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Work Discipline, Work Motivation and Employee Performance



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KEYWORDS	ABSTRACT
<p>Keywords: Work Motivation; Work Discipline; Employee Performance</p> <p>Conflict of Interest Statement: 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 AHRMR. All rights reserved.</p>	<p>Purpose: This study examines and determines the impact of work discipline and motivation on employee performance at PT Trans Kalla Makassar. The research hypothesizes that work discipline and motivation positively and significantly affect employee performance.</p> <p>Research Design and Methodology: The study population consists of 321 employees at PT Trans Kalla Makassar, with a sample size of 76 respondents selected using Slovin's formula. Primary data were collected through questionnaires completed by the respondents. Data analysis included descriptive statistics, validity and reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, autocorrelation tests, hypothesis testing using multiple linear regression analysis, t-tests, f-tests, and coefficient of determination tests.</p> <p>Findings and Discussion: The results indicate that work discipline and motivation positively and significantly affect employee performance at PT Trans Kalla Makassar. Specifically, higher levels of discipline lead to better employee performance, and similarly, increased motivation enhances performance. These findings suggest improving work discipline and motivation can significantly boost employee productivity and effectiveness.</p> <p>Implications: The study's findings have important implications for human resource management practices, particularly in developing strategies to enhance employee discipline and motivation. Future research could explore additional factors influencing employee performance and consider longitudinal studies to examine the long-term effects of discipline and motivation on performance.</p>

Introduction

Human resources are considered the most critical and asset within any organization, whether in the public or private sector (Afandi, 2018). The success of an organization in achieving its goals heavily depends on its ability to develop and manage its human resources effectively. Given the importance of human resources, proper management is essential to ensure optimal work performance (Afandi, 2018). Human resources are a vital component of an organization, playing a pivotal role in organizational activities. Timpe (2015) noted that human resources are a determinant in achieving the organization's vision and mission and, therefore, must be managed efficiently to maximize their utility in achieving organizational goals. An essential aspect of managing human resources is focusing on employee performance. Mangkunegara (2016) defines employee performance as the qualitative and

quantitative outcomes an individual achieves in executing tasks according to their assigned responsibilities. Companies must pay close attention to work discipline and motivation to maintain consistent employee performance. Discipline is the cornerstone of a company's success in reaching its objectives (Arafat et al., 2020). In addition to discipline, motivation is crucial in enhancing employee performance, as high motivation can drive employees to achieve optimal work results (Kellner et al., 2019).

Recent studies have examined the impact of work discipline and motivation on employee performance. For example, Ni'mah et al. (2017) explored the influence of motivation, satisfaction, and work discipline on employee performance and concluded that both discipline and motivation positively affect performance. The study suggests that higher work discipline and motivation levels lead to higher employee performance. Similarly, Sutrisno et al. (2016) investigated the effects of motivation and work discipline on employee performance at the Semarang Civil Service Police Unit, finding that both factors positively and significantly impact performance. These studies underscore the importance of discipline and motivation in enhancing employee performance. However, some studies have reported different findings. For instance, Murti and Srimulyani (2018) and Rosmaini and Tanjung (2019) found that motivation does not significantly affect employee performance. Likewise, Bawelle and Sepang (2016) reported that work discipline does not significantly impact employee performance. These conflicting results indicate the complexity of the relationship between work discipline, motivation, and employee performance, suggesting further research to clarify these dynamics.

