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# The Impact of Motivation and Work Discipline on Employee Performance



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KEYWORDS	ABSTRACT
<p><b>Keywords:</b> Work Motivation; Work Discipline; Employee Performance</p> <p><b>Conflict of Interest Statement:</b> The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2023 AJEB. All rights reserved.</p>	<p>This study's objective was to examine and determine the impact of work motivation and work discipline on employee performance at PT. PLN (Persero) Transmission Implementation Unit (UPT) MAKASSAR. This study's demographic consisted of 50 employees from PT PLN (PERSERO) Transmission Implementation Unit (UPT) MAKASSAR. Using census sampling, all populations are represented in the sample. The data source is primary data obtained from respondents' responses to questionnaires. The data analysis method entails descriptive statistical analysis, validity tests, normality tests, reliability tests, multicollinearity tests, heteroscedasticity tests, autocorrelation tests, hypothesis testing via multiple linear regression analysis, t-tests, f-tests, and determination coefficient tests. This study's findings indicate that work motivation positively and statistically significantly influences employee performance. While the work discipline variable has a positive but insignificant effect on employee performance, this study demonstrates that work motivation and work discipline together significantly impact employee performance. The results of this study show conclusively that the positive relationship between work motivation and work discipline on employee performance is a crucial factor in achieving company success, as employees who are motivated and disciplined at work tend to contribute more significantly to achieving company objectives.</p>

## Introduction

The role of human resources holds significant importance inside an organization or firm. The effective management of human resources, particularly high-performing personnel, assumes a pivotal position in the successful execution of organizational operations and the attainment of pre-established objectives. Hence, organizations must place importance on all facets of their employees to cultivate high-quality human resources and achieve exceptional performance (Mangkunegara, 2014). The performance of employees holds significant importance inside an organization. Performance can be understood as the outward expression of an employee's work behavior, specifically in terms of their work performance, within a defined timeframe and in alignment with their designated role within an organization (Ismawati et al., 2017). The significance of employee performance lies in its impact on the overall success and longevity of the organization. Within every organization, human beings are regarded as one of the most crucial elements in the process of revitalizing the organization. The attainment of organizational goals is contingent upon the presence of commendable performance (Susanto, 2019).

Employee performance is commonly impacted by various elements, specifically work discipline and work motivation. This study aims to examine the impact of work motivation and work discipline

on employee performance, as the latter has a direct influence on the overall perception of the organization within the broader community. To enhance its performance, an organization can implement strategies aimed at fostering employee motivation (Carvalho et al., 2020). The role of superiors in cultivating employee motivation is significant since they have the potential to inspire their subordinates to enhance their work performance through both moral support and material incentives, such as allowances (Khuong & Linh, 2020). One instance of a corporation offering non-material motivation that mutually benefits both sides is the provision of training programs aimed at enhancing the skills of its personnel (Lee & Kusumah, 2020). The impact of motivation can be experienced when individuals are receptive to being inspired and when motivational strategies are tailored to their individual needs. Consequently, the impacts of motivation extend beyond the individual employee and can also influence the overall performance of the organization (Priarso et al., 2018).

The presence of work discipline among employees can exert a significant influence on their personal lives, so affecting the overall functioning of the organization. Due to this rationale, it is imperative for organizations to diligently observe and scrutinize all actions and behaviors exhibited by their employees during their employment. According to Thaief and Baharuddin (2015), in the event of an act of misappropriation that violates established regulations or is inconsistent with factual evidence, the organization must establish appropriate penalties for its employees. Individuals in positions of authority must possess knowledge of and adhere to the regulations within the organization (Dapu, 2015). Each employee has a distinct disposition, particularly about their adherence to regulations. Despite the stringent oversight imposed by higher authorities, the persistence of infractions and their subsequent influence on work outcomes can be attributed to the employees' lack of awareness regarding the implemented work discipline (Turang, 2015).

