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Exploring How Motivation and Work Ethic Shape Employee Performance: A Case Study of a Shoe Company in Bandung Regency

ABSTRACT

The research aims to identify the influence of motivation and work discipline on employee performance. The goal of this study is to assess the extent to which motivation and work discipline impact employee performance and to provide improvement recommendations that can enhance employees' contribution to the organization. This research utilizes a quantitative approach with data collection through questionnaires distributed to employees in a shoe company in Bandung Regency, with a sample of 105 employees. Data analysis is conducted using the Path Analysis technique to measure the relationship between motivation, work discipline, and employee performance. The research results indicate a positive influence of motivation and work discipline on employee performance. Although the overall employee performance is rated fairly good descriptively, there are specific aspects that received weak assessments that need improvement. This study contributes by exploring the relationship between motivation, work discipline, and employee performance in a specific manner. These findings can serve as a foundation for implementing more effective strategies to enhance employee performance and contribution in the context of the company.

Keywords: Motivation, Work Discipline, Employee Performance.

INTRODUCTION

In today's increasingly competitive global landscape, employee performance stands out as a critical factor in determining a company's success. In the industrial sector, particularly within the shoe companies in Bandung, the quality of employee performance significantly impacts productivity and competitiveness. One key aspect contributing to employee performance is work motivation. Motivation can be defined as the drive that propels individuals to act towards achieving specific goals. On the other hand, work discipline refers to employees' awareness and adherence to the rules and operational standards set by the company.

Employee performance emerges as a key factor in determining the success of a company, especially in highly competitive industries like the shoe industry in Bandung. In this context, work motivation and discipline become two crucial elements to consider. Work motivation pertains to both internal and external forces that inspire employees to contribute optimally to their work. With high motivation, employees are more likely to be enthusiastic in reaching set targets, ultimately positively impacting the overall company performance.

Meanwhile, work discipline is another equally essential aspect. Work discipline signifies the extent to which employees comply with the rules and operational standards set by the company.

Employees with high discipline tend to be more consistent in carrying out their tasks and responsibilities, directly impacting work effectiveness and efficiency. Therefore, shoe companies in Bandung need to pay attention to both these aspects simultaneously to ensure that employees are not only motivated but also disciplined in carrying out their tasks.

Previous research results indicate a close relationship between motivation, work discipline, and employee performance. However, there is still a research gap in investigating the specific impacts of these factors in the shoe industry context, particularly in Bandung. Some studies suggest that even with good employee motivation, low discipline can hinder achieving optimal performance.

While numerous studies have delved into the relationship between motivation and performance, as well as work discipline and performance, there remains a research gap that needs to be addressed, particularly in the context of the shoe industry. Many studies have focused on other sectors, such as manufacturing or services, but the application of these concepts in the setting of shoe companies in Bandung is still limited. This highlights the necessity for further research to understand how motivation and work discipline can interact and influence employee performance in this uniquely characterized industry.

Previous research has identified a ² positive relationship between motivation and employee performance. According to Foster and Sidharta (2019), high motivation can drive employees to work harder and achieve set targets. On the other hand, work discipline is also considered crucial because disciplined employees tend to be more productive and can minimize errors in their work. However, more specific research on the interaction between motivation and work discipline in the context of shoe companies in Bandung is still lacking.

Studies on motivation and work discipline have been conducted in various contexts and industries. Ho et al. (2018) examined how a cooperative work environment can enhance motivation among less motivated employees, indicating that psychological environmental elements influence individual performance. Meanwhile, Kanat-Maymon et al. (2018) explored the role of authority legitimacy in motivating employees, suggesting that employees' perceptions of authority figures can significantly impact their work outcomes. These findings reflect the importance of the social context and the relationship between superiors and subordinates in influencing work motivation.

On the other hand, Van der Hauwaert et al. (2022) demonstrate that supportive performance measurement can enhance motivation and self-directed performance of managers, once again emphasizing the importance of a supportive work environment in improving employee performance.

Uka and Prendi (2021) add that motivation is a crucial performance and productivity indicator from the employee's perspective, affirming that motivation is directly linked to expected work outcomes.