The discrepancies in previous research findings reveal a notable gap between the existing empirical evidence and the theoretical understanding of the impact of work discipline and motivation on employee performance. While several studies have validated the positive effects of work discipline and motivation, indicating that these factors contribute significantly to enhanced employee performance, other research has found no substantial impact, suggesting that these factors may only sometimes lead to improved performance outcomes. This inconsistency in the literature suggests a complex and nuanced relationship that various underlying factors may influence. Several potential reasons could explain these conflicting findings. Differences in organizational contexts, such as company size, industry type, and corporate culture, might play a critical role in shaping how discipline and motivation affect performance. For instance, a highly structured organization with strict disciplinary policies might see a more direct correlation between discipline and performance than a more flexible, creative environment. Similarly, the demographics of the workforce, including age, education level, work experience, and cultural background, can also influence how employees perceive and respond to disciplinary measures and motivational strategies. Additionally, variations in research methodologies—such as sample size, measurement tools, and data analysis techniques—can lead to divergent results and interpretations, further complicating the understanding of these relationships. Given these complexities, this study seeks to bridge the gap by explicitly examining the influence of work discipline and motivation on employee performance within the unique organizational setting of PT. Trans Kalla Makassar. This company, characterized by its distinct organizational structure and employee demographic, provides a valuable context to explore these dynamics. Focusing on a single organization with specific characteristics, this research aims to offer more precise insights into how work discipline and motivation function as determinants of employee performance, potentially revealing contextual factors overlooked in previous studies. Through this approach, the study contributes to a deeper theoretical understanding and provides practical implications for managing human resources in diverse organizational environments.

Based on the identified research gap, this study seeks to answer the following research questions: How do work discipline and motivation affect employee performance at PT. Trans Kalla Makassar? Are these factors significant predictors of performance in this specific organizational context? This research aims to determine whether work discipline and motivation significantly impact employee performance at PT. Trans Kalla Makassar. The novelty of this study lies in its focus on a specific organizational setting, providing insights into how discipline and motivation interact to influence performance within a large, international-standard shopping center in Makassar. Examining these dynamics in a new context contributes to theory and practice in human resource management.

Literature Review

Human Resource Management (HRM) and Organizational Goals

Human Resource Management (HRM) is a critical field within management that focuses on maximizing the effectiveness of an organization's workforce. According to Susan (2019), HRM involves studying the relationships and roles of people within an organization, emphasizing the importance of human resources as the workforce within a company. The primary element of HRM is people—employees who actively participate in and influence every organizational activity. Employees are central to planning, executing, and determining the achievement of organizational goals, making them a crucial factor in driving the organization toward its strategic objectives in a competitive environment. HRM's core purpose extends beyond simply managing employees; it involves strategically aligning human resources with the organization's goals and objectives. An organization's success heavily depends on its ability to develop and manage its human resources effectively. Timpe (2015) states that human resources are pivotal in achieving an organization's vision and mission, serving as a critical component that drives organizational success. Therefore, effective HRM is essential for ensuring that human resources are utilized efficiently and effectively, contributing to the overall success of the organization.

The objectives of HRM are multifaceted, reflecting not only the desires of upper management but also the need to balance various internal and external factors that impact the organization. Hasibuan (2016) categorizes HRM objectives into four primary goals:

Organizational Objectives: These objectives aim to achieve maximum organizational effectiveness by mobilizing and optimizing human resources in each part of the organization. Effective HRM ensures the workforce is aligned with the organization's strategic goals, contributing to its overall success.

Functional Objectives: HRM should functionally align with broader organizational goals, ensuring that human resources contribute appropriately without exceeding or falling short of the organization's objectives. This alignment is crucial for maintaining organizational coherence and ensuring all functions work towards common goals.

Social Objectives: Organizations must consider their broader societal impact, both externally and within their internal community. This includes ensuring fair treatment of employees, contributing positively to the community, and upholding ethical standards.

Personal Objectives: Managers, particularly HR managers, must also address individual needs within the organization to ensure that personal goals are aligned with organizational goals. This alignment helps foster a motivated and engaged workforce that is committed to achieving organizational objectives.