The Transmission Implementation Unit (UPT) of PT PLN (PERSERO) is a division of the PLN organization located in Makassar. Its primary duty is to ensure the provision of power services. The Transmission Implementation Unit (UPT) Makaassar, a division of PT PLN (PERSERO), is committed to enhancing employee performance to ensure customer satisfaction. It is widely acknowledged that the global population is steadily growing, leading to a corresponding rise in the demand for energy distribution. Consequently, there is a potential for growth in public grievances associated with this phenomenon. This elucidates that one of the techniques that might bolster the success of organizations operating in the service sector is to provide top-notch services and enhance the quality of existing services, for instance, by offering enticing and lucrative reward incentives. Hence, the staff of PT PLN (PERSERO) Transmission Implementation Unit (UPT) MAKASSAR must prioritize their efforts towards fulfilling their assigned tasks, ensuring the timely completion of all work, and adhering to the established regulations and guidelines set forth by the organization. Companies have a responsibility to ensure the effectiveness and efficiency of their human resources to enhance employee performance. One of the strategies employed to achieve this objective is the implementation of policies aimed at fostering work motivation and discipline among employees, thereby maximizing their productivity within the organization (Mangkunegara, 2014).

Presently, it is imperative for managers to possess the ability to effectively manage and anticipate aspects that contribute to diminished employee performance, particularly about motivation and work discipline. There exist certain detrimental variables that have the potential to diminish employee performance. These factors encompass a lack of employee motivation to attain success, as well as a deficiency in punctuality, characterized by tardiness and the completion of work that fails to adhere to established laws (Hersona & Sidharta, 2017). According to Dheviests and Riyanto (2020), a decline in performance may also arise from a supervisor or leader who exhibits a lack of motivation towards their staff, resulting in reduced enthusiasm among the employees towards their tasks. Numerous scholarly investigations have been conducted to explore the relationship between work motivation, work discipline, and employee performance (Kusumayanti et al., 2020; Nisyak & Triyonowati, 2016; Susanto, 2019). This research has consistently demonstrated that work motivation and work discipline exert both simultaneous and partial beneficial influences on employee performance, yielding statistically significant results. However, other studies conducted by Murti and Srimulyani (2018), as well as Rosmaini and Tanjung (2019), have indicated that there is no statistically significant relationship between motivation and employee performance. Similarly, the findings of a study

conducted by Bawelle and Sepang (2016) indicate that there is no statistically significant impact of work discipline on employee performance.

The focus of this study pertains to the matter of discipline and motivation and how it impacts the performance of PT PLN (Persero) Transmission Implementation Unit (UPT) MAKASSAR. The company is currently grappling with the issue of low employee discipline in the workplace. Attendance and active participation are crucial aspects of work, yet some employees fail to adhere to punctuality, arriving late during designated hours. Additionally, some employees merely show up to fulfill attendance requirements, while others spend their work hours idly sitting and subsequently taking breaks before the allotted time. The utilization of office amenities is not aligned with established work protocols. In the realm of work motivation, it is seen that several employees encounter a decline in their performance. This can manifest in various ways, such as employees exhibiting reduced sociability with their colleagues, a lack of collaboration within teams, and instances where employees display a diminished inclination or even a complete disinterest in engaging in fieldwork.

## Literature Review

Nawawi (2008) posits that Human Resources refer to individuals who serve as valuable assets within organizations or firms, possessing the capacity to propel organizational progress. According to Sutrisno's (2016) research, human resources encompass several aspects such as skills, emotions, and aspirations. The various human resources potentials have an impact on the organization's endeavors to accomplish its objectives. Hence, the presence of work motivation is imperative in fostering employees' inclination to engage in certain tasks to attain organizational objectives (Handoko, 2012). According to Robbins (2013), motivation may be defined as a multifaceted process that elucidates the level of intensity, direction, and perseverance exhibited by an individual in their pursuit of personal objectives. The concept encompasses three primary components, namely intensity, direction, and persistence. Intensity is a measure of the level of effort exerted by an individual. Motivation is a prominent aspect that garners significant attention in discussions. Nevertheless, it is improbable that a state of high intensity alone will lead to a level of work performance that is deemed satisfactory unless the exertion is purposefully aligned with objectives that contribute to the overall success of the organization. Therefore, it is imperative to consider both the quality and intensity of effort simultaneously. The type of work that aligns with organizational objectives and is characterized by focus and consistency is the type of effort that should be prioritized. Ultimately, motivation possesses a facet characterized by the quality of persistence. This dimension pertains to the quantification of an individual's ability to maintain exertions over an extended period. According to Robbins and Judge (2008), individuals who possess motivation exhibit a sustained commitment to a task over an extended period to attain their objectives. According to Hasibuan (2016), work motivation can be categorized into two types: positive motivation and negative motivation. Positive motivation refers to the managerial practice of incentivizing subordinates through the provision of prizes for individuals who consistently surpass established performance benchmarks. The morale of subordinates is likely to experience an increase when positive motivation is employed, as individuals tend to exhibit a preference for receiving favorable stimuli. Negative motivation refers to a managerial approach wherein employees are motivated through the establishment of criteria that, if not met, result in punitive measures. The presence of negative motivation can lead to a short-term rise in the working enthusiasm of subordinates due to the fear of potential punishment. However, in the long term, this approach is not beneficial.

