
The Influence of Work Motivation and Work Discipline on Employee Performance (Study at an Automotive Company in Bandung)

Mochamad Rizki Nuryuliadin¹, Dedi Hadian², Maulana Yusup³, Adhie Fasha Nurhadian⁴, Dhea Perdana Coenraad⁵, Sana Sholihah⁶

Sekolah Tinggi Ilmu Ekonomi Pasundan Bandung, Indonesia ^{1, 2, 3, 4, 5, 6}

Email: mrizkinurliyadin@gmail.com¹, dedi@stiepas.ac.id², yusup@stiepas.ac.id³,
adhie@stiepas.ac.id⁴, dhea@stiepas.ac.id⁵, sana@stiepas.ac.id⁶

ABSTRACT

This study seeks to examine the impact of Work Motivation and Work Discipline on Employee Performance at an automobile firm in Bandung. Work motivation and work discipline are essential determinants of organizational performance. The employed research strategy is quantitative, utilizing a route analysis methodology to elucidate the relationship among these factors. Data was gathered via surveys completed by employees at the branch. The study's results demonstrate that Work Motivation significantly influences Employee Performance. Employees with elevated job motivation typically exhibit superior performance, evidenced by enhanced productivity and quality of their output. Furthermore, Work Discipline has been demonstrated to influence Employee Performance positively. Disciplined personnel exhibit greater adherence to company regulations and protocols, hence facilitating the attainment of organizational objectives. This study finds that integrating elevated work motivation and strong work discipline markedly enhances employee performance at an automobile firm in Bandung. These findings underscore the need for management to formulate effective measures to enhance motivation and work discipline to attain optimal employee performance. Consequently, organizations should prioritize personnel development programs that enhance both dimensions to facilitate the attainment of corporate objectives.

Keywords: Work Motivation, Work Discipline, Employee Performance

INTRODUCTION

In the contemporary age of globalization, human resource challenges are paramount and essential for corporate survival. Human resources are important to any company's operations. Human resources occupy a strategic position inside the firm, indicating that the human element is crucial in executing actions to attain objectives. The presence of human resources within the organization is robust. In an organization, human resources are the primary influence on all activities and are regarded as the driving force behind daily operations.

Human resources are the sole entities possessing reason, desire, capability, skills, knowledge, motivation, and labor. Regardless of technological advancement, knowledge progress, cash accessibility, and material sufficiency, an organization will struggle to attain its objectives without human resources. Despite the organization's commendable objectives and strategic plans, they would be futile if the human resource component is disregarded or overlooked.

The organization must effectively manage personnel to enhance performance. Employee management is essential, as people are a critical component and serve as the primary catalyst for efficient business and organizational performance operations.

Employee empowerment inside an organization is a complex issue requiring careful consideration, particularly for entities that rely heavily on human labor. All organizations or enterprises must establish standards of conduct in the workplace, both formal and informal. The corporation requires employees to adhere to these behavioral guidelines to enhance performance. (Caissar, Hardiyana, Nurhadian & Kadir, 2022; Sidharta, 2023; Ramadhany, Sukmalana, Titi, Jatmika & Supartini, 2024)

A corporation requires prospective human resources to ensure that executives and employees can make substantial contributions and perform their responsibilities effectively to attain organizational objectives. An organization will succeed if its personnel perform well, so it will endeavor to enhance employee performance to fulfill corporate objectives. A company's ability to retain employees is reflected in their performance. If employee performance is satisfactory, the corporation has effectively managed its workforce. Conversely, if the organization fails to manage its people effectively, it has not succeeded in employee management. (Cendriyani, 2023; Wahyuni, Ramli & Mawardi, 2023)

Achieving maximum employee performance is the ambition of all firms; one thing that companies can do is to know what elements influence employee performance to rise by company goals. The success of employees and organizations can be attributed to the

significant role of motivation, which elucidates both the capacity and opportunity to perform effectively. Motivation is a determinant that primarily influences behavior within an organization. Individuals inherently possess motivation that propels their actions toward achieving specific objectives. Employee motivation can be affected by interest, compensation, security needs, interpersonal relationships, and work opportunities. Motivation can invigorate individuals to invest more incredible energy and intellect in achieving organizational objectives. Meeting this demand will foster satisfaction and facilitate enhancements in employee performance. (Sutaguna, Yusuf, Ardianto & Wartono, 2023; Prasetyo, Riadi, Rinawati & Resawati, 2021; Nurislam, Yusup, Sholihah & Jatmika, 2023)

