

Determine of Employee Performance Study Case PT Interplex Precision Batam

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Abstract

This research aims to determine the effect of work discipline and motivation on employee performance. The dependent variables were work discipline and work motivation. Therefore, the independent variable was employee performance. The research used data primer with questionnaires and applied multiple regression analysis. The research includes 48 employees from PT Interplex Precision Batam. The findings show that both work discipline and motivation have a positive effect on performance, both individually and together.

Keywords: Work Discipline, Work Motivation, Employee Performance

1. Introduction

The current time of globalization means that competition happens in many areas, especially in business. This competition makes industries try to outdo each other to stay alive and do well in a more competitive world. Because of this, companies look for ways to keep going. One example is the manufacturing industry, where companies compete with each other. Managing employees is important for every company. This is because employees are connected to the things that help improve performance, which is needed to reach the company's goals. Performance is what someone or an organization does in their job and responsibilities. Some things that affect how well employees perform are work discipline and their motivation. Work discipline helps improve how well employees do their jobs. When workers follow rules and procedures, they do tasks in the right way. Employees who are disciplined don't do things that could hurt the company. Having good discipline helps workers do their jobs consistently and avoid poor performance. Motivation is the force that pushes a person to do something to reach their goals. It's not always obvious, but it has a strong effect on how people act to achieve what they want.

PT Interplex Precision Batam was established in 2017 and is engaged in manufacturing that performs conventional Zinc and Aluminum die casting. This company requires qualified

employees and qualified qualifications. Quite a number of other manufacturing companies in Indonesia make the company have many competitors. To survive these conditions, the company must be motivated by good performance and have high discipline so that the company can develop optimally. Employees are a key part of what makes a company successful and able to grow. More professional performance is needed in order to achieve achievements in their fields. The performance of high employees will make productivity and efficiency of the company so as to improve the performance of the company.

The interviews with the Human Resources Coordinator showed that the employees at the company have poor work discipline. Employees violate the rules set by the company, including not coming to work without permission or approval. In addition, there are some workers who leave the workplace before break time and return to work not on time after the break. It is known that employee attendance is only carried out when entering work and when leaving work, which results in a gap for employees arriving late after the work break has been completed. This shows that the quality of discipline and compliance with company rules is considered not optimal and will affect employee performance, where the company's contribution to employee work is not maximized. The company also determines disciplinary action in the form of reprimands. In

addition, Warning Letters (SP) are also given by the company as a form of sanction ranging from SP 1 to 3, until finally Termination of Employment (PHK). This statement is reinforced by company data regarding employee attendance:

Table 1. Employee Work Attendance Data 2020

Month	Number of Employee	Working Days	Total Working Days	Attendance			
				Absent	Percentage	Late	Percentage
January	55	26	1430	16	1.12%	8	14.55%
February	54	23	1242	6	0.48%	3	5.56%
March	54	26	1404	20	1.42%	9	16.67%
April	54	23	1242	22	1.77%	12	22.22%
May	55	25	1375	8	0.58%	4	7.27%
June	53	24	1272	3	0.24%	6	11.32%
July	52	25	1300	4	0.31%	7	13.46%
August	52	26	1352	4	0.30%	10	19.23%
September	54	25	1350	15	1.11%	7	12.96%
October	55	26	1430	12	0.84%	7	12.73%
November	55	26	1430	4	0.28%	6	10.91%
December	55	25	1375	2	0.15%	6	

Source: PT Interplex Precision Batam

Table 1 shows that the highest percentage of employee absenteeism was 1.77% in April and the lowest was 0.15% in December. Meanwhile, the highest percentage of employee tardiness was 22.22% in August and the lowest was 5.56% in February. In addition to work discipline, companies still pay less attention to work motivation to encourage employees to produce better performance in the company. Work motivation is considered very important to increase productivity. The company rarely provides motivation by giving gifts, especially to outstanding employees. The company also does not promote outstanding employees to higher positions. This causes employees to reduce the desire to improve the performance of these employees.

