

The Influence of Motivation and Work Discipline on Employee Performance

Muhamad Abid¹, Hureyda Savikri²

^{1,2}Department of Management, Faculty of Economics and Business, Universitas Pamulang, Banten. Indonesia.
Email: dosen02466@unpam.ac.id

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ABSTRACT

This research analyzes work motivation and discipline's influence on team member performance at PT. Moderland, South Tangerang. The study uses a quantitative research method with a saturated sampling technique, involving 50 employees as respondents. Data were collected through questionnaires, observation, and interviews, then analyzed using multiple linear regression analysis. The results indicate that work motivation and discipline significantly positively affect team member performance, both partially and simultaneously. Employees with higher motivation and discipline levels tend to demonstrate better work outcomes in quality, quantity, timeliness, and cooperation. The coefficient of determination also shows that these two independent variables can explain much of team member performance. This research concludes that enhancing motivation and maintaining discipline are crucial strategies for improving team member productivity and organizational effectiveness. The findings are expected to support better human resource management practices at PT. Moderland.

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

I. Introduction

Human resources (HR) refers to the aspects that enable individuals to perform their work, and HR managers work to help organizations achieve their goals (Stewart & Brown, 2019). HR managers utilize all the different resources people possess (reasoning, emotions, desires, abilities, skills, knowledge, motivation, strength, and labor) to help ensure that everyone in the organization works together toward achieving the objectives (Widarni & Mora, 2021).

Human resources are the integrated capabilities of an individual's intellectual and physical power. (Werdhiastutie et al., 2020). Hereditary and environmental factors influence human behavior and characteristics, while the desire to achieve self-satisfaction motivates work performance. (Kumar, 2023). Intelligence inherited from birth is often referred to as intellectual power, which serves as a fundamental asset for an individual and is usually measured by the intelligence quotient (IQ) (Richardson, 2022). Individuals with test results below 79 are categorized as having low intelligence, those between 80 and 119 fall into the average category, and scores above 120 are classified as high intelligence or genius. Intelligence and individual competence are implemented to create ideas, innovation, creativity, and the best work systems. Meanwhile, effort, learning, and training shape a person's competence. (Bonesso et al., 2020).

In carrying out a construction project, PT. Moderland holds qualifications and classifications such as implementation services for the construction of single residential units, commercial buildings, public buildings, water channels, water resource infrastructure, and highway construction. Up to now, PT. Moderland has collaborated with other companies to support the implementation of the projects they handle. In 2010,



PT. Moderland completed a two-story marketing office building project in Tangerang City. In 2013, they completed a drainage project along Pala Raya Street, and in 2015, they completed the asphalt paving project of the Sirnagalih highway.

Based on data provided by the company, there are issues concerning team member performance at PT. Moderland, where performance targets have not been met over the past three years. Poor team member performance results in lower company productivity and failure to achieve predetermined targets. According to Mangkunegara (2019)"Performance is the result of work in terms of quality and quantity achieved by a team member in carrying out their duties as assigned." This can be observed in the table presented below.

Table 1. Team member Performance Achievement Data at PT. Moderland (2021–2023)

Year	Quality	Task Execution	Responsibility	Target	Average
2021	85	83	88	100%	85.30%
2022	76	79	80	100%	78.30%
2023	70	75	85	100%	76.50%

The table above shows team member performance achievement from 2021 to 2023 has fluctuated over the past three years. This indicates that team member performance has not yet reached its maximum potential. If this situation continues unchecked, it could hurt the company's sustainability. Therefore, it is essential to enhance employee motivation to prevent it from affecting overall performance achievement within the company. According to Afandi (2018) Motivation is a desire that arises from within an individual, inspired and driven to engage in activities with sincerity, enthusiasm, and dedication, leading to quality results. When employees are motivated, they experience a sense of personal satisfaction, which fosters excitement in their work. Working alongside motivating colleagues also helps employees complete tasks more efficiently. Thus, motivating employees is crucial to ensuring they work enthusiastically and perform at their best, ultimately improving productivity.

