

The Effect of Work Motivation and Discipline on Employee Performance Effectiveness

*The Effect of Work
Motivation and
Discipline*

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ABSTRACT

Employee performance is a key factor in achieving company goals and is influenced by various aspects, including motivation and work discipline. Highly motivated employees tend to be more productive, while good work discipline creates a more structured and efficient work environment. This study aims to analyze the effect of work motivation and work discipline on the effectiveness of employee performance at PT. Mandala Finance, Makale Branch, Tana Toraja Regency. This research employs a quantitative method with a survey approach. Data were collected through questionnaires distributed to all employees of PT. Mandala Finance, Makale Branch. The sampling technique used was a saturated sampling method, and data analysis was conducted using Partial Least Square (PLS) with SmartPLS 3.2.9 software. The results show that work motivation positively affects employee performance effectiveness, where more motivated employees demonstrate optimal performance. Furthermore, work discipline also has a significant effect on performance effectiveness, as employees with high discipline levels adhere more to rules and work procedures. Therefore, the company is advised to enhance employee motivation and discipline to improve their performance effectiveness.

Keywords: Employee Performance, Human Resource Management, Performance Effectiveness, Work Discipline, Work Motivation.

ABSTRAK

Kinerja karyawan merupakan faktor utama dalam pencapaian tujuan perusahaan, yang dipengaruhi oleh berbagai aspek, termasuk motivasi dan disiplin kerja. Karyawan yang memiliki motivasi tinggi cenderung lebih produktif, sedangkan disiplin kerja yang baik menciptakan lingkungan kerja yang lebih teratur dan efisien. Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan disiplin kerja terhadap efektivitas kinerja karyawan di PT. Mandala Finance Cabang Makale Kabupaten Tana Toraja. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei. Data dikumpulkan melalui kuesioner yang disebarkan kepada seluruh karyawan PT. Mandala Finance Cabang Makale. Teknik pengambilan sampel menggunakan sampling jenuh, dengan analisis data dilakukan menggunakan metode Partial Least Square (PLS) melalui perangkat lunak SmartPLS 3.2.9. Hasil penelitian menunjukkan bahwa motivasi kerja berpengaruh positif terhadap efektivitas kinerja karyawan, di mana karyawan yang lebih termotivasi menunjukkan kinerja yang lebih optimal. Selain itu, disiplin kerja juga berpengaruh signifikan terhadap efektivitas kinerja, karena karyawan yang memiliki tingkat disiplin tinggi lebih patuh terhadap aturan dan prosedur kerja. Oleh karena itu, perusahaan disarankan untuk meningkatkan motivasi dan disiplin kerja karyawan guna meningkatkan efektivitas kinerja mereka.

Kata kunci: Kinerja Karyawan, Manajemen Sumber Daya Manusia, Efektivitas Kinerja, Disiplin Kerja, Motivasi Kerja.

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INTRODUCTION

Human resources (HR) play an active role as planners, implementers, and determinants of achieving organizational goals. Professional and qualified HR are needed for the organization to run effectively. The success of an organization is highly dependent on good HR management, because performance is the main factor in achieving company goals. According to Kasmir (2016) and Hamali (2018), performance includes work results and behaviors related to the organization's strategic goals and customer satisfaction. In the business world, employee performance effectiveness is key to increasing competitiveness and profitability. Therefore, companies need to manage employees well so that work productivity and efficiency are maintained. At PT Mandala Finance Makale Branch, employee performance effectiveness continues to face challenges related to motivation and work discipline.

According to Drucker (1954), employee performance effectiveness is improved by setting short-term goals that are aligned with organizational goals and then evaluated together with management. At PT Mandala Finance, employee performance is considered suboptimal because individual goals do not fully support company goals. Various studies in Indonesia confirm that the main factors influencing performance are motivation, work facilities, and work discipline. Rivai (2022) stated that these three factors play a crucial role in enhancing performance. Jufrizen (2021) also emphasized the significant role of motivation and work discipline, as well as work facilities, in improving performance through motivation. Robbins (2016) defines motivation as the drive to put in maximum effort to achieve goals that meet individual needs, with three main elements: effort, goals, and needs. In addition, work discipline, awareness and compliance with organizational rules and social norms are emphasized by Tsauri (2013) and Hasibuan and Silvya (2019) as important keys in increasing employee responsibility and loyalty.