Employee performance goes down because they aren't following work rules well and don't have enough interest in their jobs. The performance isn't good enough, and from the first look at things, we can see that performance has dropped. This is shown by the sales numbers that keep changing. Here is a table showing the sales department's target data:

Table 2. Sales Data 2020 (in parts)

Month	Target Sales	Actual Sales	Percentage of Achievement
January	4300	3021	70.26
February	4300	3491	81.19
March	4300	3645	84.77
April	4300	3751	87.23
May	4300	3856	89.67
June	4300	3529	82.07
July	4300	3550	82.56
August	4300	3415	79.42
September	4300	3514	81.72

Month	Target Sales	Actual Sales	Percentage of Achievement
October	4300	3812	88.65
November	4300	3136	72.93
December	4300	3852	89.58

Source: PT Interplex Precision Batam

Table 2 shows that in 2023 the company targets sales of 4,300 parts each month. The highest target percentage achievement is in May 2023, which is 89.67%, while the lowest target achievement percentage is in January 2023 at 70.26%. Failure to achieve company goals is caused by poor quality work from employees, untidy, less thorough, and less able to work together which ultimately causes work not to be completed on time. The problem of not achieving sales targets is thought to be influenced by low work motivation. Without motivation, achieving company goals will not be a concern for employees and will not encourage employees to work hard to work optimally. No matter how well the work is done, employees will not be rewarded or rewarded for the achievement. The company should focus more on ensuring employees follow rules and stay motivated at work to boost product sales and overall company results.

When a company follows its rules and standards correctly, it can boost how well employees work and help the company reach its top achievements. To achieve more productive performance in accordance with company goals, employees need structured and effective guidance from the company (Adinda et al. 2022). If employees are not disciplined by not obeying and implementing existing regulations, it will be difficult for the company to achieve its goals. By complying with the rules and achieving disciplinary standards, employees will create a more comfortable atmosphere within the company and have a positive impact on company activities. So, every company wants all its workers to follow the rules that are in place.

Ali and Simamora (2022) did a study to look at how work discipline and work motivation impact employee performance. They used a quantitative method, which means they collected numerical data. They gathered information by giving questionnaires to 226 employees, and 145 of them responded. They used multiple linear regression to analyze the data. The results showed that both work discipline and work motivation, on their own and together, have an effect on how well employees perform. The determination test showed that 73.4% of the factors affecting employee performance can be explained by work motivation and work discipline.

This study is a replication of the research by (Ali

& Simamora, 2022). The new part of this study is the sample, which includes employees from PT Interplex Precision Batam. The issue shows that the company's employee performance has gone down. More analysis is needed to help improve employee performance and productivity. The goal of this study was to look at how work discipline and work motivation together and separately affect employee performance. Theoretical benefits include helping to build knowledge and understanding in management science. Practical benefits are that the findings can be used by managers to get a clearer picture that relates to theory. A limitation of this study is that it only looked at employees from PT Interplex Precision Batam. Also, the researchers only studied the effects of work discipline, work motivation, and employee performance without looking at other possible factors.

2. Literature Review and Hypothesis Development

Abraham Maslow's theory (the hierarchy of needs), introduced in 1943, describes five levels of human needs that affect employee motivation. This idea says that a person's drive to do things comes from meeting different needs, and these needs are organized in a certain order (Hartanto et al. 2018). Work discipline is closely related to the fulfillment of safety needs, which is seen as an effort to meet the need for security in the work environment, such as job security, job safety, and the need for clear regulations. When employees in the work environment feel safe and comfortable, they tend to be more disciplined in implementing company rules and regulations.

Social needs and esteem needs are closely related to work motivation variables that can provide positive encouragement to employees to improve performance quality standards. Employees whose social needs are met will be encouraged to improve individual performance and teamwork. Someone whose appreciation needs are met will be motivated to achieve and tend to perform better in completing their work and responsibilities.

Employees who have their self-actualization needs met will develop their potential more happily if they have the opportunity to develop and be valued by the company. Furthermore, the fulfillment of physiological needs makes employees tend to work more productively at effort. The findings of this study are consistent with Sutrisno (2019) who emphasized the desire of employees to have the opportunity to improve performance and show their best abilities.