Discipline and Its Impact on Employee Performance

Discipline is a fundamental component of organizational success, directly impacting employee performance and, consequently, the organization's overall effectiveness. Robbins (2013) discusses a theory that suggests the translation of personality into behavior depends on the strength of the situation, which is defined by the degree to which norms, guidelines, or standards dictate appropriate behavior. In an intense situation, behaviors are delineated, and deviations are discouraged, implying that strict discipline within a workplace fosters better employee performance. In this context, discipline serves to ensure that employees adhere to organizational rules and standards, thereby contributing to a more structured and efficient work environment. Dapu (2015) expands on this idea, defining discipline as a mental attitude reflected in the actions or behaviors of individuals or groups characterized by adherence to established rules, regulations, ethics, norms, and societal values. Discipline can also be viewed as self-control, preventing actions that conflict with organizational

philosophies and moral standards. In a corporate setting, discipline ensures that employees understand and follow the company's rules and procedures, which is essential for maintaining order and achieving organizational objectives.

Hasibuan (2016) further elaborates on discipline, describing it as a form of awareness and willingness to comply with company regulations and social norms. Effective discipline in an organization reflects employees' commitment to fulfilling their duties and responsibilities as expected. Assertive discipline is critical for achieving organizational goals, as it drives employees to perform their tasks diligently and per the company's expectations. An organization can achieve its strategic goals with a disciplined workforce, making discipline a key determinant of organizational success.

Various studies have supported the impact of discipline on employee performance. For instance, Ni'mah et al. (2017) found that higher levels of work discipline correlate with higher employee performance. This finding suggests that disciplined employees are more likely to adhere to company policies and procedures, resulting in better performance outcomes. Similarly, Sutrisno et al. (2016) concluded that discipline positively and significantly affects employee performance, highlighting its importance in fostering a productive and efficient workforce. These studies underscore the role of discipline in enhancing employee performance, contributing to the organization's overall success.

Motivation and Employee Performance

Motivation is another crucial factor influencing employee performance. It plays a significant role in determining how employees approach their work and contribute to organizational success. According to Khan (2019), motivation is the internal drive that encourages behavior or effort. In management, motivation involves directing and harnessing the energy and potential of subordinates to work productively and achieve predetermined goals. Motivation is important because of its ability to initiate, direct, and sustain human behavior, prompting employees to work diligently and enthusiastically to attain optimal results. Motivation is essential because it influences employees' willingness to exert effort and engage in their work. A motivated workforce will likely be committed, productive, and aligned with organizational goals. Khan (2019) emphasizes that motivation is not just about driving employees to work harder but also about ensuring their efforts are directed toward achieving the desired organizational outcomes. This involves creating a work environment that fosters motivation, such as providing opportunities for growth, recognizing achievements, and ensuring fair treatment. Azeem (2014) highlights the link between motivation and performance, noting that performance results from intrinsic and extrinsic motivation. Intrinsic motivation arises within the individual, driven by personal satisfaction or the desire to achieve a specific goal. On the other hand, extrinsic motivation is influenced by external factors such as rewards, recognition, or incentives. Both types of motivation are essential for driving employee performance, as they encourage employees to perform their duties effectively and efficiently. Studies have shown that motivation significantly impacts employee performance. For example, Ni'mah et al. (2017) found that motivation positively affects employee performance, suggesting that motivated employees are likelier to perform well. Similarly, Sutrisno et al. (2016) concluded that motivation positively and significantly impacts performance, reinforcing the importance of fostering a motivated workforce. These findings highlight the role of motivation in enhancing employee performance and achieving organizational success.

