Needs)	Yes
5	Meal Money (Physiological Needs)	No

6	Appreciation for loyalty / length of service. (Recognition Needs)	Yes
7	Annual Bonus, If Company Targets are Achieved (Recognition Needs)	Yes

Source: PT Citra Serasi Mandiri

Based on Table 1.2 above, it can be explained that there are still unfulfilled physiological needs such as the absence of meal money that is not fulfilled by the company, thus less motivating employees to work and causing a decrease in employee performance.

Work discipline is one of the components that determine the good or bad performance of a person. Employees who are disciplined in work will tend to carry out all their activities in accordance with the rules, standards, duties and responsibilities that are their obligations.

Compliance with the regulations or work standards set by management is a guarantee of successful achievement of goals, by individuals in the concerned organization which in turn will affect the performance of the organization. Discipline is also self-control of employees and orderly implementation and shows the level of team work success in an organization.

Disciplinary action requires punishment for employees who fail to meet the established standards. Compliance with working hours can mean that you can assess employees from how disciplined they are from the time set by the company, including attendance and employee compliance in carrying out tasks on time and correctly. For example, the company sets working hours at 07.00 to 16.00, then as an employee must be present and finish according to the set working hours.

In addition, if the company gives tasks that must be completed, then employees must submit tasks on time. Work procedures are stages in work procedures about how to manage a job that contains an understanding of what, for what and how the job should be completed. Compliance with superiors' orders means that disciplined employees must obey the rules in the company. Rules or orderliness must be made so that the company's goals can be achieved well.

Therefore, employee loyalty to the commitments set in the company is needed. The portrait of the phenomenon that occurs in the company is that entering working hours must be in accordance with applicable company regulations. In work procedures, you must carry out work and responsibilities seriously.

Superiors also give orders to employees not to ever postpone the work that has been given. With the presence of permanent employees in the company, it will affect employee performance, the company's atmosphere is more conducive. so it will have a positive impact on the company. Therefore, the company has hopes that employees can comply with the regulations that have been set. here is the employee attendance data table:

Table 1. 3

**Employee Attendance Data at PT. Citra Serasi Mandiri For The Periode 2019 - 2021**

No	Yeas	Employee Numbers	Attendance			Case	Percentage %
			Sick	Permit	Leave		
1	2019	80	10	5	5	20	80%
2	2020	85	12	6	4	22	78%



3	2021	115	11	7	10	28	72%
<b>Average number</b>			<b>11%</b>	<b>6%</b>	<b>6,3%</b>	<b>23,3%</b>	<b>77%</b>

Source: PT. Citra Serasi Mandiri

Based on Table 1.3, it shows that the employee attendance data for 2019, the number of employees who were sick was 10 people, permission was 5 people, leave was 5 people, amounting to 20 cases with a percentage of 80%. For 2020, the number of employees who were sick was 12 people, permission was 6 people, leave was 4 people, amounting to 22 cases with a percentage of 78%. Then for 2021, the number of employees who were sick was 11 people, permission was 7 people, leave was 7 people, amounting to 28 cases with a percentage of 72%. The average number of employees who were sick was 11%, the average number of employees who were permitted was 6% and the average number of employees who were on leave was 6.3%, the average number of cases was 23.3%, and the average percentage was 77%. So, it can be concluded that company regulations have been proven from employee attendance.

Based on the description above, the writer is interested in conducting this research and wants to prove whether an organization will succeed with high motivation and discipline will affect the performance of a company with the creation of research entitled **The Influence of Motivation and Work Discipline on Employee Performance at PT Citra Serasi Mandiri, Kuningan West Java**

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Management is a process of planning, organizing, controlling, and leading members of an organization in utilizing existing resources to achieve predetermined goals. According to G.R Terry, there are 4 functions of management, namely planning, organizing, actuating or implementation, which is the presence of management to encourage members to always strive hard to achieve goals, and controlling.

To achieve the predetermined goals, tools or tools are needed. Tools are a requirement for an effort to achieve the set results. These tools are known as 6M, namely Man (human), Money, Materials, Machines, Method, and Markets.

The main goal of human resource management is to increase employee contributions to the organization in order to achieve the performance of the organization concerned. According to Sedarmayati (2016:260), "performance is a translation of performance which means the work result of a worker, a management process or an organization as a whole, where the work result must be able to show concrete evidence and can be measured".

