



The Effect of Work Motivation and Discipline on Employee Performance

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ARTICLE INFO

Research Paper

Article history:

Received : Oct, 2024

Revised : Nov, 2024

Accepted : Dec, 2024

Keywords: Motivation, Work Discipline, Employee Performance



ABSTRACT

Purpose – The purpose of this research is to determine the influence of motivation and work discipline on employee performance at PT. BRI Life Insurance, Ciputat South Tangerang Branch, either partially or simultaneously.

Methodology/approach This research method uses quantitative methods, with a sample size of 60 respondents. The data analysis techniques used are: validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple regression test, simultaneous correlation coefficient test, simultaneous coefficient of determination test. simultaneous, t test and f test

Findings – Based on the t test, the value obtained is $t_{count} > t_{table}$ ($6.308 > 1.672$) and the significance value is $0.000 < 0.05$. This means that motivation (X1) has a significant effect on employee performance (Y). Partially testing the hypothesis for the work discipline variable (X2) obtained a value of $t_{count} > t_{table}$ ($5.272 > 1.672$) and a significance value of $0.000 < 0.05$. This means that work discipline (X2) has a significant effect on employee performance (Y). Simultaneous hypothesis testing obtained a value of $f_{count} > f_{table}$ ($160.772 > 3.16$) and a significance value of $0.000 < 0.05$. So it can be concluded that motivation (X1) and work discipline (X2) have a significant simultaneous effect on employee performance (Y).

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INTRODUCTION

PT. BRI Life is one of the companies engaged in the insurance sector, which provides various insurance products that are very useful. In addition to having many benefits, BRI Life is also one of the insurance providers where the premium value given is very affordable for all levels of society, compared to insurance premiums from other companies. So that BRI Life becomes an insurance company that is in demand by the public.

If you look at the facts in the field that employee performance has increased and decreased continuously, researchers assume that the increase and decrease are influenced by encouragement or motivation from the company which is also uncertain. Then, it was also found that the motivation possessed by employees who seemed more dominant had the motivation to work only to complete their main tasks and functions. In fact, if you look at it, this motivation can actually be improved. Employee work performance can only be achieved if the employee really has high work motivation.

The following is a presentation of motivation data obtained from the results of a pre-survey that has been conducted by researchers on samples at PT. BRI Life (Ciputat Branch) South Tangerang:

Table 1 Motivation Pre-Survey Data of PT. BRI Life Insurance Ciputat Branch, South Tangerang

No	Indikator	Sub Indikator	Pra Survey	Achievements			
				Achieve		Not Achieve	
				People	%	People	%
1	Rewards	The company provides compensation in the form of goods, services, and money	42	33	80%	9	20%
2	Working Conditions	The company provides good and comfortable working conditions	42	30	70%	12	30%
3	Work Facilities	The company provides good facilities to facilitate work	42	21	50%	21	50%
4	Work Achievements	The company provides rewards or bonuses for employees who excel	42	19	45%	23	55%
5	Recognition	The company provides encouragement for good performance	42	25	60%	17	40%

Source: Pre-Survey of Motivation of PT Asuransi BRI Life Ciputat Branch, South Tangerang

Based on the data table above, the work performance sub-indicator has not been achieved properly, because there are 23 respondents who disagree with the sub-indicator. So with this result, employee motivation has not been met optimally, therefore it is necessary to increase employee motivation so as not to affect performance achievement in the company.

In addition to motivation, another driver in improving performance is work discipline. Without good employee discipline, it is difficult for a company organization to achieve optimal results. Good discipline reflects the extent of a person's responsibility for the tasks assigned to him. With work discipline, employees can be more responsible for their duties so that their performance will be better, employees who have work discipline will have better performance which can build employee productivity. According to Malayu Hasibuan (2021: 193) "discipline is a person's awareness and willingness to obey all company regulations and applicable social norms".

Based on the observation results, it was found that the absence and lateness of employees of PT Asuransi BRI Life Ciputat Tangerang Selatan Branch occurred due to a lack of good communication between superiors and subordinates as well as co-workers, so that there are still employees who come to work late and go home not in accordance with the working hours set by the company. Many employees take leave so that employee absence from year to year is unstable. This shows that work discipline affects the decreasing level of motivation.