Based on interviews with the management of PT. Mandala Finance Makale Branch, the effectiveness of employee performance is not optimal due to low work quality and responsibility. Some employees struggle to handle customer problems and tend to be less innovative, with work motivation that is often low, characterised by a lack of initiative for self-development and creativity. Many employees still rely on instructions from superiors. On the positive side, work discipline has improved since the implementation of the digital attendance system, although its implementation has not been evenly distributed across all branches. Previous studies have shown varying findings: Sukaesih et al. (2019) found that work facilities have a positive impact on performance through motivation, but Christian et al. (2016) and Terry et al. (2017) stated that work facilities do not have a significant effect on performance. Arifah and Muhsin (2018) and Lina (2019) reported that work discipline has a positive effect on performance through motivation, while Ami et al. (2019) stated that discipline does not affect motivation but has a direct effect on performance. Conversely, Evelyn et al. (2024) found that work discipline is not significant for employee performance effectiveness.

Other studies conducted by Wahyuni and Budiono (2022), showed that leadership style has a positive effect on performance through motivation, while Kusuma et al. (2016) found that leadership style has a negative effect on motivation. Putra and Marayasa (2025) stated that leadership style has no significant effect on employee performance effectiveness. The results of these studies indicate a discrepancy between theory and empirical findings, which can affect the validity of the study and create uncertainty in understanding the relationship between motivation, work discipline, and employee performance effectiveness.

The purpose of this study is to analyze the influence of work motivation and work discipline on the effectiveness of employee performance at PT. Mandala Finance Makale Branch, Tana Toraja Regency, as well as to identify performance improvement strategies based on field findings and current human resource management theories. This study hopes to provide practical contributions to companies in increasing productivity and service quality through increasing employee motivation and discipline, as well as providing a theoretical basis for further research development in the field of human

resource management, especially related to achieving organizational goals in the financial industry.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Work Motivation on Employee Performance

Work motivation is a crucial aspect in improving individual and group performance. Sukanto and Handoko (1986) define motivation as an internal drive to engage in activities to achieve goals. Vroom (1984) defines it as the process of voluntarily determining action choices. Wahjosumidjo (1984) views motivation as the interaction between attitudes, needs, perceptions, and decisions. Astuti (2019) divides work motivation into internal aspects (desire for a decent living, rewards, recognition, power) and external (work environment, compensation, supervision, status, job security, responsibility, flexible regulations). Duha (2019) mentions motivation indicators such as drive, willingness, commitment, and goal achievement, while Laia (2018) adds physiological, safety, social, self-esteem, and self-actualization needs. According to Hasibuan (2014), performance is the work results achieved by a person in carrying out tasks based on skills, effort, and opportunities. Employee performance is the result of a specific work process carried out in a planned manner at a specific time and place. Aspects that influence employee performance include motivation, job satisfaction, stress levels, physical work conditions, system improvements, job design, commitment to the institution, and other economic, technical, and behavioral aspects. Sutrisno (2016) divides these aspects into individual elements such as effort, ability, and role/task perception and environmental aspects such as physical conditions, equipment, time, materials, education, supervision, institution design, training, and luck. According to Mangkunegara (2015), performance indicators include work quality, work quantity, task implementation, responsibility, initiative, and creativity. Afandi (2018) adds efficiency, work discipline, leadership, honesty, and creativity, while Septiani (2018) mentions quantity, quality, timeliness, cooperation, and attitude. Robbins (2016) emphasizes that good performance includes work quality, quantity, production time, effectiveness, independence, and work commitment.

H1: Work motivation has a significant effect on employee performance.