In the context of human resource management, Yu et al. (2020) discuss the role of environmentally friendly human resource management in promoting environmental cooperation, indicating that employee motivation can be influenced by broader company policies and practices. Meanwhile, Zacharias et al. (2021) examine how cultural reconstruction and organizational environment can affect employee performance, highlighting the importance of cultural context in work motivation and discipline.

Furthermore, research by Mitchell et al. (2020) on gamification in the workplace shows how external motivation can impact employee needs satisfaction and make work more enjoyable. Hersona and Sidharta (2017) as well as Sidharta (2023) investigate ¹⁸ the influence of leadership functions and motivation on employee performance, emphasizing the importance of managerial factors in motivating employees. Manik and Sidharta (2017) also demonstrate ³ the impact of motivation, abilities, and role perceptions on employee performance in the context of public institutions in Bandung, Indonesia. This indicates that despite the abundance of research on motivation and work discipline, there is still a need to explore this relationship in the specific context of the shoe

industry in Bandung, particularly in understanding how these two factors can interact and influence employee performance.

The research gap lies in the lack of studies focusing on the simultaneous influence of motivation and work discipline on employee performance in the context of the shoe industry in Bandung City. While many studies have been conducted in other sectors, the application of these concepts in the shoe industry, which has its own dynamics and challenges, has not been extensively explored.

In this research context, there are several questions that need to be answered to understand the impact of motivation and work discipline on employee performance in shoe companies in Bandung City. These questions include assessing the level of employee motivation and work discipline in these companies, as well as determining the extent to which motivation affects employee performance. By understanding this relationship, companies can formulate better strategies to enhance employee motivation to achieve optimal results. Lastly, it is crucial to determine the combined contribution of motivation and work discipline to employee performance in shoe companies in Bandung City.

Through this research, it is hoped that a deeper understanding of the influence of motivation and work discipline on employee performance in shoe companies in Bandung City can be obtained. This study will address important

questions regarding the extent of influence of each factor and their combined contribution to employee performance. The results of this research are expected to provide valuable recommendations for company management in formulating strategies to enhance employee motivation and work discipline, ultimately improving overall company performance.

METHOD

The research methodology used in this study is descriptive and verifiable methods. The descriptive method is used to answer questions and identify factors influencing the results, while the verifiable method is used to confirm the hypothesis with statistical analysis. The study was conducted at a company in Bandung, Indonesia, which is a local area in the industrial sector. The research aimed to understand the influence of Motivation and Discipline on Employee Performance. The study used three variables: Motivation, Discipline, and Employee Performance.

The study was conducted over a period of six months, with each variable having specific dimensions and measurement indicators. For instance, Motivation included indicators such as adequate salary, working facilities, self-confidence, and so forth. The research sample and object were focused on one shoe company in Bandung Regency, with a total of 105 employees working in the shoe industry in that area. The

research object encompassed the influence of Motivation and Work Discipline on Employee Performance in the company. Data quality testing involved validity and reliability tests to ensure that the data was suitable for analysis.

The operational variables included in the study were Motivation, Discipline, and Employee Performance. The conceptual variables, dimensions, and research indicators measured individual needs related to Physiological aspects, Safety, Belongingness, and Esteem. On the other hand, Work Discipline (X2) was measured by assessing the extent of employee discipline in Preventive, Corrective, and Progressive measures. Employee Performance (Y) was evaluated based on the employees' Work Output, Job Knowledge, Initiative, Mental Agility, and Attitude towards Punctuality and Attendance.

Data collection is a crucial aspect of research, as it helps determine the reliability and validity of a study. Two main methods are validity and reliability, which are used to ensure the validity and reliability of the data. Validity is the ability to determine what is needed and can be derived from the data accurately. Reliability is the consistency and stability of the data, ensuring that the data can be compared and compared. Data analysis is a method used to examine, analyze, and interpret the data, determining the influence of variables such as motivation, discipline, and work performance. Data analysis is used to support the hypothesis and answer the questions raised in the study. The use of statistical methods,

such as correlation analysis, deterministic analysis, and correlation analysis, helps in understanding the relationship between variables. Finally, correlation analysis examines the structural relationship between dependent variables and dependent variables, highlighting the relationship between independent variables and dependent variables.

