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The Influence of Work Discipline and Work Motivation on Employee Performance

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Abstract: The purpose of this research is to determine and analyze: (1) Work Motivation (2) Work Discipline; (3) Performance; and (4) the Influence of Work Motivation and Work Discipline on Employee Performance at Pharmacy School X in Bandung City, both simultaneously and partially. The research methods used in this study are descriptive surveys and explanatory surveys, with the unit of analysis being the employees at the X School of Pharmacy in Bandung City, with a sample size of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the research results, it was found that the Work Motivation of Employees at Pharmacy School X in Bandung City is mostly rated quite well by the Employees; the work discipline of Employees at Pharmacy School X in Bandung City can generally be considered good, and the Performance of Employees at Pharmacy School X in Bandung City is currently rated as good. Work motivation and work discipline simultaneously affect employee performance at Pharmacy School X in Bandung City. However, partially, Work Motivation has a more dominant influence on Employee Performance than Work Discipline. Because Work Motivation more dominantly influences performance, it becomes the top priority in improving Employee performance. therefore, the X Pharmacy School in Bandung City is expected to improve Employee Work Motivation at the X Pharmacy School in Bandung City by involving them in training and education, so that they can work more professionally.

Keywords: Work Motivation, Work Discipline, and Performance.

INTRODUCTION

Human resources are the most important asset for an organization or company because they have a major role in supporting operations to achieve predetermined goals. The quality of human resources is a very important strategic issue, because this quality contributes significantly to the success in carrying out work. Therefore, every organization or company will continue to strive to improve employee performance, with the hope that organizational goals can be achieved optimally. Although a company has large capital and sophisticated technology, the role of human labor still cannot be ignored. Advanced technology will not be able to bring the organization to achieve its goals without the support of human resources. The

quality of these human resources can be evaluated and measured through the performance shown by employees (Rahayu, 2023) .

The success of an organization can not only be measured by the output that has been issued and the results achieved, but more deeply on how the organization runs internal processes, utilizes the resources owned, as well as the benefits that can be obtained by the community as a result of their operations. In this case, organizational success must be seen as a holistic series, which includes various elements that are interrelated and support each other. (Dewi & Trihudiyatmanto, 2020) .

According to (Arisanti et al., 2023) Performance is the achievement of a person or group of people from the results of a job that is in accordance with the authority and responsibility of each employee, with an effort to achieve organizational goals without violating the law, in accordance with morals, manners and legal. The basic understanding of performance or work performance of an employee is the result of working on an employee during a predetermined period. Employee and individual performance considers how employees can fulfill job needs properly. Work energy kinetics is the concept of performance. Performance is an indicator or function in a profession or a job within a specified time. The synergy of a number of factors can also result in performance. These various factors are external factors, internal employee environmental factors, and environmental factors in the organization. One of the most influential factors in human resources is the Work Discipline factor.

Discipline is an effort to encourage employees to comply with applicable rules and regulations. In this context, discipline includes adherence to work time and obedience to regulations set by the company. A high level of work discipline among employees can help achieve maximum performance (Triyantara Hani & Saepul Rochman, 2022) . Discipline is one of the important tools in achieving optimal performance (Putra & Fernos, 2024) . (Pamulang, 2019) explains that work discipline is an order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the Manpower Office so that people who are members of the organization are subject to the existing rules with pleasure, so that it is created and formed through a process of a series of behaviors that show the values of obedience, compliance, order, and order. The following is a phenomenon regarding work discipline at agencies in XYZ city.

Table 1. 1 Pre-Survey of Employee Work Discipline at the Company in XYZ City

No.	Indicator	Percentag
1	Employee Tardiness	30%
2	Violation of Work Procedures	20%
3	High Absenteeism	25%
4	High Compliance with Company Rules	15%
5	Lack of Discipline in Break Time	10%
6	High Compliance Rate on Reports	18%
7	Violation of Safety Rules	12%

In Table 1.1 Work Discipline at XYZ company is quite low. The percentages listed in this table illustrate the various factors that affect discipline, with employee tardiness, absenteeism, and violation of work procedures being the factors that have the most influence. To improve overall performance, the company needs to focus on managing and improving these areas, as well as ensuring that employees understand and comply with established rules and procedures

In a company organization, work discipline is very important so that organizational goals can be achieved. Good work discipline reflects a person's sense of responsibility for the tasks assigned (Arisanti et al., 2023) . Therefore, every manager strives for his subordinates to have

high discipline. Some indicators of work discipline include: complying with company regulations, using time efficiently, being responsible for work, and absenteeism rates. Good work discipline can be seen from the high awareness of employees in following the applicable rules, a sense of responsibility for their respective jobs, and increased efficiency and employee performance (Triyantara Hani & Saepul Rochman, 2022). Discipline is divided into two types, namely preventive discipline and corrective discipline. Preventive discipline is an effort to encourage employees to consciously comply with existing regulations, with the aim of preventing violations or mistakes. Meanwhile, corrective discipline is an action that sanctions employees, so that they do not repeat the same mistakes (Asmini et al., 2023). According to (Lisna Amalia Darmayanti, 2023) work discipline affects employee performance. This is in accordance with his research (Christian & Kurniawan, 2021) (Kuncorowati et al., 2019) and (Asmini et al., 2023).