Performance and Its Determinants

Performance is a multifaceted construct that reflects an employee's job accomplishments and is a critical indicator of organizational effectiveness. According to Azeem (2014), performance refers to the work outcomes an individual achieves in terms of quality and quantity while executing their tasks by their responsibilities. Performance is a measure of an employee's job accomplishments and is reflected in the outputs they produce. To complete tasks, an individual must possess a certain level of willingness and capability. However, more than merely willingness and skills are required; it is also required to clearly understand what needs to be done and how to accomplish it. Thus, performance is directly linked to achieving specific job requirements and is ultimately reflected in the results. The determinants of performance are diverse and include factors such as discipline, motivation, skills, knowledge, work environment, and organizational culture. Each of these factors plays a critical role

in shaping employee performance and determining the organization's overall effectiveness. For instance, discipline ensures employees adhere to organizational rules and standards, contributing to a more structured and efficient work environment. Motivation drives employees to perform their duties enthusiastically and diligently, enhancing overall performance outcomes. Previous research has explored the impact of various determinants on employee performance, yielding mixed results. For example, while some studies have found that discipline and motivation positively influence performance, others have reported no significant impact (Murti & Srimulyani, 2018; Rosmaini & Tanjung, 2019; Bawelle & Sepang, 2016). These inconsistencies suggest that the relationship between performance determinants and employee outcomes is complex and context-dependent, requiring further investigation to clarify these dynamics.

Hypothesis Development

Based on the literature reviewed, this study formulates the following hypotheses to explore the relationship between discipline, motivation, and performance at PT. Trans Kalla Makassar:

H₁: Work discipline positively and significantly impacts employee performance.

H₂: Work motivation positively and significantly impacts employee performance.

Research Design and Methodology

This type of research is quantitative descriptive research, which is a study that aims to determine the degree of relationship and influence between two or more variables. The population in this study is all employees at PT Trans Kalla Makassar, and there are as many as 321 employees. Sampling techniques in this study used the probability sampling method with a simple random sampling technique. Based on the Slovin formulation, she obtained a sample size of 76 employees. The data source of this research is primary data. Primary data in this study were obtained from the field or research location, namely in Makassar city, through interviews and through distributing questionnaires conducted directly to the concerned respondents.

Measurement of variables in this study was carried out using a Likert scale or score (value). Likert scale measures attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2015). Based on the Likert scale, the score given to each respondent's answer has a score of 5 (SS = Strongly Agree), score 4 (S = Agree), a score of 3 (KS = Less Agree), a score of 2 (TS = Disagree) and score 1 (STS = Strongly Disagree). The data that has been collected will be analyzed through several stages of testing. The first stage is to conduct a descriptive statistical test. The second stage is the research data instrument test (validity test, reliability test). The third stage is the classic assumption test (normality test, multicollinearity test, heteroscedasticity test). The fourth stage tests all hypotheses proposed in this study, which will be proven through partial test (t test), simultaneous test, and coefficient of determination test.

Table 1. Operational Variables and Indicators

Variable	Item	Indicator	Reference
Work Discipline	X1.1	Comply with all company regulations	(Indriyani, 2016; Siswanto, 2019)
	X1.2	Effective use of time	
	X1.3	Responsibility in work	
	X1.4	Absenteeism rate	
Work Motivation	X2.1	Motive or stimulus	(Achmad, 2017; Rantesalu et al., 2017)
	X2.2	Expectation	
	X2.3	Incentives	
Employee Performance	Y1.1	Achievements	(Irwan et al., 2017; Juma & Moronge, 2015)
	Y1.2	Discipline	
	Y1.3	Creativity	
	Y1.4	Responsibility	
	Y1.5	Leadership	

Source: Primary data processed

Findings and Discussion

Findings

The respondents in this study were employees of PT Trans Kalla Makassar, 76 people in total, grouped by gender and age. Table 2 presents a description of the respondent profile.

Table 2. Respondent Demographic Data

Variable	Measurement	n	%
Gender	Man	48	63%
	Woman	28	37%
Age	20-29 Year	52	68%
	30-40 Year	19	25%
	<50 Year	5	7%

Source: Primary data processed

Table 2 shows that there were more male respondents than female respondents, with 48 male respondents at a percentage level of 63% and 28 female respondents at a percentage level of 37%. Based on age, it shows that of the 76 people sampled in this study, the majority of PT Trans Kalla Makassar respondents are dominated by respondents aged 20 to 29. The first stage is descriptive statistical analysis. Statistical description is used to describe data seen from the mean, median, standard deviation, minimum value, and maximum value. This test is carried out to make it easier to understand the variables used in the study. The results of the analysis can be seen in Table 3.