Muis and Amrison's (2021) study used quantitative

methods to find out how job satisfaction, work motivation, and discipline affect employee performance. Primary data were collected through questionnaires. Their findings show that each of these factors has a positive and important impact on how well employees perform. The study also found that 72.03% of the variation in performance can be explained by these factors, while the remaining 27% is due to other factors not considered in the study.

Suyanto (2018) investigated how competence and discipline affect work motivation and their subsequent effect on performance. The approach used is descriptive explanatory with a survey, and the sample consists of 34 people. Path analysis was used to test the hypothesis. The results show that competence, discipline, and work motivation have a simultaneous effect on performance, and work discipline has a positive effect on performance.

Research by Razak et al. (2018) focuses on determining the impact of leadership style, motivation, and work discipline, which were chosen as key factors influencing employee performance. Primary data was obtained from 50 employees, and SPSS was used as an analysis tool. The study found that work discipline has a positive impact on employee performance.

The purpose of Asmalah & Noviyanti's (2021) research was to investigate the relationship between work discipline and work motivation on performance using a sample of 54 people. The results of the analysis using SPSS with the results that the two independent variables have a significant effect on the dependent variable.

The study conducted by Asmalah and Noviyanti's (2021) was to look at how work discipline and work motivation affect performance. They used a sample of 54 individuals. Their analysis, done with SPSS, showed that the two factors, work discipline and work motivation, had a significant impact on performance.

Maswani et al. (2020) examined the relationship between work discipline, work environment, and work motivation with employee performance. The sampling method is a simple random method. The research findings show that employee performance is partially positively and significantly influenced by work discipline, work environment, and work motivation significant by independent variable. Maswani et al. (2020) investigated how work discipline, work environment, and work motivation relate to employee performance. They used a simple random sampling method to select participants. The study found that employee performance is positively and significantly influenced by work discipline, work environment,

and work motivation, with each of these factors having a significant impact as independent variables. The findings of Adinda et al. (2022) found that work motivation, which is driven by work discipline, has a considerable positive influence on how well employees perform their tasks. The analysis method used is SEM, and the sample consists of 46 respondents.

Siregar and Aslami's (2022) examine how work motivation and work discipline influence employee performance. They used quantitative methods with a sample of 79 individuals. The findings indicate that work motivation has a significant impact on performance, but it does not affect work discipline.

Research by Sutrisno (2019) examines how work discipline and work motivation affect performance. The results are based on a sample of 167 people, with the results of the study show that discipline and work motivation together have a significant influence on the performance of civil servants.

Work discipline refers to the attitudes and behaviors of employees who comply with the provisions and work procedures of the company. Employees with work discipline tend to complete their work and responsibilities on time, obey the rules, and carry out work in accordance with applicable standards. Thus, this can have a positive impact in the form of improved employee performance because work can be completed effectively and efficiently.

H1: Work discipline contributes positively to the performance of employees.

Motivation is composed of certain attitudes and values that can affect an individual's actions and help them achieve the desired outcomes (Ali & Simamora, 2022). Work motivation reflects the intrinsic and extrinsic drive in employees to do a good job and achieve their goals through perspectives and values that are not always directly visible. The success of the company is often closely related to the level of employee motivation, because highly motivated employees manage to make a greater contribution to the company's performance and profitability. Work motivation can arise from within employees, known as intrinsic motivation, or from outside the employee, such as salary, bonuses, recognition, and development opportunities, which are forms of extrinsic motivation. Employees with a high level of work motivation will generally try their best to get the job done well. Findings from research by Muis & Amrison (2021), Putra & Putra (2019), Maswani et al. (2020), and Adinda et al. (2022) are in line with this statement.

H2: Work motivation contributes positively to the performance of employees.

Employee performance is defined as the results of activities achieved within a certain period of time and is determined by work behavior, quality and quantity, employee attendance, and efficiency in carrying out predetermined tasks. Work discipline and work motivation as important factors in determining employee performance. High levels of discipline and motivation in employees are reflected in obedience to, responsibility for completing tasks, and timeliness, and are encouraged to do more work, generate new ideas that can improve their performance. Supported by research by Muis & Amrison (2021) and Adinda et al. (2022) conducted previously.