According to Armstrong (2010), the implementation of effective motivation strategies can be achieved through a range of approaches, including a comprehensive understanding of the fundamental mechanisms of motivation, the utilization of models that encompass needs, objectives, and behaviors, as well as considering the impact of prior experiences and expectations. Understanding the various aspects that impact motivation, the underlying pattern of wants that propel individuals towards their objectives, and the specific contexts in which these needs are either fulfilled or unfulfilled. It is important to recognize that motivation cannot be solely attained through the generation of feelings of satisfaction, as an excessive amount of happiness might potentially result in complacency and a lack of action. It is important to acknowledge that, alongside the criteria, there exists a multifaceted

connection between motivation and work performance. The theory of motivation in question was initially proposed by and is more commonly referred to as, Maslow's Hierarchy of Needs Theory. Robbins (2013) posits that individuals are compelled to satisfy their most pressing demands hierarchically, considering temporal factors, situations, and personal experiences. The initial stage pertains to physiological needs, which, once fulfilled, gives way to the subsequent primary need: security. This need encompasses a sense of safety and protection. Following this, social needs emerge, encompassing the desire to connect and engage with others. Once these social needs are met, the fourth need arises, which involves the yearning for recognition and esteem. Upon satisfaction of these needs, a new need emerges, namely the fifth need for self-actualization or the pursuit of personal fulfillment and achievement. Siagian (2008) also expresses this opinion. According to Maslow, there exists a hierarchical structure of five fundamental wants within the human psyche, which can be enumerated as follows: The first category of requirements is physiological needs, encompassing the requirement for sustenance, hydration, and other fundamental bodily necessities. One of the fundamental needs for individuals is security, which encompasses the necessity of safeguarding oneself from both physical and emotional harm. One of the fundamental human wants is the requirement for social connection, which encompasses the desire for emotional closeness, inclusion, validation, and companionship. The concept of appreciation encompasses the requirement for both intrinsic and extrinsic forms of recognition. One of the fundamental demands for individuals to reach self-actualization is the urge for personal progress, the attainment of one's full potential, and the realization of self-fulfillment.

Elqadri (2015) posits that work discipline can be defined as the application of managerial practices aimed at reinforcing organizational policies and norms. Siagian (2008) posits that discipline is a managerial strategy aimed at motivating individuals inside an organization to fulfill the requirements set out by various regulations. Employee discipline can be understood as a type of training that aims to enhance and mold the knowledge, attitudes, and behavior of employees. The objective is to encourage employees to willingly engage in cooperative work with their colleagues and enhance their overall job performance. Handoko (2012) identifies multiple categories of work discipline. Preventive discipline refers to the proactive measures implemented to promote compliance among individuals with regulatory requirements, hence mitigating the occurrence of breaches. The primary aim is to foster self-discipline among employees, wherein individuals proactively cultivate self-discipline rather than it being imposed by leaders. The presence of self-discipline within groups serves as a point of pride for any organization or unit. The leader bears the responsibility of establishing an organizational or unit climate within the framework of preventive discipline. Preventive discipline is a comprehensive and integrated framework that necessitates the collaboration of leaders across all sectors and units in its development. 2) Corrective discipline refers to the implementation of measures after a breach of established regulations. The purpose of this form of discipline is to deter future violations and ensure that subsequent acts align with the prescribed standards.

Employee performance refers to the systematic and continuous management of employee competencies by an organization. The objective is to ensure that employees meet the organization's performance expectations, which entails making optimal contributions toward achieving organizational goals (Angriani & Eliyana, 2020). According to Razak (2018), organizations can get high performance through two primary approaches: firstly, by prioritizing a mission that emphasizes dedication, and secondly, by ensuring the active participation of all employees in work management. The performance of individuals can be assessed at three distinct levels: the organizational level, the process level, and the task level. The three degrees of performance described above can be elucidated in the following manner: a) The organizational level places focus on the relationship between the organization and the market, as well as its primary functions. These aspects are manifested in the fundamental framework of the organizational structure and the current methods for work. The process level emphasizes the activities that occur between functions. The task level places attention on the persons responsible for executing the work process.