RESULTS and DISCUSSION

In this study, the number of employees participating as respondents reached 105 individuals, providing a comprehensive overview of their demographic profiles. From the available data, it is evident that the composition of respondent genders shows that 27.6% are male, while 72.4% are female. The dominance of female employees reflects an increasing trend in various sectors, where women play a more significant role in the workforce. This shift may be attributed to social changes encouraging women to actively contribute in professional environments. Additionally, the research indicates that the majority of respondents are aged between 20 and 30 years, accounting for 58.1%. This age group represents a phase where individuals are typically in a productive state and enthusiastic about advancing their careers. These demographic characteristics provide essential context for understanding the workforce dynamics within the company.

In this section, we will present the research findings on the influence of motivation and work discipline on employee performance. The research results will be outlined in four parts: (1) the results of testing the validity and reliability of the research data; (2) descriptive analysis of the research variables; (3) verificative analysis; (4) testing the research hypotheses that will examine the impact of motivation and work discipline variables on employee performance.

The calculations for the motivation variable yielded values indicating good results, which is crucial as the validity of the research instrument significantly impacts the accuracy of the data obtained. The minimum requirement to consider an item valid is a correlation value between 0.543 to 0.784, while a validity index value considered valid is ≥ 0.3 . Therefore, the calculations show that all tested items meet these criteria, indicating that employee motivation significantly contributes to the research outcomes.

Furthermore, the calculations for the work discipline variable also showed positive results. Work discipline is a crucial factor in determining employee work effectiveness. The minimum requirement for an item to be considered valid in this variable is a validity index value of ≥ 0.3 , and the results obtained range from 0.467 to 0.798. These values indicate that employee work discipline falls into the good category and can be considered valid.

The calculations for the employee performance variable also presented favorable

results. Employee performance is a key indicator of an organization's success, and the minimum requirement for questionnaire validity is an observed correlation greater than the critical correlation, which is 0.300. The obtained results show observed correlations ranging from 0.577 to 0.817, meaning that the questionnaire used in this study can be deemed valid.

Reliability test results indicate that the motivation variable (X1) has a value of 0.863, work discipline (X2) 0.845, and employee performance (Y) 0.891. These values suggest that all research instruments have excellent reliability levels. From the data available, the observed correlation coefficients are greater than the critical correlation, exceeding 0.700 for all three research variables. Therefore, the research instruments are deemed reliable, indicating that the research results are trustworthy.

Based on the calculations conducted, it is known that the relationship between the Motivation variable (X1) and the Work Discipline variable (X2) obtained a value of 0.631. This value indicates a strong correlation between these two variables, suggesting that higher employee motivation leads to better work discipline. In the workplace, motivation often serves as the primary driver for individuals to achieve goals and complete tasks effectively.

Further analysis reveals that the coefficient of determination shows that the influence of motivation and work discipline on employee performance is 68.9%. This means that almost

70% of employee performance can be explained by these two variables, while the remaining 31.4% is influenced by other factors not examined in this study. In other words, there are many other variables that may contribute to employee performance, such as the work environment, leadership, and organizational culture. Therefore, it is important for management to consider these various factors in efforts to improve employee performance.

Moreover, the path coefficient obtained from the analysis indicates that the Work Discipline variable has influence on employee performance, both directly and indirectly, with a value of 0.158 or 15.8%. This highlights that work discipline is a key factor affecting employee performance. Dimensions within the work discipline variable, such as punctuality, responsibility, and compliance with rules, play a crucial role in determining how well an employee can carry out their tasks. Hence, companies need to emphasize the importance of work discipline in their organizational culture.

performance, with a value of 0.531 or 53.1%. Motivation formed through dimensions of achievement needs, drive to organize, and the need for social relationships contributes to creating a positive work environment. Motivated employees tend to be more proactive and committed to completing their tasks. However, despite motivation having a positive influence, work discipline remains the dominant factor that companies need to focus on to enhance employee performance.