Apart from work discipline, the thing that affects employee performance is work motivation. Work motivation in a job is very important to be created by an agency. Work motivation can control employee performance in its implementation (Yani Indriyani & Yusuf Alhadihaq, 2023). According to (Suhardi, 2019) Work motivation is an effort that can be made to cause, maintain behavior at work, and direct oneself or self-control according to the work environment. Work motivation will be the background for a performance result on employees. Employee performance will have good results if work motivation is high, and vice versa, employee performance results will decrease or be unfavorable if they do not have work motivation at work.

At the Agency in XYZ city, rewarding outstanding employees is one of the key factors in increasing work motivation. This research shows that providing incentives in the form of bonuses, public recognition, or internal promotions can encourage employees to improve their performance. Employees who receive recognition for their achievements tend to feel valued and motivated to achieve higher goals. Thus, such rewards not only boost individual morale, but also contribute to improving the overall performance of the organization. This shows that an effective reward strategy at XYZ Institution can strengthen employee commitment and encourage optimal achievement of organizational goals.

Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often defined as a factor driving a person's behavior. Every activity carried out by someone must have a factor that encourages this activity. (Putra & Fernos, 2024) Motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and encouraged to carry out activities or work with sincerity, pleasure and sincerity so that the results of the activities carried out get good and quality results. According to (Suhardi, 2019) work motivation affects performance, this is in accordance with research conducted by (Andriyani et al., 2024), (Yani Indriyani & Yusuf Alhadihaq, 2023) and (Sadat et al., 2020).

Employees in an agency certainly have their respective performance tasks and functions. In addition, employee performance is a form of effort in achieving the goals and ideals of the agency (Andriyani et al., 2024). Employee performance is a form of action taken by employees against work duties or obligations in work in an agency. Employee performance is very important for the sustainability of the agency. An agency really needs employee performance that is full of high accountability and discipline at work. Therefore, employee performance is a very important organizational asset because it contributes greatly to the sustainability of the organization or agency (Sadat et al., 2020). The following is the performance of employees at agencies in XYZ city.



Figure 1. 1 Employee Performance at Agencies in XYZ City

In Figure 1.1 a significant decrease in performance, employees experienced a sharp decline in performance, especially in Productivity, Target Achievement, and Attendance and Discipline, each of which has a lower value (50-60%) this affects total performance. influence on total performance, the decline in these key indicators greatly affects the total performance score, which only reaches 60.29%, indicating that employees need attention or intervention to improve their performance.

Based on this description, I as the author am interested in conducting research and taking the title, **“The Effect of Work Discipline and Work Motivation on Employee Performance”**.

Problem Formulation

1. How does work discipline affect employee performance at agencies in XYZ City?
2. How does work motivation affect employee performance at agencies in XYZ City?
3. How is the Effect of Work Discipline and Work Motivation on Employee Performance at Agencies in XYZ City?

METHOD

The methods used in this research are descriptive and verification methods with a quantitative approach. Descriptive methods are used to describe or describe phenomena or events that occur when research is conducted. The main purpose of this method is to provide a clear description of the state or characteristics of a research object, without trying to test the relationship or influence between variables (Sugiyono, 2024).

The verification method is used to test or verify a hypothesis that has been made previously. In this method, researchers will test the relationship or influence between existing variables to prove the truth or accuracy of a theory or statement. Usually, verification methods use a quantitative approach to test the proposed hypothesis (Sugiyono, 2024). Quantitative research is a research method based on the philosophy of scientific positivism, which is used to examine certain populations or samples. In this study, the data collected are in the form of numbers or data converted into numbers (scoring). The main objective is to test the hypothesis that has been previously determined (Sugiyono, 2024). The population in this study were all employees in the XYZ city agency. The sample collection method uses a saturated sample. Sample in this paper is The data collection technique is a questionnaire that will be filled in by agency employees in the city of XYZ with the following indicators:

The research method contains the type of research, sample and population or research subjects, time and place of research, instruments, procedures, and research techniques, as well as other matters relating to the method of research. This section can be divided into several sub-chapters, but no numbering is necessary.

