

The Effect of Work Motivation and Discipline on Employee Performance (Study at a Convection Service Company in the City of Bandung)

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ABSTRACT

The primary objective of this study is to investigate and assess the impact of motivation on employee performance, the effect of work discipline on employee performance, and the combined influence of motivation and work discipline on employee performance within a convection services company located in Bandung. The employed research methodology is descriptive and verificatory in nature. The study's population comprises employees from a single convection services company in Bandung. The sample size for this study was determined to be 137 respondents, utilizing the Slovin technique. The data collection process involved the administration of questionnaires, while data analysis was conducted using path analysis with the aid of SPSS 21 for Windows.

Based on the statistical analysis results, it is evident that Motivation exhibits a direct influence of 28.9%, an indirect influence via competence of 15.3%, and an overall influence of 44.3%. The Work Discipline variable exhibits a direct influence of 12.5% and an indirect influence through Motivation of 15.3%, resulting in a cumulative influence of 27.8%. The coefficient of determination (R^2), represented as a percentage, indicates that the collective impact of all the independent variables, precisely Motivation and Work Discipline, on the dependent variable, employee performance, amounts to 0.722 or 72.2%. In addition, it should be noted that other unexplored variables may have an impact on performance, as evidenced by the value of $\epsilon = 0.278$, equivalent to 27.8%. Therefore, it can be inferred that motivation and work discipline positively and substantially impact employee performance within the convection services company located in Bandung.

Keywords: Motivation, Work Discipline, Employee Performance

INTRODUCTION

Organizations and companies necessitate various resources to accomplish their objectives, encompassing natural, financial, knowledge, technology, and human resources. Human resources stand out as the most essential of all the resources mentioned. Human resources are widely recognized as indispensable due to their pivotal role in driving and shaping a company's operations, encompassing activities ranging from strategic planning to performance evaluation while effectively leveraging the organization's other tangible and intangible assets. Hence, it is imperative to effectively manage human resources as valuable assets to maximize their contributions.

The evolution of corporate management, specifically in human resource management, is propelled by the imperative to prioritize the policies organizations implement toward their workforce. The misalignment between company policies and employee needs and expectations can detrimentally affect employee performance. (Octaviana et al., 2021; Syahidah et al., 2021)

The performance of employees holds significant importance in ensuring a company's success and long-term viability. In the context of a progressively competitive business landscape, organizations are compelled to guarantee that their workforce can operate with elevated levels of productivity and quality. Within this particular context, it is imperative to acknowledge the

significance of motivation and work discipline as pivotal elements that possess the ability to exert an influence on the overall performance of employees.

Employee performance is an ongoing and critical subject that significantly influences a company's success. It is essential to acknowledge that employee performance within a company may not consistently exhibit an upward trajectory, as various factors can contribute to a decline in an individual's performance. Hence, organizations actively seek methods to enhance and sustain their employees' performance to attain their goals. (Manik, 2020)

Employees are regarded as valuable resources that organizations must efficiently manage in order to maximize their contributions. The presence of employees is essential for the functioning of a company, as it enables the organization to pursue and attain its objectives. Hence, organizations must prioritize the well-being and working conditions of their employees. For example, diminished enthusiasm and passion among employees in their work can be attributed to various factors, including work motivation and work discipline. (Sari et al., 2020)

Optimal performance can be defined as attaining organizational standards, thereby facilitating the realization of organizational objectives. Enhancing employee performance has the potential to facilitate progress within a company, thereby enabling it to navigate through

an uncertain business environment. (Hadian, 2018; Nasifoglu Elidemir et al., 2020) Hence, the endeavor to improve employee performance poses a significant managerial obstacle, as the prosperity and continuity of a company are contingent upon the caliber of its workforce's performance. However, in practice, the organization's operational efficiency is compromised due to suboptimal performance exhibited by certain employees who still need to meet the pre-established performance objectives.

