

The Influence of Achievement Motivation and Work Discipline on Employee Performance (Study at One of The Future Companies in The City of Bandung)

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ABSTRACT

Kidney The objective of this study is to ascertain and scrutinize the impact of achievement motivation on the performance of employees, the impact of work discipline on employee performance, and the impact of motivation and work discipline on employee performance. The employed research methodology entails the utilization of both descriptive and verification techniques. The present investigation concerns the populace of laborers affiliated with a forthcoming enterprise situated in Bandung. The study's sample size encompasses 124 respondents, who select through the Slovin technique. The process of gathering information is executed via questionnaires, whereas data examination is conducted through path analysis.

The statistical analysis results indicate that Achievement Motivation (X1) exerts a direct impact of 28.4%, an indirect impact through competence (X2) of 17.2%, and a cumulative impact of 45.6%. The variable denoted as work Discipline (X2) exerts a direct impact of 14.4% and an indirect impact through achievement Motivation (X1) of 17.2%, resulting in a cumulative impact of 31.5%. The present study reports that the percentage value of the coefficient of determination (R²) signifies the extent to which the performance variable is determined by the independent variables, namely Achievement Motivation (X1) and Work Discipline (X2). The obtained R² value is 77.1%. The present study did not investigate certain performance-affecting factors; however, their influence was suggested by the observed value of $\epsilon = 0.229$, equivalent to 22.9%. Thus, it infers that the presence of Achievement Motivation and Work Discipline results in a favorable and noteworthy impact on the overall performance of employees.

Keywords: achievement motivation, work discipline, employee performance

INTRODUCTION

Organizations and companies depend on resources to attain their objectives. The resources, as mentioned earlier, encompass a variety of categories, namely natural resources, financial resources, knowledge and technology resources, and human resources. (Hadian et al., 2015) Human resources are deemed to be the most crucial of all the available resources. (Alikaj et al., 2021; Park & Conroy, 2022) The significance of human resources lies in their active role in steering and shaping a company's operations at various stages, ranging from planning to evaluation while ensuring optimal utilization of other resources owned by the company. (Machmud & Sidharta, 2016, 2021) Hence, organizations must manage their valuable human capital to ensure optimal contributions effectively.

Examining employee performance is crucial for organizations and corporations, given its direct impact on their overall success. In actuality, the performance of employees in an organization may not exhibit a steady progression, as various factors may emerge that contribute to a decrease in individual performance. (Khan et al., 2020; Syahidah et al., 2021) As a result, organizations endeavor to identify methods to maintain and consistently improve employee performance to attain their goals.

Organizations strive for consistent enhancement and steadfastness in the

performance of their workforce. Futures Company, an Indonesian Futures Brokerage, prioritizes optimizing employee performance to ensure optimal trading experiences for clients. This condition is achieved through equitable and secure trading bolstered by cutting-edge technological advancements. The alignment of optimal performance with organizational standards is crucial to supporting the attainment of organizational objectives. (Manik & Sidharta, 2017; Syaifuddin & Sidharta, 2017) Enhancing employee performance can facilitate progress for organizations, enabling them to navigate the uncertainties of a volatile business landscape.

Even with efforts made by companies, the optimal performance state has yet to be fully realized due to the suboptimal work output of certain employees who fall short of meeting pre-established performance benchmarks. The findings about the performance of employees suggest that it has yet to reach its maximum potential. (Thompson et al., 2020) The extent to which performance achievements have contributed to employee cooperation falls short of the desired level of 95%, with only 70.40% of the maximum potential realized. Furthermore, the actual attainment of employee creativity is 79.38%, which falls short of the targeted 95%. Similarly, in terms of job quantity, the achievement is 82.80%.

Moreover, regarding individual attributes, the attainment of the organization's objective of 95%

is merely 83.53%. According to employee interviews, concerns regarding employee performance include unauthorized abandonment of tasks during working hours, insufficient fulfillment of responsibilities, and a lackadaisical approach to work, leading to noncompliance with regulations and subpar task completion rates. These variables directly impact both the amount and caliber of output. (Hersona & Sidharta, 2017)

The mean achievement need score of 3.2 indicates that the level of employee motivation is moderately satisfactory, according to the pre-survey findings. However, the employees' lack of motivation to improve their performance contributes to the current state of affairs being less than ideal. (Manik et al., 2023) The suspected cause of suboptimal employee performance is attributed to employees exhibiting a lack of discipline in their tasks and relatively high absenteeism rates. (Asif et al., 2019) The observed decline in employee work discipline suggests that certain employees may need to achieve optimal levels of work motivation. (Mikkelson et al., 2015)

Drawing from the information provided, it is possible to articulate the research problem in the following manner: To what extent do achievement motivation and work discipline impact the performance of employees? This study assesses how achievement motivation and work discipline impact employee performance.

METHOD

The study utilized both descriptive and verification methods within a quantitative research framework. The study employed the descriptive methodology to ascertain and scrutinize the values of the variables under scrutiny, culminating in the formulation of conclusions. The present study employed a descriptive methodology to investigate and comprehend employees' reactions concerning their achievement motivation, work discipline, and overall job performance. (Sidharta & Affandi, 2016) The verification process used statistical computations through SPSS software, specifically Version 26. The study was carried out at a futures company located in Bandung.

The sample size for this research comprised 153 individuals who were employed at the company of the future. The employed sampling methodology was probability sampling, explicitly utilizing the technique of simple random sampling. Due to the substantial population size, obtaining a research sample that could effectively serve as a representative of the population was imperative, thereby facilitating the study process. The sample size for the study was determined using Slovin's formula. The results of the calculations indicated that a minimum of 111 employees were required for the sample. The researcher opted for a sample size of 124 respondents to cater to specific

research objectives and to accommodate the possibility of incomplete responses.