Table 1. 2 Operational Variables

No	Variable	Indicator	Measurement Level
1	Work Discipline (X1)	1. Effective in work 2. Compliance with regulations 3. Corrective Action 4. Punctual Attendance 5. Completing work on time	Ordinal
2	Work Motivation (X2)	1. Physiological Needs 2. Security 3. Social 4. Respect 5. Self-actualization	Ordinal
3	Employee Performance (Y)	1. Quality of Work 2. Quantity 3. Timeframe 4. Cost Emphasis 5. Supervision of Employee Relations	Ordinal

This research was assisted by SmartPLS software for testing. This research uses the path analysis method. This method was chosen because it allows to identify cause-and-effect relationships, both directly and indirectly, between exogenous variables and endogenous variables. In this study, the authors aim to analyze and confirm the influence of work environment, work culture, and work motivation on employee performance. According to (Sugiyono, 2024), path analysis is part of a regression model used to analyze the cause-and-effect relationship between one variable and another. This technique involves the use of correlation, regression, and pathways to identify influences that lead to intervening variables. Structurally, the overall research paradigm can be described as follows:

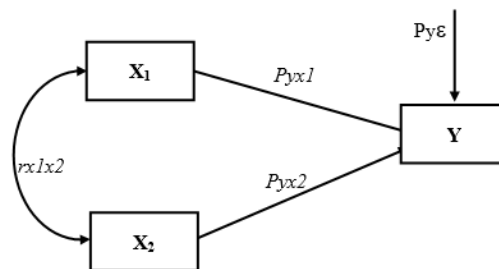


Figure 1. 2 Diagram of the Relationship Structure Between Work Discipline and Work Motivation to Employee Performance

RESULTS AND DISCUSSION

To reveal the influence of a variable or a set of variables on another variable, Path Analysis can be used. In this path analysis, the extent of the influence of one variable on another, both directly and indirectly, can be determined. Before making a decision regarding the magnitude of the influence of one variable on another, hypothesis testing is first conducted, either as a whole or individually.

To determine whether the independent variables, namely the Influence of Work Motivation and Work Discipline on Employee Performance at Pharmacy School X in Bandung City, were analyzed using path analysis and the software used was SPSS release 12. The steps taken include calculating the correlation between variables, resulting in Table 1 below..

Table 1. Correlation Matrix Between Variables
Correlations

		EMPLOYEE PERFORMANCE	WORK MOTIVATION	DISIPLIN
Pearson Correlation	EMPLOYEE PERFORMANCE	1.000	.962	.933
	WORK MOTIVATION	.962	1.000	.934
	DISIPLIN	.933	.934	1.000
Sig. (1-tailed)	EMPLOYEE PERFORMANCE	.	.000	.000
	WORK MOTIVATION	.000	.	.000
	DISIPLIN	.000	.000	.
N	EMPLOYEE PERFORMANCE	30	30	30
	WORK MOTIVATION	30	30	30
	DISIPLIN	30	30	30

Source : SPSS Output

Next, based on the results of the correlation matrix calculations, the path coefficients, the overall influence from X1 to X2, and the path coefficients of other variables outside the X1 to X2 variable can be calculated as shown in Table 2 below.

Table 2. Magnitude of Path Coefficients

Path Coefficient X ₁ to X ₂	px_1x_2	0.934
Path Coefficient X ₁ to Y	pyx_1	0.711
Path Coefficient X ₂ to Y	pyx_2	0.269

Source : SPSS Output

The results of the calculations for the multiple determination coefficient (R² Y.X1, X2), Correlation coefficient (R Y.X1, X2), coefficient of determination of other variables against Y (P² Y €), and path coefficient of other variables against Y (P Y €) are detailed in Table 3 below:

Table 3. Multiple Determination Coefficients, and Path Coefficients of Other Variables

Multiple Determination (R ²)	$R^2_{Y.X1, X2}$	0.935
Multiple correlation Coefficient	$R_{Y.X1, X2}$	0.967
Determination Outside Variable to Y	$P^2_{Y€}$	0.065

Source : SPSS Output

This means that the influence of variables X1 and X2 together on variable Y is 0.935 or 93.5%, indicating that variables X1 and X2 together affect Y, and the remaining 0.065 or 6.5% is influenced by other variables not included in the study.