*H<sub>1</sub>: Work motivation has a positive and significant effect on employee performance.*

*H<sub>2</sub>: Work discipline has a positive and significant effect on employee performance.*

## Research Design and Methodology

The research being conducted falls under the category of quantitative descriptive research, which seeks to ascertain the extent of the relationship and impact between many variables. The study's population consisted of 50 personnel from PT PLN (PERSERO) Transmission Implementation Unit (UPT) MAKASSAR. The sampling technique employed in this study is the census approach, which involves the inclusion of all individuals within the population as samples. The research relies on primary data as its source, namely data collected directly in the field through information sourcing and data collection procedures such as distributing questionnaires and doing direct observations. The measurement of variables in this study was conducted utilizing a Likert scale or score. The Likert scale is a widely employed measurement tool for assessing the attitudes, views, and perceptions of individuals or groups about social phenomena (Sugiyono, 2015). According to the Likert scale, respondents' answers are assigned scores ranging from 5 (Strongly Agree) to 1 (Strongly Disagree). Specifically, a score of 5 represents Strongly Agree (SS), a score of 4 represents Agree (S), a score of 3 represents Less Agree (KS), a score of 2 represents Disagree (TS), and a score of 1 represents Strongly Disagree (STS). The acquired data will undergo analysis through multiple phases of testing. The initial step is performing a descriptive statistical analysis. The subsequent phase involves conducting a validity test and a reliability test on the study data instrument. The third stage of the analysis involves doing various assumption tests, including normality testing, multicollinearity testing, and heteroscedasticity testing. The fourth stage of this study involves conducting tests to evaluate all the hypotheses put forward. These tests will include partial tests (t-tests), simultaneous tests, and tests based on the coefficient of determination.

**Table 1.** Variables and Indicators

Variable	Item	Indicator	Reference
Work Motivation	X1.1	Physical needs	(Olusadum & Anulika, 2018; Parashakti & Refahla, 2018)
	X1.2	Security needs	
	X1.3	Social needs	
	X1.4	The need to be valued	
	X1.5	The need for self-actualisation	
Work Discipline	X2.1	Time discipline	(Indriyani, 2016; Siswanto, 2019)
	X2.2	Discipline rules	
	X2.3	Discipline responsibility	
Employee Performance	Y1.1	Work quality	(Juma & Moronge, 2015; Razak et al., 2018)
	Y1.2	Work quantity	
	Y1.3	Effectiveness	
	Y1.4	On time	
	Y1.5	Self-reliance	

## Findings and Discussion

### Findings

The demographic attributes of participants are utilized to ascertain the diversity of respondents in terms of gender, and age, The intention is that this can offer a sufficiently lucid depiction of the state of the participants and their connection to the issues and goals of the investigation. Table 2 provides a depiction of the respondent's profile. According to the data presented in Table 2, a majority of the participants who responded to the survey were identified as male. The main group of respondents in this study consists of individuals between the ages of 20 and 30, who predominantly possess a level of education classified as S1. The individuals participating in the study exhibit dominance and possess professional experience ranging from 1 to 5 years. The first stage carried out is descriptive statistical analysis. Statistical description is used to describe a data seen from the mean, median, standard division, minimum value, and maximum value. This test was carried out to make it easier to understand the variables used in the study. Based on table 3, the results of the statistical description of research variables consisting of Work Motivation (X1) with the amount of data (N) as much as 50, have an average of 4.44% with a minimum value of 2.80 and a maximum of 5.0 with a standardize deviation of 0.48029. The Work Discipline variable (X2) with the amount of data (N) of 50 has an average of 4.43% with a minimum value of 2.67 and a maximum of 5.00, with a standardize



deviation of 0.5480 The Employee Performance Variable (Y) with the amount of data (N) of 50 has an average of 4.35% with a minimum value of 3.20 and a maximum of 5.0, with a standardized deviation of 0.465. Based on the table 3, the mean value is 4.41.

