

**THE EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON THE  
PERFORMANCE OF EMPLOYEES OF THE OPERATIONAL DIVISION AT PT  
SUCOFINDO KALIBUTUH SURABAYA**



**Moch Ridho Illahi<sup>1</sup>**

Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, Indonesia  
[muhammadridhoillahi9@gmail.com](mailto:muhammadridhoillahi9@gmail.com)

**Mei Retno Adiwaty<sup>2</sup>**

Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, Indonesia  
[meiadiwaty.mnj@upnjatim.ac.id](mailto:meiadiwaty.mnj@upnjatim.ac.id)

---

**Abstract**

This study aims to analyze two important aspects of employee performance in the operational division of PT Sucofindo Kalibutuh Surabaya branch, namely the influence of work motivation and work discipline on employee performance. The method used in this study is a quantitative method, with the SMARTPLS analysis tool, which allows the researcher to evaluate the relationship between the variables studied comprehensively. The population of this study consists of 75 employees, and the entire population is also used as a research sample through the saturated sampling method. The findings of this study reveal that work motivation and discipline significantly influence employee performance, suggesting that improvements in both factors can positively impact productivity and work effectiveness in the company. This result reinforces the importance of motivation and discipline for operational success at PT Sucofindo Kalibutuh Surabaya Branch.

**Keywords:** Work Motivation, Work Discipline, Employee Performance

## INTRODUCTION

In an era of increasingly fierce business competition, employee performance is a determining factor in the success of a company. Sucofindo Surabaya Branch, is part of a company engaged in inspection, testing, analysis, as well as certification and consulting services. The company recognizes that employees are valuable assets that play a crucial role in running daily operations.

However, like other companies, PT. Sucofindo Surabaya Branch also faces several challenges to improve employee performance, this was revealed by one of the employees of the human resources department. Employees are the driving force behind an organization's success in achieving its goals, so organizations need to motivate them to perform at their best (Irbayuni and Pratama 2023). Obstacles such as unstable jobs, lack of discipline in the workplace, and lack of motivation in completing the tasks given, are the main obstacles in achieving optimal productivity. Employee performance is the ability to meet work demands while achieving work goals on time or within a certain period so that these goals can run in accordance with organizational ethics (Ircham and Iryanti 2022). Rumondor et al. in research by Zusmawati (2023) Describe performance as tangible results that are reflected in the work performance shown by each individual following his or her role and responsibilities in the organization.

Employee motivation is very important for the company because motivation is a boost of enthusiasm for employees, if employees are not encouraged and motivated optimally, it will shake the company's performance and can stop production activities for the company if it is not held optimally (Rahmawan and Adiwati 2021). McClelland motivation theory in research by Salim & Asepta, (2019) explains that individuals are motivated by a desire for power (power), Performance (achievement), and affiliates (affiliation) where the individual will have a combination of these three motivations and show one of the highest motivations compared to the other two.

Strong discipline reflects the individual's responsibility for his or her work and allows for good operational efficiency, while motivation becomes the drive that drives the individual to achieve the company's goals. However, to achieve optimal performance, a deep understanding of how motivation and work discipline affect employee performance at PT.

Sucofindo Surabaya Branch. Work discipline is attitudes, behaviors, and actions according to the rules that have been set by the company in writing or unwritten, and sanctions will apply if violated by Zaky and Adiwaty (2022). Furthermore, according to Irbayuni and Pratama (2023), Discipline itself is very important in an organization, good discipline is an attitude that shows compliance with company rules and norms. It also shows a person's sense of responsibility towards the assigned task, which reflects their commitment to achieving the company's goals.

Therefore, this study aims to explore more deeply the relationship between motivation, work discipline, and employee performance at PT Sucofindo Surabaya Branch. By analyzing these factors, it is hoped that companies can identify effective strategies to improve employee performance and achieve organizational goals. In this context, this research will provide valuable insights for company management in developing better management policies and practices. Based on the 2024 employee performance assessment data at PT Sucofindo Kalibutih Surabaya Branch, it was found that the Operational Division is the division with the lowest score compared to other divisions. This is suspected to be due to the low level of employee discipline and lack of motivation from superiors to subordinates so employee performance has decreased significantly.