3. Methods

Researchers use primary data and collected data using the questionnaire adopted by Agustian (2019) using a Likert scale of 1 – 5 (not good – very good). This research uses primary data distributed in physical form from March 25, 2024, to April 5, 2024. The population of this study is all employees of PT Interplex Precision Batam, totaling 50 people, consisting of production, HR, Purchasing, Finance, and Engineering. All of them are sampled with 48 respondents who meet the criteria, namely, are permanent or contract employees and have worked in the company for more than 6 months, as a determinant of employee performance. The variables studied are work discipline and work motivation, and employee performance is the outcome being measured.

Questionnaire distributed using Google Form and responded by samples of this research. This research conducted validity and reliability tests, descriptive statistical analysis, and assumption tests. Hypotheses are tested using multiple linear regression analysis with the SPSS application.

Table 3. Operational Definition of Variables and Measurement

Variables	Definition and Measurement	Indicator	Source of Adaptation
Work discipline (X1)	It is an attitude of obedience carried out consciously and consistently by individuals to the regulations in force in the company with the aim of achieving well-defined targets.	Comply with time rules, company rules, and work behavior rules.	(Agustian, 2019)
Work motivation (X2)	It is the energy that arises within a person and stimulates him to do the work necessary to achieve the company's goals.	Drive to achieve goals, enthusiasm for work, spontaneity, creativity and responsibility	(Agustian, 2019)
Employee Performance (Y)	It is the result of work carried out by employees who have the skills necessary to complete tasks related to their field.	Quality, quantity, implementation of tasks, accountability.	(Agustian, 2019)

Source: Previous research that has been processed by researchers (2024)

4. Results and Discussion

Respondent Characteristics

Sampling is done with predetermined criteria by considering the population size. The research questionnaire was distributed directly to respondents in physical form. A total of 50 questionnaires distributed by researchers were filled out by respondents, 2 of which could not be used by researchers because the respondents did not meet the specified criteria, so the total used amounted to 48 questionnaires. The following are details of Table 4.

Table 4. Questionnaire Data Collection

Description	Total
Questionnaire distributed	50
Return questionnaire	50
The questionnaire is not eligible	2
Questionnaire used	48

Source: Primary Data Processing (2024)

From the data presented in Table 5, it is evident that the age-related characteristics are primarily represented by individuals within the 18 to 26 years age group, namely 26 respondents, 27-36 years old as many as 12 respondents, 37-46 years old as many as 6 respondents, and 47-56 years old totaling 4 respondents. In connection with the age demographics dominated by Gen Z, namely 18-26, who are at the beginning of their careers and trying to maintain a job, motivated by the difficulty of finding a job at this time. Based on gender, 29 respondents were dominated by women, and 19 respondents were men. Employees are dominated by women who have a strong motivation to contribute positively to the work team and promote collaboration. As for the category of the majority of employees' tenure, namely >6 months-5 years as many as 36 respondents and >5 years- 10 years as many as 12 respondents. Employees who have been working for 6 months to 5 years are usually in a stage

where they are actively learning and getting used to the company culture and their job responsibilities, which helps them improve their work performance.

Table 5. Characteristics of Respondent

Research Instrument Test

Before being distributed to real respondents,

Variables	Category	Frequency	Percentage
Age	18 - 26 Years	26	54.20%
	27 - 36 Years	12	25.00%
	37 - 46 Years	6	12.50%
	47 - 56 Years	4	8.30%
Gender	Male	19	39.60%
	Female	29	60.40%
Length of service	> 6 months - 5 years	36	75.00%
	>5 years - 10 years	12	25.00%

Source: Primary Data Processing (2024)

researchers conducted a pilot test from March 18, 2024, to March 22, 2024, on 30 employees of PT Amtek Engineering Batam, consisting of production, HR, Purchasing, Finance, and Engineering sections, which was carried out to test the validity and reliability of the research tool.