The level of performance of an employee is of course determined by the factors that influence it both directly and indirectly. According to Mangkunegara (2015:67), "the factors that influence the achievement of performance are ability and motivation factors". According to Mangkunegara (2016:75), the performance indicators are:

- a) Work Quality  
Work quality is how well someone does what they should do.
- b) Work Quantity  
Work quantity is how long an employee works in one day. This work quantity can be seen from the speed of each employee's work.
- c) Responsibility  
Responsibility for work is the awareness of the employee's obligation to carry out the work given by the company.
- d) Task Execution  
Task execution is how far employees are able to do their work accurately or without

mistakes.

According to Sunyoto (2016:11), "motivation talks about how to encourage someone's work spirit to be willing to work by providing their abilities and skills optimally to achieve organizational goals". Motivation is important because with motivation, it is hoped that every employee is willing to work hard and enthusiastically to achieve high productivity

Hasibuan (2015:150), suggests that there are two types of motivation used, namely

- i. Positive Motivation  
In positive motivation, the leader motivates (stimulates) subordinates by giving rewards to those who achieve above standard performance, with this positive motivation the work spirit of subordinates will increase. Incentives given to employees above standard can be in the form of money, facilities, goods, etc.
- ii. Negative Motivation  
In negative motivation, the leader motivates by giving punishment to those who work below the set standard. With negative motivation, the spirit of subordinates in the short term will increase for fear of being punished, but for the long term it can result in less good.

In relation to the purpose of giving motivation, there are several important points put forward by Saydam in Kadarisman's book (2015:291), namely :

- a. Change employee behavior according to the company's wishes
- b. Increase employee enthusiasm and work spirit
- c. Increase the sense of responsibility
- d. Create a good work atmosphere and relationship
- e. Increase productivity and efficiency
- f. Foster employee loyalty to the company

Discipline is very important for organizational growth, especially used to motivate employees to discipline themselves in carrying out work both individually and in groups.

According to Henry Simamora (2015:610), work discipline is defined as a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of self-control of employees and orderly implementation and shows the level of seriousness of the work team in an organization

## METHODS

The type of research used in this study is research using quantitative methods that are associative. According to Sugiyono (2017:11)

According to Sugiyono (2017:8) "quantitative research methods are research methods based on a positive philosophy, used to research a certain population or sample, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing the hypothesis that has been set". Quantitative is used to find out how much influence the independent variable has on the dependent variable". This study uses a descriptive approach with the aim of describing the research object or research results.

A sample is a part of the characteristics possessed by the population (Sugiyono, 2017: 120). This means that this research involves the entire population so that the sample is the same as the population. This research uses a saturated sample method. According to Sugiyono (2018:82) "Saturated sampling is a sample determination technique when all

members of the population are used as a sample". Another term for saturated sample is census, where the members are made samples.

Based on the established research location, the sample that is made the object in this study is all employees at PT Citra Serasi Mandiri.

According to Sugiyono (2017:308) "Secondary data is a data source that indirectly provides data to data collection". Secondary data in this study includes historical data on company history, the number of employees and other things that support writing material.

## RESULT AND DISCUSSION

The hypothesis testing of work motivation variable (X1) and work discipline (X2) on employee performance (Y) is done by t-test (partial test). This study uses a 5% (0.05) significance criteria by comparing between the t count value and the t table as follows :

- 1) If the t count value with the t table: it means H0 is accepted and Ha1 is rejected
- 2) If the t count value with the t table: H0 is rejected and Ha1 is accepted

As for determining the size of the t table value is searched using the following formula:

Ttable =  $t_{\alpha, df}$  (Alpha Rate x Degree of Freedom)  $\alpha$  = real rate 5%  
 $df = (n-2)$ , then obtained  $(115-2) = 113$ , then ttable = 1.658

The criteria is said to be significant if the t count value > t table or p value < Sig.0.05.

### A. The Influence of Work Motivation (X1) On Employee Performance (Y)

Determining the hypothesis formulation is :

H01:  $\rho_1 = 0$  There is no significant partial influence of work motivation on employee performance at PT. Citra Serasi Mandiri

Ha1:  $\rho_1 \neq 0$  There is a significant partial influence of work motivation on employee performance at PT. Citra Serasi Mandiri

**Table 4. 32**  
**Partial t-Test of Work Motivation Variable (X1) On Employee Performance (Y)**

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients			Standardized Coefficients Beta	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	13.359	2.673		4.999	.000
	WORK MOTIVATION	.676	.065	.701	10.441	.000

a. Dependent Variable: Employee Performance

Based on the test results in the table above, the t count value > t table value or (10.441 > 1.658). This is also strengthened by the p value < Sig.0.05 or (0.00 < 0.05). Thus, H02 is

rejected and  $H_{a2}$  is accepted, this indicates that there is a significant influence between work motivation on employee performance at PT. Citra Serasi Mandiri.