The data collection instrument employed in this study was questionnaires, which provided a comprehensive account of the indicators of the variables under investigation. Before administering the questionnaires, assessments were conducted to ensure the measures' validity, reliability, and normality. The validity evaluation pertained to the degree to which the instrument precisely gauged the intended variables, whereas reliability ascertained the instrument's stability and reliability. After the validation and reliability of the instrument were established, it was utilized for data collection in the field. The statistical data's normality was evaluated through the One-Sample Kolmogorov-Smirnov test, with a significance level of 5% or 0.05, indicating a normal distribution. In contrast, when the p-value was less than 5% or 0.05, it can be inferred that the data did not conform to a normal distribution.

The method of choice for data analysis in this study was path analysis. It is imperative to acknowledge that path analysis does not establish causality and cannot be a replacement for scrutinizing causal relationships among variables.

RESULT and DISCUSSION

The validity test outcomes for the three variables, namely motivation, work discipline, and

employee performance, comprising 15 items, indicate that the test results have satisfied the criterion of >0.30. Thus, the 15 question items possess validity and accurately reflect the indicators of the three variables. The outcomes of the reliability assessment revealed that all variables were deemed dependable, as the produced scores exceeded the threshold of 0.600. Therefore, the research instruments employed for each variable in this investigation can be dependable and genuinely function as reliable measurement instruments with a significant degree of consistency. Stated differently, the consistent outcomes of the results and testing of these instruments will be replicated upon repetition.

The results of the correlation analysis indicate a robust positive correlation between the variables of motivation and work discipline, as evidenced by a coefficient of 0.849. This value falls within the high positive correlation range of 0.80-1.00. The study revealed that the path coefficient of motivation (pyx1) was 0.533, whereas the path coefficient of work discipline (pyx2) was 0.379.

$$Y = 0.533 X1 + 0.379 X2 + \epsilon$$

Where:

Y = Employee Performance

X1 = Achievement motivation

X2 = Work Discipline

€ = Epsilon Variables (Unchecked variables that affect performance)

The present study indicates that the impact of achievement motivation and work discipline on employee performance accounts for 77.1% of the variance, leaving 22.9% unaccounted for by the examined factors. The findings of this study indicate that achievement motivation exerts a direct impact of 28.4% and an indirect impact of 14.4% on performance. The abovementioned observation suggests that motivation holds a prominent position as a variable, given that its direct influence value surpasses its indirect influence value. This result suggests that motivation significantly affects employee performance, even when other variables are not present.

The study results and subsequent data analysis demonstrate a clear correlation between the work discipline variable (X2) and performance, with a direct impact of 14.4% and an indirect impact via achievement motivation of 17.2%. Hence, the cumulative impact amounts to 31.5%, indicating that adherence to work discipline enhances employee performance. The significance of work discipline indicators lies in their ability to enhance performance. The highest value in the work discipline variable is attributed to the statement, "I never delay the assigned tasks," which indicates adherence to work regulations. Enhanced employee performance is evidenced by the performance indicator statement "I can complete tasks on time," which exhibits the highest value within the employee

performance variable. This result suggests that timely completion of work can be achieved by avoiding procrastination. This study's findings indicate a significant correlation between work discipline and performance, with a direct impact of 14.4% and an indirect impact of 17.2%. The findings suggest that work discipline holds a subordinate position as a variable, given that its direct influence value is comparatively lower than its indirect influence value. This statement suggests that the influence of work discipline on employee performance is contingent upon the presence of additional variables.

The present investigation reveals that the achievement motivation construct exerts a more substantial impact on employee performance in contrast to work discipline, given that the outcomes of motivation exhibit a greater magnitude than those of work discipline.

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CONCLUSION

The study's results indicate that the variable of achievement motivation is classified as "moderately satisfactory." Nevertheless, the organization must enhance inter-employee collaboration and grant them a degree of flexibility to foster innovation. The variable of work discipline is categorized as "moderately satisfactory," but there exists a deficiency in the employees' comprehension of the company's regulations and penalties. There is a need for improvement in the individual's capacity to conduct meticulous analysis of situations and to augment their sense of accountability towards assigned tasks. The level of employee performance can be classified as moderately satisfactory; however, there is an opportunity for enhancement in the area of collaborative efforts toward attaining set objectives. It is recommended that the organization offer training opportunities to its staff, enabling them to effectively manage a broader spectrum of responsibilities and cultivate more vital

collaborative abilities, thereby augmenting their professional proficiency.

The study's findings indicate that the variables of achievement motivation and work discipline have a concurrent impact on the performance of employees, which may be influenced by other unexplored factors such as the work setting, remuneration, leadership approach, job-related stress, and other related factors. This condition suggests that motivation holds greater significance and exerts a more substantial influence than work discipline.

In order to bolster employee achievement motivation, it is recommended that the company offer training sessions or motivational activities that foster collaboration and provide employees with encouragement and stimuli to perform optimally, thereby advancing the company's objectives and vision.

In order to enhance work discipline, it is recommended that the company proactively prioritize meeting the needs of its employees. This condition entails assessing prevailing regulations and providing unambiguous directives, both in a direct and indirect manner, to enhance adherence to each regulation. The organization may give its staff the autonomy or authorization to pursue further education and provide diverse training prospects.

In order to improve the productivity of employees, it is recommended that the company

consistently elevate its work expectations to foster customer confidence. Hence, ensuring customer satisfaction emerges as a paramount concern. The organization is required to ensure the timely fulfillment of orders while upholding superior quality standards. In order to attain this objective, the organization may arrange events such as early morning meetings and periodic job assessments.

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