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## Analyzing The Influence of Motivation and Discipline On The Employees Performance of PT. Xyz

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**Abstract:** The study was conducted to analyze the influence of Motivation and Discipline on PT. XYZ’s Employees Performance. The analysis methods used in this study are quantitative research and multiple linear analysis on SPSS. Within this research, the researcher used the Slovin formula to determine total numbers of respondents, from a total of 451 employees of PT. XYZ, 82 of total employees are eligible to participate as respondents. The result of this research showed that there is a positive influence and significant effect between Motivation and Discipline on Employees Performance whether simultaneously and or partially. Furthermore, the Discipline variable has the strongest influence on Employee Performance rather than Motivation variable. Therefore, the researcher strongly suggests PT. XYZ management to be more attentive to their employees’ Motivation in order to enhance Employees Performance.

**Keywords:** Leadership Style, Motivation, Discipline, Employees Performance.

### INTRODUCTION

PT. XYZ is a Japanese foreign investment organization, offering a service line industry of Stamping Parts, Assembly Units, and Dies/Tooling. One of PT. XYZ’s client is Epson, Epson employed PT. XYZ to assemble their printers. The assembling process of Epson’s printers were being conducted manually (high labor intensity). Therefore, PT. XYZ needed to employ a notable amount of employees to fulfill the request of their clients. The manual process of assembling product made an impact on the emergence of several issues that affect organization’s performance, will be shown throughout the table below:

**Table 1 Pt Xyz’s Performance Indicator**

Performance Indicator	Unit	2018	2019	2020
Total Production	Pcs	191,912,395	144,592,745	139,215,963
Total Rejected Products	Pcs	1,492,517	1,056,192	1,130,829
Percentage of Rejected	%	0.77	0.74	0.83

Products				
Overtime Expense	Rp (Indonesian Rupiah)	9,592,791,178	6,017,359,356	12,841,806,998

Source: PT. XYZ data, 2021.

Table 1 shows that there was a decrease of production numbers in 2019 compared to 2018 and a slight increase in 2020. In addition to a decrease in production numbers. The organization also had an increase in numbers of total rejected products, regardless of the organization’s increasing expense on employee’s overtime cost. Aside from the decrease in production numbers and increase in total rejected products, another issue were also found in employee’s discipline level, shown in the data below:

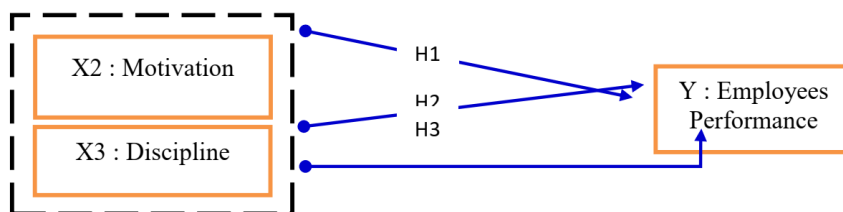
**Table 2 Discipline Variable Of Pt. Xyz**

Discipline Variable	Unit	2018	2019	2020
Absent	Times	449	529	775
Leave Early	Times	277	298	319
Unpunctual	Times	97	164	215

Source: Pt. Xyz, 2021.

Table 2 showed that PT. XYZ encountered several issues regarding the Discipline variable dimensions, which are: Absent, Leave Early, and Unpunctual that kept increasing from 2018 - 2020.

As Armstrong and Baron, cited by Wibowo (2010) mentioned factors that influence performance variables are: personal factors, leadership factors, team factors, system factors, and contextual/situational factors. Whilst, indicators that are related with performance are employee development, employee satisfaction, impact on job improvement, basis of compensation decisions and communication skills.