The employee discipline factor at PT Asuransi BRI Life Ciputat Tangerang Selatan Branch can be said to be still low. This can be seen from the presence of employees who do not do things related to their duties during working hours, and there are also employees who are not at work. Based on deeper information and direct observation through a brief interview with HRD PT Asuransi BRI Life Tangerang Selatan Branch regarding the phenomena that occur in the field, although the company has had and implemented regulations on discipline in accordance with the work regulations of PT Asuransi BRI Life Tangerang Selatan Branch, there are still employees who violate such as there are still employees who often delay work so that there is no effectiveness in work which causes work not to be completed on time, and employees who are outside the office during working hours without permission from the leader. This must be considered by the company because it will affect employee performance.

Below is the employee absence data for the period November 2022-October 2023 PT. BRI Life (Ciputat Branch) Tangerang Selatan. This data aims to support the results of observations and as a picture of employee work discipline.

Table 2 Employee Attendance Data of PT. BRI Life Insurance Ciputat Branch, South Tangerang

Month	Employee Total	Number of Days			Total
		Late	Permiss ion	Without Information	
November 2022	60	30	10	20	60
Desember 2022	60	35	5	20	60
Januari 2023	60	25	15	20	60
Februari 2023	60	28	8	24	60
Maret 2023	60	23	17	20	60
April 2023	60	29	9	22	60
Mei 2023	60	32	12	16	60
Juni 2023	60	28	14	18	60
Juli 2023	60	23	18	19	60
Agustus 2023	60	32	10	18	60
September 2023	60	30	5	25	60
Oktober 2023	60	35	8	17	60

Source: Employee Attendance Data for PT Asuransi BRI Life Ciputat Branch, South Tangerang

By implementing the right human resource management concepts and techniques, motivation and work discipline can produce the desired employee performance, because measuring employee performance in a company can be done by looking at the implementation of existing employee motivation with the level of employee discipline. According to Anwar Prabu Mangkunegara (2021:67) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". In insurance companies, employee performance is measured by how employees are able to achieve the targets that have been given. If employees are able to achieve their targets, then the employee is considered to have been able to contribute to his company.

The following is employee performance data at PT. Asuransi BRILife KC Ciputat Tangerang Selatan:

Table 3 Employee Performance Data of PT. Asuransi BRILife Ciputat Branch, South Tangerang Year 2022-2023

NO.	Aspect of Assesment	Targets	Month	Achievements
1.	Targets Achievement s	120.000.000,- /Month	November 2022	130.000.000,-
2.	Targets Achievement s	120.000.000,- Month	Desember 2022	145.000.000,-
3.	Targets Achievement s	120.000.000,- Month	Januari 2023	100.000.000,-
4.	Targets Achievement s	120.000.000,- Month	Februari 2023	120.000.000,-
5.	Targets Achievement s	120.000.000,- Month	Maret 2023	120.000.000,-
6.	Targets Achievement s	120.000.000,- Month	April 2023	105.000.000,-
7.	Targets Achievement s	120.000.000,- Month	Mei 2023	90.000.000,-
8.	Targets Achievement s	120.000.000,- Month	Juni 2023	150.000.000,-
9.	Targets Achievement s	120.000.000,- Month	Juli 2023	130.000.000,-
10.	Targets Achievement s	120.000.000,- Month	Agustus 2023	124.000.000,-
11.	Targets Achievement s	120.000.000,- Month	September 2023	130.000.000,-
12.	Targets	120.000.000,-	Oktober 2023	125.000.000,-

NO.	Aspect of Assessment	Targets	Month	Achievements
	Achievements	Month		

Source: KPI Pt Asuransi BRI Life Cabang Ciputat Tangerang Selatan

In table 3 above, there is a phenomenon in the form of a decrease in the target achievement in April and May 2023 with a nominal achievement of 105,000,000 and 90,000,000, so that in that month employee performance was concluded to have decreased.

METHOD

The research location taken by the researcher was at PT. Asuransi Brilife Ciputat Branch, South Tangerang Jl. Ir. H. Juanda No. 2B, Rempoa, Ciputat, Rempoa, Kec. Ciputat Tim., South Tangerang City, Banten. The implementation of this research was carried out for 9 (nine) months starting from October 2023 to June 2024. The population in this study were all employees of PT. Asuransi Bri Life totaling 60 people with sample determination using saturated samples where the entire population was sampled, so a sample of 60 respondents was obtained. The data analysis technique used multiple linear regression with the help of the SPSS Program.