Based on a brief interview I conducted with employees at PT Sucofindo, "Work motivation at PT Sucofindo Surabaya branch is somewhat lacking because leadership rarely motivates employees, besides that leaders also rarely give awards to employees". The lack of work motivation can be seen in the number of employees who arrive late, do not complete work on time, and lack of enthusiasm at work. Elva Yuniar (2019) High work motivation can inspire employees to work more enthusiastically and make a positive contribution to their responsibilities. Without motivation, an employee cannot fulfill his or her work to standards or exceed standards because what is motivated in the workplace is not met.

In addition, based on attendance data from 2020 to 2023, it was also found that in the last 3 years, the total number of absent employees and the number of late employees at PT. Sucofindo's Surabaya branch has experienced a significant increase. With this, there are indications that there is a lack of motivation and work discipline in the employees of the operational division. Lack of work discipline at PT. Sucofindo was also said by one of the

HR employees who stated that "there are still many employees who do not comply with company rules, there is still often miscommunication between one division and another and even many forget to be present". Work discipline is indispensable for a company to make employees comply with the regulations or policies made by the company.

From the factors that have been discussed earlier, it was found that there are several problems, including the performance of employees in the operational division that fluctuates and is lower than other divisions, absenteeism that increases significantly and there is still a high percentage of employee tardiness. Therefore, it can be concluded that there is a problem with improving employee performance that is influenced by motivation and work discipline that needs to be seriously considered.

## **REVIEW OF LITERATURE**

### **Motivation**

Employee motivation is very important for the company because motivation is a boost of enthusiasm for employees, if employees are not encouraged and motivated optimally, it will shake the company's performance and can stop production activities for the company if it is not held optimally (Rahmawan and Adiwati 2021). Employee motivation is a drive that comes from within the individual as well as from the external environment that encourages them to achieve certain goals. According to Danim (2004) in Augustini (2019), work motivation is the force that encourages individuals to achieve goals in the work environment or life in general. Farisi et al. (2020) added that motivation is related to the willingness of individuals to make maximum efforts to achieve company goals, influenced by the fulfillment of personal needs. Agustini (2019) also states that motivation is an internal and external drive that makes employees want to direct their ability to complete responsibilities to achieve common goals. Rivan (2019) describes motivation as an internal force that drives individuals to achieve personal and organizational goals.

The dimension of work motivation according to Ibrahim et al., in Sari & Arief (2021) Among them are the following: 1) Achievement Needs (Achievement Requirements), 2) Affiliate Needs (Affiliate Requirements), and 3) The Need for Power (Power Requirements)

## **Work Discipline**

Work discipline is attitudes, behaviors, and actions according to the rules that have been set by the company in writing or unwritten, and sanctions will apply if violated by Zaky and Adiwaty (2022). Furthermore, according to Irbayuni and Pratama (2023) Discipline itself is very important in an organization, good discipline is an attitude that shows compliance with company rules and norms. Work discipline involves the awareness and willingness of individuals to comply with company regulations and applicable social norms. Hasibuan, in research by Haifa and Syamruddin (2023), stated that awareness is a voluntary attitude to obey regulations and understand duties and responsibilities. Willingness includes behavior that complies with regulations, both written and unwritten. Masdi and Nurjanah (2020) emphasized that discipline is not only about following the rules mechanically, but also about understanding and feeling responsible for the tasks given.

According to August (2019) Some of the indicators of discipline are as follows: 1) Attendance level, 2) Work procedures, 3) Obedience to superiors, and 4) Responsibility.

## **Employee Performance**

Employee performance is the ability to meet work demands while achieving work goals on time or within a certain period so that these goals can run in accordance with organizational ethics Ircham and Iryanti (2022). Rumondor et al. in research by Zusmawati (2023) Describe performance as tangible results that are reflected in the work performance shown by each individual in accordance with his or her role and responsibilities in the organization. Employee performance is the ability to achieve existing conditions at work, where work targets must be completed on time so that the company's vision and mission can be realized (Rahmawan and Adiwati 2021).

Employee performance dimensions According to Hendri 2019 in Sari and Arief (2021) There are three dimensions of indicators to measure employee performance, namely: 1) Quality of work, 2) Quantity of work, and 3) Collaboration.

