THE EFFECT OF WORK MOTIVATION AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT PANCA KHARISMA UTAMA

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Abstract. This study aims to analyze the influence of motivation and work discipline on employee performance at PT. Panca Kharisma Utama. As a key factor in achieving organizational goals, effective human resource management is important to improve performance. Motivation and work discipline are two elements that can play a major role in influencing employee performance. This study uses a quantitative method with a descriptive, comparative, and associative approach. Data were obtained through questionnaires distributed to 50 employees, and analyzed using multiple linear regression to determine the effect of each variable on employee performance. The results showed that motivation (X1) and work discipline (X2) significantly influenced employee performance (Y) at PT. Panca Kharisma Utama. The coefficient of determination (R^2) of 0.556 indicates that 55.6% of the variation in employee performance can be explained by motivation and work discipline. The partial t-test shows that both variables have a significant positive effect on performance, while the simultaneous F-test indicates that both variables together have a significant effect on employee performance. This study provides recommendations to companies to improve motivation and work discipline in order to achieve more optimal performance.

Keywords: motivation; work discipline; employee performance

I. INTRODUCTION

Human Resources (HR) is a vital element in achieving company or organizational goals, as expressed by Nasution (2023), who stated that HR is a central factor in an organization. Without quality HR, company goals are difficult to achieve. Iswandi (2021) also emphasized that good HR quality is a determinant of company progress, which must be managed optimally so that organizational goals are achieved. Alkalah (2016) emphasized the importance of continuous attention to HR, as well as efficient management to ensure that their competencies continue to develop along with global developments.

The important role of HR in an organization lies not only in the capacity of the workforce, but also in how HR is managed to support the achievement of company goals. Hazni & Ali (2024) added that HR management must support employees in giving their best performance. Employees, as valuable assets of the company, play a role in planning, managing, and implementing company activities. Continuous improvement in employee performance is highly dependent on the motivation, appreciation, and job satisfaction they feel.

Work performance is a fundamental aspect that shows the extent to which employees can carry out their duties and responsibilities in the organization. Hazni & Ali (2024) stated that employee performance does not only refer to the results achieved, but also reflects the potential and ability of

employees to meet company expectations. Kusumasari (2022) stated that the quality of employee performance is highly dependent on responsibility and continuous improvement in the quality of work carried out. Decreased performance often reflects a lack of effective development management, as explained by Prasetiyo et al. (2021).

At PT Panca Kharisma Utama, employee performance fluctuated in the 2021-2023 period, which could be influenced by various external and internal factors. The decline in performance in 2023 was related to changes in the work agreement that affected the number of employees deployed in their duties. The table provided shows that although there was an increase in performance in 2022, the downward trend in 2023 indicates a problem in employee performance management that needs further attention.

Work motivation plays an important role in improving employee performance. Sari (2016) stated that motivation is the drive within employees to achieve company goals. Kumarawati et al. (2017) also stated that motivation is the energy that can raise employee enthusiasm in carrying out their duties. This is reinforced by Tarigan & Priyanto (2021), who explained that high motivation creates sustainable work enthusiasm and encourages employees to contribute more to the company.

In addition to motivation, work environment factors also have a major impact on performance. A conducive work environment can increase employee comfort and work

enthusiasm. Afandi (2018) emphasized that even though they are not directly involved in the production process, the work environment still has a major influence on employee productivity. Yoga et al. (2019) also noted that good working conditions, such as cleanliness, adequate lighting, and good working relationships, also support employee performance. Irawan et al. (n.d.) and Hustia (2020) also agree that a positive and conducive work environment has a significant impact on employee performance.

Overall, to achieve optimal performance, companies need to manage HR well, provide the right motivation, and create a supportive work environment. These factors work synergistically to create a productive and sustainable work atmosphere.