Based on interviews conducted with employees at a convection services company in Bandung, several concerns have been identified regarding employee performance. (Balkin & Werner, 2023; Liu et al., 2021) These concerns include employees deviating from assigned tasks during working hours without proper authorization, inadequate allocation of responsibilities, and a lack of proactive engagement toward their work. Consequently, these issues have led to non-compliance with established regulations and suboptimal completion speed of assigned tasks. This phenomenon impacts the quantity of work that fails to meet expectations. In addition to the temporal aspect of task completion, the proficiency of employees in executing tasks also influences the overall quality of work.

Motivation can be defined as an intrinsic drive that compels individuals to pursue objectives and enhance their level of performance. (Prasetyo et

al., 2021; Syahidah et al., 2021) In the workplace context, work discipline pertains to the adherence of employees to established rules and procedures within the organization, as well as their ability to consistently exhibit punctuality and precision in the execution of assigned duties. Both factors significantly influence employee behavior and the quality of their performance. (Caissar et al., 2022; Purnomosidi & Priadana, 2020)

The working conditions experienced by employees in a convection services company in Bandung are characterized by several challenges, including non-compliance with designated working hours, inconsistent breaks, repetitive tasks, excessive workloads, and a lack of accountability. These factors frequently result in overtime and other complications that impede employees' ability to carry out their responsibilities effectively. The present observation within this organization pertains to the deficiency in employee adherence to assigned tasks and the notable frequency of employee attendance, which is a potential factor contributing to subpar employee performance.

The primary objective of this study is to examine the convection services industry in the region of Bandung. As the focal point of the textile and apparel industry in Indonesia, companies operating in this sector encounter many challenges regarding enhancing employee performance. (Manik & Sidharta, 2017) Hence, this study aims to examine and assess the impact

of motivation and work discipline on the performance of employees within a convection services company situated in Bandung. (Hersona & Sidharta, 2017; Putri et al., 2018)

This study will contribute substantially to comprehending the determinants impacting employee performance in the garment industry. The anticipated outcomes of this study are poised to offer a more profound understanding of organizational leadership to optimize employee productivity and performance. Furthermore, this study is anticipated to offer valuable insights to human resources practitioners in developing enhanced and enduring motivation and work discipline tactics. (Mustofa et al., 2021; Thompson et al., 2020)

The present study will encompass fundamental motivation and work discipline facets that influence employee performance. As part of the research study, data will be collected by administering questionnaires and interviews with employees employed at the selected convection services company. The collected data will be subjected to rigorous statistical analysis to ascertain the correlation between motivation, work discipline, and employee performance.

Through an examination and evaluation of the impact of motivation and work discipline on employee performance within the context of a convection services company, this study aims to provide a substantial contribution to the advancement of knowledge in the field of human

resource management and the formulation of strategies for enhancing performance in this critical sector of the industry. The outcomes of this study are anticipated to function as a point of reference and a repository of knowledge for other organizations within the same industry or different industries that encounter difficulties in improving the performance of their workforce. Therefore, this research holds substantial practical significance and implications for the business community and the academic sphere.

This study investigates how work motivation and discipline impact employee performance at a convection service company in Bandung, drawing upon existing phenomena and empirical studies. This study aimed to investigate and assess the impact of work motivation and discipline on employee performance within a convection service company located in the city of Bandung.

METHOD

The study utilized a quantitative research methodology, employing a survey design as the primary data collection method. The survey research design encompasses quantitative research methodologies in which the researcher administers surveys to either a sample or the entire population of individuals to elucidate the attitudes, opinions, behaviors, or characteristics of said population. Survey researchers employ questionnaires to gather quantitative data and

statistical analysis techniques to examine the data to evaluate research questions or hypotheses.

The questionnaire serves as an expanded version of the indicator variables employed as a tool for gathering data. Before utilizing the questionnaire for data collection, it is imperative to assess the instrument's validity, reliability, and normality levels. Validity refers to the degree to which an instrument can accurately measure the intended construct. At the same time, reliability pertains to the extent to which the instrument consistently produces dependable results. After establishing the validity and reliability of the instrument, it becomes suitable for data collection in practical settings. The normality of the statistical data is assessed by applying the One-Sample Kolmogorov-Smirnov test. In this test, if the significance value exceeds 5% or 0.05, it can be concluded that the data follows a normal distribution. If the One-Sample Kolmogorov-Smirnov test produces a p-value less than 0.05, it can be concluded that the data does not follow a normal distribution.