Table 6. Validity Test

Variables	Question	Calculated r value	Table r value	Result
Work discipline (X1)	X1.1	0.593	0.284	Valid
	X1.2	0.599	0.284	Valid
	X1.3	0.745	0.284	Valid
	X1.4	0.494	0.284	Valid
	X1.5	0.69	0.284	Valid
Work motivation (X2)	X2.1	0.659	0.284	Valid
	X2.2	0.869	0.284	Valid
	X2.3	0.777	0.284	Valid
	X2.4	0.748	0.284	Valid
	X2.5	0.714	0.284	Valid
Employee performance (Y)	Y.1	0.55	0.284	Valid
	Y.2	0.57	0.284	Valid
	Y.3	0.675	0.284	Valid
	Y.4	0.596	0.284	Valid
	Y.5	0.516	0.284	Valid
	Y.6	0.297	0.284	Valid

Source: Primary Data Processing (2024)

Table 6 shows that the t value for each question component exceeds the r table value of 0.284. Thus, this shows that each indicator on the variable is considered accurate as a measurement tool in this study (Ghozali, 2018).

The reliability test was done to check how consistent the research tool is. A research tool is considered reliable when the Cronbach Alpha score is higher than 0.7.

Table 7 shows that all Cronbach's Alpha values > Cutt of Cronbach Alpha, which is 0.70, so the tools used are reliable (Ghozali, 2018).

Table 7. Validity Test

Variables	Cronbach Alpha	Cutt of Cronbach Alpha	Results
Work discipline (X1)	0.712	0.7	Reliable
Work motivation (X2)	0.795	0.7	Reliable
Employee performance (Y)	0.734	0.7	Reliable

Source: Primary Data Processing (2024)

Descriptive Statistical Analysis

From the data presented in Table 8, it is evident that descriptive analysis shows that the results of the questionnaire on the work discipline variable show that respondents feel the existence of discipline at work, which can be indicated by a mean value of 4.83 and a standard deviation of 0.089, which is very good. The work motivation variable shows that respondents are motivated at work, which can be seen with a mean value of 4.50 and a standard deviation of 0.086, with very good results. Then the employee performance variable shows that the respondents have very good performance, which can be shown by a value of 4.53 and a standard deviation of 0.084, with a very good conclusion. Overall, employee responses to work discipline variables, work motivation, and employee performance received a very good response.

Tabel 8 Descriptive Statistical Analysis

Variables	N	Minimum	Maximum	Mean	Standard Deviation
Work discipline	48	2	5	4.38	0.089
Work motivation	48	3	5	4.5	0.086
Employee performance	48	3	5	4.53	0.084
Valid N (listwise)	48				

Source: Primary Data Processing (2024)

Assumption Test

Result assumption test		
Assumptions	Result	Show
Normality	Accepted	Figure 2, 3, and table 7
Multicollinearity	Accepted	Table 10
Heteroscedasticity test	Accepted	Figure 4

The data normality test checks if the data follows a normal distribution or is close to it for the variables being used. Figure 2 shows that the two curves are in balance, which means they do not tend to tilt to the

left or right and are declared normally distributed (Ghozali, 2018).

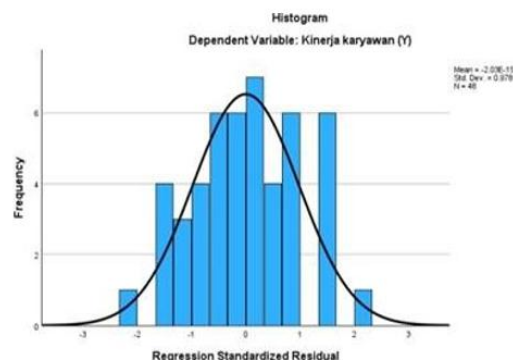


Figure 2. Histogram Graph

Source: SPSS 20 Processed Data (2024)

Figure 3 shows that the data points are scattered around the diagonal line. This suggests that the residuals in this distributed regression model follow a normal distribution.

