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The Effect of Work Motivation and Discipline on Employee Performance

(Study at a Consumer Goods Distributor Company in Bandung)

Abstrack

The COVID-19 pandemic has significantly impacted employees by necessitating the adoption of remote work arrangements, resulting in a decline in their performance, effectiveness, and efficiency. The employees of a distributor company in Bandung witnessed a decrease in their performance after the company transitioned to a Work From Office arrangement. The observation of the attendance recapitulation for 2021 reveals that 179 employees were absent due to various reasons such as illness, leave, or unauthorized absence. The aforementioned numerical values undeniably impact the productivity of every individual employed at the distributor organization. Employee discipline is crucial in fostering motivation and enhancing performance in subsequent periods.

The study utilized a quantitative research methodology characterized by a descriptive and verificative design. The study utilized a sample size of 50 participants employed at a distributor company in Bandung. The participants were selected through the implementation of stratified random sampling. The primary data for this study gather via questionnaires administered directly to employees of the distributor company.

According to the study results, all of the statement items demonstrated validity, as indicated by values exceeding 0.30. Additionally, these items deem reliable, as evidenced by values surpassing 0.60. The motivation variable achieved a score of 0.979, the discipline variable attained a score of 0.975, and the employee performance variable obtained a score of 0.983. The t-test results showed that the calculated t-value was 4.218 with a significant level of 0.000 and 3.902 with a significant level of 0.000, exceeding the t-table value of 2.001. The R Square value indicated that 78.9% of employee performance is influenced by motivation and discipline, while the remaining 21.1% represented other unexplored factors. Furthermore, motivation had a total effect of 41.17%, while discipline had a greater influence with a total effect of 37.71%.

The distributor company in Bandung should prioritize motivation by continuously providing incentives that enhance employee performance and implementing discipline regulations agreed upon by the company and employees. It is anticipated that implementing these measures will result in enhanced employee performance within the distributor company located in Bandung.

Keywords: Motivation, Work Discipline, Employee Performance

Introduction

The COVID-19 pandemic 2020 resulted in a deceleration of economic and social endeavors across different scales, including local, national, and global contexts. Indonesia has experienced an economic downturn due to the emergence of the COVID-19 outbreak, indicating that the country has been subject to its impact. The global trade sector has been impacted by the pandemic, resulting in operational limitations such as the implementation of social distancing protocols and the enforcement of regional lockdowns by governments, both on a large and small scale. These measures have imposed limitations and restrictions on various business activities.

Business enterprises with financial commitments may need help meeting their payment obligations due to reduced revenue from the ongoing global pandemic. The Circular Letter from the Minister of Administrative and Bureaucratic Reform (Menpan RB) of the Indonesian government issue contains the most recent regulations outlined in Government Regulation No. 21 of 2020. These regulations pertain to implementing Large-Scale Social Restrictions to expedite the mitigation of the Corona Virus Disease 2019 (COVID-19). According to this regulation, employees of private and state-owned enterprises within government agencies must fulfill their responsibilities by engaging in remote work or operating from their designated premises in response to the continuous spread of COVID-19.

Work method transformation pertains to the structural modifications within an organization that involves allocating tasks and responsibilities to employees, thereby restricting their ability to work within a physical office space or congregate in a shared room. Consequently, there is a mandate for employees to engage in remote work, commonly referred to as Work From Home (WFH). The objective of this measure is to mitigate the transmission of the coronavirus. Following the guidelines provided by the government regarding maintaining physical distance, numerous publicly owned and privately operated companies have adopted the policy of working from home (WFH) for their workforce.

Implementing remote work has resulted in additional consequences for employees, including using diverse communication platforms, fluctuating internet connectivity, and an augmented workload. These factors can influence employee performance compared to the traditional work environment of working from the office (WFO). Implementing remote work arrangements has been associated with a decline in productivity, diminished efficacy, decreased efficiency, and suboptimal customer service, which can be attributed to the constraints imposed by governmental regulations. An organization's human resources play a crucial role in driving organizational activities, and its success and advancement are contingent upon its human resources' effectiveness. Hence, the role of human resources or employees is of utmost importance in attaining organizational success, as their competencies in fulfilling their duties serve as vital indicators of organizational performance.