In addition to motivation, discipline also plays an important role. Discipline shows the attitude of employee compliance with the regulations in force in the company. Discipline is an action taken by obeying the existing regulations in the form of written or unwritten regulations. Employee discipline can be implemented by setting regulations that employees must obey. Regulations are necessary to guide and counsel employees in creating good order in the company. Good order in the company will increase the employees' spirit and work effectiveness, supporting achieving maximum performance. A company will find it challenging to achieve its goals if its employees do not apply good discipline, namely not obeying and implementing existing regulations.

Employee performance at one of the automotive companies in Bandung looks fluctuating, and for several months, it has not been able to reach the target. Namely, in February, March, April, August, September, and finally, in December 2019, they have not been able to reach the target set by the company, which is 100%. Thus, it indicates that the performance of employees at one of the automotive companies in Bandung is not optimal.

The employee absence rate is always there, with an average of 2.40%. The highest absence rate occurred in March, which was 4.95%, while the lowest absence rate occurred in November, which was 1.51%. One of the automotive companies in Bandung has an absence rate standard of 2%; this means that the employee attendance rate is still relatively low because the average attendance per month is still above the standard set by the company.

The above facts show that there is still a lack of employee work motivation; if this is allowed to continue, it will affect the performance of each employee, and it is not impossible that the company's goals will not be achieved optimally. Employee work motivation is an important factor that company managers must consider because work motivation can have a

big and powerful influence on improving employee performance. Based on this opinion, if employees have high motivation, their performance will also increase. (Lestari, Sukmalana, Suherman & Titi, 2023; Purwadayana, Riadi, Zulfikar & Rinawati, 2024)

In addition to good work motivation, work discipline is another important factor affecting a person's performance. Discipline is the most important operational function of human resource management because the better the employee's work discipline, the better the employee's performance can be achieved. Enforcing discipline can overcome the problem of poor performance and strengthen the influence of employee work behavior in a group or organization. Suppose discipline can be appropriately implemented and does not delay time. In that case, performance problems cannot become severe, and possible problems can be resolved appropriately and quickly. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is needed as a warning tool for employees who do not want to change their nature and behavior. So, an employee is said to have good discipline if he has a sense of responsibility for the tasks given to him. (Rahman, Nurdiansyah, Sidharta, Purana & Hendiky, 2024; Arlando, Hardiyana, Kadir & Coenraad, 2023; Tahir, 2023)

Based on the description above, low employee performance is caused by several factors, including work motivation and discipline. If work motivation and discipline are good, they can positively affect employee performance and vice versa. If work motivation and work discipline are bad, they can have a negative effect on employee performance.

Given the context of the issue, work motivation and work discipline are crucial for enhancing employee performance. The author seeks to investigate the extent to which they affect employee performance.

METHOD

The methods used in this study are descriptive and verification methods. The descriptive method formulates the problem concerning the existence of independent variables, either in only one variable or more (stand-alone variables).

The verification method is research through proof, which tests the hypothesis of descriptive research results with a statistical calculation so that the proof results can be used to show whether the hypothesis is accepted or rejected.

The data collection technique is the most strategic step in research because the main purpose of the research is to obtain data. This study's data collection techniques are field research and library research.

A population is a generalization area consisting of objects or subjects that have certain qualities or characteristics that the researcher determines to be studied and then draws conclusions. The population in this study is all employees at an automotive company in Bandung.

The sample is part of the number and characteristics possessed by the population. The sample is part of the population to be studied and represents the characteristics of the population. If the research population is less than 100, then the sample taken is all of them, but if the research population is more than 100, then the sample can be taken between 10-15% or 20-25% or more. The sample criteria used in this study were employees at an automotive company in Bandung, totaling 35 people. Since data collection was carried out using a questionnaire, the sincerity of respondents in answering statements is essential in research. The validity of a social research result is primarily determined by the measuring instrument used. If the measuring instrument used is not valid or cannot be trusted, then the research results will not describe the actual situation. To overcome this, two types of testers are needed, namely, validity tests (rest of validity) and reliability tests (rest of reliability), to test the sincerity of respondents' answers.