**Picture 1 Theoretical framework**

According to Picture 1 above, in this study the researcher will analyze between two independent variables which are Motivation (X2) and Discipline (X3) and dependent variable represented by Employees Performance (Y). The researcher used multiple linear regression analysis to analyze the correlation between independent variables on dependent variable whether partially and or simultaneously. The hypothesis of this study will be explained below:

1. H1: Suspected that there is a positive relationship between Motivation toward Employees Performance
2. H2: Suspected that there is a positive relationship between Discipline toward Employees Performance
3. H3: Suspected that there is a positive relationship simultaneously between Discipline and Motivation toward Employees Performance

**METHOD**

From a total of 451 employees of PT. XYZ, the researcher implemented the Slovin formula to determine total respondents, the result showed that 82 employees of PT. XYZ were eligible to represent total employees of PT. XYZ. The researcher implemented convenience sampling to determine the sampling technique within a population, which is a general term that covers a wide variety of respondent selection procedures. The data of this research will be obtained through written statements in questionnaire form that will be filled by respondents. This research will also be analyzed through descriptive statistics, instrument quality test (validity test and reliability test), classical assumption test (multicollinearity test, heteroscedasticity test, normality test, linearity test), data analysis test (multiple regression analysis, F-test, t-test, R<sup>2</sup> test) and correlation test between dimensions, that will be conducted through SPSS (Statistical Product for Service Solution) 22.0 version.

**RESULTS AND DISCUSSION**

**Validity and Reliability Test of Instruments**

The validity test of this research will be conducted through Pearson Correlation by calculating the correlation between the values obtained from the statements made in the questionnaire form. The instruments will be considered as valid if r count is greater than r table and the value of r is positive. All statements have been measured by validity test, with conclusion that all statements have met the requirement and are valid to be used as a measuring tool. Statements will be considered as reliable if respondents statements are consistent or stable from time to time. The Reliability test of this research will be conducted through Cronbach Alpha, by comparing the Alpha value to the Alpha standard (0.7) (Ghozali, 2011). The result of the Reliability test will be shown through table below:

**Table 3 Reliability Test**

Variable	Cronbach's Alpha	Result
Motivation (X1)	0,817	Reliable
Discipline (X2)	0,923	Reliable
Performance (Y)	0,901	Reliable

Source: Output Data Spss 22 Version (2021)

Table 3 showed that the Cronbach Alpha value of Motivation variable is 0,817, the Cronbach Alpha value of Discipline variable is 0,923, and the Cronbach Alpha value of Performance variable is 0,901. Therefore, the result above can be concluded that statements in the questionnaire are reliable, as they are greater than Cronbach Alpha's value standard > 0,7.

**Multicollinearity Test**

To assess the regression model, this research implemented the Multicollinearity test to analyze between each independent variable by comparing each variable's tolerance value and variance inflation factor (VIF) to the Multicollinearity standard value. According to Ghozali (2013) the standard for the tolerance value is 0.10 or equal to the VIF value 10, in order for the research to be considered as Multicollinearity. The Multicollinearity test result will be shown below:

**Table 4. Multicollinearity test Result**

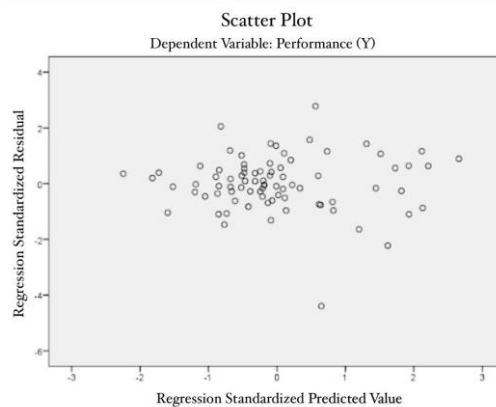
Variable	Collinearity Statistics			
	Tolerance	Standard	VIF	Standard
Motivation (X2)	0,566	≥ 0,10	1,613	≤ 10
Discipline (X3)	0,435	≥ 0,10	2,075	≤ 10

Source: Output Data SPSS 22 version (2021)

Table 4 showed that the tolerance value of all independent variables is  $\geq 0.10$  and the VIF value of the independent variable is  $\leq 10$ . Therefore, it can be concluded that the Multicollinearity couldn't be found among the independent variables.

