THE EFFECT OF MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE PT BAGUS JAYA TEXTILE

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Abstract

This study is to determine the impact of motivation and work discipline on employee performance. The population is the employees of PT Bagus Jaya Textil. This research uses quantitative, descriptive, and verification methods. Data collection was carried out by distributing Likert scale-based questionnaires 1-5 through Google Forms to 76 employees selected using a purposive sampling technique. The number of samples was determined by the formula. Data processing was carried out using SPSS version 29, including multiple linear regression tests, F tests, t tests, and correlation and determination coefficient analysis. The results showed that motivation and work discipline together have a significant effect on employee performance at PT Bagus Jaya Textile. Partially, motivation and work discipline have a positive and significant effect on employee performance at PT Bagus Jaya Textile. The results show that work discipline has a more dominant influence. These findings emphasize the importance of integrating motivation and work discipline improvement programs in human resource strategies to support optimal performance in the textile industry environment.

Keywords: Employee Performance, Motivation, Work Discipline

INTRODUCTION

The success of a company is highly dependent on employee performance as one of the main factors that play an important role (Sabastian, 2021; Maulidiah & Baskoro, 2025). Achieving maximum performance is strongly influenced by the quality of resources, both in terms of people and supporting facilities available (Kumala, 2022). PT Bagus Jaya Textile, as one of the textile industry players, requires a workforce with superior performance to ensure the smooth production process and produce high-quality products. According to Robbins & Judge, (2018:110), optimal employee performance is not solely determined by personal competence, but also influenced by supporting variables such as the level of motivation, discipline at work, as well as a supportive work environment. Therefore, improving the factors that influence performance is an important step for companies to achieve their planned targets and goals more efficiently (Permadi et al., 2018).

According to Mangkunegara (2017:67), performance describes the extent of success achieved by someone in the organization in carrying out the responsibilities and tasks that have been set. Performance is the result of a process that is assessed and measured within a certain period of time, referring to predetermined standards and agreements (Lestari & Afifah, 2020). Thus, optimal or stable performance is not something that happens by chance, but the result of good performance management. Without a strong foundation, visible success may only be pseudo and unsustainable (Iswahyudi et al., 2023).

According to Sutrisno (2016:151), there are several indicators that can be used to assess employee performance. (1), quality, which refers to the employee's ability to complete tasks in accordance with predetermined standards. (2), quantity, which is the amount or volume of work that can be completed within a certain period. (3), task execution, which emphasizes accuracy and precision in completing work with minimal errors. (4), responsibility, which reflects the awareness and commitment of individuals in carrying out the obligations given by the organization. According to Armstrong & Taylor (2023:30), employee performance is also influenced by various factors, including the level of motivation, work environment conditions, and a fairly applied reward system. Mangkunegara (201745), emphasizes that effective performance management must include a continuous process of planning, monitoring, and evaluation to ensure employees can achieve organizational goals. Thus, optimal performance is the result of a combination of individual abilities, a good management system, and support from the work environment (Wartono & Mochtar, 2015).

Employee performance is determined by the level of motivation, discipline at work, and individual competence in carrying out responsibilities (Saputro & Muttaqin, 2023; Supriyanto & Sasongko, 2025). Afandi (2018:23), defines motivation as an encouragement that comes from within a person to carry out an activity with enthusiasm, sincerity, and seriousness, thus producing high-quality output. Mangkunegara (2017:93), adds that motivation can be measured through several indicators, such as: (1) Perseverance, which is the ability to keep trying to achieve goals without giving up easily, (2) High level of aspiration, which is the desire to achieve challenging goals through maximum effort, (3) Ability to choose colleagues who can be invited to collaborate effectively in achieving common goals, (4) Hard work, which is the maximum effort in completing tasks and (5) Task orientation, which is focused on job responsibilities and goals.