II. RESEARCH METHOD

Research design is a series of procedures and methods used to analyze and collect data to determine the variables that are the focus of the research. This research uses a quantitative method that meets scientific principles, namely empirical, objective, measurable, and systematic. This method is also known as the discovery method because it can find patterns or relationships through statistical analysis.

The research conducted includes three types of research: descriptive, comparative, and associative. Descriptive research aims to determine the value of variables separately without comparison between variables. Comparative research is used to compare two or more variables in different samples or at different times. Associative research, which is the choice in this study, aims to identify the influence or relationship between two or more variables. The variables studied are motivation ($X1$) and work discipline ($X2$) which affect employee performance (Y).

The data sources used in this study are divided into two categories. Primary data is obtained directly from respondents through observation and distribution of questionnaires, which are related to motivation, work discipline, and employee performance. Meanwhile, secondary data comes from documents and archives in the company, such as organizational structure, purchasing reports, inventory, and sales reports.

This research was conducted at PT. Panca Kharisma Utama located in Cinere, Depok. The research period lasted from October to December 2024, covering data collection, processing, analysis, and drawing conclusions.

The population of this study consisted of all employees of PT. Panca Kharisma Utama, totaling 50 people. The sample determination was carried out randomly using the simple random sampling method, with the same sample size, namely 50 people.

The data collection method was carried out through interviews, questionnaires, and observations. Interviews were used for preliminary studies and to find research problems. Questionnaires were used to obtain direct data from respondents regarding the research variables. Observations were made to monitor behavior and symptoms related to the variables studied.

Data analysis was carried out using the SPSS program. Multiple linear regression analysis was used to determine the effect of independent variables (motivation and work discipline) on the dependent variable (employee performance). The coefficient of determination (R) was used to determine how much influence the independent variables had in explaining the dependent variable.

To test the research instrument, validity and reliability tests were carried out. Validity testing aims to ensure that the questionnaire is able to measure the intended phenomenon, while reliability testing measures the consistency of respondents' answers over time.

The classical assumption test is also carried out to ensure that the data used meets several criteria, namely the normality test (to ensure normal data distribution), the heteroscedasticity test (to test unequal residual variances), and the multicollinearity test (to ensure there is no high correlation between independent variables).

The hypothesis is tested in two ways, namely the t-test (partial) to measure the effect of each independent variable on the dependent variable separately, and the F-test (simultaneous) to test the effect of the independent variables on the dependent variable together. The test is carried out with a significance level of 5%, which means that if the significance value is less than 0.05, the alternative hypothesis is accepted, and if it is greater, the null hypothesis is accepted.

III. RESULT AND DISCUSSION

Data Analysis Results

The analysis of the response data from respondents is a description of the questionnaire that has been distributed to 50 respondents. Respondents are employees, both male and female at PT. Panca Kharisma Utama. Based on the results of the questionnaire distribution, a profile of male or female employees at PT. Panca Kharisma Utama was obtained, namely based on gender, age, education level and length of service.

a. *Respondent Data Characteristics*

1) *Based on Gender*

Based on the results of the study, it is known that the majority of respondents in this study were male, namely 44 people or 88% and the rest were female respondents, namely 6 people or 12%.

2) *Based on Respondents' Age*

Based on the results of the study, it is known that the majority of respondents in this study were respondents aged 26-35 years, totaling 16 people (32%), 19-25 years totaling 15 people (30%), 36-45 years totaling 11 people (22%), >45 years totaling 8 people (16%).

3) *Based on Education Level*

Based on the results of the study, it is known that the majority of respondents in this study have a high school education level of 42 people (84%), S1 with 4 people (8%), SMP with 3 people (6%), SLTA with 1 person (2%).