### Heteroscedasticity Test

Heteroscedasticity test was conducted to assess should there be a variance inequality of any residuals from one observation to another, in the regression model. The test is considered to be good if there is no Heteroscedasticity can be found on the graph plot between the predicted value of the dependent variable (ZPRED), to the residual SRESID (Ghozali, 2013). The Heteroscedasticity test result will be shown below:

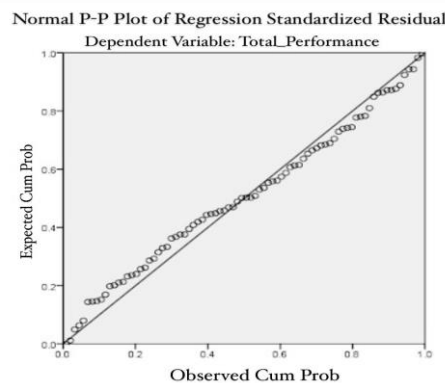


Source: Output Data SPSS 22 version (2021)  
**Figure 2: The Heteroscedasticity test result**

The Scatter Plot diagram above showed that the dots did not form into a certain regular pattern, as shown the dots were spreading between beyond and beneath the number 0 on the Y axis. The result indicated that there was no heteroscedasticity to be found in the regression model.

### Normality Test

Normality test was conducted to assess whether the independent and dependent variables have a normal distribution based off Normal Probability Plot (P-Plot), in the regression model. If the distribution of residual data is normal, thus the line of the actual data will follow the diagonal line, then it can be concluded that the regression model fulfilled the normality standard or assumption (Ghozali, 2013). The Normality test result will be shown below:



Source: Output Data SPSS 22 version (2021)  
**Figure 3 Normality Test Result**

The normality test above can be concluded to have passed the normality assumption as that the dots which represented the actual data were spreading around the diagonal line of Normal Probability Plot (P-Plot).

**Multiple Linear Regression Analysis**

Multiple Linear Regression Analysis was conducted to analyze the fluctuation of the dependent variable, suppose that one or more independent variables data as the predictive factor were manipulated (Sugiyono, 2010).

**Table 6. Multiple Linear Regression Analysis Result**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.077	0.323		3.399	.001
Total_Motivation	.276	.044	.242	2.475	.013
Total_Discipline	.355	.091	.422	3.744	.000

Source: Output Data SPSS 22 version (2021)

The interpretation of Multiple Linear Regression Analysis result can be explained through:

1. The Constant positive marked value of 1.077 indicates that if the Motivation and Discipline variables have zero value, the Employee Performance is still positive though it is poor.
2. The Motivation coefficient marked value of 0.276, indicates that should the Motivation variable has greater score value and other variables do not change in value score, then the employees performance will increase and vice versa.
3. The Discipline coefficient marked value of 0.355, indicates that should the Discipline variable has greater score value and other variables do not change in value score, then the Employee Performance will increase and vice versa.

**Simultaneous Hypothesis Testing (F- Test)**

Simultaneous Hypothesis Testing (F- Test) was conducted to analyze whether all independent variables (Motivation and Discipline) had a simultaneous effect on the dependent variable (Employee Performance). (Ghozali, 2013). The F test was conducted by comparing the F-count with the F-table.

**Table 7. F-Test Result**

ANOVAa		D		
Model		f	F	Sig.
1	Regression	3	29.311	.000b
	Residual	77		
	Total	80		

a. Dependent Variable: Employee Performance(Y)

b. Predictors: (Constant), Discipline (X2), Motivation(X1)

Source: Output Data SPSS 22 version (2021)

The F-test result according to Table 7 indicates that the independent variables simultaneously have a significant effect on the dependent variable.