Table 3. Statistical Description

	N	Minimum	Maximum	Mean	Std. Deviation
Y	76	2.09	5.00	4.1654	.39691
X1	76	2.00	5.00	4.5461	.48082
X2	76	2.00	5.00	3.7982	.55265
Valid N (listwise)	76				

Source: SPSS Output, 2023

Based on Table 3, the results of the statistical description of the research variables consisting of work discipline (X1) with a total data (N) of 76 have an average of 4.5461% with a minimum value of 2.00 and a maximum of 5.00 with a standardized deviation of 0.48082. Work motivation variable (X2) with a total of 76 data (N) has an average of 3.7982% with a minimum value of 2.00 and a maximum of 5.00 with a standardized deviation of 0.55265. The employee performance variable (Y), with a total of 76 data (N), has an average of 4.1654 with a minimum value of 2.09 and a maximum of 5.00 with a standardized deviation of 0.30691.

Table 4. Validity and Reliability Test Results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
X1	X1.1	0.788	0.778	Valid dan reliable
	X2.2	0.833		Valid dan reliable
	X2.3	0.831		Valid dan reliable
	X2.4	0.829		Valid dan reliable
X2	X2.1	0.712	0.739	Valid dan reliable
	X2.2	0.861		Valid dan reliable
	X2.3	0.838		Valid dan reliable
Y	Y1.1	0.826	0.808	Valid dan reliable
	Y1.2	0.782		Valid dan reliable
	Y1.3	0.784		Valid dan reliable
	Y1.4	0.659		Valid dan reliable
	Y1.5	0.737		Valid dan reliable
	Y1.6	0.652		Valid dan reliable
	Y1.7	0.813		Valid dan reliable
	Y1.8	0.785		Valid dan reliable
	Y1.9	0.775		Valid dan reliable
	Y1.10	0.629		Valid dan reliable
	Y1.11	0.707		Valid dan reliable

Source: SPSS Output, 2023

The second stage is the research data instrument test, which consists of validity and reliability tests. The correlation technique used to test the validity of the statement items in this study is the Pearson Product Moment correlation. Suppose the correlation coefficient value of the statement item being tested is more significant than r -critical 0.300. Then, it can be concluded that the statement item is a valid construct, and a construct or variable is said to be reliable if it has a Cronbach alpha value ≥ 0.60 . Table 4 shows that the validity analysis results on the independent and dependent variables of all the total items above are more significant than the r table, so it can be said to be valid. The reliability test results using Cronbach's alpha method for the level of consistency of variable Y obtained an alpha value of 0.808, variable X1 obtained an alpha value of 0.778, and variable X2 obtained an alpha value of 0.739. This means that the alpha obtained from the variables is > correlation coefficient 0.700 and that the statements (X1, X2, and Y) contained in the questionnaire can be declared reliable.

Before the regression results are interpreted, it is first tested whether there is a violation of these results' classical linear regression assumptions. In this study, normality, multicollinearity, and heteroscedasticity tests will be carried out. The normality test is carried out to test whether the independent and dependent variable regression models have a normal distribution. The test results are presented in Table 5.

Table 5. Normality Test Results (One-Sample Kolmogorov-Smirnov Test)

		Unstandardized Residual
N		76
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.23721953
Most Extreme Differences	Absolute	.077
	Positive	.077
	Negative	-.073
Test Statistic		.077
Asymp. Sig. (2-tailed)		.200c,d

Test distribution is Normal.
Calculated from data.