RESULT AND DISCUSSION

Results

Table 4. Multiple Regression Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3.605	2.221		1.623	.110
	MOTIVASI	.508	.080	.530	6.308	.000
	DISIPLIN KERJA	.425	.081	.443	5.272	.000

a. Dependent Variable: KINERJA KARYAWAN

From the results of multiple regression testing in the table above, the regression equation $Y = 3.605 + 0.508X_1 + 0.425X_2$ can be obtained. From this equation, the following conclusions can be drawn:

The constant value is at 3.605, meaning that if the motivation (X1) and work discipline (X2) variables do not change, employee performance (Y) will only be worth 3.605 points.

The regression value of motivation (X1) is 0.508, meaning that if the motivation value (X1) is increased by 1 point, it will result in a change in employee performance (Y) of 0.559 points.

The regression value of work discipline (X2) is 0.425, meaning that if the work discipline value (X2) is increased by 1 point, it will result in a change in employee performance (Y) of 0.425 points.

Table 5 Coefficients Correlation Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.849	.844	2.707

a. Predictors: (Constant), DISIPLIN KERJA, MOTIVASI

b. Dependent Variable: KINERJA KARYAWAN

From the results of the correlation coefficient test in the table above, the R value is 0.922. From these results it can be concluded that the relationship between the independent variable and the dependent variable is very strong because the correlation coefficient value is between 0.800-1.00.

Table 6 Determination Correlation Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.849	.844	2.707
a. Predictors: (Constant), DISIPLIN KERJA, MOTIVASI				
b. Dependent Variable: KINERJA KARYAWAN				

From the results of the determination coefficient test in the table above, the Adjusted R Square result is 0.844 and it means that the dependent variable is influenced by the independent variable by 84.4% and the remaining 15.6% is influenced by other factors.

T Test

Table 7 t Test Analysis Result

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3.605	2.221		1.623
	MOTIVASI	.508	.080	.530	6.308
	DISIPLIN KERJA	.425	.081	.443	5.272
a. Dependent Variable: KINERJA KARYAWAN					

T-Test of the Influence of Motivation on Employee Performance

Based on the results of the t-test in the table above, the t value is 6.308 and the significance value is 0.000. So from these results it is concluded that H0 is rejected and H1 is accepted, because the calculated t value > t table and the significance value is less than 0.05.

T-Test of the Influence of Work Discipline on Employee Performance

Based on the results of the t-test in the table above, the t value is 5.272 and the significance value is 0.000. So from these results it is concluded that H0 is rejected and H2 is accepted, because the calculated t value > t table and the significance value is less than 0.05.

F Test

Table 8 F Test Analysis Result

ANOVA ^a					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	2356.080	2	1178.040	160.775
	Residual	417.653	57	7.327	
	Total	2773.733	59		
a. Dependent Variable: KINERJA KARYAWAN					

b. Predictors: (Constant), DISIPLIN KERJA, MOTIVASI

Based on the results of the F test in the table above, the calculated f value is 160.775 and the significance value is 0.000. So it can be concluded that H0 is rejected and H3 is accepted, because the calculated F value > F table and the significance value is below 0.05.

Discussion

The Influence of Motivation on Employee Performance

Based on the results of the analysis, the regression equation value $Y = 3.605 + 0.508X_1$ is obtained, so that if motivation is increased by 1 unit, it will increase performance by 0.508. Hypothesis testing obtained a calculated t value > t table or (6.308 > 1.672). Thus, H0 is rejected and H1 is accepted, meaning that there is a significant influence of motivation on employee performance.

With the results above, in accordance with the results of the study conducted by Hendri Sembiring (2020) entitled "The Influence of Motivation and Work Environment on Employee Performance at Bank Sinarmas Medan", with partial test results there is a significant positive influence between motivation and employee performance. Through the results of the calculations that have been carried out, the calculated t value is 4.214 with a significant level of less than 0.05, which means that the hypothesis in the study accepts H1.

The results above are in accordance with the results of research conducted by Bambang Siswanto (2019) entitled "The effect of motivation and work discipline on employee performance", with the results of the study showing that work motivation has a positive effect on employee performance as evidenced by multiple regression tests with the equation $Y = 4.604 + 0.476X_1$, and hypothesis testing which shows that the effect of the independent variable on the dependent variable is significant, because the significance value is X_1 (0.006 < 0.050)..

The Influence of Work Discipline on Employee Performance

Based on the results of the analysis, the regression equation value $Y = 3.605 + 0.425X_2$ was obtained, so that if work discipline is increased by 1 unit, it will increase performance by 0.425. The hypothesis test obtained the calculated t value > t table or (5.272 > 1.672). Thus, H0 is rejected and H2 is accepted, meaning that there is a significant influence of work discipline on employee performance.