## **The Effect of Work Motivation on Employee Performance**

Previous research conducted by Rivan (2019) showed that there was a positive and partially significant influence between work discipline and employee performance. Furthermore, the results of Zusmawati's (2023) research show that work discipline has a

positive and significant impact on employee performance, meaning that the better the discipline in the company, the more active employees are to work and produce the performance expected by the Company. In addition, Nurhalizah & Oktiani (2024) work discipline has a positive and significant effect on employee performance. In other words, work discipline has a positive influence on employee performance. It is also in line with the research of Irbayuni & Pratama, (2023) which states a similar thing, namely work discipline affects employee performance. Pambudi et al., (2023) It also said that work motivation has a positive effect on employee performance. Motivation has a positive influence and has a significant effect on employee performance (Safitri et al., 2023). In line with research Cardoso et al., (2023) Stating work motivation increases employee morale and work results.

### **The Effect of Work Discipline on Employee Performance**

Previous research conducted by Rivan (2019) showed that there was a positive and partially significant influence between motivation and employee performance. Furthermore, the research of Zaky & Adiwati (2022) also shows that Work Motivation has a positive and significant impact on employee performance, meaning that better motivation provided by company leaders will affect the improvement of employee performance. Furthermore, the research of Nurhalizah & Oktiani (2024) concluded that motivation has a positive influence and has a significant effect on employee performance. In other words, motivation has a positive influence on employee performance. In line with Cardoso et al., (2023) Work motivation increases employee morale and work results, Employee motivation is very important for companies because motivation is a morale boost for employees, if employees are not encouraged and motivated optimally, it will shake the company's performance and can stop production activities for the company if it is not held optimally (Rahmawan and Adiwati 2021). The better the work discipline, the higher the performance. In line with research (Khairunnisa & Syamruddin, 2023) which states that there is a positive influence between work discipline and employee performance.

### **RESEARCH METHOD**

This study employs a quantitative research design to analyze the relationship between work motivation, work discipline, and employee performance at PT. Sucofindo Surabaya

Branch. A descriptive correlational approach will be utilized to examine the extent to which work motivation and discipline influence employee performance. This method is appropriate to identify relationships among the variables and provide actionable insights for organizational improvement.

Primary data was obtained directly through individual respondents by distributing questionnaires offline to 75 employees of the operational division at Sucofindo, Kalibutih Surabaya branch. Secondary data is obtained through literature studies by collecting various information from previous research journals, survey results, sales reports, and other sources relevant to this research. The population studied includes all employees of the operational division at PT Sucofindo. The sampling method used was saturated sampling, so that all employees of the operational division at PT Sucofindo, as many as 75 people, were sampled. Data collection was carried out through the distribution of questionnaires and interviews. The analysis technique used is Partial Least Square (PLS) with the help of the PLS 4.0 smart program.

## RESULTS AND DISCUSSION

### Evaluation of Measurement Models (External Models)

The embedded two-stage approach, starts with the first stage, which is to enter data on each indicator and variable as a repeating indicator with a reflective relationship as seen in the figure:

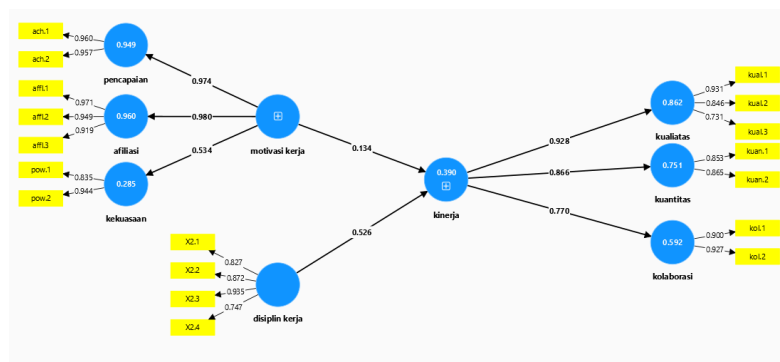
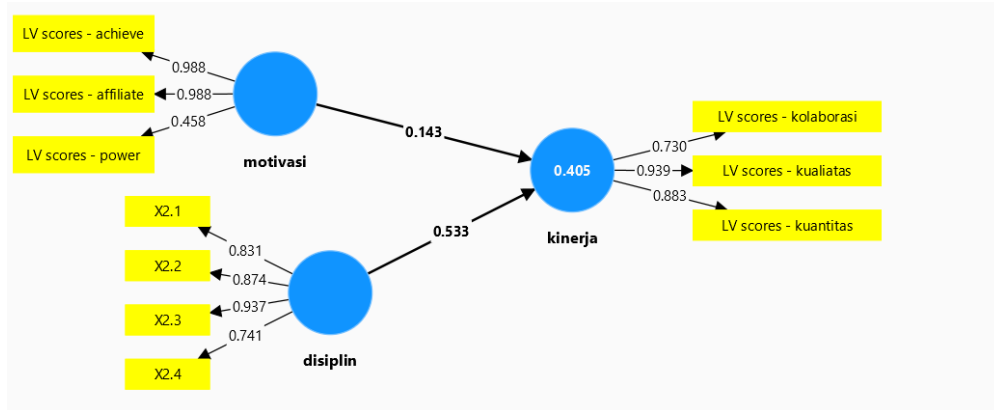