Data analysis is a commonly employed approach for assessing the degree of influence variables exert on one another. In order to derive utility from the collected data, it is imperative to subject it to processing or analysis, thereby rendering it amenable for incorporation into decision-making processes. This study employed

descriptive analysis and verification analysis as the chosen methods for data analysis.

Descriptive analysis entails examining data by describing or representing the collected data in its original form without drawing conclusions that can be applied to the broader population or generalizing the findings. This study focused on conducting a verification analysis to determine the outcomes of research on the impact of motivation and work discipline on employee performance within a convection services company in Bandung. In order to ascertain the associations between the independent and dependent variables, the researcher employed various statistical computations, such as Pearson correlation analysis, path analysis, and coefficient dimension analysis.

RESULT and DISCUSSION

The validity test aims for motivation, work discipline, and employee performance on the questionnaires. Each questionnaire consisted of 15 items. The test results indicated that all items met the required criteria of >0.30 . Hence, the entirety of the 15 items, spanning from question 1 to question 15, possess validity and effectively function as indicators for the three variables.

Furthermore, the outcomes of the reliability assessment demonstrate that all variables can be classified as reliable, as the obtained scores exceed the threshold of 0.600. Therefore, the

research instruments employed for each variable in this study deem reliable and effectively function as dependable measurement tools exhibiting a significant degree of stability. In essence, the replication of measurements entails a consistent manifestation of results and the verification of instrument performance.

Table 1 Multiple Regression Test Results

No.	Variable	Unstandardized Coefficients	t	Sig	Decision
	Constant	1.891	0.712	0.478	
1.	Motivation	0.578	7.008	0.000	Significant
2.	Work Discipline	0.389	4.619	0.000	Significant
R	0.849				
R Square	0.722	Error	0.278		

The calculation of the path coefficients determines the extent of influence the hypothesized variables have. Therefore, the relationship and impact of Motivation (X1) and Work Discipline (X2) on Employee Performance (Y) can be illustrated as follows:

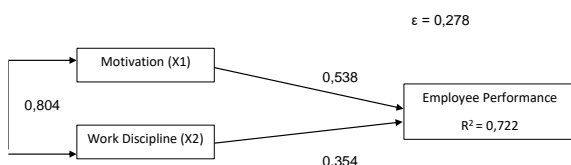


Figure 1. Path Analysis

As mentioned earlier, one can derive the subsequent equation after careful observation of the image:

$$Y = 0.538 X1 + 0.354 X2 + \epsilon$$

The direct effect, also known as direct effect, can be quantified using path analysis. This result involves calculating the effect of regression (X1, X2) and then squaring it (a2). The calculation of the indirect effect of motivation (X1) on employee performance (Y) through work discipline (X2) can be determined. The impact of motivation (X1) on employee performance (Y) is mediated by work discipline (X2). The Coefficient of Determination can be calculated using the following formula:

$$Kd = R^2 \times 100\%$$

$$Kd = 0,722 \times 100\%$$

$$Kd = 72,2\%$$

The calculation of the remaining portion or residual amount can be determined using the subsequent formula:

$$\epsilon = (1 - R^2) \times 100\%$$

$$\epsilon = 27,8\%$$

The research findings indicate a clear relationship between the motivation variable and employee performance, with a combined direct and indirect influence of 44.3%. In the present study, it has been observed that the cumulative impact of the work discipline factor, both directly and indirectly, on employee performance amounts to 27.8%. The percentage value of the coefficient of determination (R-square) represents the extent to which the independent variables,

precisely motivation (X1) and work discipline (X2), collectively account for the variability observed in employee performance (Y). In this case, the R-square value is 0.722, equivalent to 72.2%. Furthermore, it is suggested that other unexplored variables contribute to the variation in employee performance within one garment service company in Bandung. These factors are estimated to explain approximately 27.8% of the observed variance, as indicated by the coefficient value of $r^2 = 0.278$.