These analysis results can be depicted in the following path equation:

$$Y = 0.657X_1 + 0.241X_2 + \xi$$

In this equation, Y represents employee performance, X_1 is motivation, and X_2 is work discipline. Through this equation, it is evident that work discipline contributes more significantly to employee performance compared to motivation. Therefore, companies should develop programs that enhance employee work discipline while also providing support in motivation to achieve optimal performance.

Based on the research findings and data analysis, it can be concluded that the motivation factor falls into the category of being fairly good. Motivation is the burning passion within individuals that arises from their needs, desires, and willingness to utilize all physical and mental energy to achieve desired goals. However, despite the motivation of employees being considered fairly good, there are several factors hindering their maximum performance. For



Figure 1. The result of analysis

On the other hand, the Motivation variable also has a significant impact on employee

example, the salaries received from the company may not be sufficient to meet family needs, and there is unevenness in providing allowances to all staff members. Additionally, the company does not automatically provide incentives when job targets are met. This indicates that the current motivation is not optimal and can be categorized as less than ideal.

In the context of motivation, incentives provided to employees can be categorized into two types: material and non-material. Material incentives are physical or financial motivations given as rewards for achievements by employees. These incentives include cash, bonuses, or other valuable items. On the other hand, non-material incentives encompass recognition, appreciation, and opportunities for development. Research by Pang and Lu (2018) indicates that good motivation can enhance employee job satisfaction, which in turn contributes to overall organizational performance. This suggests that companies need to pay more attention to both types of incentives to boost employee motivation.

Based on the research findings and data analysis, the work discipline factor is also considered quite good. Conceptually, discipline is a management activity to uphold organizational standards. Regularity is a key feature of an organization, and discipline is one method to maintain this regularity. Although, in general, the work discipline factor is already quite good, there are still some aspects that need improvement. For

instance, employees who are ill agree to a salary deduction if they fail to provide a doctor's note. Additionally, salary deductions are also implemented for employees who are absent from work without a clear explanation. This indicates that while discipline is already quite good, there is still room for enhancement.

Employee performance, which results from a combination of various factors, is also categorized as quite good. Performance can be defined as the outcome of work closely related to the company's strategic goals, consumer strength, and contribution to the economy. Performance encompasses both what is done and how it is done. Although overall employee performance is categorized as quite good, there are some factors hindering optimal achievement. For example, statements regarding the ambition to meet targets quickly and the ability to provide creative ideas for company progress still show less satisfying results. This indicates that while employee performance falls into the category of quite good, there are challenges that need to be addressed.

¹⁶ Employee performance is the result of synergy from various factors, both inherent and acquired during career development. Inherent factors include ⁵ talent, personal traits, as well as physical and mental conditions. Meanwhile, acquired factors include knowledge, skills, work ethic, work experience, and work motivation. Research by Monteiro de Castro et al. (2016) indicates that the values, motivation, and commitment of employees greatly influence their

performance. Therefore, companies need to focus on developing both of these factors to enhance employee performance.

Based on our research findings and data analysis, there is a ² positive correlation between motivation and employee performance. This implies that enhancing motivation can contribute to improved performance. Real-world observations indicate that motivation is the second most significant factor that has a notable influence ² on employee performance. Research by Reizer et al. (2019) supports this finding by showing that the emotions and motivation of employees greatly impact their performance. Therefore, companies should invest in programs that can boost employee motivation for better performance.

Motivation is ¹³ the driving force that propels individuals to engage in specific activities. Therefore, motivation is often seen as the driver of individual behavior. If a company aims to achieve optimal performance in line with set targets, it must provide adequate motivation to its employees. Research by Zacharias et al. (2021) demonstrates that a supportive organizational environment can enhance employee motivation, which in turn positively affects their performance.

Descriptively, the motivation factor is considered quite good, but there are still weak aspects. For instance, the lack of supportive work facilities that can aid in the smooth flow of employee activities, and the limited engagement of employees in non-work-related communal

activities. Research by Waseem et al. (2021) shows that employee involvement in social activities can boost their motivation and performance. Therefore, companies need to create opportunities for employees to participate in such activities.