Figure 1  
Outdoor Model Stage 1

The calculation is carried out with the PLS Algorithm menu provided by SmartPLS. The focus at this stage is the relationship between the question item data and each indicator. Given that the relationship is reflective, a loading factor lower than 0.70 (Hair et al, 2019) can be omitted. Other reflective measurement models, namely Composite Reliability (CR), Average Variance Extracted (AVE), and Validity of Discrimination, are also considered.



**Figure 2**  
**Outdoor Model Stage 2**

After the reflective evaluation in the first stage, a data file is created on the PLS results of the model in the figure below, after the calculation of the PLS SEM Algorithm is performed.

**Table 1**  
**Outer Loadings**

	Work Motivation	Work Discipline	Performance
quality of work			0.939
Working Quantity			0.883
Collaboration			0.73
obedience to superiors		0.937	
Work Procedures		0.874	
Attendance Levels		0.831	
responsibility		0.741	
Affiliate	0.988		
Achievement	0.988		

---

Authority 0.458

---

Source: SmartPLS Data Processing

Based on the external model above, the validity of the indicator is measured by checking the Variable Loading Factor Value against the indicator. Validity is considered sufficient if the value is more than 0.6. Therefore, from the results of the external loading analysis, the strength indicator on the work motivation variable was removed from the model.

**Table 2**  
**Cross loadings**

	Work Motivation	Work Discipline	Performance
Attendance Levels	0.249	<b>0.83</b>	0.452
Achievement	<b>0.99</b>	0.641	0.493
Affiliate	<b>0.99</b>	0.641	0.508
Work Procedures	0.458	<b>0.873</b>	0.509
responsibility	0.912	<b>0.742</b>	0.551
obedience to superiors	0.517	<b>0.937</b>	0.589
Collaboration	0.469	0.271	<b>0.735</b>
Working Quantity	0.288	0.505	<b>0.881</b>
quality of work	0.534	0.709	<b>0.938</b>

Source: SmartPLS Data Processing

From the results of cross-loading data processing, 1 invalid item was obtained, namely in the responsibility indicator on the work discipline variable with a value of 0.748 which was not greater than the work motivation value of 0.912. Therefore, the indicator is removed from the model.

**Table 3**  
**Average Variance Extracted (AVE)**

	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Motivation	0.99	0.98
Work Discipline	0.938	0.835
Performance	0.89	0.732

Source: SmartPLS Data Processing

The results of the Average Variance Extracted (AVE) test show that the AVE value (>0.5) indicates that more than half of the variants of the indicator are explained by the underlying construction, thus indicating good convergence validity. Based on Table 4.10, the work motivation variables AVE = 0.98 (good convergence validity), AVE work discipline 0.835, and AVE employee performance 0.732 (good convergence validity). All variables in this study resulted in AVE values above 0.5, which indicates that all constructions have good convergent validity.

The reliability value of the composite exceeds 0.8, which indicates high construction reliability. Meanwhile, if it reaches more than 0.6, the construction is considered quite reliable. The generally accepted standard for composite reliability levels is  $\geq 0.7$ . Based on the table, each variable has a value, work motivation 0.99 (Good reliability), Work discipline 0.938 (Good reliability), and Employee performance 0.89 (Good reliability). All composite reliability values in each variable in this study were above 0.8, indicating that all constructions had good reliability

**Table 4**  
**R-Square**

	R-square
Performance	0.405

Source: Smartpls Data Processing Results

An R-squared value of 0.402 shows that the model can explain 40.5% of the variation in employee performance based on independent variables such as work motivation and work

discipline. The remaining 59.5% were attributed to other factors not included in the study, such as workload, work environment, and organizational culture.