The results of this study suggest that motivation exerts a more significant influence on employee performance than work discipline. The present observation suggests that intrinsic motivation, characterized by a robust internal drive, enthusiasm, and a solid aspiration to attain objectives, coupled with personal gratification derived from one's work, exerts a more significant influence on employee performance than external factors of discipline in task completion. When employees experience a sense of motivation and enthusiasm towards attaining objectives, coupled with job satisfaction, they are more likely to exhibit enhanced work performance and achieve superior outcomes.

Nevertheless, maintaining work discipline plays a pivotal role in attaining optimal performance. While motivation holds greater importance, work discipline still plays a crucial role in ensuring employees execute their tasks punctually, consistently, and responsibly. The

diligent adherence to organizational rules and procedures is essential for the preservation of operational efficiency and the consistent delivery of work of high quality.

Additionally, other unexplored variables in this study account for 27.8% of the variation in employee performance within a garment service company located in Bandung. While the study did not explicitly identify these variables, the findings indicate the presence of additional factors that impact employee performance, extending beyond motivation and work discipline. These factors encompass the work environment, support from management, overall job satisfaction, and other variables not addressed in the present study.

The results of this study align with the hypothesis testing, suggesting that motivation and work discipline exert a positive and statistically significant impact on employee performance. This phenomenon suggests a positive correlation between employee motivation, work discipline, and performance, such that an increase in one factor leads to a simultaneous improvement. The findings of this study offer valuable insights for organizations in developing efficient human resource management strategies, specifically in employee motivation and workplace discipline.

Within the framework of this study, organizations must prioritize employee motivation by providing incentives and appealing prospects for career advancement. In addition to financial

considerations, non-financial elements such as acknowledgment of job accomplishments, engaging task allocations, and a conducive work atmosphere can potentially augment employee motivation. Furthermore, companies must prioritize work discipline by implementing well-defined systems and procedures and providing adequate supervision to ensure that employees adhere to established rules and standards.

Recognizing the significant impact of the motivation variable on employee performance, organizational management can prioritize employee development strategies that integrate motivation and goal attainment. In this context, it is imperative to acknowledge the requirements and anticipations of individual employees, thereby enabling companies to adopt a more tailored and comprehensive strategy for enhancing employee motivation.

Nevertheless, it is imperative to acknowledge that this study possesses certain limitations. These include a restricted sample size, confined solely to a single garment service company in Bandung, and other methodological constraints that may impede the extrapolation of the research findings to other companies or industries. Hence, it recommends that future research endeavors encompass a broader range of companies and delve into additional variables that may profoundly influence employee performance.

In order to enhance employee performance, organizations must prioritize two fundamental

factors, as highlighted in this study: motivation and work discipline. Companies can enhance employee quality and productivity by prioritizing employee motivation and fostering a work environment that promotes discipline. Furthermore, in light of additional variables that may impact employee performance, organizations have the opportunity to develop comprehensive human resource management initiatives and strategies that are focused on achieving specific objectives. Therefore, this study holds substantial practical significance and implications for the corporate sector and the academic community.

CONCLUSION

The study's findings indicate a combined influence of motivation and work discipline on employee performance within a convection service company in Bandung. Regarding relative impact, motivation emerges as the primary determinant compared to work discipline.

Motivation exerts a significant impact on employee performance. Thus enhancing employee performance necessitates a convection service company in the city of Bandung to cater to the individual needs of each employee based on their accomplishments and past performance records, thereby fostering an increase in employee performance.

Furthermore, it is anticipated that management will also prioritize the observance of work discipline among employees. While motivation is generally regarded as a more significant factor than work discipline in terms of employee contributions, it is essential to acknowledge that there are still instances where certain employees may exhibit a deficiency in their sense of responsibility. Companies should offer training programs and seminars focused on fostering employee responsibility and cooperation to enhance employee performance quality.

There is an expectation that forthcoming researchers will explore additional variables, as the determinants of employee performance enhancement are not solely influenced by motivational and work discipline factors such as work environment, compensation, leadership style, work stress, and other related factors.

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