Motivation plays a critical role in an organization because even if an employee possesses excellent knowledge and skills, without motivation, they may fail to perform effectively, thereby becoming a burden to the company. Their output may not reflect optimal results. The following table presents data on the provision of motivation, outlining various factors that should be considered in determining the appropriate work motivation strategies.

Table 2. Pre-Survey Data on Employee Motivation at PT. Motherland

No	Statement	Yes	No	Total
1	Work presentations influence career development	11	5	16
2	Recognition from superiors in this company can motivate employees to work	6	10	16
3	A good work environment and teamwork contribute to success	10	6	16
4	Proper work facilities provide a sense of security for employees	12	4	16
5	Company compensation is a form of respect for employees	10	6	16

Based on the pre-survey table above, it can be observed that among the five statements, the highest number of respondents who selected "No" was 10 out of 16 for the statement: "Recognition from superiors in the company can motivate employees to work." This indicates that employee motivation is not effectively achieved, as many employees feel that recognition from superiors is not a strong motivational factor.

Table 3. Employee Motivation Data at PT. Moderland for the Year 2023

No	Indicator	Sub-Indicator	Description
1	Work Performance	Training Provision	Available
		Career Development Opportunities	Available
2	Recognition from Superiors	Leaders encourage both individual and team performance	Available
3	Work Conditions	Positive work environment	Available
		Supportive teamwork	Available
4	Work Facilities	Retirement benefits	Not Available
		Business support	Available
		Family gathering recreational activities.	Not Available
5	Compensation	Incentive provision	Available

Table 3 indicates that PT. Moderland has not effectively provided work motivation, as seen from the work facilities indicator, particularly the absence of retirement benefits, and the compensation indicator, where family gatherings and recreational activities are not provided. This lack of motivation from the company contributes to suboptimal employee performance due to insufficient organizational encouragement and support. Aside from work motivation, another crucial factor influencing employee performance is work discipline. Work discipline refers to employees who consistently arrive and leave on time and adhere to all company regulations and relevant norms. For an organization, maintaining strong work discipline ensures orderliness, efficient task execution, and responsibility fulfillment, ultimately leading to optimal results.

According to Hasibuan (2010) Work discipline is an individual's awareness and willingness to comply with all company regulations and applicable social norms. The level of employee work discipline across various aspects is outlined as follows:

Table 4. Employee Work Discipline Data at PT. Moderland (2021–2023)

No	Aspect	Target	2021	2022	2023
1	Attendance Frequency	100%	80%	90%	75%
2	Alertness Level	100%	85%	85%	80%
3	Compliance with Work Standards	100%	80%	90%	70%
4	Compliance with Work Regulations	100%	80%	95%	70%
5	Work Ethics	100%	80%	90%	85%
Average		100%	81%	90%	76%

Based on Table 4, the work discipline aspects at PT are as follows: Moderland, which was targeted at 100%, has shown a continuous decline from 2021 to 2023, resulting in unmet employee discipline standards. The decline in work motivation and discipline highlights the need for employees to improve their performance by maintaining discipline. At the same time, the company must take immediate action to enforce discipline and provide strong motivation to ensure employees remain committed to improving their performance. Without these measures, the annual decline in employee performance may continue, potentially leading to company losses. This issue has become a serious concern for management, as significant employee performance problems remain, including lateness, absenteeism during working hours, and frequent customer complaints.

Several factors, such as motivation and discipline, influence these challenges. However, this study focuses on two key factors: motivation and work discipline, regarding employee performance. These two aspects are crucial in enhancing employee productivity, as they help create a conducive work environment, fostering enthusiasm and commitment to achieving organizational goals, particularly at PT. Moderland. This raises the question of how these factors interact and how their synergy influences employee performance in the long run.