RESULTS AND DISCUSSION

This study uses a route analysis methodology to examine the correlation between work motivation, discipline, and employee performance. Within organizational contexts encompassing both public and commercial sectors, Work Motivation and Work Discipline are frequently regarded as two principal determinants influencing Employee Performance. Consequently, comprehending how these two elements influence individual work performance is essential for developing efficient management techniques.

The validity assessment approach uses the Pearson product-moment correlation calculation. The approach computes the correlation coefficient for each item using the replies from the questionnaire and subsequently compares it to a specified critical value of 0.3. The instrument validates the item's legitimacy when the computed correlation coefficient (r-value) meets or above the essential value. The instrument designates the item invalid when the computed correlation falls below the crucial level.

Reliability testing seeks to establish confidence in measurement results, presuming the measured attribute remains unchanged. The Cronbach's alpha formula is employed to execute this testing process. An assessment instrument is deemed credible and suitable for further

examination if its Cronbach's alpha coefficient surpasses the threshold of 0.70. If the instrument's Cronbach's alpha value is below 0.70, it is deemed less dependable.

Table 1. Assessment of Validity and Reliability

No	Work Motivation	Work Discipline	Employee Performance
1	0,555	0,724	0,615
2	0,655	0,729	0,638
3	0,670	0,786	0,686
4	0,566	0,694	0,686
5	0,617	0,657	0,595
6	0,563	0,602	0,601
7	0,631	0,572	0,618
8	0,606	0,548	0,582
9	0,589	0,664	0,633
10	0,639	0,658	0,626
11	0,694	0,554	0,639
12	0,657	0,635	0,652
13	0,665	0,621	0,654
14	0,718	0,605	0,729
15	0,743	0,622	0,627
Cronbach's Alpha	0,882	0,897	0,895

The instruments for the variables of Work Motivation, Work Discipline, and Employee Performance each comprise 15 items. The validity test results for the variable instrument satisfy the requisite conditions, exceeding 0.334. Consequently, statement items 1 to 15 may be valid indicators of Work Motivation, Work Discipline, and Employee Performance. The research indicates that Cronbach's Alpha for the Work Motivation variable is 0.882, exceeding the threshold of 0.600. This condition signifies that the questionnaire employed to assess the Work Motivation variable demonstrates high dependability.

Additionally, the Cronbach's Alpha coefficient for the Work Discipline variable is 0.897, exceeding the threshold of 0.600. This result signifies that the questionnaire employed to assess the Work Discipline variable exhibits high reliability. The Cronbach's Alpha value for the Employee Performance variable is 0.895, above the threshold of 0.600. This result indicates that the questionnaire utilized for the Employee Performance variable is likewise dependable. Consequently, all measurement devices utilized in this investigation are dependable for generating consistent and precise data. The subsequent illustration presents a route analysis model delineating the interrelationship among Work Motivation, Work Discipline, and Employee Performance. This model illustrates the considerable impact of the independent factors, Work Motivation and Work Discipline, on the dependent variable,

Employee Performance, and the extent of variability in Employee Performance that these two variables can elucidate.

This study's results indicate a robust positive association between Work Motivation and Work Discipline, evidenced by a correlation coefficient 0.767. This link suggests that heightened employee motivation levels correspond with increased job discipline. A decline in motivation typically results in a reduction in work discipline. This link illustrates the strong dependency between the two variables within the organizational setting. Elevated Work Motivation fosters employee adherence to workplace regulations and standards, reinforcing Work Discipline. An individual with a strong motivation to attain corporate objectives is generally more disciplined in time management, adherence to work protocols, and sustaining productivity. The route analysis results indicate that work motivation significantly influences employee performance, as evidenced by a path coefficient 0.532. An enhancement in Work Motivation directly correlates with an improvement in Employee Performance. Elevated job motivation not only propels people to exert more significant effort and efficiency but also enhances the quality of their output. Motivated individuals exhibit a more favorable disposition towards their work, demonstrate greater proactivity in task completion, and possess enhanced resilience to workplace stress and adversities. They are also more inclined to take initiative and innovate in their work methods, enhancing productivity and output quality.