4) *Based on Work Period*

Based on the results of the study, it is known that the majority of respondents in this study who worked for a period

of <1 year were 15 people (30%), 1-4 years totaling 22 people

Statement	R count	R table	Information
Instruments 1	0,618	0,278	Valid
Instruments 2	0,547	0,278	Valid
Instruments 3	0,703	0,278	Valid
Instruments 4	0,525	0,278	Valid
Instruments 5	0,530	0,278	Valid
Instruments 6	0,623	0,278	Valid
Instruments 7	0,617	0,278	Valid
Instruments 8	0,585	0,278	Valid
Instruments 9	0,644	0,278	Valid
Instruments 10	0,651	0,278	Valid

(44%), >5 years totaling 13% of people (26%).

1. *Data Instrument Test*
a. *Validity Test*

Table 1. Validity Test of Motivation Instrument (X_1)
Source: SPSS 23 Data Processing Results

Based on table 1, it can be seen that by comparing the calculated r with the table r of 0.278, the results that can be obtained are that the Motivation variable is valid because all calculated r instruments are greater than the table r.

Table 2. Validity Test of Work Discipline Instrument (X_2)

Statement	R count	R table	Information
Instruments 1	0,745	0,278	Valid
Instruments 2	0,375	0,278	Valid
Instruments 3	0,580	0,278	Valid
Instruments 4	0,615	0,278	Valid
Instruments 5	0,603	0,278	Valid
Instruments 6	0,713	0,278	Valid
Instruments 7	0,763	0,278	Valid
Instruments 8	0,668	0,278	Valid
Instruments 9	0,629	0,278	Valid
Instruments 10	0,701	0,278	Valid

Source: SPSS 23 Data Processing Results

Based on table 2, it can be seen that by comparing the calculated r with the table r of 0.278, the results that can be obtained are that the Work Discipline variable is valid because all calculated r instruments are greater than the table r.

Table 3. Validity Test of Employee Performance Instruments (Y)

Statement	R count	R table	Information
Instruments 1	0,521	0,278	Valid
Instruments 2	0,737	0,278	Valid
Instruments 3	0,794	0,278	Valid
Instruments 4	0,789	0,278	Valid
Instruments 5	0,699	0,278	Valid
Instruments 6	0,659	0,278	Valid
Instruments 7	0,680	0,278	Valid
Instruments 8	0,606	0,278	Valid
Instruments 9	0,521	0,278	Valid
Instruments 10	0,618	0,278	Valid

Source: SPSS 23 Data Processing Results

Based on table 3, it can be seen that by comparing the calculated r with the table r of 0.278, the results that can be obtained are that the Employee Performance variable is valid because all calculated r instruments are greater than the table r.

b. *Reliability Test*

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Limitation	Description
Motivation	0,790	0,600	Reliable
Work Discipline	0,817	0,600	Reliable
Employee Performance	0,852	0,600	Reliable

Source: SPSS 23 Data Processing Results

Based on table 3, it can be seen that each independent and dependent variable can be declared reliable because it has a Cronbach's alpha value greater than 0.600, which means that the results can be accepted with a good value.
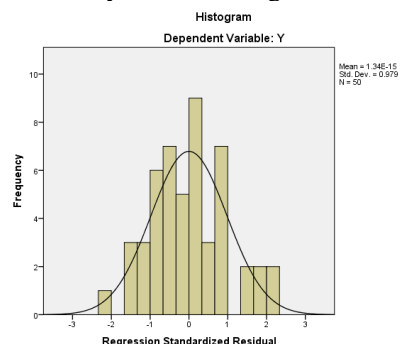
2. *Classical Assumption Test Results*
a. *Normality Test*
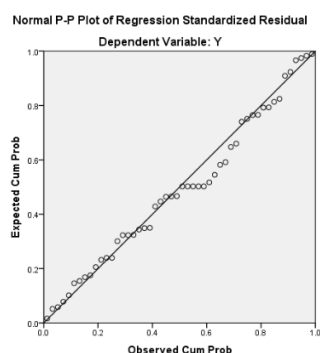
Figure 1. Normality Test Results
Source: SPSS 23 Data Processing Results