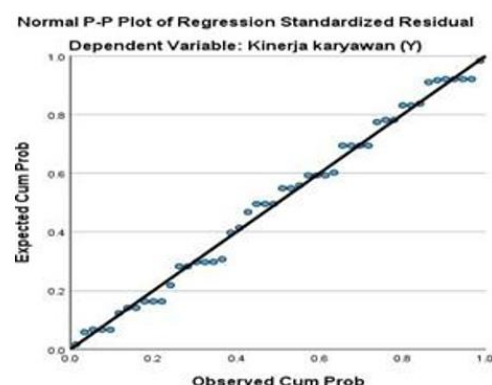


Figure 3. PP Plot Graph

Source: SPSS 20 Processed Data (2024)

Based on the test results in Table 9, it can be concluded that the value of $0.200 > 0.05$, and the data can be declared normally distributed (Ghozali, 2018)

Table 9. One Sample Kolmogorov-Smirnov Test

Unstandardized Residual	
Asymp.sig.	.200 ^d

Source: SPSS 20 Processed Data (2024)

Multicollinearity test. It is known that the *tolerance* value contained in each variable is > 0.10 and the VIF value is < 10.00, as shown by the multicollinearity test table 10. So it is concluded that multicollinearity does not occur (Ghozali, 2018).

Table 10. Multicollinearity Test
Collinearity Statistics

Variable	Tolerance	VIF
Work discipline (X1)	0,887	1,127
Work Motivation (X2)	0,887	1,127

Source: SPSS 20 Processed Data (2024)

The heteroscedasticity test, in Figure 4, shows that the distribution occurs on all sides so that it can be used to estimate work discipline and work motivation in their influence on employee performance (Ghozali, 2018).

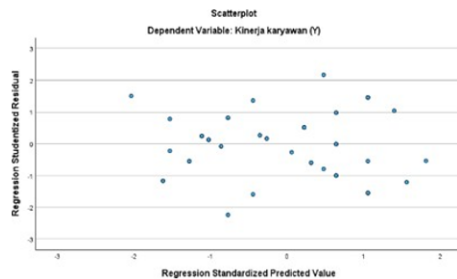


Figure 4. Heteroscedasticity Test
Source: SPSS 20 Processed Data (2024)

In the Glejser test, the independent variable is regressed with its absolute residual value. Heteroscedasticity is said not to occur if the significance value between the independent variable and the absolute residual is > 0.05 . Table 11 shows the results of the Glejser test with a significant value of the work discipline variable of 0.339 and the work motivation variable of 0.019 > 0.05 , which is free from heteroscedasticity (Ghozali, 2018).

Table 11. Glejser Test Results

Model	T	Sig.
(Constant)	-0,399	0,692
Work discipline	-0,967	0,339
Work motivation	2,439	0,019

Source: SPSS 20 Processed Data (2024)

Multiple Linear Regression Analysis

Regression analysis is used to find out how two variables are connected or how changes in one variable affect another variable, and it uses this equation:

$$EP = 8.037 + 0.325 WD + 0.534 WM$$

Table 12. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	B	T	Sig.
(Constant)		2,374		3,385	0,001
Work Discipline (X1)	0,325	0,1	0,316	3,235	0,002
Work Motivation (X2)	0,534	0,084	0,622	6,374	0,001

Source: SPSS 20 Processed Data (2024)

Based on Table 12, both work discipline and work motivation coefficients contribute positively to employee performance.

Simultaneous Significance Test (f)

The F test is used to show whether the independent variables together have an influence on the dependent variable. The R-squared value is 0.619, which means that the two independent variables in this study, namely work discipline and work motivation, can explain about 61.9% of the variation that occurs in the dependent variable, namely employee performance. Meanwhile, other variables contribute about 38.1% (Ghozali, 2018).

Table 13. F Test Results and Coefficient of Determination

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	77.593	2	38.796	36.580	0.001
Residual	47.72	45	1.06		
Total	125.313	47			
Model	R	R Square	Adjusted R Square	Std. Error of Estimate	
1	.787a	0,619	0,602	1,03	

Source: SPSS 20 Processed Data (2024)

Hypothesis Test (t-value)

The t-value (hypothesis test) is used to assess whether each independent variable has a significant effect on the dependent variable, considering a significance level of 5%.