Conversely, work discipline has benefited employee performance, as evidenced by a path coefficient of 0.445. Effective work discipline guarantees that employees adhere to defined standards and processes, minimize errors, and sustain consistency in their output. Disciplined personnel are generally more dependable and consistent in their performance, hence facilitating the attainment of company objectives. Robust work discipline fosters an organized and systematic work environment, enhancing productivity.

The R Square score of 0.844 signifies that this model accounts for 84.4% of the variability in Employee Performance, demonstrating exceptional predictive capability. The interplay between Work Motivation and Work Discipline accounts for most of the variance in Employee Performance. This result signifies that these two elements are highly pertinent and essential in assessing individual performance in the workplace. The elevated R Square score signifies that the firm can depend on enhancing Motivation and Work Discipline as a viable technique to augment overall employee performance.

This model exhibits a residual error (ϵ) of 0.156, indicating that 15.6% of the variability in Employee Performance remains unaccounted for by Work Motivation and Work Discipline alone. This result suggests that more factors may influence the outcome; however, these factors are excluded from this model. Additional elements influencing employee performance include leadership style, work environment, interpersonal interactions, work-life balance, and resource availability. Consequently, additional research is required to ascertain other elements that may substantially influence Employee Performance, enabling the development of a more comprehensive model. The calculation of the determination coefficient (R^2), expressed as a percentage, demonstrates the extent of the contribution of the independent variables, Work Motivation (X_1) and Work Discipline (X_2), in explaining the variation in Performance (Y), yielding $R^2 = 0.844$ or 84.4%. The remaining portion, represented by epsilon (other factors not examined by the author), amounts to $\epsilon = 0.156$ or 15.6%. The contribution will be enhanced by incorporating characteristics such as Organizational Commitment, Leadership Style, Work Experience, Work Compensation, and Organizational Culture, among others.

Empirical evidence indicates that work motivation surpasses work discipline in its impact on employee performance. This result was conducted at an automotive company in Bandung; work motivation is a crucial aspect that significantly impacts staff performance enhancement. This study demonstrates that Work Motivation is a predominant variable, as its direct influence surpasses the indirect influence, indicating that both Work Motivation and Work Discipline can independently affect employee performance without the involvement of other variables.

Elevated work motivation can enhance discipline within a company. If organizational work motivation is elevated, work discipline and external influences from others can be attained.

The results of this study include significant practical ramifications for organizational management. Managers must prioritize initiatives aimed at enhancing employee work motivation through diverse programs and policies, including awards and recognition, career development, and fostering a happy work environment. Elevated motivation will inspire personnel to deliver optimal performance. Secondly, managers must guarantee that work discipline is uniformly enforced across the firm. Establishing explicit policies, training, and rigorous oversight can achieve this result. Robust discipline guarantees that all employees adhere to established standards, enhancing the organization's efficiency and productivity.

This study substantiates the significance of Work Motivation and Work Discipline in affecting Employee Performance. By comprehending the interplay of these three variables, businesses can formulate more efficacious methods to enhance individual performance and attain organizational objectives. This study facilitates subsequent research to find other factors influencing Employee Performance and to enhance the interplay among these elements for improved outcomes.

CONCLUSION

This study concludes that Work Motivation and Work Discipline significantly impact Employee Performance at an automobile firm in Bandung. This study's results indicate that employees with elevated job motivation exhibit superior performance. Robust work motivation, exemplified by the aspiration to attain personal and organizational objectives, propels employees to exert significant effort and commitment. They are generally more proactive in task completion and dedicated to attaining the company's established objectives.

Moreover, work discipline has been demonstrated to enhance employee performance positively. Disciplined personnel adhere to work regulations and protocols, exhibit punctuality, and demonstrate a strong sense of responsibility in fulfilling their obligations. Consistent work discipline fosters an organized and efficient work environment, enhancing total productivity.

