



The Effect of Work Motivation and Work Discipline on Employee Performance at CV. HSA Hikma Surabaya Arang Parappe Village Campalagian District Polewali Mandar Regency

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Abstract. This study investigates the influence of work motivation and discipline on employee performance at CV. HSA Hikma, Surabaya, Indonesia. Using a quantitative approach and multiple linear regression analysis, the study examines the relationships between these variables to understand their significance in improving productivity. Data was collected through structured questionnaires distributed to 90 employees, utilizing a saturated sampling technique to ensure comprehensive representation. The findings reveal that both work motivation and discipline significantly impact employee performance, with motivation playing a slightly more dominant role. The regression model produced an R-squared value of 0.643, indicating that 64.3s% of the variation in employee performance can be explained by work motivation and discipline. Specifically, a unit increase in motivation corresponds to a 0.425 increase in performance, while a unit increase in discipline results in a 0.367 increase. These results underscore the importance of motivational strategies, such as rewards and recognition, alongside maintaining a disciplined work environment to enhance overall productivity. The mean scores for motivation (3.78) and discipline (3.67) suggest that employees generally feel motivated and adhere to organizational policies, though there is room for improvement. The study highlights practical implications for managers, emphasizing the need for a balanced approach that addresses both psychological needs for recognition and the necessity of a structured environment. Future research could explore additional factors like leadership style and organizational culture to provide a more comprehensive understanding of employee performance dynamics.

Keywords: Work Motivation, Discipline, Employee Performance, Multiple Linear Regression.

1 Introduction

The management of human resources plays a critical role in ensuring the efficient use of resources to achieve organizational goals. As highlighted by Handoko [1], human resource management involves recruitment, training, development, and retention of employees, which directly impacts organizational success. Employee performance is

pivotal for companies like CV. HSA Hikma Surabaya, a charcoal manufacturing company, as it directly influences the attainment of company objectives. This study focuses on understanding how work motivation and discipline influence employee performance at CV. HSA Hikma Surabaya.

Work motivation refers to the internal and external forces that drive employees to achieve their job goals, while work discipline involves adherence to organizational rules and norms. As noted by Marlinda et al. [2], a decline in employee motivation and discipline can lead to reduced productivity and missed organizational targets. The aim of this research is to explore the extent to which motivation and discipline impact employee performance and to identify which factor has a more significant influence.

The study employs a quantitative approach with data collected through structured questionnaires. The analysis is performed using multiple linear regression to assess the relationship between work motivation, discipline, and performance. This research aims to contribute to the existing literature by providing actionable insights for companies in managing their human resources effectively during times of change.

2 Literature Review

Motivation has long been considered a critical factor in employee performance. Herzberg's motivation-hygiene theory [3] suggests that factors such as achievement, recognition, and responsibility are key drivers of motivation in the workplace. McClelland [4] further emphasizes the role of intrinsic and extrinsic motivators in shaping employee behaviors.

Discipline, on the other hand, involves consistency in following established rules and regulations. According to Syahputra et al. [5], disciplined employees are more likely to adhere to organizational standards, resulting in better performance. The study by Rozalia et al. [6] identified a positive relationship between discipline and performance, emphasizing the need for consistent enforcement of policies to maintain productivity.

Previous research by Hidayat [7] and Fitriani & Muhyadi [8] supports the significant impact of both motivation and discipline on performance. Their studies highlight that a balanced approach in providing motivation and enforcing discipline leads to enhanced employee outcomes. This research builds upon these findings by focusing on the specific context of CV. HSA Hikma Surabaya, aiming to provide localized insights into the dynamics of motivation, discipline, and performance.

3 Methodology

The research adopts a quantitative approach as defined by Sujarweni [9], focusing on analyzing the relationship between variables through statistical methods. Data collection involved distributing questionnaires to 90 employees at C.V HSA Hikma Surabaya. A sample size of 90 was selected using a saturated sampling technique, where all members of the population are included due to the manageable size. The questionnaires measured three variables: work motivation (X1), discipline (X2), and employee performance (Y).

The study used a Likert scale to measure responses, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Data analysis was conducted using SPSS software, applying multiple linear regression to determine the impact of independent variables (motivation and discipline) on the dependent variable (performance). Tests such as validity, reliability, and classical assumption checks were performed to ensure data quality.

4 **Results**

The regression analysis revealed that both work motivation and discipline significantly impact employee performance. The regression model produced an R-squared value of 0.643, indicating that 64.3% of the variation in employee performance can be explained by the two independent variables. This suggests that the remaining 35.7% of the variation in performance could be attributed to other factors not included in this study, such as work environment or leadership style.

Table 1 presents the results of the multiple linear regression analysis, including the regression coefficients, t-values, and significance levels for both independent variables. The table illustrates that the regression coefficient for work motivation (X1) is 0.425, indicating that a unit increase in motivation corresponds to a 0.425 increase in employee performance (Y), all else being equal. Meanwhile, the coefficient for discipline (X2) is 0.367, showing that a unit increase in discipline results in a 0.367 increase in performance.

Table 1. Multiple Linear Regression Results for Motivation and Discipline

Variable	Coefficient	t-Value	Significance (p-value)
Intercept	1.235	-	-
Motivation (X ₁)	0.425	3.833	0.001
Discipline (X ₂)	0.367	3.767	0.002
R-Squared (R ²)	0.643	-	0

The results further indicate that both work motivation and discipline have statistically significant impacts on employee performance, with p-values less than 0.05. Among the two, motivation (X1) demonstrates a slightly higher coefficient, suggesting it plays a more substantial role in influencing performance compared to discipline. This finding highlights the critical role of motivational strategies, such as rewards and recognition, in enhancing employee productivity.

The descriptive statistics of the variables also shed light on employee perceptions. The mean score for work motivation was 3.78 (on a scale of 1 to 5), indicating that most employees feel reasonably motivated by factors like recognition and supervisor support. Discipline, on the other hand, had a mean score of 3.67, reflecting that employees generally adhere to organizational policies and maintain consistency in their work.

A further analysis of the residuals in the regression model confirmed that the data met the assumptions of normality and homoscedasticity, ensuring the robustness of the results. The Durbin-Watson test produced a value of 1.84, indicating no significant autocorrelation in the residuals, which validates the reliability of the regression analysis.

In summary, the analysis confirms that improving work motivation and maintaining a disciplined environment are both crucial for enhancing employee performance. The higher impact of motivation suggests that managers should prioritize strategies that address employee needs for achievement and recognition. Nevertheless, maintaining a structured and disciplined work environment is also necessary for achieving consistent productivity levels.

5 Discussion

The results of this study align closely with the findings of previous research, such as Hidayat [7] and Rozalia et al. [6], which also demonstrated significant relationships between motivation, discipline, and performance. The slightly higher impact of motivation observed in this study suggests that intrinsic factors like recognition and support play a critical role in enhancing employee engagement and output.

The positive correlation between motivation and performance indicates that employees who feel valued and supported by their supervisors tend to perform better. This is consistent with Herzberg's motivation-hygiene theory [3], which emphasizes that recognition and achievement are essential drivers of employee satisfaction. The coefficient of 0.425 for motivation reflects the importance of these psychological factors in the workplace at CV HSA Hikma Surabaya.

On the other hand, the discipline variable, with a coefficient of 0.367, demonstrates that a structured environment with clear rules and expectations also plays a vital role in maintaining employee performance. This finding is consistent with the assertions of Syahputra et al. [5], who highlighted the importance of a disciplined approach to managing employees. In this context, ensuring that employees adhere to work standards helps maintain consistency and reliability in their output.

The R-squared value of 0.643 suggests that while motivation and discipline are significant contributors, there are other factors influencing performance that were not included in this study. These might include aspects such as the work environment, organizational culture, or leadership style, which have been suggested in other studies like those of Fitriani & Muhyadi [8]. Understanding these additional factors could provide a more comprehensive approach to improving performance.

Additionally, the descriptive statistics highlight that while employees feel generally motivated and disciplined, there is still room for improvement. With a mean motivation score of 3.78, initiatives such as increased recognition programs and opportunities for professional development could further enhance motivation levels. Similarly, refining disciplinary measures could ensure that employees maintain high standards of performance.

Ultimately, the study's findings provide practical implications for managers at C.V HSA Hikma Surabaya. Emphasizing both motivational strategies and maintaining a disciplined work environment can help optimize employee productivity. The results

suggest that a balanced approach—addressing both psychological needs for recognition and the need for a structured environment—can yield the best outcomes in terms of performance.

6 Conclusion

This study concludes that work motivation and discipline significantly impact employee performance at C.V HSA Hikma Surabaya. Motivation, particularly through recognition and support, plays a slightly more influential role than discipline. Managers should focus on creating motivational programs and fostering a disciplined culture to enhance productivity. Future research could explore the impact of other factors such as leadership style and organizational culture on employee performance.

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