### B. The Influence of Work Discipline (X2) on Employee Performance (Y)

Determining the hypothesis formulation is:

$H_{02}$ :  $\rho_2 = 0$  There is no significant partial influence of work discipline on employee performance at PT. Citra Serasi Mandiri

$H_{a2}$ :  $\rho_2 \neq 0$  There is a significant partial influence of work discipline on employee performance at PT. Citra Serasi Mandiri

The results of data processing using the SPSS Version 26 program, with the following results :

**Tabel 4. 33**  
**Partial t-Test of Work Discipline Variable (X2) on Employee Performance (Y)**

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	5.594	2.102		2.662	.009
	WORK DISCIPLINE	.866	.051	.848	16.986	.000

a. Dependent Variable: Employee Performance

**Source : Output Result SPSS verse 26**

Based on the test results in the table above, the t count value > t table value or (16.986 > 1.658). This is also strengthened by the p value < Sig.0.05 or (0.00 < 0.05). Thus,  $H_{02}$  is rejected and  $H_{a2}$  is accepted, this indicates that there is a significant influence between work discipline on employee performance at PT. Citra Serasi Mandiri.

### C. Simultaneous Hypothesis Testing (F Test)

For testing the effect of Work Motivation and Work Discipline variables simultaneously on Employee Performance at PT. Citra Serasi Mandiri is done by F statistical test (simultaneous test) with 5% significance. In this study, a 5% (0.05) significance criterion is used, which is comparing between the F count value and the F table value with the following provisions:

- If the F count value < F table value: it means  $H_{03}$  is accepted and  $H_{a3}$  is rejected
- If the F count value > F table value: it means  $H_{03}$  is rejected and  $H_{a3}$  is accepted

To determine the size of the F table value is searched with the provision  $df = (n-k-1)$ , then obtained  $(115-2-1) = 112$ , so F table = 3.930

The criteria is said to be significant if the F count value > F table value or p value < Sig.0.05. The hypothesis formula is as follows.

$H_{03}$ :  $\rho_3 = 0$  There is no significant simultaneous influence between work motivation



and work discipline on employee performance at PT. Citra Serasi Mandiri.

Ha3:  $\rho_3 \neq 0$  There is a significant simultaneous influence between work motivation and work discipline on employee performance at PT. Citra Serasi Mandiri.

**Tabel 4. 34**  
**Simultaneous f-Test Result Between Work Motivation (X1) and Work Discipline (X2) On Employee Performance (Y)**

Model		ANOVA <sup>a</sup>					
		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1837.605	2	918.802	176.605	.000	
	Residual	582.691	112	5.203			
	Total	2420.296	114				

a. Dependent Variable: EMPLOYEE PERFORMANC  
 b. Predictors: (Constant), WORK DISCIPLINE , WORK MOTIVATION

Source : **Output Result SPSS verse 26**

Based on the test results in the table above, the F count value > F table value or (176.605 > 3.93), this is also strengthened by the p value < Sig.0.05 or (0.00 < 0.05). Thus, H03 is rejected and Ha3 is accepted, this indicates that there is a significant simultaneous influence between work motivation and work discipline on employee performance.

## CONCLUSION

The conclusions from this research are :

1. It is proven that work motivation has a positive and significant effect on employee performance at PT. Citra Serasi Mandiri with a value (t test) t count > t table or (10.441 > 1.658). Strengthened by a partial coefficient of determination value of 49.1%. In a partial correlation coefficient test of 70.1%, in a simple linear regression analysis of motivation variable (X1) with regression equation  $Y = 13.359 + 0.676 X1$ .
2. It is proven that work discipline has a positive and significant effect on employee performance at PT. Citra Serasi Mandiri with a value (t test) t count > t table or (16.986 > 1.658). Strengthened by a partial coefficient of determination value of 71.9%. In a partial correlation coefficient test of 0.848, in a simple linear regression analysis of work discipline variable (X2) with regression equation  $Y = 5.594 + 0.866 X2$ .
3. It is proven that work motivation and work discipline have a positive and significant effect on employee performance at PT. Citra Serasi Mandiri with a value (F test) F count > F table or (176.605 > 3.93). Strengthened by a simultaneous coefficient of determination value of 75.9%. In a simultaneous correlation coefficient test of 87.1%, in a multiple linear regression analysis with regression equation  $Y = 6.133 + 0.496 X1 + 1.349 X2$

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