Discipline Work on Employee Performance

According to Alex (1984), work discipline is behavior and actions that are in accordance with agency rules, both written and unwritten. Discipline also includes the mental attitude of individuals or groups who understand and obey the rules set by the government or agency. Sinungan (2003) added that discipline is a mental attitude that is reflected in obedience to regulations or norms that apply for certain purposes. Discipline is formed from the awareness and willingness of individuals to obey the rules, not from coercion. When discipline becomes a part of everyone, it can increase work enthusiasm and help achieve agency goals. The concept of discipline is divided into two, namely discipline based on tradition and discipline based on targets. Discipline based on tradition emphasizes the enforcement of discipline in a rigid and authoritarian manner, with punishments that are in accordance with violations without compromise. In contrast, discipline based on targets emphasizes voluntary acceptance by all components in the agency. Work discipline indicators according to Andre et al. (2022) include responsibility for work, effective use of working time, and compliance with regulations. Meanwhile, Pangarso (2016) added indicators such as punctuality in arriving and going home, compliance with regulations, use of work uniforms, responsibility in carrying out tasks, and completing daily tasks.

H2: Work discipline has a significant influence on work performance.

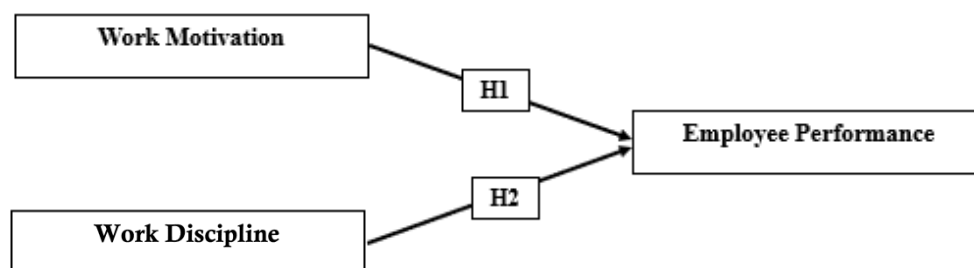


Figure 1. Research Framework

Figure 1 illustrates the theoretical framework that proposes two main influences on employee performance: work motivation and work discipline. Work motivation (H1) acts as an internal drive that encourages employees to be more enthusiastic, creative, and proactive, ultimately increasing their effectiveness and productivity. Meanwhile, work discipline (H2) relates to compliance with rules, proper use of time, and consistency in carrying out tasks, which also contribute to improved performance. These two independent variables are directed through arrows to the dependent variable, namely employee performance, which includes the quality of work results, target achievement, and contribution to organizational goals. This model is used to test the hypothesis that the higher the level of motivation and discipline, the higher the employee performance, thereby supporting the company's productivity improvement strategy by fostering a motivated and disciplined work culture.

RESEARCH METHOD

Research was conducted at PT. Mandala Finance Makale Branch, Tana Toraja Regency, a private company engaged in financing. This study uses a quantitative approach to data analysis, obtained through a questionnaire with a Likert scale of 1-5, where answers that do not support are given a low score and answers that support are given a high score. Primary data were collected directly from respondents through electronic questionnaire surveys or digital forms sent via messaging applications. The type of data collected consists of primary data obtained directly without intermediaries. The questionnaire was designed with closed questions, so respondents only need to check the column provided, making it an efficient method of data collection.

The population in this study were all employees of PT. Mandala Finance Makale Branch, Tana Toraja Regency, totaling 108 people. The sample was determined using a non-probability sampling technique, specifically saturated sampling, where the entire population was sampled; therefore, the number of samples in this study was 108 employees. This sampling technique was carried out to minimize the error rate and ensure more accurate research results. All members of the population were sampled to avoid bias in the study. Data was collected through questionnaires distributed using Google Form to facilitate the collection and tracking of respondents. The preparation of the questionnaire was carried out in several stages, namely determining indicators for each variable, compiling questions based on these indicators, and selecting questions to avoid redundancy. The questionnaire uses a Likert scale to measure respondents' attitudes, opinions, or perceptions of the phenomenon being studied, with answer choices ranging from strongly disagree (value 1) to strongly agree (value 5). In addition, researchers will also make direct visits to the research location to distribute questionnaires directly or through messaging applications and collect answers within a predetermined time limit. Data analysis in this study was conducted using the Partial Least Square (PLS) method with Smart PLS 3.2.9 software. PLS is a multivariate statistical analysis technique used to test the relationship between independent variables and dependent variables simultaneously.