In addition to motivation, discipline at work is also one of the key factors that have a significant impact on performance. Sutrisno (2016:86), defines discipline as a form of awareness and willingness of individuals to obey the norms and regulations that apply. According to Muna & Isnowati (2022), a high level of work discipline can encourage the achievement of company goals more quickly, while low discipline can actually be a barrier to achieving these targets. Rivai (2016), mentions five aspects that are indicators of work discipline, namely: (1) Attendance, assessing a person's consistency in fulfilling working hours, (2) Compliance with regulations, measuring the extent to which a person follows company procedures and policies, (3) Compliance with work standards, showing the ability to complete tasks in accordance with established criteria, (4) Vigilance, reflecting a careful and thorough attitude at work, and (5) Work ethics, assessing professional behavior and discipline in the work environment.

Previous studies have proven that motivation and work discipline have a significant positive impact on employee performance levels. For example, research, Falah & Ayuningtias (2020), Nurdin & Djuhartono (2021), and Aulia & Tsuraya (2023), concluded that motivation has a significant impact on employee performance. Hustia (2020), Ponco et al., (2021), and Arifin & Sasana (2022), states that work discipline also has a significant positive effect on performance. However, there are also studies that show different results, such as Hidayat (2021) and Widjaja & Ginanjar (2022), who found that motivation and work discipline do not always have a significant effect on performance.

Based on the findings of previous research, the analysis model and hypothesis of this study are formulated as in the following figure:

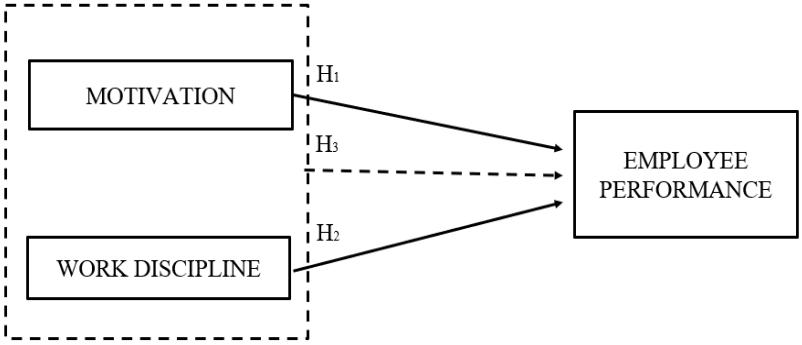


Figure 1.
Research Framework

The hypotheses in this study are:
H_1: Motivation has a positive and significant effect on employee performance.
H_2: Work discipline has a positive and significant effect on employee performance.
H_3: Motivation and work discipline have a significant effect on employee performance

RESEARCH METHOD

This research adopts a quantitative verification approach. The quantitative approach was chosen because it facilitates systematic and objective measurement of research variables, allowing statistical analysis of data to produce accurate findings (Sugiyono, 2021:142). The

population includes all employees of PT Bagus Jaya Textile, with purposive sampling for sample collection. Sample selection criteria include employees who have worked at least 1 year. Sekaran & Bougie (2016), explain that purposive sampling was chosen because it allows researchers to select samples that are relevant to the research objectives.

The data collection process was carried out from January 1st, 2024, to January 1st, 2025, using a 1-5 Likert scale-based questionnaire. The sample size was calculated using the Slovin formula, resulting in 76 respondents who met the research criteria (Ghozali, 2021). The data was processed using SPSS29. Before conducting regression analysis, the research instrument was tested for accuracy and consistency. The validity test aims to ensure that the instrument is able to measure variables appropriately, while the reliability test ensures that the instrument provides consistent results (Ramdani et al., 2023).

RESULTS AND DISCUSSION

Validity Testing

Table 1.
Research Instrument Validity Test Results

Variables	rtabel	Range rcount	Sig.	Information
Motivation	0,225	0,632 - 0,873	0,000	Accepted
Work Discipline	0,225	0,735 - 0,835	0,000	Accepted
Employee Performance	0,225	0,752 - 0,898	0,000	Accepted

Source: Researcher's data, (2025)

Each indicator in all variables is considered valid based on the results of the validity assessment. The level of significance of the three variables > r table (0.225), sig < than 0.05 (Soejarminto & Hidayat, 2023). This shows that all research instruments can accurately measure and analyze the intended variables (Umar & Nisa, 2020).