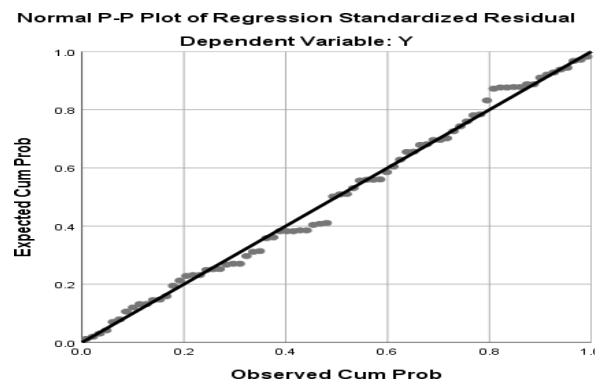


Figure 1. Normal P-P Plot Graph
Source: SPSS Output, 2023

Based on Table 5 and Figure 1, it is known that the Kolmogorov-Smirnov test statistical value shows an Asymp. Sig (2- 2-tailed) of 0.200 > 0.05 and from the normal P-P plot graph, it can be seen that the residual scatter is around the straight line, so it can be seen that the dependent variable is normally distributed, so it cannot reject H_0 that the data is usually distributed.

The autocorrelation test aims to determine whether there is a correlation between confounding error in period t and confounding error $t-1$ (previous) in a linear regression model. The autocorrelation test is performed using Durbin Watson. If the Durbin Watson value ranges between the upper limit value (du) and $4-du$, it is estimated that there is no autocorrelation violation. The test results can be seen in Table 6.

Table 6. Autocorrelation Test Results (Model Summary^b)

N	K	DL	Du	4-du	4-dl	DW	Decision
76	2	1.5740	1.6819	2.3181	2.4258	1.21	No autocorrelation

Source: SPSS Output, 2023

Table 6 shows the Durbin Watson dw value = 1.21, and the upper l limit value of the Durbin Watson table is 1.5740. The value of 1.5740 can be seen from the Durbin-Watson table with n = 76 and k = 2, where k is the number of predictor variables. Because the value $(4 - 1.6819) < 1.21$ or $1.6819 < 1.21 < (4 - 1.6819)$, the null hypothesis is rejected, which means there is positive or negative autocorrelation.

Furthermore, the multicollinearity test aims to see whether or not there is a high correlation between the independent variables in a multiple linear regression model. If there is a high correlation between the independent variables, the relationship between the independent and dependent variables is disrupted. It can be seen from the tolerance value and VIF (Variance Inflation Factor) value to test multicollinearity. If the VIF value is not more than ten and the tolerance value is not less than 0.1, the model can be considered free from multicollinearity (Sunjoyo et al., 2013). The test results can be seen in Table 7.

Table 7. Multicollinearity Test (Coefficients^a)

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1	0.828	1.210
X2	0.828	1.210

a. Dependent Variable: Employee Performance

Source: SPSS Output, 2023

Based on the output in Table 7, the Variance Inflation Factor (VIF) value of 2 variables, namely Discipline (X1) and Work Motivation (X2), is smaller than 5, and the Tolerance value is not less than 1. Thus, the regression model is free from multicollinearity problems.

The heteroscedasticity test is used to determine whether there is a deviation from the classical assumption of heteroscedasticity, namely the existence of inequality of variance from residuals for all observations in the regression model. The prerequisite that must be met in the regression model is the absence of heteroscedasticity symptoms. The test method used is the Glesjer test.

Table 8. Heteroscedasticity test - Glesjer test (Coefficients^a)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.209	.171		1.222	.218
X1	.013	.049	.014	.265	.992
X2	.012	.044	.009	.273	.975

a. Dependent Variable: ABS_RES_1

Source: SPSS Output, 2023

From the output in Table 8, the significance value of the two independent variables is greater than 0.05. Thus, it can be concluded that the regression model has no heteroscedasticity problem. After the classical assumption test results 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 were conducted to determine the functional relationship between independent and dependent variables. In this study, multiple linear regression analysis used the SPSS software application. Based on table 9, the regression equation formed in this regression test is:

$$Y = 1.001 + 0.562 X1 + 0.192 X2$$

Based on this equation, the work discipline variable and the work motivation variable on employee performance have a positive value. The work discipline variable on employee performance means that if work discipline increases or improves, employee performance will increase at PT Trans Kalla Makassar. In contrast, if work motivation continues to increase or improve, the work motivation variable will increase employee performance.