II. Literature Review and Hypothesis Development

2.1. Motivation

According to Afandi (2018) Motivation is an internal desire that emerges within an individual due to inspiration, enthusiasm, and encouragement to engage in activities with sincerity, joy, and dedication, ultimately leading to high-quality performance. In line with this, Winardi (2018:6) describes motivation as a potential force that resides within a person, which can either be developed independently or influenced by external factors. These external influences often revolve around monetary and non-monetary rewards, positively or negatively affecting an individual's performance. From these perspectives, work motivation can be understood as a driving force that propels individuals to take action, either from an internal or external source, to achieve organizational objectives. This driving force fosters enthusiasm and determination, essential in ensuring employees perform their duties effectively and with greater commitment.

Afandi (2018) highlights several key aspects in discussing the factors influencing work motivation. One of the fundamental factors is the need for survival, where individuals are driven to work to fulfill essential needs such as food, shelter, and other necessities. In addition, motivation is also influenced by future security, where employees seek stability and optimism in their careers, ensuring a work environment that is both harmonious and reassuring. Another crucial aspect is self-esteem, where individuals desire recognition and appreciation for their contributions. The level of acknowledgment often correlates with their professional standing, as higher positions demand greater accomplishments. Furthermore, motivation is shaped by recognizing achievements, where employees strive to reach their maximum potential by utilizing their skills, abilities, and expertise to deliver outstanding work results. Expanding on these factors, Maslow (2017) Explains that motivation operates within a hierarchical framework. The most fundamental level consists of physiological needs, referring to the material and necessities that sustain human life. As these needs are met, individuals become increasingly focused on safety and stability, prompting them to seek security in their personal and professional lives. As motivation evolves, the need for social connection and belonging becomes a driving force, encouraging employees to engage in meaningful interactions and establish strong professional relationships. Additionally, the desire for self-worth and esteem grows, pushing individuals to seek appreciation and respect for their efforts. At the highest level, self-actualization emerges, where individuals pursue personal fulfillment and strive to reach their full potential once all their fundamental needs have been satisfied.

These discussions emphasize the importance of motivation in the workplace, demonstrating how personal aspirations, workplace conditions, and external rewards shape an individual's performance. Understanding these dynamics allows organizations to implement strategies that foster a more motivated and productive workforce, ultimately contributing to long-term success and growth.

2.2. Work Discipline

According to Hasibuan (2017), Work discipline is defined as an awareness and willingness of individuals to comply with company regulations and applicable norms. Similarly, Sutrisno (2019) defines Discipline as an individual's ability to adhere to established environmental norms. Work discipline encourages employees to comply with company regulations and perform their duties responsibly and efficiently. From these definitions, work discipline can be understood as shaping employees' knowledge, behavior, and attitudes, allowing them to work cooperatively with colleagues and improve their performance voluntarily. Employees with strong discipline are more likely to enhance productivity and contribute to the company's overall success. Singodimedjo in Sutrisno (2017) says several factors influence work discipline. One key aspect is the level of compensation, as employees are more likely to comply with company rules when they feel fairly rewarded for their efforts. Additionally, the leadership example set by supervisors significantly impacts discipline, as employees tend to follow the behavior demonstrated by their leaders. Clear and established

regulations also play a vital role, as discipline cannot be effectively enforced without well-defined policies. Another critical factor is the leader's ability to take decisive action when disciplinary violations occur. A firm yet fair approach to rule enforcement fosters a sense of security among employees and deters further infractions. Supervisory control within the company also maintains discipline by ensuring employees remain accountable for their tasks. Furthermore, employee well-being and workplace culture influence work discipline, as employees require financial compensation, recognition, and a supportive work environment. Establishing positive workplace habits, such as mutual respect, encouragement, and employee involvement in decision-making, also strengthens workplace discipline.