Based on our research findings and data analysis, the work discipline factor also receives a fairly good rating from employees. This indicates that the company is perceived to understand the challenges faced by employees. However, despite work discipline being categorized as fairly good, there are aspects that still need improvement. For example, instances of employees exceeding the designated break time limits, and the lack of action from the HR department in verbally warning employees when violations occur. Research by Atatsi et al. (2019) ⁴ underscores the importance of work discipline in enhancing employee performance.

The research results indicate a positive correlation between ³ motivation and work discipline variables on employee performance. If an employee's attendance does not meet the established workday standards, they may not be able to provide optimal contributions to the organization. Research by Chen et al. (2020) confirms that organizational support, including ⁵ work discipline, has a significant impact on employee performance. Therefore, companies need to ensure that the implemented discipline policies can support employee performance.

Fundamentally, motivation can drive employees to work hard to achieve their goals. Thus, enhancing employee work motivation will have a positive impact on their performance and contribute to the company's goal achievement. Research by Ludwikowska (2023) shows that human resource policies oriented towards employees can enhance their performance. Therefore, companies need to implement policies that support motivation and work discipline to achieve optimal performance.

Overall, employee performance falls into the category of fairly good, but there are still aspects that need improvement. Research by Richard et al. (2015) indicates that the success of academics in publications is greatly influenced by motivation and work discipline. This suggests that good motivation and work discipline can contribute to better performance in a professional context. Therefore, companies must continue to strive to enhance both of these factors so that employees can deliver optimal performance and contribute to the organization's success.

⁸ In conclusion, it can be inferred that motivation and work discipline are two interconnected factors that have a significant impact on employee performance. Efforts to improve motivation and work discipline should be a priority for companies to achieve optimal performance. Through a holistic and integrated approach, companies can create a supportive work environment, which in turn will enhance

employee performance and achieve overall organizational goals.

CONCLUSION

The research findings highlighting a positive correlation between motivation and work discipline on employee performance underscore the importance of these two factors in enhancing productivity and work effectiveness. High motivation serves as a driver for employees to not only meet but exceed the established expectations. In this context, motivated employees tend to show greater dedication to their work, ultimately contributing to the overall achievement of company goals. The data from this research indicates that employees with high levels of motivation are able to achieve better performance, reflected in target achievement and more efficient task completion. This aligns with motivation theory, stating that motivated individuals will strive harder to reach set goals. Therefore, companies need to understand that motivation is not just an internal drive but can also be influenced by external factors such as the work environment, recognition, and acknowledgment of achievements.

However, despite overall satisfactory employee performance based on descriptive categories, there are weak assessments in some aspects indicating room for improvement. For instance, below-standard employee attendance

can be a serious hindrance to achieving optimal contributions to the organization. This suggests that even with high motivation, low work discipline can impede overall performance.

Strengthening work discipline policies is also a crucial step to take. Companies should establish clear attendance standards and ensure all employees understand the consequences of non-compliance. Thus, employees will be more motivated to consistently attend and contribute maximally. These policies should be implemented fairly and transparently to avoid potential conflicts or dissatisfaction among employees.

Appropriate support and incentives should also be provided as a form of recognition for good performance. These incentives can be in the form of bonuses, allowances, or even promotions for employees demonstrating outstanding performance. By providing suitable rewards, the company not only encourages employees to work harder but also fosters a positive and supportive work culture.

However, this research also has some limitations. One evident limitation is that the sample used may not fully represent the entire employee population in the company. Therefore, the obtained results may not be generalizable to all employees in other companies. Additionally, external factors influencing motivation and work discipline need further consideration.

Recommendations for further research include conducting a more in-depth study

involving more respondents from various divisions within the company. This research could also include longitudinal analysis to observe how changes in motivation and work discipline impact employee performance over time. Furthermore, the research could explore other factors that may influence performance, such as leadership, organizational culture, and working conditions.

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