Table 9. Multiple Linear Regression (Coefficients^a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.001	.292		3.428	.000
	X1	.562	.076	.678	7.395	.000
	X2	.192	.068	.263	2.824	.000

a. Dependent Variable: Employee Performance

Source: SPSS Output, 2023

Furthermore, the partial test is used to see the effect of each independent variable on the dependent variable. The test is done with the t-test by looking at the significance value of the t-count; if the significance value <0.05, then the independent variable can be said to influence the dependent variable. The results of the analysis can be seen in Table 10.

Table 10. Partial Test (Coefficients^a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.001	.292		3.428	.000
	X1	.562	.076	.678	7.395	.000
	X2	.192	.068	.263	2.824	.000

a. Dependent Variable: Employee Performance

Source: SPSS Output, 2023

The first hypothesis in this study is that work discipline has a positive and significant effect on employee performance. Based on the results of research that examines the effect of work discipline on employee performance, the t value is obtained = 7.395, with a significance level of 0.000, using a limit of 0.05; the significance value is smaller when compared to the $\alpha = 5\%$ level, which means H_0 is rejected, and H_a is accepted. Thus, the old first hypothesis of this study is proven, meaning that work discipline (X1) has a significant positive effect on employee performance (Y). The second hypothesis in this study is work motivation. Research results that test the effect of work motivation on employee performance obtained a t value = 2.824, with a significance level of 0.000. Using a limit of 0.05, the significance value is smaller when compared to the level $\alpha = 5\%$, which means H_0 is rejected and H_a is accepted. Thus, the second hypothesis is accepted, meaning that work motivation (X2) has a significant positive effect on employee performance (Y). The simultaneous test is used to test whether there is an influence of the independent variables on the dependent variable using the F test. This test uses $\alpha = 5\%$. With the provisions, if the significance of the F count <0.05, then the proposed hypothesis can be accepted. The test results for the F test (simultaneous) are presented in Table 11.

Table 11. Simultaneous Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7.648	2	3.824	65.329	.000 ^b
Residual	4.273	73	0.059		
Total	11.921	75			

a. Predictors: (Constant), Work discipline, Work environment

b. Dependent Variable: Employee Performance

Source: SPSS Output, 2023

Based on Table 11, $F_{hitung} = 65.329 > F_{tabel} = 3.12$, with a significance level 0.000. Because the probability of 0.000 is much smaller than 0.05, the regression model can improve employee

performance or work motivation, and work discipline together affects employee performance. The hypothesis states, "Discipline and Work Motivation have a positive and significant effect on employee performance." Proven Accepted. Furthermore, the coefficient of determination test aims to determine how much the independent variable can explain the ability of the dependent variable. The correlation coefficient (R) = 0.802 shows that the correlation of work discipline and work motivation variables with employee performance variables is very closely related, positive, and close to 1.

Table 12. R Square Test (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802a	.643	.633	.24045

a. Predictors: (Constant), Work discipline, Work environment

b. Dependent Variable: Employee Performance

Source: SPSS Output, 2023

Discussion

Effect of Work Discipline on Employee Performance

The results showed that work discipline positively and significantly influences employee performance at PT Trans Kalla Makassar. This finding is consistent with the theory that links work discipline with employee performance. According to Robbins (2013), the Situation Strength Theory explains that discipline is essential in determining employee performance. This theory states that the stronger the situation or rules set by the company to encourage positive employee behavior, the better employee performance in the organization. In this context, work discipline is a significant factor in achieving organizational or company goals because good discipline encourages employees to work more effectively and efficiently.