**Table 2.** Respondent Demographic Data

Variable	Measurement	n	%
Gender	Laki-laki	42	84%
	Perempuan	8	16%
Age	20-30	38	76%
	31-40	5	10%
	41-50	7	14%
Education Level	High School	16	32%
	Diploma	6	12%
	Bachelor	28	56%
Length of Work	1-5 year	29	58%
	6-10 year	12	24%
	11-30 year	6	12%
	31-40 year	3	6%

**Table 3.** Description of Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work Motivation (X1)	50	2.80	5.00	4.4440	.48029
Work Discipline (X2)	50	2.67	5.00	4.4340	.54806
Employee Performance (Y)	50	3.20	5.00	4.3520	.46521
Valid N (listwise)	50				

The subsequent phase involves the evaluation of the study data instrument, encompassing assessments of both validity and reliability. The validity test is an assessment that determines the degree of reliability of the measuring equipment employed in the correlation coefficient (r) analysis. The calculation of r is performed using a predetermined significance level of 0.03. If the calculated value of r, denoted as r-count, exceeds the critical value of r, denoted as r-table, the item under consideration is deemed to be valid. If the results of the measurement indicate that the value of r-count is less than the value of r-table, it can be concluded that the item is deemed invalid. A construct or variable is considered dependable if its Cronbach alpha value is equal to or greater than 0.60.

**Table 4.** Validity and Reliability Test Results

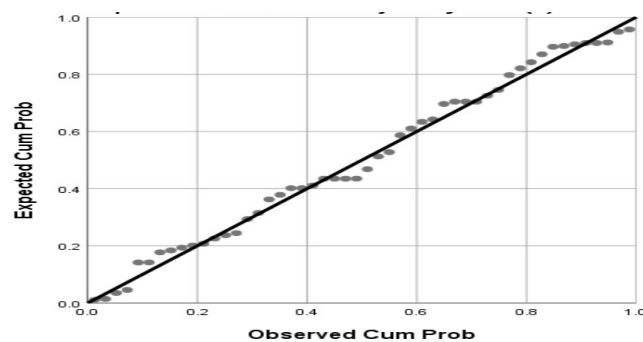
Variable	Instrument	r-calculated	Cronbach Alpha	Result
X1	X1.1	0.850	0.816	Valid dan reliable
	X2.2	0.745		Valid dan reliable
	X2.3	0.820		Valid dan reliable
	X2.4	0.799		Valid dan reliable
	X1.5	0.705		Valid dan reliable
X2	X2.1	0.950	0.778	Valid dan reliable
	X2.2	0.860		Valid dan reliable
	X2.3	0.821		Valid dan reliable
Y	Y1.1	0.827	0.812	Valid dan reliable
	Y1.2	0.746		Valid dan reliable
	Y1.3	0.869		Valid dan reliable
	Y1.4	0.765		Valid dan reliable
	Y1.5	0.767		Valid dan reliable

Source: Output SPSS

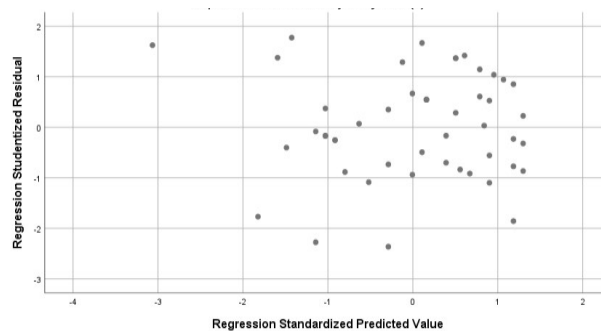
According to the findings presented in Table 4, the correlation coefficient between the items and their respective total scores was compared to the critical r value at a significance level of 0.05 using a two-sided test. With a sample size of 50 and 2 degrees of freedom, the critical r value was determined to be 0.319. The results of the validity analysis indicate that the correlation coefficients for all the total items exceeded the critical r value, suggesting that the variables under investigation are deemed valid. The reliability test results indicate that the variables of leadership, work discipline,

and employee performance exhibit a Cronbach's alpha value exceeding 0.6. This finding demonstrates the reliability of the question items included in this investigation.