RESULTS

The characteristics of the respondents in this study were drawn from employees of PT. Mandala Finance Makale Branch, Tana Toraja Regency who filled out the research questionnaire. The respondent characteristic variables observed in this study were Gender, Age, Marital Status, Last Education and Employee Length of Service, as follows:

Table 1. Distribution of Research Respondents

Categories	Subcategories	Number of Respondents	Percentage (%)
Gender	Man	103	95.37
	Woman	5	4.63
Age	< 30 years	4	3.70
	30-40 years	22	20.37
	40-50 years	53	49.07
	> 50 years	29	26.85
Level of education	Senior High School	82	75.93
	Diploma (D3)	3	2.78
	Bachelor's degree)	19	17.59
	Master (S2)	4	3.7
Years of service	< 10 years	30	27.78
	10 – 20 years	63	58.33
	20 – 30 years	12	11.11
	> 30 years	3	2.78
Marital status	Marry	94	87.04
	Single	10	9.26
	Divorced	4	3.70
Amount		181	100

Table 1 illustrates the distribution of research respondents consisting of 103 men (95.37%) and 5 women (4.63%), with a total of 108 respondents. Based on age, most respondents fell within the 40-50 years age range (49.07%), followed by those over 50 years (26.85%), 30-40 years (20.37%), and under 30 years (3.70%). In terms of education level, most respondents had a high school education (75.93%), followed by Bachelor's (S1) at 17.59%, Diploma (D3) at 2.78%, and Master's (S2) at 3.7%. The most work periods were 10-20 years (58.33%), less than 10 years (27.78%), 20-30 years (11.11%), and more than 30 years (2.78%). Most respondents were married (87.04%), while those who were unmarried (9.26%) and divorced (3.70%).

To measure the reliability of a construct in PLS-SEM using the SmartPLS application, two methods are employed: Cronbach's Alpha and Composite reliability. However, the assessment using Cronbach's Alpha gives a lower value so it is recommended to use composite reliability, and its value must be more than 0.7.

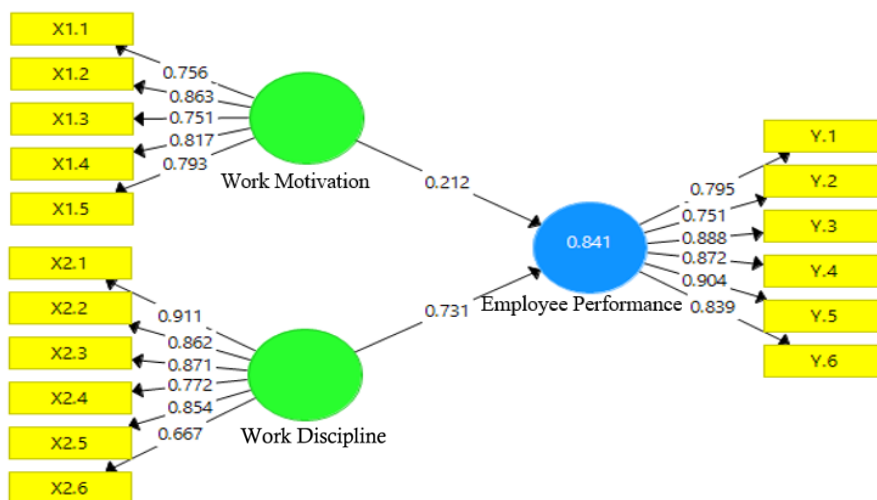


Figure 2. Outer Model Test Results

The analysis results shown in Figure 2 shows that as many as 17 indicators of all variables, all have values greater than 0.7, only 1 indicator is close to 0.7, namely the work discipline indicator in question 6 which has a value of 0.667. Loading Factor is a measure used to measure how well each item represents the construction being measured. The Loading Factor value ranges from 0 to 1, and the higher the Loading Factor value of an item, the better the item represents its construct.