Good work discipline is needed to achieve optimal results in a company. With strong discipline, the company will be able to achieve maximum results. Work discipline involves employee compliance with company regulations, effective use of time, and timely completion of tasks. In addition, discipline also includes responsibility in carrying out work and tasks and low absenteeism - where employees are expected to be present on time and only sometimes present with a valid reason. All these aspects form the basis of solid work discipline, improving employee performance. High discipline is expected to create a better working environment and improve organizational performance.

This research aligns with the findings of Runtunuwu et al. (2015), which state that work discipline has a positive and significant effect on employee performance at the Manado City Integrated Licensing Service Agency. This means that the higher the level of work discipline applied, the higher the employee performance. Thus, discipline is the key to the company's success in achieving its goals. By implementing effective work discipline, companies can ensure that all employees behave according to organizational standards, which ultimately increases productivity and operational effectiveness.

The Effect of Work Motivation on Employee Performance

This study also found that work motivation positively and significantly influences employee performance at PT Trans Kalla Makassar. This finding supports the theory that links work motivation with employee performance. Based on the Reinforcement Theory proposed by B. F. Skinner and further elaborated by Stephen P. Robbins (2013), work motivation can be considered an effective reinforcer in controlling employee behavior toward positive actions in the organization. This theory emphasizes that incentives or rewards are the most effective reinforcers to encourage the behavior desired by the company.

Good work motivation plays a vital role in driving optimal performance. When motivated, employees tend to work with high passion and dedication, directly improving productivity and work results. High motivation encourages employees to achieve better work results, increases morale, and encourages them to contribute more towards achieving organizational goals. In addition, attention from superiors to subordinates is also an important motivational factor. Frequent interactions and attention superiors give subordinates can improve morale and employee performance.

This research is relevant to the findings revealed by Ni'mah et al. (2017), which state that motivation positively influences employee performance at Loenpia Mbak Liem Semarang. This shows that the higher an employee's work motivation, the higher the resulting performance. In other words, good motivation can drive employees to work harder and achieve better results. Therefore,

management should pay more attention to increasing employee work motivation through incentives, recognition, and positive interpersonal relationships between superiors and subordinates.

Conclusion

The study's findings reveal that work discipline and motivation positively and significantly affect employee performance at PT Trans Kalla Makassar. Specifically, it was demonstrated that higher levels of work discipline lead to improved employee performance, supporting the Situation Strength Theory proposed by Robbins (2013). This theory suggests that the more structured and rule-oriented the workplace environment, the better the performance outcomes. Similarly, the study found that higher levels of work motivation significantly boost employee performance, aligning with the Reinforcement Theory proposed by B. F. Skinner and expanded upon by Robbins (2013). These findings indicate that discipline and motivation are crucial determinants in enhancing employee productivity and achieving organizational goals.

This research contributes valuable insights into human resource management and organizational behavior, particularly concerning how work discipline and motivation influence employee performance. The study offers practical implications for organizational policy, suggesting that companies should invest in strategies that promote strict discipline and foster motivation through incentives, recognition, and supportive leadership practices. Scientifically, the study adds to the existing literature by providing empirical evidence on the relationship between these variables in a specific organizational context, thereby enhancing our understanding of the mechanisms that drive employee performance.

However, the study has some limitations that should be considered when interpreting the findings. The research was conducted within a single organization, limiting the generalizability of the results to other settings or industries. Additionally, the study's cross-sectional nature needs to capture the long-term effects of discipline and motivation on employee performance. Future research could address these limitations by including a more diverse range of organizations and adopting a longitudinal approach to examine how these factors interact over time. Further studies could also explore other variables, such as employee engagement or organizational culture, that may moderate or mediate the relationship between work discipline, motivation, and performance, providing a more comprehensive understanding of the dynamics at play.

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