Motivation is a crucial determinant of optimal performance, as it encompasses an internal state that stimulates and guides an individual's actions toward particular objectives. Moekijat

posits that a strong correlation exists between elevated levels of work motivation and the practice of discipline. When employees experience job satisfaction, they typically demonstrate high self-control and adherence to organizational rules and norms. In contrast, when work morale or enthusiasm diminishes, employees can adopt unfavorable behaviors and may lack regard for their superiors. Individuals generally exhibit compliance with orders, albeit with a noticeable absence of enthusiasm. The degree of responsibility an individual exhibits towards their assigned tasks is reflected in their level of discipline. Employees can optimize their work performance by maintaining a strong work discipline, encompassing punctuality, compliance with regulations, and adherence to company policies. Rules deem it essential to offer employees guidance and education, fostering a sense of discipline and organization within the institution. Enhancing work order, enthusiasm, morale, efficiency, and effectiveness can improve outcomes. The efficacy of an office can also be gauged by its capacity to enhance office performance, a factor contingent upon the performance of its employees.

The management of human resources can be observed through the performance evaluation process of employees, as stipulated by Labor Law No. 13 of 2003. Performance is a fundamental aspect of organizational human resource management, playing a crucial role in attaining favorable outcomes. Hence, proficient human resources with the ability to generate superior quality work is imperative. The comprehension of the significance of motivation and work discipline holds paramount importance for a distributor company to enhance its employees' overall performance.

The distributor company has directed its attention toward evaluating its employees' performance. Numerous policies and initiatives have been implemented to enhance performance; however, the desired objectives still need to be attained. This observation suggests that the level of employee performance within the distributor company located in Bandung could be more optimal. It is imperative to ascertain the factors contributing to this decline to establish a foundation for future decision-making.

Employee performance is subject to the influence of multiple factors, such as work motivation and work discipline. *Work motivation* is an intrinsic determinant that propels individuals to participate in particular endeavors to attain their objectives actively. In order to attain maximum performance, it is imperative for organizations to effectively motivate their employees, thereby fostering work achievements and enhancing overall performance. Employees may fail to meet the prescribed standards or surpass them without motivation, as their underlying motives and incentives still need to be fulfilled.

The establishment of discipline serves as the foundational element for achieving success within an organizational context. Establishing a disciplinary framework within an organization is imperative to guarantee the voluntary compliance and adherence of all employees to the

relevant regulations. The organization will enforce punitive measures if infractions of the established regulations transpire.

The research problem in this study is to assess the impact of work motivation and work discipline on employee performance at a distributor company in Bandung based on identified problems and observed phenomena. This study aims to examine the extent to which work motivation and discipline impact employee performance within a distributor company located in Bandung.

Method

The research methodology is fundamentally a systematic and rigorous scientific approach to gathering and analyzing data with a specific purpose and practical application. The data acquired through research are empirical, specifically observational, which adhere to specific validity criteria. The present study employed a descriptive analysis methodology, which can be applied to hypothesis testing and addressing research inquiries. *Descriptive analysis* is a research methodology employed to comprehend the characteristics and attributes of independent variables, regardless of the number of variables involved, without engaging in comparisons or establishing associations between variables. Furthermore, the verificative methodology was utilized to investigate the potential correlations or impacts of the variables under investigation on other variables, specifically the independent and dependent variables. Furthermore, it was employed to evaluate the veracity of a hypothesis by directly analyzing the data acquired from the participants.

The human population can effectively employ the discoveries obtained through research. Typically, the data acquired through research can be utilized to comprehend, address, and forecast issues. The selection of this methodology was motivated by the researcher's intention to acquire a comprehensive understanding of the impact of motivation and work discipline on employee performance within a distributor company located in Bandung. Additionally, the researcher aimed to develop a clear comprehension of the predetermined variables for the research study.

The term "population" denotes the defined group of objects or subjects possessing specific qualities and characteristics, as determined by the researcher, to be examined and from which conclusions are subsequently derived. The study sample consisted of all employees employed at a distributor company in Bandung, amounting to 50 individuals.

The population under investigation in this study consisted of employees employed at a distributor company located in Bandung. The participants in this study consisted of employees working at a distributor company located in Bandung. A sample refers to a subset or representative segment of the examined population. Based on the provided definition, one can infer that the sample is a subset of the population selected for the study purpose and is

representative of the population's attributes. In cases where the research population comprises fewer than 100 individuals, the entire population is considered the sample.

Nevertheless, in cases where the research population surpasses 100 individuals, it is possible to extract a sample ranging from 10-15% or even 20-25% or higher. The researcher employed a set of criteria to select participants for the study, including all employees working at the distributor company in Bandung. The total number of individuals included in the study was 50.