The results above are in accordance with the results of a study conducted by Nurasia Jemmi (2022) entitled "The Influence of Work Motivation and Work Discipline on Employee Performance During the Covid 19 Pandemic (Case Study of the Jambi Provincial Health Office)", with the results of the study showing that work discipline is a variable that influences the work motivation of Jambi Provincial Health Office employees. Partially, there is an influence of work discipline on work motivation at the Jambi Provincial Health Office with a large influence of 0.390 and t-count (3.397) > 1.96, with a P-Value of 0.004 < 0.05, the hypothesis stating that work discipline has an effect on work motivation is accepted.

With the above results in accordance with the results of a study conducted by Fregrace Meissy Purnawijaya (2019) entitled "The Influence of Work Discipline and Work Facilities on Employee Performance at Kedai 27 in Surabaya", with the results of the study showing that work discipline has a partial positive effect on employee performance as evidenced by multiple regression tests with the equation $Y = 0.871 + 0.493 X_1$, so that if work discipline is increased by 1, it will increase performance by 0.493.

The Influence Motivation and Work Discipline on Employee Performance

Based on the results of the analysis, the regression equation value $Y = 3.605 + 0.508X_1 + 0.425X_2$ is obtained, so that if motivation and work discipline are increased by 1 unit, it will increase performance by 0.508 and 0.425. The correlation coefficient test shows that the

relationship value between the independent and dependent variables is very strong with a value of 0.922. And for the percentage of the relationship between the independent and dependent variables is 84.4%. The hypothesis test obtained a calculated t value $>$ t table or ($6.308 > 1.672$). Thus, H_0 is rejected and H_1 is accepted, meaning that there is a significant influence of motivation on employee performance. With the above results in accordance with the results of research conducted by Budi Erfanto, Azhar Latief (2021) entitled "The Influence of Work Motivation and Work Discipline on Employee Performance at PT Nutrifood Indonesia Samarinda Branch", with the results of the study showing that work motivation and work discipline have a positive effect on employee performance as evidenced by multiple regression tests with the equation $Y = 3.886 + 0.227x_1 + 0.307x_2$, and hypothesis testing which shows that the influence of the independent variable on the dependent variable is significant, because the significance value is X_1 ($0.006 < 0.050$) and X_2 ($0.008 < 0.050$).

With the above results in accordance with the results of research conducted by Priehadi Dhasa Eka (2021) entitled "The Influence of Work Motivation and Work Discipline on Employee Performance at PT. Mega Finance Head Office, South Jakarta", with partial research results showing that motivation has a positive and significant effect on employee performance at PT. Mega Finance Head Office South Jakarta with t count value $>$ t table or ($2.625 > 1.997$) and work discipline also has a positive and significant effect on employee performance of PT. Mega Finance Head Office South Jakarta with t count value $>$ t table or ($12.483 > 1.997$). Motivation and work discipline together have a simultaneous effect on employee performance of PT. Mega Finance Head Office South Jakarta with F count value $>$ F table or ($84.769 > 3.14$).

CONCLUSION

Based on the results of multiple regression tests and partial hypothesis tests, the regression equation value $Y = 3.605 + 0.508X_1$ is obtained, so that if motivation is increased by 1 unit, it will increase performance by 0.508. The hypothesis test obtained a calculated t value $>$ t table or ($6.308 > 1.672$). Thus, H_0 is rejected and H_1 is accepted, meaning that there is a significant influence of motivation on employee performance, so that these results answer the problem formulation that has been made previously.

Based on the results of multiple regression tests and partial hypothesis tests, the regression equation value $Y = 3.605 + 0.425X_2$ is obtained, so that if work discipline is increased by 1 unit, it will increase performance by 0.425. The hypothesis test obtained a calculated t value $>$ t table or ($5.272 > 1.672$). Thus, H_0 is rejected and H_2 is accepted, meaning that there is a significant influence of work discipline on employee performance, so that these results answer the problem formulation that has been made previously.

Based on the results of multiple regression tests and simultaneous hypothesis tests, the regression equation value $Y = 3.605 + 0.508X_1 + 0.425X_2$ is obtained, so that if motivation and work discipline are increased by 1 unit, it will increase performance by 0.508 and 0.425. Hypothesis testing obtained a calculated t value $>$ t table or ($6.308 > 1.672$). Thus, H_0 is rejected and H_1 is accepted, meaning that there is a significant influence of motivation on employee performance, so that these results answer the problem formulation that has been made previously.

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