Based on Figure 1, it can be clearly seen that the points on the P-P Plot graph spread and follow around the diagonal and the distribution of data on the histogram graph approaches the normal line. So it can be concluded that the data in this study has a normally distributed regression model.
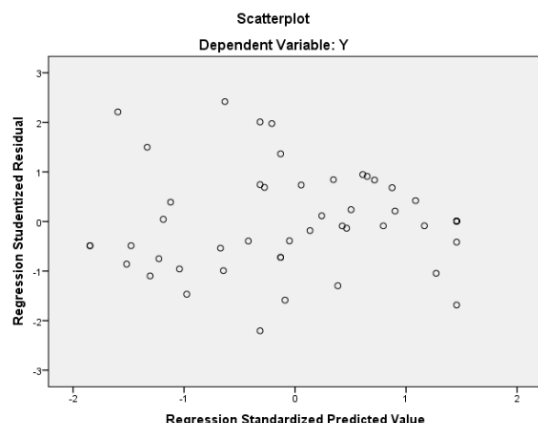

Figure 2. Normality Test Results
Source: SPSS 23 Data Processing Results

It can be seen from the normal probability that the data or points are spread around the diagonal line, and also with the

histogram graph above, a normal curve line is obtained, it can be concluded that the data in this study is normal.
b. Heteroscedasticity Test

Figure 3. Heteroscedasticity Test Results
Source: SPSS 23 Data Processing Results

Based on Figure 3 above, it can be clearly seen that the points in the graph are spread randomly, and do not form a clear pattern, the points are spread above and below the number 0 on the Y axis, so it can be concluded that the variables in the study do not experience heteroscedasticity in the regression model.
c. Multicollinearity Test

Table 4. Multicollinearity Test Results

		Coefficients^a					
		Unstandardized Coefficients	Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1(Constant)	5.681	5.461		1.040	.303		
X1	.496	.126	.488	3.930	.000	.614	1.629
X2	.390	.143	.337	2.721	.009	.614	1.629
a. Dependent Variable: Y							

Source: SPSS 23 Data Processing Results

Based on table 4 above, it can be clearly seen that the VIF value of 1.629 is less than 10 and the Tolerance value of 0.614 is above 0.10 in all variables used in the study. This indicates that there is no perfect or near-perfect linear relationship between the independent variables. So that the regression model in this study did not find any multicollinearity problems and has met the requirements for a good regression model.
3. Data Analysis Method
a. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Test Results

	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.681	5.461		1.040	.303
X1	.496	.126	.488	3.930	.000
X2	.390	.143	.337	2.721	.009
a. Dependent Variable: Y					

Source: SPSS 23 Data Processing Results

Based on the results of the SPSS calculations above, the following multiple linear regression equations can be compiled:

$$Y = 5.681 + 0.496 X1 + 0.390 X2$$

1) a = constant of 5.681, which means that if the value of variables X1 and X2 (Motivation and Work Discipline) is 0 (zero), then the value of the Employee Performance variable is 5.681.
2) b1 = regression coefficient of 0.496 which is a value derived from the motivation variable, which has a positive regression direction where every 1 point increase in motivation, the value of the employee performance variable will increase by 0.496 points.
3) b2 = regression coefficient of 0.390 which is a value derived from the work discipline variable, has a positive regression direction where every 1 point increase in work discipline, the value of the work discipline variable will increase by 0.390 points.
b. Determination Coefficient Test

Determination test or R^2 is an important measure in regression, the value of this determination coefficient reflects how much variation of the dependent variable (Y), namely Employee Performance, can be explained by the independent variable (X), namely Motivation and Work Discipline.