**Table 5**  
**Path Coefficient Hypothesis Test Table**

	<b>Original Sample (O)</b>	<b>Average Sample (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P value</b>
<b>Discipline -&gt; Performance</b>	0.429	0.384	0.217	1.981	0.024
<b>Motivation -&gt; Performance</b>	0.31	0.269	0.184	1.688	0.046

Source: SmartPLS Data Processing Results

From the table above, it can be concluded that the hypothesis that Work Motivation (X1) has a positive effect on Employee Performance (Y), is shown by the original sample value of 0.024 and the T-Statistic value of 1.688 is greater than the T value of Table  $\alpha = 0.05$  (5%) = 1.66 and the P-value of 0.046 so that (H1) **is accepted**.

Work Discipline (X2) has a positive effect on Employee Performance (Y), shown by the original sample of 0.0429 and the Statistical value of 1.981 is greater than the T value of Table  $\alpha = 0.05$  (5%) = 1.66 and the P value is 0.024, so Significant (positive) so (H2) **is accepted**.

### **The Effect of Work Motivation on Employee Performance**

From the results of the study, it was found that work motivation can affect employee performance. Therefore, the lack of motivation from the Company in the form of a lack of appreciation for employees who achieve the target can make work motivation in employees decrease. So, the performance of employees, especially the operational division, does not run well. Employees who feel that their efforts are not appreciated by the company feel unmotivated to give their best in their work, which can ultimately reduce their performance, especially in the operational division which plays an important role in carrying out the company's daily activities. This lack of motivation not only affects individual productivity, but can also affect the efficiency and effectiveness of the team and the organization as a whole.

The results of this study are in line with the research (Rivan, 2019); (Zusmawati, 2023); (Nurhalizah & Oktiani, 2024); (Irbayuni & Pratama, 2023); (Pambudi et al., 2023);

(Safitri et al., 2023); and (Cardosof et al., 2023). Reinforcing the argument that high levels of motivation play a crucial role in determining how well employee's work. This opens up opportunities for further research to explore the best methods and strategies to increase work motivation to maximize employee performance, as well as to identify additional factors that can contribute to improved performance.

### **The Effect of Work Discipline on Employee Performance**

The results of this study show that work discipline can affect employee performance. The increase in the number of employees who arrive late and also do not come to work in the last three years can make the Company's performance, especially the operational division, decrease. This lack of discipline can be caused by the lack of motivation of each individual in carrying out their work. This can also be caused by a lack of motivation for employees and also a lack of reward for employees who achieve targets. When employees feel that their efforts and contributions are not appreciated, their morale can decline, thus affecting work discipline.

The results of this study are in line with the research (Rivan, 2019);(Zaky & Adiwati, 2022); (Nurhalizah & Oktiani, 2024); (Irbayuni & Pratama, 2023); (Rahmawan & Adiwati, 2021);(Khairunnisa & Syamruddin, 2023); and (Cardosof et al., 2023). Reinforcing the argument that a high level of discipline plays a crucial role in determining how well employee's work. This opens up opportunities for further research to explore the best methods and strategies to improve work discipline to maximize employee performance, as well as to identify additional factors that can contribute to improved performance.

### **CONCLUSION**

Based on the results of the test using PLS analysis to test the influence of work motivation and work discipline on the performance of employees of the operational division at PT Sucofindo Surabaya branch, it can be concluded as follows: 1) Work motivation variables can support the performance of the operational division at PT Sucofindo, Kalibutih Surabaya. This shows that the better the level of employee motivation, the better the performance of employees in the operational division of PT Sucofindo Surabaya; 2) Work discipline variables can support the performance of employees of the operational division at PT Sucofindo Kalibutih Surabaya. This shows that the better

the level of employee discipline, the better the performance of employees in the operational division of PT Sucofindo Surabaya.

Researchers can provide several suggestions that can be considered or taken into consideration to improve employee performance, including: Increasing employee work motivation, especially in the dimension of affiliate needs by giving appreciation in the form of awards to employees who provide good results, which can make employees feel appreciated and motivated to improve their performance. In addition, it is also necessary to improve employee work discipline, especially in indicators of compliance with superiors, so that there is no decrease in performance. By ensuring that employees follow instructions and procedures from their superiors, productivity and operational performance can be better.