This study establishes that integrating elevated job motivation and strong work discipline is essential for achieving optimal employee performance. Consequently, management at an automotive firm in Bandung must prioritize initiatives to enhance staff motivation and discipline. This result can be achieved through many human resource development initiatives, including continuous training, equitable incentive systems, and fostering a supportive workplace atmosphere. This study underscores management's role in fostering and sustaining elevated motivation and work discipline among employees to attain exceptional performance. These findings may serve as a reference for management in developing more effective tactics to enhance employee performance in the future.

REFERENCES

- Arlando, A. D., Hardiyana, A., Kadir, K., & Coenraad, D. P. (2023). The Effect of Work Motivation and Discipline on Employee Performance: Study at a company engaged in telecommunications in Bandung. *Acman: Accounting and Management Journal*, 3(2), 148 –. <https://doi.org/10.55208/aj.v3i2.72>
- Caissar, C. ., Hardiyana, A., Nurhadian, A. F. ., & Kadir, K. (2022). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan : Studi pada salah satu perusahaan BUMN di Jawa Barat. *Acman: Accounting and Management Journal*, 2(1), 11–19. <https://doi.org/10.55208/aj.v2i1.27>
- Cendriyani, Y. (2023). Achievement And Reward on Employees’ Discipline and Performance. *Acman: Accounting and Management Journal*, 3(2), 99 –. <https://doi.org/10.55208/aj.v3i2.67>
- Lestari, I., Sukmalana, S., Suherman, A. R., & Titi, T. (2023). The Influence of Achievement Motivation and Work Discipline on Employee Performance: Study at One of The Future Companies in The City of Bandung. *Majalah Bisnis & IPTEK*, 16(1), 172-180.
- Nurislam, N., Yusup, M., Sholihah, S., & Jatmika, L. (2023). The Effect of Work Motivation and Discipline on Employee Performance: In one of the District Offices of Bandung Regency. *Majalah Bisnis & IPTEK*, 16(2), 199-208.
- Prasetyo, E. ., Riadi, F. ., Rinawati, N. ., & Resawati, R. (2021). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan : (Studi pada salah satu perusahaan penjaminan kredit di Kota Bandung). *Acman: Accounting and Management Journal*, 1(2), 61–66. <https://doi.org/10.55208/aj.v1i2.20>
- Purwadayana, Y., Riadi, F. ., Zulfikar, V. A., & Rinawati, N. (2024). The Influence of Work Discipline and Communication on Employee Performance: On One of The Marketplaces in The Form of Websites and Applications in The Agribusiness Sector. *Acman: Accounting and Management Journal*, 4(1), 1–9. <https://doi.org/10.55208/aj.v4i1.126>
- Rahman, R. S., Nurdiansyah, H., Sidharta, I., Purana, R. D., & Hendiky, F. (2024). Increasing Employee Performance Through Physical Work Environment and Work Motivation. *Journal of Economics, Management, and Entrepreneurship*, 2(1), 74-84.
- Ramadhany, P. L., Sukmalana, S., Titi, T., Jatmika, L., & Supartini, T. (2024). The Influence of Motivation and Work Culture on Employee Performance at the Isotope and Radiation Application Center-National Nuclear Energy Agency, Lebak Bulus, South Jakarta. *Majalah Bisnis & IPTEK*, 17(2), 226-236.
- Sidharta, I. (2023). Improving Task and Quality Performance: The Role of Affective Commitment, Engaged Employees and Creativity. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 17(2), 239-252.
- Sutaguna, I. N. T., Yusuf, M., Ardianto, R., & Wartono, P. (2023). The effect of competence, work experience, work environment, and work discipline on employee performance. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(01), 367-381.
- Tahir, M. (2023). Employee Performance and the Impact of Workplace Facilities and Discipline. *Jurnal Manajemen Bisnis*, 10(2), 417-425.

Wahyuni, W., Ramli, R., & Mawardi, W. (2023). Optimizing Employee Performance in Tapalang Health Center, Tapalang District, Mamuju Regency: The Interplay of Work Environment, Discipline, and Motivation. *Management Studies and Entrepreneurship Journal (MSEJ)*, 4(5), 6786-6795.