Based on the theoretical framework that there is an influence between Work Motivation and Work Discipline on Employee Performance at Pharmacy School X in Bandung City, the overall hypothesis will be tested in the form of Table 4 as follows:

Table 4. Results of Simultaneous Testing of X1 and X2 on Y
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	207.603	2	103.801	194.231	.000 ^b
	Residual	14.429	27	.534		
	Total	222.032	29			

- a. Dependent Variable: KINERJA
 - b. Predictors: (Constant), DISIPLIN, WORK MOTIVATION
- Source : SPSS Output

From Table 4 above, it can be seen that the F-value is 194.231 with a significance level of 0.00, which is less than 0.05. Therefore, it can be concluded that the simultaneous test results are proven or significant, and further analysis can be conducted with partial testing.

Meanwhile, the results of the causal relationship or the direct influence of X1 and X2 on Y can be seen in Table 5 below.

Table 5. The Influence of Variables X1 and X2 on Y and the Influence Outside of Variables X1 and X2

Path Coefficient Interpretation		
Explanation	Influence	%
Influence X1, X2 to Y	0.935	93.5
Outside influence X1, X2	0.065	6.5
Summary		100

Source : SPSS Output

From the test results, it can be concluded that Work Motivation and Work Discipline towards Employee Performance at Pharmacy School X in Bandung City is 93.5%, while the remaining 6.5% is influenced by other factors not examined by the author, namely work climate, commitment, work culture, and work environment. However, when viewed partially, Work Motivation has a more dominant influence on Employee Performance than discipline. From the hypothesis testing results, the causal relationship diagram of variables X1, X2 to Y can be illustrated as follows:

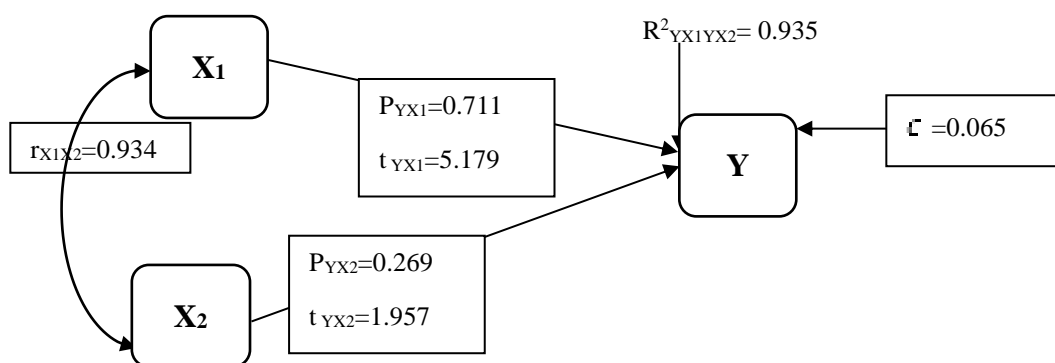


Figure 4.1 Causal Diagram between Work Motivation (X1) and Work Discipline (X2) on Employee Performance (Y)

As shown in figure 4.1 above, it is evident that Work Motivation predominantly affects Employee Performance with a path coefficient of 0.711 and a t-value of 5.179, with a t-table value at the significance level $\alpha(0.05) = 1.67$, compared to Commitment with a coefficient of

0.269 and a t-value of 1.957, with a t-table value at the significance level $\alpha(0.05) = 1.67$. Both variables have been proven to affect Employee Performance.

CONCLUSION

Based on the research conducted to determine the influence of Work Motivation and Motivation on Employee Performance at Pharmacy School X in the City of Bandung, the following conclusions can be drawn:

1. The Work Motivation observed among employees at Pharmacy School X in Bandung City does not yet meet the organization's needs, meaning that Work Motivation is one of the factors that has a significant impact on the organization's sustainability. However, there are several elements/indicators that are considered less appropriate, leading employees to mostly choose uncertain answers.
2. The work discipline of employees at Pharmacy School X in Bandung City is generally assessed as being in accordance with the state of the organization. Some indicators have quite high values. However, there are several indicators with low values that need to be improved.
3. The employees at the X School of Pharmacy in Bandung City have high Employee Performance, and some employees even have very high Employee Performance. From several existing indicators, overall, they show good and high values.
4. Work Motivation and Work Discipline simultaneously affect Employee Performance at Pharmacy School X in the City of Bandung. However, partially, Work Motivation has a more dominant influence on Employee Performance than discipline. And partially, the influence of Work Motivation and discipline on Employee Performance is as follows:
 - a. Work Motivation affects Employee Performance, so if the Work Motivation is appropriate, Employee Performance will also improve.
 - b. Work Discipline affects Employee Performance, so if the Work Discipline possessed by Employees aligns with the organization's expectations, Employee Performance will also improve.

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