Discriminant Validity is to see and compare Discriminant Validity and square root of average extracted (AVE) (Samud et al., 2021). The following is the result of the Fornell-Larcker Criterion table using SmartPLS version 4.0 software:

Table 2. Fornell-Lacker

Variable	Work Discipline	Employee Performance	Work Motivation
Work Discipline	0.823		
Employee Performance	0.910	0.843	
Work Motivation	0.841	0.827	0.97

The calculation results in Table 2 show that the correlation of each construction is higher than that of other latent constructions. Each construct's Fornell-Larker Criterion value must be greater than the correlation between other constructs or >0.70 for each variable to indicate good discriminant validity.

The outer model is measured not only by assessing convergent validity and discriminant validity but also by assessing reliability, measured by Cronbach's alpha and composite reliability values. The results of the reliability test are as follows:

Table 3. Reliability Test Results

Variable	Cronbach' Alpha	Rho_A	Composite Reliability
Work Discipline	0.906	0.928	0.928
Employee Performance	0.918	0.925	0.936
Work Motivation	0.857	0.864	0.897

Table 3 shows the value of Cronbach's alpha and composite reliability for all constructs are above the value > 0.70 . To be said a construct is reliable, the Cronbach Alpha value must be > 0.6 and the Composite Reliability value must be > 0.7 . With these results, all constructions have good reliability according to the required values.

R-Square is used to measure the predictive power of a structural model. R-Squares explain the influence of certain exogenous latent variables on endogenous latent variables whether they have a substantive influence.

Table 4. R Square Employee Performance

Statistic	Value
R Square	0.841
R Square Adjusted	0.838

Table 4 shows the values of the coefficient of determination ($R^2 = 0.841$) and Adjusted $R^2 = 0.838$ for the model predicting employee performance, which shows that 84.1% of performance variability can be explained by the independent variables in the model, such as motivation and work discipline. This means variable discipline work and motivation Work strongly influences performance of employees, namely by 84.1% while the remaining 15.9% is influenced by other variables. The slightly lower Adjusted R^2 value (0.838) reflects the adjustment to the number of predictor variables, thus indicating that the model is not too affected by excessive complexity and avoids the overfitting phenomenon.

Q-Square is used to measure the magnitude of observations obtained by the model and its parameter estimates. If the Q-Square value is > 0 , this indicates that the model has predictive relevance.

Table 5. Q-Square

Variable	SSO	SSE	Q2(=1-SSE/SSO)
Work Discipline	648.000	648.000	
Employee Performance	648.000	269.678	0.584
Work Motivation	540.000	540.000	

Table 5 shows the evaluation of predictive relevance in the PLS-SEM model through three main statistics: SSO, SSE, and Q^2 . SSO (Sum of Squares Observed) indicates the total variability of the original observed data, while SSE (Sum of Squares Error) measures the total prediction error of the model. The Q^2 value, calculated as $Q^2 (=1-SSE/SSO)$, assesses how well the model predicts new data. A positive Q^2 value indicates predictive relevance. In the table, Work Discipline has an SSO equal to SSE (648,000), so $Q^2 = 0$, indicating the model does not improve predictions compared to using the average. Similarly, Work Motivation has an SSO = SSE (540,000), so $Q^2 = 0$, meaning it has no predictive relevance. In contrast, Employee Performance shows SSO = 648,000 and SSE = 269,678, resulting in $Q^2 \approx 0.584$, much greater than zero, indicating that the model is significantly able to predict employee performance and has good predictive relevance. In summary, only employee performance variables have strong predictive ability, while discipline and motivation do not add predictive value beyond the average. This shows that the model has high predictive relevance for employee performance variables, meaning that the model can predict employee performance well.