Table 6. Determination Coefficient Results

	Model Summary^b			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746^a	.556	.537	2.447
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

Source: SPSS 23 Data Processing Results

Based on table 6 above, it can be clearly seen that the magnitude of the influence of motivation and work discipline on employee performance is 0.556 or 55.6%, while the remaining 44.4% is influenced by other variables not included in this study.
4. Hypothesis Testing Results
a. Partial Testing (t-Test)

Table 7. Partial Testing Results (t-Test)

	Coefficientsa				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.681	5.461		1.040	.303
X1	.496	.126	.488	3.930	.000
X2	.390	.143	.337	2.721	.009
a. Dependent Variable: Y					

Source: SPSS 23 Data Processing Results

1) Motivation (X1) on Employee Performance (Y)

Based on the results of the t-test in table 7 above, where the calculated t value> t table (3.930> 2.012) with a significant value of X1 0.000 <0.05 or 5%, it can be concluded that Ho is rejected and Ha is accepted, it can be interpreted that the variable X1 has a significant effect on Employee Performance.

2) Work Discipline (X2) on Employee Performance (Y)

Based on the results of the t-test in table 4.12 above, where the calculated t value> t table (2.721> 2.012) with a significant value of X2 0.009 <0.05 or 5%, it can be concluded that Ho is rejected and Ha is accepted, it can be interpreted that the variable X2 has a significant effect on Employee Performance (Y).

b. Simultaneous Testing (F Test)

Table 8. Simultaneous Testing Results (F Test)

		ANOVAa				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	352.326	2	176.163	29.428	.000b
	Residual	281.354	47	5.986		
	Total	633.680	49			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: SPSS 23 Data Processing Results

Based on the results of the F test in table 8 above, it can be clearly seen that the F count value is 29.428 where the F count value is greater than F table or 29.428> 3.20. In addition, the sig value of 0.000 is smaller than 0.05 or 0.000 <0.05, so it can be concluded that Ho is rejected and Ha is accepted, meaning that the Motivation variables (X1) and Work Discipline (X2) together have a positive and significant effect on Employee Performance (Y).

1. The Effect of Motivation on Employee Performance

The Motivation variable has a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama, because the t count value is greater than the t table with a value of 3.930> 2.012. In addition, it is known that the significant value is 0.000 where the significant value is less than 0.05 or 5% (0.000 <0.05). So it can be concluded that Ho is rejected and Ha is accepted, it can be interpreted that the Motivation variable (X1) has a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama.

The results of this study are in line with the research conducted by Kusumasari, (2022) the results showed that

Motivation has a positive and significant effect on Performance.

2. The Effect of Work Discipline on Employee Performance

The Work Discipline variable has a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama, because the calculated t value is greater than the t table with a value of 2.721> 2.012. In addition, it is known that the significant value is 0.009 where the significant value is less than 0.05 or 5% (0.009 <0.05). So it can be concluded that Ho is rejected and Ha is accepted, it can be interpreted that the Work Discipline variable (X2) has a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama.

The results of this study are in line with the research conducted by Prasetiyo et al, (2021) which found that Work Discipline has a positive and significant effect on Performance.

3. The Influence of Motivation and Work Discipline together on Employee Performance

The Motivation and Work Discipline variables have a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama. Based on the results of the F test above, it is known that the F count value is 29.428 where the F count value is greater than F table or 29.428> 3.20. In addition, it is known that the sig value of 0.000 is smaller than 0.05 or 0.000 <0.05, so it can be concluded that Ho is rejected and Ha is accepted, interpreted that the Motivation and Work Discipline variables together have a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama.

The results of this study are in line with research conducted by Nurhalizah & Oktiani, (2024) which found that Motivation and Work Discipline together have a positive and significant effect on Performance.

IV. CONCLUSIONS

Based on the results of data analysis on the influence of motivation and work discipline on employee performance at PT. Panca Kharisma Utama, the following conclusions can be drawn The Motivation variable has a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama, thus if work motivation is good, employee performance will increase. The Work Discipline variable has a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama, thus if work discipline is good, employee performance will increase. The Motivation and Work Discipline variables together have a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama..

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