## REFERENCES

- Agustini, Fauzia. (2019). Strategi Manajemen Sumber Daya Manusia. In *UISU Press* ISBN: 978-602-61486-9-8. <https://doi.org/10.1128/AAC.03728-14>
- Bahasoan, S., & Baharuddin, I. (2023). Work Discipline, Work Motivation and Employee Performance. *Advances in Human Resource Management Research*.
- Basalamah, S. A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94-103.
- Bugdol, M. (2018). A different approach to work discipline. *Human Resource Management*. Palgrave Macmillan: Springer International Publishing, 12.
- Cardosof, F., Kellen, P. B., & Soares, A. da C. (2023). Evaluating Employee Performance through Work Motivation, Work Discipline, and Leadership Style. *Journal of Digitainability, Realism & Mastery (DREAM)*, 2(12), 196-227. <https://doi.org/10.56982/dream.v2i12.176>
- Elva Yuniar. (2019). *Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja pegawai bprpd di kabupaten lampung tengah*. 2(April), 2588-2593.
- Irbayuni, S., & Pratama, C. R. Y. (2023). Pengaruh Kepuasan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT. Yun Kargo Indonesia. *Reslaj : Religion Education Social Laa Roiba Journal*, 5(4), 2150-2160. <https://doi.org/10.47467/reslaj.v5i4.2142>
- Ircham, M. A., & Iryanti, E. (2022). Pengaruh Motivasi, Disiplin Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan PT. Multipack Thamrin Jaya Pasuruan. *SEIKO: Journal of Management & ...*, c, 538-547. <https://doi.org/10.37531/sejaman.v5i2.2414>
- Khairunnisa, H., & Syamruddin, S. (2023). Pengaruh Motivasi Kerja dan Disiplin Kerja

- Terhadap Kinerja Karyawan pada PT Stokeswood Retail, Jakarta Selatan. *Jurnal Madani: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 6(1), 46–58. <https://doi.org/10.33753/madani.v6i1.256>
- Lopes, S. (2023). The Influence of Transformational Leadership Style, Work Motivation, and Work Discipline on Employee Performance. *Journal of Digitainability, Realism & Mastery (DREAM)*.
- Nurhalizah, S., & Oktiani, N. (2024). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *JIBEMA: Jurnal Ilmu Bisnis, Ekonomi, Manajemen, Dan Akuntansi*, 1(3), 197–207.
- Pambudi, A. S., Sukarno, G., & Iryanti, E. (2023). Analysis of Non-Physical Work Environment and Motivation to Employee Performance on CV. Adikarya Sukses Engineering Jombang. *International Journal of Economics (IJEK)*, 2(2), 271–283. <https://doi.org/10.55299/ijec.v2i2.502>
- Rahmawan, R. R., & Adiwati, M. R. (2021). Pengaruh Pelatihan, Motivasi, Dan Kepuasan Karyawan Terhadap Kinerja Karyawan Di UD. Rahman (Sidotopo Wetan, Surabaya). *Jurnal Ilmiah Edunomika*, 5(2), 791. <https://doi.org/10.29040/jie.v5i2.2584>
- Rivan, J. (2019). *Pengaruh disiplin kerja, motivasi dan budaya organisasi terhadap kinerja karyawan pada pt. sucofindo (persero) cabang palembang*. 185–197.
- Safitri, S., Wahdiniawati, A., Manajemen, J., & Nusantara, D. (2023). Pengaruh Pelatihan Kerja, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pt Liong Indotasa Bogor. *Agustus*, 3(2), 176–184.
- Salim, D. P., & Aseptia, U. Y. (2019). Pentingnya Need for Achievement , Need for Power Dan Need for Affiliation Individu Pada Suatu Organisasi. *Jurnal Manajemen STI*, 02(02), 137–144.
- Sari, R. E., & Arief, M. (2021). Factors Affecting Innovative Work Behavior and Health Worker Performance: The Role of Employee Engagement as a Moderating Variable. *Journal of InternationalConferenceProceedings*, 4(3), 272–288. <https://doi.org/10.32535/jicp.v4i3.1320>
- Toha, Mohamad & Habibah, N.J. (2023). MSME Empowerment and Development Program to Increase Consumer Satisfaction. *Sahwahita: Community Engagement Journal*, 1(1), 26-39. <https://e-journal.bustanul-ulum.id/index.php/Sahwahita/article/view/24>
- Zaky, & Adiwati. (2022). Pengaruh motivasi dan disiplin kerja terhadap kinerja karyawan ( Studi Packing Plant Celukan Bawang PT Semen Tonasa ). *Jurnal Ekonomi Dan Bisnis* , 11(1), 1052–1056.
- Zusmawati. (2023). *Dampak Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja*