

## The Influence of Discipline and Motivation in Improving Employee Performance in LJ Dua Brothers Fish Cracker Factory Employees

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### Abstract

*This research aims to determine the influence of discipline and motivation on the performance of LJ Dua Bersaudara cracker factory employees. The sample in this study was 40 employees. The sampling technique for this research uses saturated sampling. The type of research used is survey research with a quantitative approach. The data collection technique used was a questionnaire. Data analysis used multiple linear regression. The research results found that motivation had a significant effect on employee performance, discipline had no significant effect on employee performance, and motivation was the variable that had the most influence on the performance of employees at the LJ Dua Bersaudara cracker factory.*

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

### Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh disiplin dan motivasi terhadap kinerja karyawan pabrik kerupuk LJ Dua Bersaudara. Sampel dalam penelitian ini adalah 40 karyawan. Teknik pengambilan sampel pada penelitian ini menggunakan sampling jenuh. Jenis penelitian yang digunakan adalah penelitian survei dengan pendekatan kuantitatif. Teknik pengumpulan data yang digunakan adalah kuesioner. Analisis data menggunakan regresi linier berganda. Hasil penelitian menemukan bahwa motivasi berpengaruh signifikan terhadap kinerja karyawan, kedisiplinan tidak berpengaruh signifikan terhadap kinerja karyawan, dan motivasi merupakan variabel yang paling besar pengaruhnya terhadap kinerja karyawan di pabrik kerupuk LJ Dua Bersaudara.

**Kata kunci:** *disiplin kerja, motivasi, kinerja karyawan*

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## INTRODUCTION

The human resources that currently play an important role in the movement of the company are employees. Currently, employees' abilities are inadequate, both in terms of their intellectual abilities and their technical skills. Even though employees are a very important part of the company, because of the talent, energy and creativity needed by the company to achieve its goals (Muljani, 2002). Employee

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performance is a very important part in moving the wheels of the company. Employee performance is often demanded more stringently when faced with factory production targets. Therefore, performance is something that should not be put aside or ignored. Several factors that can influence performance include discipline and motivation. This is in line with the results of Harlie (2010) research which shows that motivation and discipline partially influence employee performance.

Discipline has a positive relationship or influence on employee performance (Baskoro & Sudanty, 2012). Discipline basically aims to raise awareness for employees to carry out assigned tasks, where its formation does not arise by itself, but must be formed through both formal and non-formal learning. Discipline also has great benefits for both the organization and employees. By implementing discipline for factories, it is possible to maintain existing norms, while for employees it will produce a good working atmosphere and influence motivation in carrying out their duties so that employees have a good level of productivity.

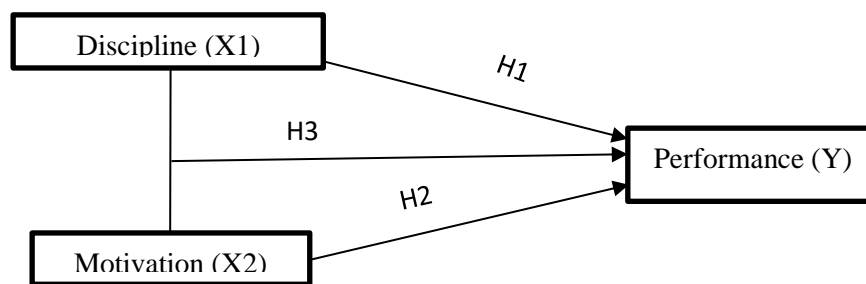
The results of the first research Indriyani (2021), using the multiple linear regression analysis method, obtained research results which showed that discipline and motivation had an influence on the performance of employees of the Songket Silungkang Aina UMKM, Sawahlunto City. Motivation itself can be interpreted as a condition within a person's personality so that the person is encouraged to carry out an activity or activity. Fulfillment of motivational needs is inevitable for all employees because if motivation is fulfilled properly it will have an impact on work peace (Koesmono, 2005).

The phenomenon of employee performance at the LJ Dua Bersaudara cracker factory can refer to the results of the realization of production quantities which always fluctuate in production over a 1 year period. Based on information from the LJ Dua Bersaudara cracker factory relating to employee performance in the form of production targets and realization. The LJ Dua Bersaudara cracker factory has a target of processing raw materials every month of 200 kg. The motivation phenomenon possessed by the employees of the LJ Dua Bersaudara cracker factory is known to have been fulfilled. Physiological needs, taste needs, social needs, self-esteem needs, and self-actualization needs have not been met. It can be seen that some employees are still not showing their skills consistently so there must be leadership intervention.

The discipline phenomenon that exists in the LJ Dua Bersaudara cracker factory is compliance with work regulations. The phenomenon that occurs in cracker factories is that employees often neglect work regulations. Like every time you fry, you are required to clean up the oil residue that is scattered in the frying room. In reality, negligence often occurs in this case. Therefore, researchers are interested in revealing the extent to which discipline and motivation influence performance so that production targets and realization can always be consistent every month. Based on the phenomenon, the researchers took the title, "The Influence of Discipline and Motivation in Improving Employee Performance: Case Study at the LJ Dua Brothers Fish Cracker Factory".

## **LITERATURE REVIEW**

Performance according to Henry et al., (2004) is the level of achievement of the tasks that make up an employee's job and reflects how well the employee fulfills the requirements of a job. Motivation according to Munandar (2008) is a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals. Discipline according to Hasibuan (2003) is a person's awareness and willingness to obey all company regulations and applicable norms. Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. So, he will obey/do all his duties well, not under coercion.



**Figure 1.** Research framework

Based on the explanation above, it was found that the hypotheses proposed in this study include:

H1: The Effect of Discipline on Employee Performance

Based on the results of research analysis, it shows that there is no significant influence between discipline and employee performance. This means that discipline is not an influential variable for the performance of LJ Dua Bersaudara cracker employees. Such as employees who comply with applicable regulations, arrive at work on time, use tools properly, work with good ethics, and are always alert to the use of tools. Discipline has little influence on increasing employee performance. The results of this research are also supported by previous research from Indriyani (2021) and Akbar et al., (2021).

H2: The Effect of Motivation on Employee Performance

Based on the results of the research analysis, it shows that there is a positive and significant influence of motivation on employee performance, meaning that the higher the motivation the employee has, the higher the employee's performance level will be. Such as sufficient rest hours, fulfilled food and drink needs, a sense of security, health insurance, lots of friends, good communication between employees, and rewards. However, self-actualization such as the leader's encouragement of employee skills is still not optimal. This research is also supported by Maslow's (2009) theory which states that there are five hierarchies of human needs. These are physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. If these five hierarchy of needs are met, it will affect employee performance.

H3: The Dominant Influence of Motivation on Employee Performance

Motivation is the most influential and dominant on the performance of LJ Dua Bersaudara cracker factory employees. The existence of this influence to improve employee performance results requires high motivation. The direct influence value obtained from the results of the dominant motivation test has a greater value when compared to the results of the dominant discipline test, meaning that motivation can have a dominant influence on employee performance so that the performance of the LJ Dua Bersaudara cracker factory employees increases. This is supported by Siagian (2009) that employee performance is influenced by motivation.

## RESEARCH METHODS

This type of research is survey research with a quantitative approach. The sample in this study were employees of the LJ Dua Bersaudara cracker factory in Malang City with a total of 40 employees. The sampling technique used by researchers is saturated sampling. The data collection technique used

was distributing questionnaires. Variable measurements in this study used a Likert scale with a score of 1-5 (strongly agree-strongly disagree). The test instruments used are validity and reliability tests. The tool used to measure and assess research variable criteria is carried out using a scale range table. The data analysis technique uses data analysis carried out using the SPSS statistical application using multiple linear regression. The classical assumption test consists of the normality test, Kolmogorov-Smirnov test, heteroscedasticity test, and multicollinearity test. The hypothesis tests used are the t test and the dominant test.

## RESULTS AND DISCUSSION

Respondent characteristics data based on gender, age, highest level of education can be seen in the following table:

**Table 1.** Characteristics of Respondents

Individual	Items	Frequency	Percentage %
Gender	Man	18	45 %
	Woman	22	55 %
Respondent's Age	18-25 Years	13	32.5%
	26-30 Years	15	37.5%
	31-40 Years	12	30%
	>40 Years	0	0%
Last education	elementary school	7	17.5%
	JUNIOR HIGH SCHOOL	6	15.%
	SMA/SMK	27	67.5%
	DIPLOMA/S1	0	0%
Length of working	1 year	10	25%
	Individual	12 years old	14
Gender	23 years	16	40%
	>4 Years	0	0%

Source: Primary data processed, 2023

The data in table 1 describes the characteristics of respondents with a total of 40 employees. The majority are female, 22 people or 55%, the majority are 26-30 years old, 15 people or 37.5%, the majority have high school/vocational education, 27 people or 67.5%, the majority have worked for 2 years. -3 years. year as many as 16 people or 35%.

**Table 2.** Validity Test Results

Variable	Indicator	R Hitung	R Table	Note
Employee performance	Y.1	0,701	0,312	Valid
	Y.2	0,906	0,312	Valid
	Y.3	0,602	0,312	Valid
	Y.4	0,712	0,312	Valid
	Y.5	0,763	0,312	Valid
	Y.6	0,716	0,312	Valid
	X1.1	0,817	0,312	Valid

<b>Discipline</b>	X1.2	0,865	0,312	Valid
	X1.3	0,601	0,312	Valid
	X1.4	0,744	0,312	Valid
	X1.5	0,832	0,312	Valid
	X1.6	0,681	0,312	Valid
<b>Motivation Variable</b>	X2.1	0,566	0,312	Valid
	X2.2	0,853	0,312	Valid
	X2.3	0,688	0,312	Valid
	X2.4	0,853	0,312	Valid
	X2.5	0,757	0,312	Valid
	X2.6	0,853	0,312	Valid
	X2.7	0,815	0,312	Valid
	X2.8	0,659	0,312	Valid
	X2.9	0,617	0,312	Valid

Source: Primary data processed, 2023

From the table above, it can be seen that all statement items on the employee performance, discipline and motivation variables have a calculated  $r$  greater than the  $r$  table of 0.312. Thus, all statement items from employee performance, discipline and motivation variables in this research can be said to be valid and suitable for use as research data collection instruments.

**Table 3.** Reliability Test Results

Variable	Cronbach Alpha	Comparative Coefficient	Information
Employee performance	0,891	0.60	Reliable
Motivation	0,891	0.60	Reliable
Discipline	0,847	0.60	Reliable

Source: Primary data processed, 2023

From the table above, it can be seen that all research variables consisting of discipline, motivation and employee performance have a Cronbach Alpha coefficient value greater than 0.60, so it can be said that all questionnaire statement items used in this research are reliable.

**Table 4.** Normality Test Results

Unstandardized Residual	
Asymp. Sig. (2-tailed)	0,375

Source: Primary data processed, 2023

In Table 4.7 the results of the Kolmogorov Smirnov test show asymp sig. (2-tailed) is 0.375 > 0.05, so it can be said that the data is normally distributed. This shows that the regression model meets the assumptions of normality and is suitable for use.

**Table 5.** Multicollinearity Test Results

Variable	Collinearity statistics		Information
	Tolerance	VIF	
(X1)	0,352	2,839	There were no symptoms of multicollinearity
(X2)	0,352	2,839	There were no symptoms of multicollinearity

Source: Primary data processed, 2023

The table above shows that the VIF value of the discipline variable (X1) and motivation variable (X2) is  $2.839 < 10$  and the tolerance value is  $0.352 > 0.1$ , so there is no multicollinearity in the data.

**Table 6.** Heteroscedasticity Test Results

Variable	Sig	Information
Discipline (X1)	0,188	Heteroscedasticity does not occur
Motivation (X2)	0,014	Heteroscedasticity does not occur

Source: Primary data processed, 2023

The table above shows that the significance value of the Discipline variable is 0.188 and Motivation is 0.014. So the significance value of Discipline is greater than 0.05, meaning that in the regression model there are no symptoms of heteroscedasticity.

**Table 7.** Multiple Linear Regression Analysis

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,578	1,886		6,140	0,000
X1	0,152	0,113	0,214	1,342	0,188
X2	0,319	0,080	0,636	3,988	0,000

a. Dependent Variable: Y

Source: Primary data processed, 2023

The regression coefficient value (X1) is 0.152 with a sign stating that the discipline variable (X1) has no significant effect on the employee performance variable (Y), meaning that discipline has no effect on employee performance. The regression coefficient value (X2) is 0.319 with a sign stating that the motivation variable (X2) has a positive effect on employee performance (Y), meaning that the better the motivation, the better the employee's performance.

**Table 8.** Coefficient of Determination Test (R2)

Model	R Square
1	0,669

Source: Primary data processed, 2023

Table 4.14 shows the value of the R Square coefficient (R2) of 0.669 or 66.9%, so it can be concluded that the influence of the discipline variable (X1) on the employee performance variable (Y) is 0.669 or 69.9%

**Table 9.** Hypothesis Test 1

Variable	t hitung	Sig t
X1	1,342	0,188

Source: Primary data processed, 2023

X1 on performance (Y) is  $0.000 < 0.05$  and the calculated t value is  $1.342 > t$  table value  $0.188$ , so it can be said that hypothesis one is not accepted, which states that discipline has no significant effect on employee performance, so hypothesis one cannot be accepted.

**Table 10.** Hypothesis Test 2

Variable	t hitung	Sig t
X2	3,988	0,000

Source: Primary data processed, 2023

X2 on performance (Y) is  $0.000 < 0.05$  and the calculated t value is  $3.988 > t$  table value  $0.000$ , so it can be said that hypothesis two is accepted, which states that motivation has a positive and significant effect on employee performance, so the second hypothesis can be accepted.

**Table 11.** Dominance Test

Model	Standardized Coefficients
	Beta
Discipline	0,726
Motivation	0,808

Source: Primary data processed, 2023

The discipline variable has a beta coefficient of  $0.726$  or  $72.6\%$ , and the motivation variable has a beta coefficient of  $0.808$  or  $80.8\%$ . This shows that the motivation variable has the largest beta coefficient between the two variables, which means that the motivation variable is the variable that has the most influence on employee performance, so the third hypothesis can be accepted.

The results of descriptive research on the performance of the employees of the LJ Dua Bersaudara Cracker Factory, Malang City, are of the very high type. This can show that the majority of employees at the LJ Dua Bersaudara Cracker Factory, Malang City, have good performance. The results of descriptive research on the discipline of employees at the LJ Dua Bersaudara cracker factory, Malang City, show the correct category. This can show that the majority of employees at the LJ Dua Bersaudara Cracker Factory, Malang City, have good work discipline. By complying with the regulations that apply in the factory, the level of employee discipline is at a good level. The descriptive results of research on employee motivation at the LJ Dua Bersaudara Factory, Malang City, are in the very high category. This can show that most of the employees of the LJ Dua Bersaudara Factory, Malang City, have high motivation. The research results show that motivation is very high.

There is no significant influence between discipline and employee performance. This means that discipline is not an influential variable for the performance of LJ Dua Bersaudara cracker employees. Which shows that discipline has no significant effect. Strengthened by the theory according to Rivai (2013) that obedience to discipline influences employee performance with indicators of attendance, obedience to work regulations, obedience to work standards, high level of alertness, and ethical work.

Based on the results of the research analysis, it shows that there is a positive and significant influence of motivation on employee performance, meaning that the higher the motivation the employee has, the higher the employee's performance level will be. Such as sufficient rest hours, fulfilled food and drink needs, a sense of security, health insurance, lots of friends, good communication between employees, and rewards. Motivation has a positive and significant influence on employee performance. The results of this research are supported by previous research from Pratiwi (2014) and Ramadhan

(2018) which shows that motivation has a positive and significant effect on performance. If these five hierarchy of needs are met, it will affect employee performance.

## CONCLUSION

Based on the problem formulation, hypothesis, research results and previous discussion regarding the influence of discipline and motivation on the performance of employees at the LJ Dua Bersaudara cracker factory in Malang City, the following conclusions can be drawn. The performance of employees in Malang City is in the very high category, the discipline of employees at the LJ Dua Bersaudara cracker factory in Malang City is in the good category, the motivation of employees at the LJ Dua Bersaudara cracker factory in Malang City is in the very high category. Discipline does not have a significant effect on employee performance in Malang City, which means that discipline is not a factor in increasing the performance of employees at the LJ Dua Bersaudara cracker factory. Motivation has a significant effect on the performance of employees at the LJ Dua Bersaudara cracker factory in Malang City, which means that the higher the employee motivation, the higher the performance of the LJ Dua Bersaudara cracker factory employees. Motivation has the greatest influence on the performance of employees at the LJ Dua Bersaudara cracker factory in Malang City. This means that motivation has a big influence on employee performance. High motivation will also influence high employee performance.

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