According to Hasibuan (2018), work discipline can be measured through several key indicators. One essential aspect is the clarity of goals and employee capabilities, as employees perform better when tasks align with their skills and expertise. Another important factor is leadership role models, where a disciplined leader sets an example for employees. Compensation and rewards also play a significant role, as employees who feel valued and fairly compensated tend to be more disciplined. Justice and fairness in the workplace further contribute to discipline by ensuring employees feel equally treated, which fosters motivation and commitment to organizational rules. Additionally, direct supervision (Waskat) is considered one of the most effective ways to ensure workplace discipline. Supervisors must actively oversee employee performance, provide guidance, and address challenges. This approach fosters a sense of accountability, strengthens the work ethic, and ensures that employees remain focused on their tasks. In conclusion, work discipline is essential to organizational success, ensuring employees remain responsible, committed, and productive. Companies must implement fair policies, effective leadership, and structured supervision to maintain high levels of employee discipline, ultimately contributing to achieving organizational goals.

2.3. Employee Performance

As a leader, it is essential to understand and define performance, whether at the individual, team, or company level. A shared understanding of performance between leaders and employees is crucial in aligning efforts to achieve organizational goals. The quality of employee performance depends mainly on how leaders educate, set performance targets, develop strategic plans, monitor progress, and ensure employees deliver expected results. Achieving optimal performance requires a clear understanding of the factors that influence it. Gibson, as cited in Umam (2010) identifies three major factors affecting employee performance. Individual factors include abilities, leadership qualities, family background, work experience, social status, and demographics. Psychological factors encompass perception, roles, attitudes, personality, motivation, work environment, and job satisfaction. Meanwhile, organizational factors involve organizational structure, job design, leadership style, and compensation systems. Furthermore, Wilson, as cited in Bangun (2012), argues that job standards can be determined by the nature of the job itself, serving as a basis for evaluating performance. Several key aspects are commonly used as performance measurement criteria. One such criterion is work quantity, which refers to the number of tasks completed by an individual or team based on predetermined job requirements. Since each job has unique demands, employees must meet the necessary knowledge, skills, and competencies to fulfill their responsibilities effectively. Work quality is another critical aspect, as employees must adhere to predefined standards of excellence to ensure the desired output meets company expectations. Additionally, timeliness plays a significant role in performance evaluation, particularly in interdependent jobs. Delays in one department may disrupt the workflow, affecting productivity and customer satisfaction. Attendance is also a fundamental factor influencing employee performance. Certain roles require employees to be physically present for specific weekly hours to ensure smooth operations. The consistency of an employee's presence directly correlates with their overall performance.

Lastly, collaboration skills are essential, as a single employee cannot complete many tasks alone. Practical cooperation among employees is crucial in achieving high performance in jobs requiring teamwork. Working harmoniously with colleagues ensures that projects are executed efficiently and effectively, ultimately contributing to the company's overall success. Understanding these factors allows organizations to

develop appropriate strategies to enhance employee performance, ensuring that all elements—individual capabilities, workplace psychology, and organizational structure—are aligned to drive productivity and efficiency.

III. Research Method

This research method is structured based on a scientific approach to obtain data relevant to the objectives and usefulness of the study. This research aims to determine the effect of motivation and work discipline on employee performance at PT. Modernland Tangerang Selatan. The scope of the research is limited to work motivation and work discipline as independent variables, while employee performance is the dependent variable. The research was conducted at PT. Modernland operates in the infrastructure construction field and is located on Jalan Pala Raya, Kelurahan Pondok Cabe Udik, Kecamatan Pamulang, Kota Tangerang Selatan. The research period spans from November 2023 to August 2024 (Sugiyono, 2019). The research variables are categorized into independent and dependent variables. The independent variables include work motivation (X1) and work discipline (X2), while the dependent variable is employee performance (Y). Each variable is explained through measurable indicators and aligned with relevant theories. Work motivation is based on Maslow's needs theory, work discipline refers to Hasibuan's perspective, and employee performance is based on Wilson's theory.