This study will conduct tests for normalcy, multicollinearity, and heteroscedasticity. The purpose of doing a normality test is to assess whether the independent and dependent variables in a regression model have a normal distribution. An optimal regression model is characterized by a normal or approximately normal distribution. Based on the observations made in Figure 1, it is evident that the data exhibits a dispersion pattern that aligns closely with the diagonal line, indicating conformity to the direction of the diagonal line. Consequently, it can be inferred that the data distribution adheres to a normal distribution. The Scatterplot result in Figure 2 reveals that the data points exhibit a distribution primarily above, near, or near the value of zero. The data points exhibit a distribution that is not limited to either above or below a central tendency. Additionally, the spread of the data points does not follow a sinusoidal pattern characterized by alternating widening and narrowing. The absence of processing the spread of data points suggests that there is no presence of heteroscedasticity, hence indicating the potential for a satisfactory and optimal regression model.



**Figure 1. Normality Test Results**  
 Source: Output SPSS



**Figure 2. Heteroscedasticity Test Results**  
 Source: Output SPSS

Moreover, an autocorrelation test is conducted to examine the presence of a link between confounding errors in period  $t$  and confounding errors in the prior period ( $t-1$ ) within a linear regression model. If a correlation exists, it implies the presence of an autocorrelation issue. An ideal regression model exhibits no autocorrelation. The DW value obtained from the regression model, as indicated in Table 5, is 2.426. In the present study, the Durbin-Watson (DW) test was conducted to assess the autocorrelation in the data. The significance level was set at 0.05, and the sample size ( $n$ ) was determined to be 50. The number of independent variables ( $k$ ) was specified as 2. The calculated lower bound ( $dL$ ) for the DW statistic was found to be 1.4625, while the upper bound ( $dU$ ) was determined to be 1.6283. Because the DW value (2.426) exceeds the critical value of  $4 - dU$ , it falls into the region beyond the lower and upper critical bounds ( $dL$  and  $dU$ ). Consequently, it does not yield a conclusive outcome and instead resides within the realm of uncertainty.

**Table 5.** Autocorrelation Test Results (Model Summary<sup>b</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.605 <sup>a</sup>	.366	.339	.37828	2.426

a. Predictors: (Constant), Work Discipline (X2), Work Motivation (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Output SPSS

Moreover, the purpose of doing a multicollinearity test is to determine the presence of a significant correlation among the independent variables inside a multiple linear regression model. When there is a strong correlation among the independent variables, it can disrupt the relationship between the independent variable and the dependent variable. To assess multicollinearity, one might examine the tolerance value and the Variance Inflation Factor (VIF) value. According to Sunjoyo et al. (2013), a model can be considered free from multicollinearity if the Variance Inflation Factor (VIF) value is less than or equal to 10 and the tolerance value is more than or equal to 0.1. After the results of the classical assumption test are carried out and the overall results show that the regression model meets the classical assumptions, the fourth stage is to evaluate and interpret the multiple regression model. Multiple linear regression tests are performed to determine the functional relationship between independent variables to dependent variables. Multiple linear regression analysis in this study used the help of SPSS software application.

**Table 6.** Multiple Linear Regression Test Results (Coefficients<sup>a</sup>)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	1.455	.633	2.299	.025
	Work Motivation	.571	.127	4.496	.000
	Work Discipline	.110	.113	.973	.338

a. Dependent Variable: Employee Performance

Source: Output SPSS

Based on table 6, the regression equation formed in this regression test is:

$$Y = 1.455 + 0.571 X_1 + 0.110 X_2$$

According to the provided equation, it can be inferred that the constant value is 1.442, which represents the level of employee performance. This implies that when work motivation and work discipline are held constant, employee performance is estimated to be 1.455. The regression coefficient for work motivation (X1) is 0.571, indicating the extent of the impact of work motivation on employee performance. The positive regression coefficient suggests a unidirectional relationship between work motivation and employee performance, implying that an increase in work motivation will result in a corresponding increase in employee performance. The regression coefficient (X2) for work discipline, which is 0.110, signifies the extent of the impact of work motivation on employee performance. The positive regression coefficient suggests that work motivation has a unidirectional influence on employee performance, implying that an increase in work motivation will result in a corresponding increase in employee performance.