After finding the inner model test value, the researcher then conducted a bootstrapping test to carry out the hypothesis test, where the values seen were the T-Statistics value and the P-Values value. The following is a table of Path Coefficients results.

Table 6. Direct Influence Test

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Work Discipline -> Employee Performance	0.731	0.724	0.085	8.593	0.000
Work Motivation -> Employee Performance	0.212	0.221	0.090	2.357	0.019

Table 6 presents the results of the analysis of the relationship between work discipline and work motivation on employee performance. The first hypothesis shows that work discipline has a strong positive influence on employee performance with a coefficient value of 0.731 and a T Statistic of 8.593, and a P Value of 0.000, which indicates very high significance. Meanwhile, the second hypothesis suggests that work motivation also has a positive effect on employee performance, with a coefficient value of 0.212, a T-statistic of 2.357, and a p-value of 0.019, indicating significance, albeit weaker than that of work discipline. Overall, these results indicate that work discipline has a greater influence on employee performance than work motivation.

DISCUSSION

Work motivation has a significant positive impact on employee performance effectiveness. Research by Wau (2022) shows that employees with high levels of motivation tend to have better productivity. Work motivation functions as an encouragement or spirit that drives individuals to act. When employees are highly motivated, they are more active, have initiative, and contribute more to achieving company targets. Factors such as recognition of achievements, opportunities for career development, and providing appropriate incentives play an important role in increasing employee motivation (Kshan, 2019). Additionally, research by Rani and Kumar (2023) confirms that a supportive work environment and positive feedback can enhance employee motivation and performance. Another study by Oktaviani et al. (2023) also shows that intrinsic motivation, such as a sense of achievement and job satisfaction, contributes to increased performance. Thus, when employees feel appreciated and

allowed to develop, they tend to show an increase in their performance effectiveness. Therefore, it is important for companies to create a supportive environment and provide the right incentives to motivate employees.

Work discipline has a significant positive effect on employee performance effectiveness. Research by Mansur (2018) shows that employees who have high discipline tend to be more organized, comply with work rules, and have a better level of responsibility. High discipline creates a more productive and structured work environment, which in turn reduces the error rate at work and increases work time efficiency (Muljani et al., 2018). Disciplined employees are better able to work according to procedures and achieve targets set by the company, which ultimately contributes to increasing their performance effectiveness. In addition, research by Sari and Hidayat (2021) confirms that good work discipline is closely related to employee job satisfaction and motivation. Employees who feel bound by company rules and norms tend to be more motivated to achieve organizational goals. Another study by Irawan et al. (2022) shows that high work discipline can reduce absenteeism and increase employee engagement in their tasks. This shows that discipline not only contributes to individual performance but also to overall team performance. Thus, it is important for companies to instill a culture of discipline in the workplace. Through proper training and development, companies can improve employee discipline, which in turn will improve the effectiveness of their performance. Therefore, investing in developing work discipline can be an effective strategy to achieve organizational goals.

CONCLUSION

Based on the study's results, it can be concluded that work motivation and work discipline have a positive impact on employee performance effectiveness at PT. Mandala Finance Makale Branch, Tana Toraja Regency. This finding answers the research objectives by showing that work motivation plays an important role in improving performance, where highly motivated employees tend to be more active, have initiative, and contribute more to achieving company targets. In addition, work discipline has also been shown to have a significant effect, as disciplined employees are more structured in carrying out tasks, comply with rules, and work more efficiently. The combination of motivation and work discipline contributes to increasing overall performance effectiveness. The implications of this finding indicate the need for companies to take strategic steps in improving employee motivation and discipline, such as through giving awards, career development, and implementing a more structured work system. However, this study has limitations in terms of generalization because it only focuses on one branch of the company. For further research, it is recommended to expand the scope of the sample to various sectors and regions, as well as explore other variables that can affect performance, such as job satisfaction and the work environment. A longitudinal approach can also be used to measure the long-term impact of motivation and work discipline on employee performance.

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