The purpose of conducting data testing or instrument testing was to ascertain the accuracy of the instrument (data) in measuring the intended variables and to evaluate the instrument's (data's) consistency in capturing the phenomenon of a specific group of individuals, even across multiple instances. Two forms of testing were conducted in order to assess the veracity of the respondents' answers: validity testing and reliability testing.

Once the data has been fully collected, the subsequent stage involves data analysis. Data analysis plays a crucial role within the scientific method as it yields valuable insights that facilitate the resolution of research inquiries. The present study employed both descriptive and verificative analyses for data analysis purposes. The study utilized verificative analysis techniques, including correlation, coefficient of determination, and path analysis.

Results and Discussion

¹ This study aims to examine the impact of motivation and work discipline on employee performance within a distributor company located in Bandung. Motivation and work discipline are fundamental factors significantly improving individual performance within the professional setting. This research study offers a more comprehensive comprehension of how these factors contribute to the performance of employees.

Validity testing was undertaken to evaluate the research questionnaire's validity. The validity of an instrument is determined by its ability to measure the construct it designs to assess accurately. The validity criterion states that questionnaire items deem valid if the correlation coefficient (r) is equal to or greater than 0.3. Conversely, questionnaire items consider invalid if the correlation coefficient is less than or equal to 0.3. The degree of validity exhibited by a test instrument is directly proportional to its ability to assess the intended construct or phenomenon accurately.

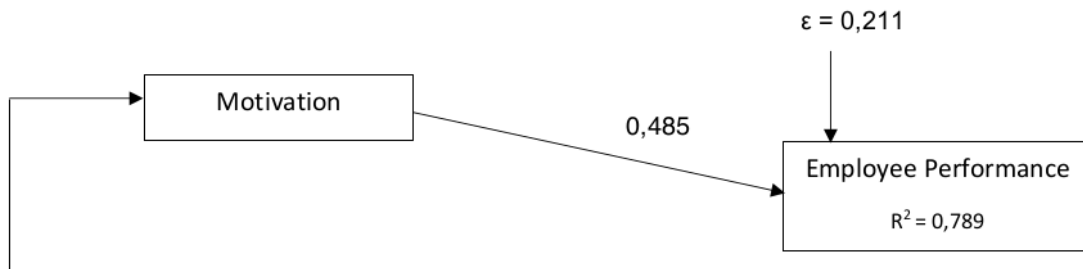
However, reliability testing assesses the degree of consistency and stability exhibited by a research instrument over time. The determination pertains to the extent to which an instrument yields consistent outcomes upon repeated utilization. A measurement tool deems reliable when its Cronbach's alpha coefficient is 0.60 or higher. Table 1 displays the findings of this research's validity and reliability assessments.

Table 1. Results of validity and reliability testing

Instruments	Motivation	Work Discipline	Employee Performance
1	0.863	0.884	0.893
2	0.620	0.788	0.933
3	0.761	0.785	0.923
4	0.927	0.887	0.919
5	0.883	0.868	0.952
6	0.887	0.625	0.913
7	0.858	0.941	0.710
8	0.916	0.936	0.919
9	0.858	0.755	0.883
10	0.883	0.920	0.922
11	0.862	0.957	0.955
12	0.891	0.929	0.911
13	0.895	0.944	0.882
14	0.899	0.722	0.844
15	0.912	0.720	0.812
Cronbach Alpha	0.979	0.975	0.983

Table 1 presents the results of the research instrument, indicating favorable outcomes for all items. The results of the calculations demonstrate that all items satisfy the minimum validity criterion of 0.300. This result implies that the research instrument possesses validity, as it effectively assesses service quality, pricing, and customer satisfaction. In addition, Cronbach's alpha coefficients for the three research variables, namely Motivation, Work Discipline, and Employee Performance, exceed the threshold of 0.6, specifically measuring at 0.979, 0.975, and 0.983, respectively. Hence, the variable instruments aim to possess reliability, signifying that the research instrument can be employed iteratively while yielding consistent outcomes.

Path analysis construct using the variables that have been examined. This study incorporates three variables, namely Motivation (X1), Work Discipline (X2), and Employee Performance (Y). The path analysis model in this study can be depicted as follows, as indicated by the research title:



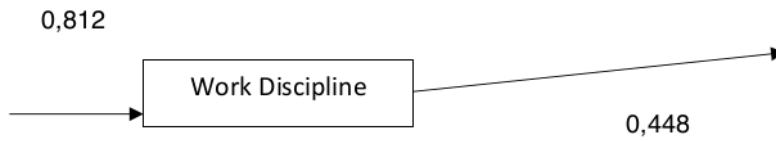


Figure 1. Path Analysis

Based on the findings presented in Figure 1, it is evident that there exists a correlation coefficient of 0.812 between the variables Motivation (X1) and Work Discipline (X2). As mentioned above, the observation suggests a robust association between the variables of Motivation (X1) and Work Discipline (X2). Furthermore, it is worth noting that the Motivation (X1) variable exhibits a regression coefficient (path coefficient) of 0.485 concerning the Employee Performance (Y) variable. Similarly, the Work Discipline (X2) variable demonstrates a regression coefficient (path coefficient) of 0.448 concerning the Employee Performance (Y) variable.