Testing the Reliability of Research Instruments

Table 2.
Research Instrument Reliability Test Results

Variables	rtabel	Cronbach's Alpha	Information
Motivation	0,6	0,901	Reliable
Work Discipline	0,6	0,913	Reliable
Employee Performance	0,6	0,900	Reliable

Source: Researcher's data, (2025)

The Cronbach's Alpha value for employee motivation (0.901), work discipline (0.913), and employee performance (0.900) is more than the minimum value (0.6). This shows that the research instrument has a high consistency that can be used to control each variable

(Ghozali, 2016). Thus, the available data is reliable and often used for more in-depth analysis (Ayu & Rosli, 2020).

Simultaneous Effect F Test

Table 3.
Simultaneous Effect Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	766,044	2	383,022	63,584	,000[b]
	Residuals	439,745	73	6,024		
	Total	1205,789	75			

Source: Researcher's data, (2025)

Based on the results of the simultaneous F test, the variables of motivation and work discipline together have a significant effect on employee performance. This is indicated by the calculated F value of 63.584, which is greater than the F table (3.12) with a significance of 0.000 ($p < 0.05$) (Nadi & Karunia, 2023). The Sum of Squares Regression value (766.044) proves that two variables explain a fairly high variation in employee work. Thus, the hypothesis H1 is accepted (Darma, 2021).

Partial Effect t Test

Table 4.
Partial Effect Test Results and Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,814	1,961		-1,435	,155
	Motivation	,281	,115	,304	2,437	,017
	Work Discipline	,430	,101	,528	4,241	,000

Source: Researcher's data, (2025)

Partial research results show the t value for motivation (2.437) and work discipline (4.241)> t table (1.993), significance 0.017 and 0.000 ($p < 0.05$) respectively (Naimah & Nurhidayati, 2023). The regression equation $Y = 2.814 + 0.281X1 + 0.430X2$ shows that every increase of one unit of motivation increases performance by 0.281 units, while work discipline has a greater influence, which increases performance by 0.430 units for every one-unit increase (Basalamah et al., 2022).

Testing the Coefficient Value Between Variables

Table 5.
Coefficient Value of the Relationship Between Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,797[a]	,635	,625	2,45436

Source: Researcher's data, (2025)

Analysis of the correlation coefficient (R) and determination (R Square), with an R value of 0.797 (Sulila, 2019). This shows that an increase in motivation and work discipline will be followed by an increase in employee performance (Saputra & Zulmaulida, 2020). The determination value of 0.635 reveals that 63.5% of changes in employee performance can be influenced by motivation and work discipline, while the remaining 36.5% is influenced by other factors not included in the model.

Table 6.
Guidelines for Understanding Correlation Coefficients

Range	Level
0,80-1,000	Very strong
0,60-0,799	Strong
0,40-0,599	Medium
0,20-0,339	Low
0,00-0,199	Very low

Source: Researcher's data, (2025)

According to the guidelines, the correlation value of 0.797 is included in the 0.60-0.799 category, indicating that the relationship between the independent variable and the dependent variable is considered strong. This finding further confirms that the two variables play a crucial role in encouraging improved employee performance (Meinitasari & Chaerudin, 2022).

Effect of Motivation on Employee Performance

Motivation is one of the important factors that influence how well employees perform in an organization (Suswati, 2022:9). From the results of data analysis, it can be seen that motivation has a positive and significant contribution to the performance of employees of PT Bagus Jaya Textile. This is evidenced by the calculated t value of 2.437 > t table 1.993, and a significance level of 0.017 ($p < 0.05$). That is, motivation really has an effect. This finding is in line with the hierarchy of needs theory, which says that when basic needs to self-actualization are met, a person's motivation will increase, and this has an impact on better performance (Robbins & Judge, 2018) .