This study's population consists of all PT—Modernland employees, totaling 50 individuals. Due to the relatively small population size, the entire population is used as the research sample through a census or saturated sampling technique. Thus, all population members serve as respondents to ensure that the research results accurately reflect the actual conditions within the company. The data collection techniques used in this study include questionnaires, observation, and interviews. The questionnaire uses a Likert scale to measure respondents' perceptions of each variable indicator. Additionally, observation is conducted to directly monitor employee activities within the company, while interviews are carried out to obtain supplementary data supporting the questionnaire findings.

The measurement of research instruments begins with validity and reliability tests. The validity test is conducted to determine whether the questionnaire items accurately measure the intended variables using Pearson's product-moment correlation analysis. Meanwhile, the reliability test is performed to assess the consistency of the measurement tool using the Cronbach Alpha formula, with an instrument considered reliable if the alpha value exceeds 0.60. Data analysis in this research starts with descriptive analysis to illustrate the data based on respondent characteristics and responses to the research variables. Next, classical assumption tests, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests, are performed to ensure the data is suitable for further linear regression analysis. Hypothesis testing is conducted using multiple linear regression analysis to determine the extent to which motivation and work discipline simultaneously influence employee performance. The regression equation predicts the relationships between variables and evaluates the strength of the independent variables' influence on the dependent variable. The t-test is employed to examine the partial effect of each independent variable to test the significance of variable influence. At the same time, the F-test is used to assess the simultaneous impact of motivation and work discipline on employee performance. Additionally, the coefficient of determination (R^2) is utilized to determine the extent to which motivation and work discipline contribute to variations in employee performance.

IV. Results and Discussion

4.1. Company Profile

PT. Moderland is a construction company that specializes in infrastructure development. As a limited liability company, PT. Moderland operates in the construction business sector, focusing on national

infrastructure projects. William Honoris officially founded the company on August 8, 1983, and has extensive experience handling large-scale national projects. To date, PT. Moderland has completed three major construction projects. In 2010, the company completed the construction of a two-story marketing office building in South Tangerang. In 2013, PT. Moderland undertook a water management project along Jalan Pala Raya. The latest project was completed in 2015, involving asphalt paving on the Sirnagalih highway. The company specializes in infrastructure construction and is located at Jalan Pala Raya RT—the head office of PT. Moderland is situated at Jalan Pala Raya RT. 03/13, Pondok Cabe Udik, Pamulang District, South Tangerang Regency, Banten 15336. The company is qualified to handle various construction projects, including single and twin-residential buildings, commercial building projects, and highway construction.

Vision

To become the best and most trusted construction and plantation company in Indonesia.

Mission

1. To provide high-quality construction and plantation services with timely execution, while continuously innovating in marketing management systems, operational administration, and human resource development.
2. To ensure optimal and sustainable returns for shareholders and strategic partners through product and service development.
3. Establish strong collaborations with all stakeholders, including property developers, partners, and suppliers.
4. To ensure satisfactory welfare benefits for all employees.

4.2. Respondent Characteristics

This study's respondents have diverse characteristics that facilitate data identification and analysis. The characteristics of the respondents are classified based on gender, age, education level, and length of employment, which are detailed below. Firstly, based on gender, out of a total of 50 respondents, there are 23 female respondents (46%) and 27 male respondents (54%). This data indicates that most respondents are male, although the difference compared to female respondents is not significantly large. Secondly, in terms of age, most respondents fall within the 20 to 26-year-old group, totaling 39 respondents (60%), which suggests that most employees at PT. Modernland belongs to the younger generation. Meanwhile, eight respondents (16%) are between 27 and 33 years old, only one respondent (2%) is aged 34 to 40 years, and the remaining two respondents (4%) are over 50 years old. This indicates that the workforce at the company is predominantly in their early productive years.

Thirdly, based on education level, most employees are high school (SMK/SMA) graduates, totaling 39 respondents (60%). Meanwhile, seven respondents (14%) hold a bachelor's degree (S1), and four respondents (8%) have an associate degree (D3). This shows that most employees have a secondary education background, while the number of university graduates remains relatively small. Fourthly, in terms of length of employment, it is found that most respondents have less than 5 years of work experience, totaling 36 respondents (72%), whereas 14 respondents (28%) have been working for more than 5 years. This data indicates that most employees at PT. Modernland is relatively new to the company. Based on these four categories, it can be concluded that PT. Modernland's workforce is predominantly male, young, with a secondary (vocational) education background, and relatively new to the company. This profile reflects a workforce dominated by younger generations with vocational education and limited work experience.

4.3. Validity Test



Table 5. Validity Test Results

Variable	Item	R-calculated	R-estimated	Info
Motivation	X1.1	0,673	0,2787	Valid
	X1.2	0,685		Valid
	X1.3	0,535		Valid
	X1.4	0,786		Valid
	X1.5	0,650		Valid
	X1.6	0,563		Valid
	X1.7	0,551		Valid
	X1.8	0,649		Valid
	X1.9	0,612		Valid
	X1.10	0,772		Valid
Dicipline	X2.1	0,608	0,2787	Valid
	X2.2	0,668		Valid
	X2.3	0,632		Valid
	X2.4	0,646		Valid
	X2.5	0,712		Valid
	X2.6	0,695		Valid
	X2.7	0,801		Valid
	X2.8	0,780		Valid
	X2.9	0,699		Valid
	X2.10	0,772		Valid
Employee Performance	Y.1	0,915	0,2787	Valid
	Y.2	0,559		Valid
	Y.3	0,628		Valid
	Y.4	0,475		Valid
	Y.5	0,730		Valid
	Y.6	0,737		Valid
	Y.7	0,660		Valid
	Y.8	0,708		Valid
	Y.9	0,742		Valid
	Y.10	0,578		Valid

Based on the results presented in Table 5, it can be concluded that the questionnaire items for the work motivation variable (X1), work discipline variable (X2), and employee performance variable (Y) are all valid. This is determined by the significance level for all statement items being less than 0.05, and each statement item having a correlation coefficient (r calculated) greater than the critical value of r table (0.2787). Therefore, in this study, none of the statement items in the work motivation (X1), work discipline (X2), and employee performance (Y) variables need to be modified or removed.

4.4. Reliability Test

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Info
X1	0,847	0,60	Reliable
X2	0,883	0,60	Reliable
Y	0,847	0,60	Reliable

Based on Table 6 above, all variables are declared reliable. This can be seen from the reliability value of the employee performance variable (Y), which is $0.847 > 0.60$, and the work motivation variable (X1), which is also $0.847 > 0.60$. Based on these results, the closer the reliability value is to 1, the better the research

instrument is considered. The reliability values presented above indicate that the level of reliability of the research instruments is adequate, as the values are close to 1 and exceed the threshold of 0.60.

4.5. Classical Assumption Testing

4.5.1. Normality Test

Table 7. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,39885316
Most Extreme Differences	Absolute	,070
	Positive	,054
	Negative	-,070
Test Statistic		,070
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on Table 7, the residual data has an Asymp—Sig (2-tailed) value of 0.200. Since the significance value is greater than 0.05, it can be concluded that the residuals are normally distributed.

4.5.2. Multicollinearity Test

Table 8. Multicollinearity Test

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,461	2,235		1,996	,052		
	Motivation	,216	,078	,234	2,781	,008	,420	2,384
	Dicipline	,681	,078	,736	8,740	,000	,420	2,384
a. Dependent Variable: Performance								

Based on the output in Table 8, the results of the VIF test show that the tolerance values for work motivation (X1) and work discipline (X2) are 0.420, which is greater than 0.10, and the VIF values are 2.384, which is less than 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables in this study, as the VIF values are below 10. This indicates that the research can proceed as planned.

4.5.3. Heteroscedasticity Test

Based on Figure 1 above, the results of the heteroscedasticity test show no clear or regular pattern, and the data points are scattered above and below zero on the Y-axis. Therefore, it is concluded that heteroscedasticity is not present in the data.

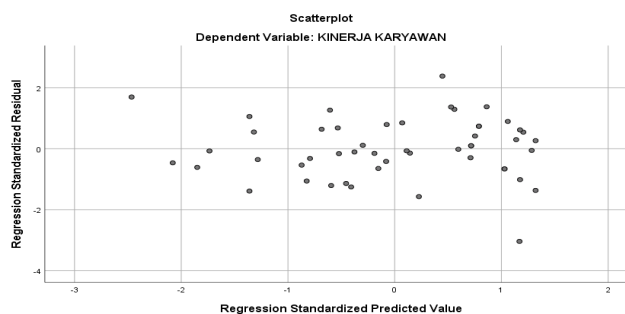


Figure 1. Scatterplot Graph

4.5.4. Autocorrelation Test

Table 9. Autocorrelation Test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,850 ^a	,722	,710	4,164	1,840
a. Predictors: (Constant), X2, X1					
b. Dependent Variable: Y					

Based on the output above, the Durbin-Watson (DW) value is 1.840, greater than 0.05 according to the Durbin-Watson criteria. Therefore, it can be concluded that no autocorrelation is present in the data.

4.6. Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,461	2,235		1,996	0,052		
	Motivation	0,216	0,078	0,234	2,781	<,001	0,420	2,384
	Dicipline	0,681	0,078	0,736	8,740	<,001	0,420	2,384
a. Dependent Variable: Performance								

The regression coefficients obtained are as follows:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 4.651 + 0.216(X_1) + 0.681(X_2)$$

1. The constant value is 4.651, meaning that if work motivation and discipline are zero, the employee performance will still be positive at 4.651.
2. The coefficient for the work motivation variable (X1) is 0.216, which means that if work motivation and discipline are increased by one unit, the employee performance will increase by 0.216 units. The calculated t-value is 2.781, with a significance value of 0.00, and the t-table value is 2.0117. The t-table value is determined using the formula $df = n - k - 1$ ($50 - 3 - 1 = 46$), so the t-table value is 2.0117. Since $t_{\text{calculated}} > t_{\text{table}}$ ($2.781 > 2.0117$) and the significance value $0.00 < 0.05$, it can be concluded that H_0 is

rejected and H_a is accepted. This indicates that work motivation has a significant partial effect on employee performance.

- The coefficient for the work discipline variable (X_2) is 0.681, indicating that if work discipline increases by one unit, employee performance will increase by 0.681. The t-calculated value is 8.740 with a significance value of 0.00, and the t-table value is 2.0117, determined using the formula $df = n - k - 1$, which is $(50 - 3 - 1 = 46)$. Thus, the t-table value is 2.0117. Since $t\text{-calculated} > t\text{-table}$ ($8.740 > 2.0117$) and the significance value $0.00 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted. This indicates that work discipline has a significant partial effect on employee performance.

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0,850 ^a	0,722	0,710	4,164	0,722	61,030	2	47	<,001	1,840
a. Predictors: (Constant), Discipline, Motivation										
b. Dependent Variable: Performance										

Based on the coefficient of determination calculation, the R Square value obtained is 0.722, which falls within the 0.80–1.000 interval, indicating a powerful relationship. This figure shows that 72.2% of the variance in employee performance (the dependent variable) can be explained by the variables work motivation (X_1) and work discipline (X_2). The remaining 27.8% is influenced by other factors not examined in this study.

Table 12. Anova^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2116,886	2	1058,443	61,030	,001 ^b
	Residual	815,114	47	17,343		
	Total	2932,000	49			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Discipline, Motivation						

Based on the test results in Table 12, the calculated F value (F_{count}) is 61.030 with a significance value of 0.001. At a 5% confidence level, with $df_1 = \text{two}$ and $df_2 = 47$, the F-table value is 3.195. Since $F_{count} > F_{table}$ ($61.030 > 3.195$) and the significance value $0.001 < 0.05$, it can be concluded that the independent variables, namely work motivation (X_1) and work discipline (X_2), jointly (simultaneously) have a significant effect on employee performance (Y).

4.7. Discussion

This study examines work motivation and discipline's influence on employee performance at PT: Moderland, an infrastructure construction company in South Tangerang. The findings show that both motivation and discipline play significant roles in affecting employee performance levels. Work motivation is an aspect that drives individuals to achieve specific goals with enthusiasm, sincerity, and dedication. As stated by Afandi (2018), motivation originates from within a person as a driving force to work with passion. In a corporate context, motivation is not only related to the desire to work but also closely tied to recognition of job performance, provision of facilities, and clarity in career paths.

This research found that work motivation has a significant impact on improving employee performance. This supports Winardi's (2016) Motivation is a potential force within an individual that can be developed and influenced by internal and external factors, including reward and recognition systems. On the other hand, work discipline is crucial in shaping employee behavior to comply with company regulations and

prevailing social norms consistently. According to Hasibuan (2018), discipline is a form of awareness and willingness to follow rules responsibly. This includes attendance, punctuality, and adherence to work standards.

The results of the analysis show that work discipline also contributes significantly to employee performance. These findings are consistent with Sutrisno's (2017) explanation that discipline is an individual's ability to conform to workplace norms and consistently carry out tasks properly. This study affirms that both factors—motivation and discipline—strongly influence achieving optimal performance. This aligns with Gibson's theory, which states that performance is influenced by individual, psychological, and organizational factors (Umam, 2009). Motivation plays a role in psychological aspects, while discipline relates to compliance with the organization's structure and established regulations.

Furthermore, high work motivation can create a productive work environment where employees feel valued and have clear goals. Recognition from superiors and the presence of incentive systems are key drivers in increasing work enthusiasm. However, motivation alone is not enough if it is not accompanied by disciplined behavior. A lack of discipline, such as frequent tardiness or failure to comply with work rules, can undermine efficiency and productivity. Therefore, both must go hand in hand to create positive synergy within the organization. Field data show that several aspects of motivation have not been maximally implemented by the company, such as the lack of recreational facilities and long-term welfare programs. This indicates the need for improvement in HR management systems at PT. Moderland, particularly in addressing non-material employee needs. Similarly, in the aspect of work discipline, there has been a decline in discipline levels in recent years. This shows the importance of leadership role models, consistent supervision systems, and fair policies to strengthen the organization's discipline culture.

Based on this discussion, it can be concluded that increasing motivation and work discipline simultaneously will positively impact performance improvement. Therefore, PT. Moderland's management needs to implement employee management strategies focused on developing intrinsic motivation and reinforcing disciplinary culture. The company is also advised to be more active in communicating work goals, providing recognition for achievements, and creating a conducive work climate. This will have a long-term impact on developing a high-performing workforce supporting the company's sustainability. Ultimately, this study contributes significantly to enriching human resource management, particularly in understanding how motivation and discipline factors can synergistically drive improvements in employee performance within construction organizations like PT. Moderland.

V. Conclusion

The results of this study indicate that work motivation and discipline significantly and positively influence employee performance at PT. Moderland. Motivated employees tend to show higher engagement, productivity, and commitment levels when completing tasks. Motivation encourages individuals to work enthusiastically and achieve their goals, which enhances overall performance within the organization. Similarly, work discipline is critical in shaping consistent and responsible employee behavior. Disciplined employees demonstrate punctuality, follow company rules, and perform their duties effectively, positively impacting operational efficiency. The combination of strong motivation and high discipline among employees creates a productive work environment supporting organizational goals.

Furthermore, the findings show that motivation and discipline, when applied together, contribute significantly to improving the quality and quantity of work output. These two factors help maintain a stable workforce and encourage a culture of performance excellence. Improving employee performance requires the company to enhance motivation and reinforce workplace discipline continuously. This can be achieved through effective leadership, clear communication, appropriate incentives, and consistent enforcement of company policies.

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