In addition, the partial test is employed to examine the impact of individual independent variables on the dependent variable. The t-test is employed to assess the statistical significance of the relationship between the independent and dependent variables. Specifically, the significance value of the t count is examined. If this value is less than 0.05, it can be concluded that the independent variable has a significant influence on the dependent variable. Based on the findings from the partial test or t-test, the calculated t-value is 4.496, with a corresponding significance value of 0.000. This significance value is smaller than the predetermined level of significance  $\alpha = 0.05$ , indicating that there is sufficient evidence to conclude that the work motivation variable has a positive and statistically significant impact on employee performance (Y). Therefore, the first hypothesis is deemed statistically significant. Based on the findings from the partial test, specifically the t-test, it is observed that the t-value is 0.973 and the significance value is 0.338. This significance value is bigger



than the predetermined alpha level of 0.05. Consequently, it can be concluded that work discipline has a positive effect on employee performance (Y), but this effect is not statistically significant. Therefore, the first hypothesis is deemed statistically significant.

**Table 7.** Partial Test (Coefficients<sup>a</sup>)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.455	.633		2.299	.025
	Work Motivation	.571	.127	.589	4.496	.000
	Work Discipline	.110	.113	.127	.973	.338

a. Dependent Variable: Employee Performance

Source: Output SPSS

## Discussion

Employees at PT PLN (Persero)'s Transmission Implementation Unit (UPT) MAKASSAR were shown to be more productive when they were highly motivated to do their jobs. Once basic needs are addressed, people are motivated to pursue more complex goals, as described by Abraham Maslow's Hierarchy of Needs Theory. Workers require, at a bare minimum, a fair wage, a secure workplace, and the chance to advance in their careers. To meet these requirements, it is essential to provide competitive pay and a pleasant place to work. After their basic needs have been addressed, workers look for safety in their workplaces through factors like job stability and reasonable termination practices. Fostering social needs requires a conducive work atmosphere and well-maintained relationships. People are more likely to do their best work and work together if they believe they are appreciated by their superiors and peers. Management should regularly provide positive comments to employees who perform well, as this has been shown to enhance motivation. Self-actualization, the point at which an individual realizes his or her greatest potential, is the highest level in Maslow's hierarchy of needs. The findings of this study are consistent with prior research (Lun, 2016), which demonstrates that work motivation exerts a favorable and statistically significant impact on the performance of tour guides operating in the Loh Liang and Loh Buaya regions within the Komodo National Park vicinity. The findings presented in this study are in opposition to the earlier research conducted by Murti & Srimulyani (2018), which indicated that job motivation does not have a statistically significant impact on employee performance.

Employee performance at PT PLN (Persero)'s Transmission Implementation Unit (UPT) MAKASSAR is positively and insignificantly impacted by work discipline variables. This may occur when workers become dissatisfied and distrustful of management and the work discipline system because of factors such as the uneven and unjust implementation of rules and consequences against infractions of discipline. This study's findings that no substantial relationship exists between workplace discipline and productivity are corroborated by other studies (Bawelle & Sepang, 2016). The findings of this study are at odds with those of two other studies (Runtunuwu et al., 2015; Yulius, 2019) that found a favorable and statistically significant link between workplace discipline and productivity.

## Conclusion

The findings from our initial hypothesis test provide further support for the significance of job motivation in enhancing employee performance. Companies must recognize that employees who are motivated exhibit higher levels of dedication and productivity in their pursuit of organizational objectives. Consequently, allocating resources toward the establishment of a favorable work environment and fostering positive interpersonal connections among employees can yield enduring advantages for the organization. Furthermore, the discovery that work discipline does not exert a substantial impact on employee performance implies that organizations should exercise caution when implementing disciplinary measures. The presence of inequitable or erratic implementation of disciplinary measures has the potential to result in employee discontentment and hinder their overall productivity. Hence, organizations must ensure equitable and uniform implementation of disciplinary measures to foster a conducive work atmosphere and bolster overall employee productivity.

It is recommended that organizational leadership take measures to fulfill the fundamental requirements of employees, including the provision of competitive remuneration and the establishment of a secure and pleasant work setting. Ensuring the provision of career development opportunities for employees is a crucial consideration, as it fosters a supportive environment and facilitates both personal and professional progress. To enhance work motivation, companies must incorporate recognition and awards as integral components of their organizational culture, thereby acknowledging and appreciating the valuable contributions made by employees. Furthermore, it is imperative for management to consistently offer positive feedback to employees, enabling them to gain insight into areas where they may enhance their performance. In light of the findings about our second hypothesis, it is recommended that organizational leadership take proactive measures to identify and rectify issues about the implementation of work discipline. This can be achieved through a comprehensive review process, wherein the fair and consistent application of disciplinary regulations and penalties is ensured. Such efforts are crucial in fostering employee adherence to established rules and procedures.

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