This research is also supported by several previous studies, such as those conducted by Adinda et al., (2023), Miharja & Ruhkviyanti (2024) and Nurhalizah & Oktiani (2024). They also found that motivation has a positive and significant influence on employee performance. Herzberg (1996), in his two-factor theory explains that intrinsic motivation factors, such as recognition and responsibility, can increase job satisfaction and employee

performance. This suggests that encouragement does not only come from external things such as bonuses or salaries, but also from within, such as a sense of pride in achievement or a desire to develop (Anggraeni, 2020).

From these findings, organizations need to pay more attention to aspects of employee motivation. For example, by providing training, career development opportunities, and a fair reward system (Disa & Djastuti, 2019). As stated by Sinambela (2021), motivated employees tend to be more productive and have a high commitment to organizational goals.

Effect of Work Discipline on Employee Performance

Discipline is a key factor that affects how well individuals perform in an organization (Milliana et al., 2023). From the results of data analysis, it can be seen that work discipline has a positive and significant influence on the performance of employees of PT Bagus Jaya Textile. This is evidenced by the t value of 4.241> from t table 1.993, and a significance level of 0.000 ($p < 0.05$). These results are in line with the results of research by Tanjung & Rasyid (2023), which states that work discipline is an important foundation for achieving optimal performance because it encourages employees to comply with established rules, procedures, and work standards.

This research is also supported by several previous studies, such as conducted by Raymond et al., (2023), Yuliawati & Oktavianti (2024), and Andri (2025). They also found that work discipline has a positive and meaningful influence on performance. Nawir et al., (2024), explained that work discipline is not only about compliance with rules, but also includes responsibility, consistency, and employee commitment in completing tasks. This is reinforced by Hasibuan (2017:22), where good discipline can form an organized and systematic performance, which in turn encourages increased productivity and employee performance.

Siagian (2018) emphasizes that work discipline is also related to work ethic and organizational culture. Organizations that implement a clear and consistent discipline system tend to have more disciplined and high-performing employees. This finding shows that discipline has a more dominant role in improving performance than motivation, as seen from the higher regression coefficient ($0.430 > 0.281$).

This finding implies that organizations need to strengthen the work discipline system through the implementation of clear rules, structured training, and consistent supervision. According to Rahayu et al., (2024), discipline not only improves individual performance but also makes the work environment more productive.

The Effect of Motivation and Work Discipline on Employee Performance

Statistical analysis shows that motivation and work discipline together provide a significant influence on employee performance at PT Bagus Jaya Textile. This is evidenced by the calculated F value of 63.584> F table 3.12, and a significance level of 0.000 ($p < 0.05$). This high F value indicates that the regression model used is valid and has strong predictive power. The synergy between motivation, both intrinsic and extrinsic, and consistent work discipline can create a work environment that encourages significant performance improvement (Soefarmin et al., 2024).

This finding is reinforced by the results of the study Maryani et al., (2021), Gandung (2024), and Pricilla (2025), which concluded that motivation and discipline at work have a significant impact on performance. According to Yusuff (2023), strong work discipline can strengthen the effect of motivation on performance; disciplined employees tend to be more

consistent in achieving set targets. The results of this simultaneous test strengthen the empirical evidence that motivation and work discipline contribute to improving employee performance at PT Bagus Jaya Textile.

CONCLUSION

The findings of this study conclude that motivation and work discipline together significantly affect employee performance at PT Bagus Jaya Textile. Combined, these two variables were able to explain 63.5% of the change in performance, with a calculated F value of 63.584 ($p < 0.05$). When analyzed individually, motivation makes a positive and significant contribution to performance. Likewise, work discipline was shown with a regression coefficient of 0.430. This finding confirms the need for integration of motivation and work discipline improvement programs in HR management strategies to support further employee performance growth.

From the practical side, the results of this study emphasize the importance for organizations to integrate programs to increase motivation and strengthen work discipline in human resource management strategies. For example, through training, career development, a fair reward system, and consistent application of rules and supervision. Thus, employee performance can be improved on an ongoing basis, ultimately supporting the achievement of organizational goals.

Research limitations such as the small number of respondents and the focus of the study which is only centered on one company location. For further studies, it is recommended to increase the number of participants and include other variables, such as management style or organizational values, in order to contribute better.

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