



Determinants of employee performance viewed from the aspect of management strategy: Motivation and work discipline

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ABSTRACT

This study analyzes the influence of motivation and discipline on employee performance at PT PLN. Quantitative research methods were used and 85 respondents were selected through sampling. Data were collected through questionnaires and analyzed using instrument tests, classical assumptions, multiple regression, coefficient of determination, and partial and simultaneous hypothesis testing using SPSS 26. The results showed that motivation and discipline had a significant effect on the performance of PT.PLN employees. Simultaneously, both positively and significantly impact employee performance, with a coefficient of determination reaching 60.9%, while the other factors influence 39.1%. The research concludes that motivation significantly increases employee productivity and performance in PT. PLN. Management can design motivational programs, such as financial incentives, career development, training, or work environment improvement. Discipline also has a positive effect; therefore, it is necessary to develop policies that support and increase employee discipline levels through training and an effective reward and sanction system. Furthermore, the findings show that the combination of discipline and motivation positively affects employees' work results. Therefore, management needs to consider these two aspects to improve overall performance. Development programs that support discipline and motivation can be effective strategies for achieving company performance goals.

KEYWORDS

Motivation; Discipline; Employee Performance

1. INTRODUCTION

Human resources also play a significant role in this process. Employees must have the ability to carry out company activities. The abilities possessed by each employee must be maximized to provide maximum results for the company in the form of performance. According to Sutrisno (2016), performance is a person's success in carrying out tasks, the work results achieved by a person or group of people in an organization by their respective authority and responsibilities, or how a person is expected to function and behave through the tasks that have been assigned to them. as well as the quantity, quality, and time used to carry out the tasks. According to Wirawan (2015), performance is the output of the functions or indicators of a job or profession within a certain time.

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According to Mangkunegara (2018), performance results from work in terms of quality and quantity are achieved by an employee carrying out his duties according to his responsibilities. According to Veihzal Rivai Zainal (2014), performance is the real behavior displayed by each person as a work achievement produced by employees in their role in the company. These human resource factors largely determine a company's success, because human resources are the driving force from planning, organizing, and calculating to evaluating levels involving other resources. Various factors including motivation and work discipline can influence performance (Khamaludin et al., 2022).

Kadarisman (2017) states that work motivation is the driving force or motivator within a person who wants to behave and work diligently and well according to the duties and obligations given to them. Motivation is a person's encouragement to carry out the duties and responsibilities given by the company to achieve targets. Work motivation is the process of external influence or encouragement on a person or workgroup so that they want to carry out something that has been determined (Sadili, 2015).

According to Fahmi (2013), work motivation is a behavioral activity that fulfills desired needs. Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities or work with sincerity, joy, and sincerity so that the results of the activities they carry out are good and quality (Afandi, 2018). According to Hartatik (2018), work motivation causes, channels, and supports human behavior, so that they are willing to work hard and are enthusiastic about achieving optimal results. According to Robbins and Judge (2018), motivation is a process that explains the integrity, direction, and diligence of employees working to achieve their goals. Based on the analysis and observations made at PT. PLN, in terms of motivation, has a low level of condition but does not yet have maximum motivation; therefore, it can be concluded that employees at the company are still not optimal.

Furthermore, work discipline also influences performance; according to Sutrisno (2016), discipline is a person's behaviour by existing regulations and work procedures, or discipline is attitudes, behaviour and actions that comply with the organization's regulations, both written and unwritten. According to Hasibuan (2017), discipline is an attitude of respecting and appreciating applicable written and unwritten regulations, being able to carry them out, and not refusing to accept sanctions if they violate the duties and authority given to them. According to Rivai (2017), discipline is a tool that managers use to communicate with workers so that they are willing to change their behavior and increase their awareness and willingness to obey all regulations. According to Agustini (2019), discipline is an attitude of obedience to the rules and norms that apply to a company to increase employee determination to achieve company/organization goals.

Based on the results of observations at PT. PLN still have many employees who lack discipline; some are often late for work, some are often sick, and some even fail to provide information. Moreover, some employees are less obedient to their superiors. Similarly, superiors are not yet fully able to make wise decisions. Employee performance results will also be high because employees have a high level of discipline.

Research the relationship between motivation, work discipline, and employee performance in PT PLN. Work motivation is a key factor that encourages individuals or work groups to work diligently and well by the tasks and obligations given, so through this research, it is hoped that the urgency of managing motivation and work discipline in improving employee performance at PT PLN can be revealed. It is hoped that the findings of this research can serve as a basis for company management to design more effective strategies for managing motivation and improving work disciplines to achieve

optimal performance.

2. RESEARCH METHODS

This study uses a quantitative research method based on the philosophy of positivism. The positivist approach emphasizes the use of concrete, empirical, objective, measurable, rational, and systematic scientific methods (Sugiyono, 2022). By using this method, this research aims to gain a strong and measurable understanding of the relationship between motivation, work discipline, and employee performance in PT PLN Jakarta. Eighty-five respondents were included in this research was 85 respondents. The sample was selected using a sampling method that ensured the representativeness of the PT PLN Jakarta employees. Data collection was conducted by distributing questionnaires to the respondents as the main data collection instrument.

This study was carried out at PT. PLN Jakarta is located in Jl. M. Ridwan Rais No.1 Central Jakarta, Indonesia. The study was conducted from October to December 2023 and ended in February 2024. The research stages involved the initial preparation, preliminary preparation of the research proposal, revision of the research proposal, preparation and distribution of questionnaires to respondents, analysis and processing of the data obtained, and writing the research report.

3. RESEARCH RESULT

3.1. Data Description

3.1.1. Motivation Variable Data Description

Field studies show that, from a physiological perspective, employees tend to agree that they receive wages commensurate with their abilities and skills. An average score of 3.29 indicates a fairly positive level of agreement. Employees also tend to agree that they receive bonuses and facilities outside of their basic wages or salary. An average score of 3.27 indicates a fairly positive level of agreement. A percentage of 30% shows that the majority of employees agree with the statement that they receive bonuses and facilities outside their basic wages or salary.

Employees tend to agree that they receive health benefits based on their health needs and security. An average score of 3.34 indicates a positive level of agreement, with 19% indicating that a small percentage of employees agree with the statement of getting health benefits. Employees agree that they will receive work safety equipment and facilities. An average score of 3.88 indicates a positive level of agreement, with 24% indicating that the majority of employees agree with the statement of getting work safety equipment and facilities.

Furthermore, regarding social needs, employees positively respond that they can interact well in the work environment. An average score above 3 indicates a high level of agreement, with a percentage of 13% indicating a small percentage of employees agree with the statement of being able to interact well in the work environment. Employees also responded positively that they had friends sharing problems and stories in the work environment. An average score of 3.81 indicates a positive level of agreement, with 24% indicating that most employees agree with having friends to share problems and stories within the work environment.

From the perspective of the need for recognition, self-esteem, and self-actualization,

employees tend to agree that their leaders and work environments always appreciate them. With an average score above 3, the level of agreement was quite positive. A percentage of 28% showed that most employees agreed that their leadership and work environment always appreciated them. Furthermore, employees tend to agree that they can develop skills and unleash their maximum potential. The level of agreement was quite positive, with an average score of 3.65. A percentage of 31% shows that most employees agree with the statement of being able to develop skills and unleash their potential to the maximum extent.

3.1.2. Discipline Variable Data Description

From field studies, the dimensions of goals and abilities in discipline vary, and employees tend to feel that the company gives them clear Standard Operating Procedures; an average score of 3.58 indicates a positive level of agreement. The leadership role model dimension shows that employees tend to agree that leaders in the company try to be role models. A mean score of 3.58 indicates a positive level of agreement. Furthermore, in terms of remuneration, all employees tended to agree that the compensation given was due to their contribution. A mean score of 3.62 indicates a positive level of agreement. From a justice aspect, employees agree that leaders can be fair and wise when resolving employee conflicts. A mean score of 3.75 indicates a positive level of agreement.

Under supervision, employees tend to agree that leadership monitors their work. A mean score of 3.85 indicates a positive level of agreement. Regarding punitive sanctions, employees tend to agree that the company provides punishments to improve its quality. A mean score of 3.67 indicates a positive level of agreement. Employees tend to agree that they have good relationships with their leaders and fellow employees. A high mean score of 3.81 indicates a positive level of agreement.

3.1.3. Performance Variable Data Description

Based on the respondents' responses, in terms of quality, employees tend to agree that they can understand their duties and responsibilities in detail. A high mean score of 3.94 indicates a positive level of agreement. Employees also tend to agree that they perform their tasks carefully, neatly, and orderly. A high mean score of 3.95 indicates a positive level of agreement. Furthermore, employees tend to agree that they always complete their assigned work according to the quantity target. A high mean score of 3.94 indicates a positive level of agreement. Employees also tend to agree that they have the initiative to carry out tasks creatively and efficiently. A high mean score of 3.96, indicates a positive level of agreement.

Furthermore, in the time dimension, employees tend to agree that they can handle objects quickly and precisely when there are obstacles in the task implementation process. A high mean score of 3.73, indicates a positive level of agreement. In terms of cost reduction, employees tend to agree that they can streamline and maximize the cost of doing a job. A high mean score of 3.99 indicates a very positive level of agreement. Employees also tended to agree that superiors often supervise them when carrying out work. A high mean score of 3.99 indicates a very positive level of agreement. Finally, employees tend to agree that they have good relationships with them. A high mean score of 3.84 indicates a very positive level of agreement.

3.2. Validity Test

Table 1. Motivational Variable Validity Test Results

No	Questionnaire	r count	r table	Decision
1	Employees receive wages commensurate with their abilities and skills	0.801	0.213	Valid
2	Employees receive bonuses and facilities outside of their basic wages/salaries	0.800	0.213	Valid
3	Employees receive health benefits	0.812	0.213	Valid
4	Employees receive work safety equipment and facilities	0.763	0.213	Valid
5	Employees are able to interact well in the work environment	0.759	0.213	Valid
6	Employees have friends to share problems and stories with in the work environment	0.701	0.213	Valid
7	Employees are always respected by the leadership and work environment	0.655	0.213	Valid
8	Employees are able to develop skills and unleash maximum potential	0.683	0.213	Valid

Table 2. Validity Test Results for Discipline Variables

No	Questionnaire	r count	r table	Decision
1	Employees are given clear SOPs by the Company	0.698	0.213	Valid
2	Leaders try to be role models for employees	0.754	0.213	Valid
3	Compensation given is in accordance with the contribution made by the employee	0.709	0.213	Valid
4	Leaders are able to be fair and wise when resolving conflicts between employees	0.687	0.213	Valid
5	The work carried out by employees is always monitored by the leadership	0.612	0.213	Valid
6	The company provides punishments that can improve employee quality	0.529	0.213	Valid
7	Leaders act bravely and firmly when it comes to mistakes made by employees	0.727	0.213	Valid
8	Employees have relationships with leaders and fellow employees	0.702	0.213	Valid

Table 3. Validity Test Results for Employee Performance Variables

No	Questionnaire	r count	r table	Decision
1	I am able to understand in detail the duties and responsibilities	0.7687	0.213	Valid
2	I carry out tasks/work carefully, neatly and orderly	0.771062	0.213	Valid
3	I always complete the work assigned according to the target amount	0.795873	0.213	Valid
4	I have the initiative to do tasks creatively in an efficient time	0.866644	0.213	Valid
5	I am able to handle quickly/accurately if there are obstacles in the process of carrying out tasks	0.669301	0.213	Valid
6	I am able to streamline and maximize costs in doing a job	0.792892	0.213	Valid
7	I am often supervised by my boss when doing work	0.751579	0.213	Valid
8	I have good relationships with fellow employees	0.669148	0.213	Valid

Based on the above table, it can be seen that all statements in the questionnaire are declared valid because $> (0.213)$ all statements can be used as a data collection tool, and the questionnaire results can be processed further.

3.3. Reliability Test

Based on Table 4, the test results using SPSS 26 show that the Cronbach's alpha test results for all variables were > 0.70 . Thus, it can be concluded that the motivation, discipline, and Employee Performance variables are reliable.

Table 4. Reliability Test Results

Variable	Cronbach Alpha	Standard Cronbach Alpha	Decision
Motivation	0.910	0.70	Reliable
Discipline	0.829	0.70	Reliable
Employee Performance	0.812	0.70	Reliable

3.4. Hypothesis Testing

3.4.1. Partial Hypothesis Testing (t Test)

A t-test was used to test the influence of the independent variable on the dependent variable individually or partially. The t-test was performed with a two-sided test at a significance level of 5%.

Table 5. Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9,483	2,435		3,895	,000
1 X1	,735	,081	,706	9,075	,000

a. Dependent Variable: Y

Based on the table above, tcount is 6.130 > ttable 1.98827. This result indicates that the First Hypothesis (H1) is acceptable. Thus, it can be concluded that there is a positive and significant effect of motivation on PT PLN performance.

Table 6. Hypothesis Testing Discipline Variables on Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15,587	1,757		8,873	,000
1 X2	,553	,060	,709	9,157	,000

a. Dependent Variable: Y

Based on the table above, tcount is 9.157 > ttable 1.98827. This result indicates that the First Hypothesis (H2) is acceptable. Thus, it can be concluded that discipline has a positive and significant effect on employee performance.

3.5. Simultaneous Hypothesis Testing (f Test)

The f-test is used to test the extent to which the independent variables contribute simultaneously or together to the dependent variable. The f test was carried out using a two-sided test with a significance level of 5%.

Table 7. Simultaneous Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1086,407	2	543,204	63,934	,000b
1	Residual	696,699	82	8,496		
	Total	1783,106	84			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

f Table 7, this shows that the third hypothesis (H3) is acceptable, which proves that there is a positive and significant effect between motivation and discipline on the

performance of PT PLN.

4. DISCUSSION

4.1. *The Influence of Motivation on Performance*

Based on the results of a simple regression analysis of Motivation on Performance, the following equation was obtained: $Y = 15.587 + 0.553X_2 + e$. The coefficient of determination test results between motivation (X_1) and performance (Y) obtained an R-squared value of 0.503 or 50.3%. The results of the partial test calculations obtained a count value of 9.157 > table value 1.98827, with a significance value of 0.000 < 0.05. This result indicates that the First Hypothesis (H_1) is acceptable. So, it can be concluded that motivation and performance have a positive and significant effect. This is in line with research conducted by Pramana and Widiastini (2020), which shows that work motivation significantly affects employee performance. Tusholihah et al. (2019) conclude that work motivation variables influence employee performance.

Based on the respondents' answers, these are indicators of physiological needs, the need for recognition, and self-esteem. Physiological needs indicators discuss how employees receive wages based on their abilities and skills, and whether they receive bonuses and facilities outside the basic wage or salary. Indicators of the need for recognition and self-esteem discuss employees who always want to be respected by their leaders and work environment. The indicators that most dominantly influence employee motivation are social needs and self-actualization needs. Social needs indicators discuss how employees can interact well in the work environment and whether they have friends to share problems within the work environment. The self-actualization needs indicator discusses how employees develop skills and maximize their potential.

4.2. *The Effects of Discipline on Performance*

Based on the results of a simple regression analysis of discipline (X_2) on performance (Y), the following equation was obtained: $Y = 9.483 + 0.735X_1 + e$. The coefficient of determination test results between discipline (X_2) and performance (Y) obtained an R-square value of 0.498 or 49.8%. The results of the partial test calculations obtained a count value of 6.130 > table value 1.98827, with a significance value of 0.000 < 0.05. This result indicates that the First Hypothesis (H_2) is acceptable. Thus, it can be concluded that there is a positive and significant effect of discipline on PT performance. PLN.

This is in line with research conducted by Tarigan and Aria (2021), who concluded that discipline significantly affects performance. Other studies also strengthen the hypothesis of this research conducted by Wahyudi (2019), who concluded that work discipline positively affects employee performance.

4.3. *The Effects of Motivation and Discipline on Performance*

Based on the results of the multiple linear regression analysis of motivation (X_1) and discipline (X_2) on performance (Y), the following equation was obtained: $Y = 8.468 + 0.444X_1 + 0.339X_2 + e$. Coefficient test results determination between motivation (X_1) and discipline (X_2) Regarding employee performance (Y), an R-squared value of 0.609 or 60.9% was obtained. The results of the f-test calculation (simultane-

ous) obtained an account value of 69.934 > a stable value of 3.11, with a significance value of 0.000 < 0.05. This shows that the third hypothesis (H3) is acceptable; this proves a positive and significant effect between Motivation and Discipline (X1) on PT performance. PLN. This is supported by research conducted by Sudarso (2020), who concluded that motivation and work discipline positively and significantly affect employee performance (Prasetyo, Harwijayanti, Ikhwan, Maknun, & Fahlevi, 2022).

In this study, problematic indicators based on the results of respondents' answers were quality and quantity indicators (Ahmad, Kuldasheva, Nasriddinov, Balbaa, & Fahlevi, 2023). Quality indicators discuss employees' ability to clearly understand their duties and responsibilities in carrying out tasks or working carefully and neatly. Quantity indicators discuss how employees always complete work according to the target quantity and take the initiative to carry out tasks creatively and efficiently. The indicators that dominantly influence performance are time and relationship indicators between employees. Time Indicators discuss how employees can deal quickly or precisely when there are obstacles in performing tasks. The Inter-Employee Relations Indicator discusses good relations between employees.

5. Conclusion

The research results concluded that the motivation variables had a positive and significant effect on PT employees' performance. PLN shows that motivation is the main determining factor that can increase employee productivity and work results at PT PLN. Therefore, PT.PLN management can confidently believe that every effort to increase employee motivation will positively impact an organization's overall performance. PT PLN management can use these findings as a basis for designing and improving employee motivation programs, such as improving financial incentives, career development opportunities, targeted training programs, and the work environment. Further studies could explore whether certain factors of motivation, intrinsic or extrinsic, are predicted to have a greater impact on employee performance.

The results show a positive and significant effect of discipline on the performance of PT employees. PLN research findings show that strong discipline variables encourage employees to comply with the rules, regulations, and operational standards that apply to the company. Thus, management of PT. PLN must develop policies that better support and increase employee discipline levels. Efforts to strengthen discipline are reflected in management policies such as providing training, coaching, or an effective reward and sanction system.

Furthermore, from the research findings, it can be concluded that there is a simultaneous positive and significant effect of discipline and motivation on PT. PLN employees' performance. These results show that the combination of discipline, which includes compliance with company rules and procedures, synergized with motivation that encourages enthusiasm and dedication in carrying out duties and responsibilities among PT. PLN employees have a positive impact on their work outcomes. From research, management needs to pay attention to these two aspects to improve employee performance by developing programs that support increasing levels of discipline, such as leadership training, and motivation programs, such as reward and recognition, which can be effective strategies.

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