Table 14. Hypothesis Test Results

Model	Coefficients	T-value	Sig.	Result
(Constant)	3,235	3,385	0,001	Supported
Work Discipline (H1)	6,374	3,235	0,002	Supported
Work Motivation (H2)	38.796	6,374	0,001	Supported

Source: SPSS 20 Processed Data (2024)

The first hypothesis, that work discipline contributes

positively to the performance of employees, was supported. The level of significance value of work discipline is $0.002 < 0.05$. With a t-count value of $3.235 > t_{table} 1.679$, H1 is accepted; it can be concluded that work discipline has a positive and significant effect on employee performance.

The test results show that having good work discipline helps employees perform better. This means that people who are very disciplined at work are more likely to follow the rules, follow proper procedures, and act in a way that meets workplace standards. As a result, their overall work performance improves. Work discipline shows how committed someone is to helping the company reach its goals and contributes positively to how well employees do their jobs.

Based on Abraham Maslow's theory, *safety needs* are seen as an effort to fulfill the need for security in the work environment, such as job security, job safety, and the need for clear regulations, which are closely related to the concept of work discipline. The results of this study are in line with the findings reported in the research of Muis & Amrison (2021), Putra & Putra (2019), Maswani et al. (2020), and Adinda et al. (2022).

The second hypothesis, that work motivation contributes positively to the performance of employees, is supported. The level of significance value of work motivation is $0.001 < 0.05$. With a t-count value of $6.374 > t_{table} 1.679$, H2 is accepted. So it is concluded that work motivation has a positive and significant effect on employee performance. Hypothesis H2 is accepted, meaning that work motivation has a positive and important influence on performance. This shows that when employees are more motivated, their performance tends to be better. Workers with high motivation usually show more excitement, dedication, and persistence in their work, which helps them achieve the best possible outcomes.

Based on the testing of hypothesis 2, which showed a significant value of work motivation at 0.001, which is less than 0.05, and a t-count value of 6.374, which is higher than the t-table value of 1.679, hypothesis H2 is accepted. This means that work motivation has a positive and significant effect on performance. The higher the level of motivation, the better the performance. Employees with high work motivation are more enthusiastic, committed, and persistent in their work, which helps them achieve better results. According to Abraham Maslow's theory, social needs and the need for appreciation can motivate people to improve their performance. When employees have opportunities to grow and advance, they become more motivated to perform better to reach those goals. Recognition and

appreciation from supervisors or the company, whether in material or non-material forms, can make employees feel valued and more motivated to perform better. Supportive motivation and positive relationships with coworkers also help boost employee motivation to work at their best. These findings are in line with research conducted by Muis & Amrison (2021), Putra & Putra (2019), Maswani et al. (2020), and Adinda et al. (2022).

Based on these findings, it can be concluded that the higher the level of work discipline and work motivation of a person. The better the performance and the more encouraged to work more productively, effectively, and with quality, so that it can contribute to the progress of the company. Based on Abraham Maslow's theory of fulfilling actualization needs and physiological needs, employees are happier if they have the opportunity to develop and be valued by the company so that they work more productively. A work environment that supports discipline and provides the right motivation can create optimal employee performance for achieving company goals. The results of this research are supported by Muis & Amrison (2021) and Adinda et al. (2022), which were done before.

5. Conclusion and Suggestion

Based on research that looks into how work discipline and work motivation affect employee performance, it was found that work discipline has a positive effect on performance, but not completely. This means that people who believe in being very disciplined at work tend to perform better. So, employees with good work discipline usually perform better than those without it. Work motivation also has a positive effect on performance. The higher the motivation, the better the performance. This is because support from bosses and coworkers can help employees reach their best. So, employees with higher motivation usually perform better than those without it. Work discipline and motivation together have a strong and positive effect on performance. This means that employees who are both disciplined and motivated can reach their highest performance levels and help the company grow. Therefore, employees who have both discipline and motivation perform better than those who don't.

PT Interplex Precision Batam is advised to improve employee work discipline and give more positive motivation to boost performance, which can help improve company performance and profits. In this study, the coefficient of determination showed 61.9%. For future research, it is suggested to use a qualitative approach and look into other variables not covered in this study,

which account for 38.1%, such as leadership and work environment. Also, future research should include a larger sample group to make the results more representative.

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