Based on the findings of the conducted research and the subsequent analysis of the data, it is apparent that the variables of Motivation (X1) and Work Discipline (X2) exert a significant influence on Employee Performance (Y), accounting for 78.9% of the observed impact. The remaining variables not examined in this study contribute to the remaining 21.1% of the impact. Motivation and work discipline are crucial factors that enhance employee performance.

In order to assess the combined impact of the independent variables, specifically service quality, and pricing, on the dependent variable of customer satisfaction, one can examine the R Square (R²) value in the Model Summary. In order to enhance the process of interpretation, the coefficient of determination can be computed utilizing the subsequent formula and subsequently expressed as a percentage:

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

$$Kd = 0,789 \times 100\%$$

$$Kd = 78,9\%$$

When determining the remainder or residue using the given formula:

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

$$\varepsilon = 21,1\%$$

The coefficient of determination, calculated as 0.789, provides insight into how Motivation and Work Discipline impact Employee Performance at a distributor company in Bandung. The findings of this study indicate that service quality and pricing variables account for 78.9% of customer satisfaction, leaving 21.1% to be attributed to other variables that were not considered in the research model.

Performance is the result of an individual's efforts in executing assigned tasks, which are influenced by factors such as competence, experience, dedication, and the amount of time invested. Various factors exert an influence on an individual's performance. These factors encompass abilities and skills, background, demographics, perceptions, personality traits, learning capabilities, motivation levels, available resources, leadership qualities, discipline, compensation, organizational structure, job design, and other related aspects. The performance of employees influences by factors such as motivation and discipline. Employees can effectively improve their performance by consistently offering encouragement and upholding strong self-regulation, ultimately attaining the desired objectives.

The findings of this study provide empirical evidence that aligns with existing theories on motivation and work discipline as they relate to employee performance. Motivation and work discipline are crucial factors that substantially influence employee performance within the distributor company located in Bandung. The research findings can serve as a valuable resource for companies seeking to enhance employee motivation and work discipline, positively influencing overall company performance.

Within the organizational context, this research holds significant implications. Organizations can employ these findings to formulate more efficient strategies to augment employee motivation and work ethic. Enhancing motivation and cultivating work discipline can yield favorable outcomes for individual employees and an organization's overall performance. Hence, organizations can adopt policies and initiatives that facilitate the cultivation of employee motivation and work discipline.

Conclusion

¹ This study aimed to examine the impact of motivation and work discipline on employee performance within a consumer goods distributor company located in Bandung. Empirical evidence shows that motivation and work discipline favorably influence employee performance.

The findings suggest that individuals with elevated motivation levels are more likely to attain superior performance levels. The high levels of motivation among employees can propel them towards achieving their work-related objectives and making valuable contributions to the organization. Moreover, the study's findings also indicate a positive correlation between strong work discipline and enhanced performance. Employees with strong work discipline demonstrate the ability to effectively self-manage and adhere to established work rules and procedures. As a result, these individuals contribute to enhanced efficiency, productivity, and overall work quality.

The findings of this study suggest that organizations should allocate adequate resources toward enhancing employee motivation and fostering work discipline. Organizations can formulate strategies to augment employee motivation, which may encompass implementing reward systems and acknowledgment mechanisms for exceptional job performance, providing

avenues for career advancement, or establishing a work milieu that fosters and sustains motivation. Furthermore, organizations have the potential to enhance work discipline through the implementation of efficient supervisory practices, the enforcement of suitable penalties for infractions, and the provision of educational initiatives aimed at cultivating an understanding of the significance of work discipline among employees.

This study was conducted within a consumer goods distributor company located in Bandung. The research findings contribute to a deeper comprehension of the factors that impact employee performance. Subsequent investigations may incorporate a greater number of corporations and extend the geographical range in order to achieve more comprehensive generalizations. In addition, additional research may utilize more objective data collection techniques, such as direct observation or in-depth interviews, to acquire a more profound understanding of the impact of motivation and work discipline on employee performance.

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