**Coefficient of Determination**

R<sup>2</sup> value will be considered to be strong if the test result indicates independent variables on dependent variable value between zero (0) and one (1).

**Table 8. Coefficient of Determination Result**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746a	.559	.502	.20392

a. Predictors: (Constant), Tot\_Dicipline, Tot\_Motivation  
b. Dependent Variable: Total\_Employee Performance

Source: Output Data SPSS 22 version (2021)

The result of Coefficient of Determination on the table above, showed that value  $R^2$  is 0.502, meaning that 50.2% consist of dependent variable (Employee performance), while the remaining 49.8% is influenced by other factors. Based on the statistical analysis above, the result of this research will refer to Table 6 Multiple Linear Regression Analysis Result and the detail explanation as followed:

### **The Effect of Motivation Variable on Employee Performance Variable**

The first hypothesis (H1) testing result proved that there is an influence between Motivation Variable on Employee Performance Variable, as the t-count value is 2.475 with a significance level of  $0.013 < 0.05$ . Meaning that the Motivation variable partially has a positive and significant effect on Employee Performance. The greater employees' Motivation in performing their obligations and duties, the greater impact it will make on Employee Performance or vice versa.

The result of this research support Veithzal Rivai's theory, that described Motivation as a set of individual's attitude and values which influenced them to achieve their goals. The result also support the theory of Mc. Donald cited by Sadirman (1990) Motivation is a change of energy in a person, marked by the emergence of feelings and preceded by a response of their purpose.

The results of the research of Motivation affecting Employee Performance is also aligned with previous research conducted by Riyadi (2012), Prawira, et.al (2013), Permana (2013), Santoso (2013), Bagus (2014), Pratama (2014), Aris, et.al (2014), and Frederick, et.al (2013).

### **The Effect of Discipline Variable on Employee Performance Variable**

The second hypothesis (H2) testing result proved that there is an influence between Discipline Variable on Employee Performance Variable, as the t-count value is 3.744 with a significance level of  $0,000 < 0,05$ . Meaning that the Discipline variable partially has a positive and significant effect on Employee Performance. The greater employees' Discipline variable in performing their obligations and duties, the greater impact it will make on Employee Performance or vice versa.

The result of this research supports Hasibuan (2016) that stated Discipline is a form of obedience that exists within an individual's conscious mind and without any coercion, to perform any regulation and applicable norms. The result also support the theory of Setiyawan and Waridin (2006) Discipline variable is a form of being obeyed to any organization's regulations both written and unwritten norms.

The results of the research of Discipline affecting Employee Performance is also aligned with previous research conducted by Prawira, et.al (2013), Susanty, et.al (2013), Permana (2013), Santoso (2013), Bagus (2014), Pratama (2014), dan Aris, et.al (2014).

### **The Simultaneous Effect of Motivation and Discipline Variables on Employee Performance**

The result of Simultaneous Effect of Motivation and Discipline Variables on Employee Performance is being analyzed through Table 7 F-Test Result which represents the third hypothesis (H3). The result of the assessment indicates that there is a positive and significant

effect between the independent variables (Motivation and Discipline) on the dependent variable (Employee Performance). The results of this study is also aligned with previous research conducted by Prawira, et.al (2013), Pratama (2014), and Aris, et.al (2014).

## CONCLUSION

The conclusions that the researcher can gathered after analyzing three hypotheses are as followed: Motivation variable has a positive and significant effect on employees of PT. XYZ. Motivated employees can significantly improve their performance, while also being able to increase their commitment to the duties and responsibilities that have been set by the organization; Discipline variable has a positive and significant effect on the performance of employees of PT. XYZ. As it is also being supported by Discipline theory, Discipline variable greatly affects the performance of employees and the organization, as Discipline is seen as a form of training for employees in obeying and implementing organization's rules. The more disciplined employees, the greater effect it will have on employee's productivity and organization's performance; Discipline and Motivation are simultaneously creating a significant and positive effect on Employees performance.

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