

## **The Effect Of Work Motivation And Discipline On Employee Performance At Pt. Bawika Eka Energi (BEE)**

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### **Abstract**

The purpose of this study was to determine the effect of work motivation and discipline on employees at PT. Bawika Eka Energi (BEE). The method used in this research is a quantitative method. In this study the population and samples taken were all employees of PT. Bawika Eka Energi (BEE), with a total population of 34 people who will be used as a saturated sample, in this study 34 employees of PT. Bawika Eka Energi (BEE). The data collection technique used in this study used a questionnaire technique. The analytical test used is SmartPLS v.4.0 with the SEM (Structural Equation Modeling) analysis method. The results of this study indicate that motivation has a significant effect on work discipline. Motivation has no positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. And motivation has a significant effect on employee performance through work discipline.

**Keywords : Motivasi, Disiplin Kerja, Kinerja Karyawan**

### **Introduction**

Human resources are a very important aspect in a company or organization. Organizational success is determined by the availability of human resources, that human resources or employees are the main concern in pursuing organizational success. Every organization is always looking for resources that can work effectively and efficiently so that the company's goals are achieved.

Motivation is one of the factors that can support the achievement of maximum performance, motivation is also a process to influence and encourage someone to do the work according to what we want, so that it will lead to high morale. If work motivation is low, the employee's performance will also be low, even though his abilities are good or his opportunities are great. The influence of motivation on performance can be expressed by the results of the influence between motivation, in doing a job work motivation is very important so that it will produce good employee performance. Employee performance will not be achieved optimally if there is no motivation, so that motivation becomes a necessity within an organization to achieve its goals (Ilham et al., 2018).

Good discipline reflects the magnitude of a person's sense of responsibility towards the assigned task. With high work discipline employees can achieve maximum work effectiveness, be it time discipline, rules and regulations that have been set by the organization. There is a very close relationship between high work motivation and discipline. If employees feel happy in their work, then they generally have good discipline. Conversely, if their work morale or work enthusiasm is low, then they can adapt to bad habits. They may not even be polite to the leader. In general they agreed to orders, but with displeasure.

In this study, the authors examined work motivation and work discipline. If work motivation is good and work discipline is also good, then the resulting performance will be good too. According to Arisanti et al., (2019) states that motivation is encouragement, desire and driving force that comes from humans to do something. Meanwhile, discipline is compliance with the rules or orders set by the organization (Widayaningtyas, 2016).

Regulations are needed to provide guidance and counseling for employees, namely creating good order in the company where with good order, morale, work morale, efficiency and employee performance

will increase. A person's success can also be seen from his ability to improve performance, which can be achieved depending on the performance of employees. Seeing the importance of work motivation and discipline for improving employee performance, in this case PT. Bawika Eka Energi (BEE) also needs to pay attention to this in order to improve the performance of its employees. Based on the explanation that has been explained and described above, therefore the researcher is interested in knowing whether there is an influence between motivation, work discipline, and employee performance. Therefore, in this study, the authors took a thesis entitled: "**The Influence of Work Motivation and Discipline on Employee Performance at PT. Bawika Eka Energi (BEE)**".

## **Methods**

The method used in this study is a quantitative research method because the data obtained is about the effect of motivation (X1) and work discipline (X2) on employee performance (Y). According to <sup>4</sup> said that quantitative research is a research method based on positivism philosophy, which is used to examine certain populations and samples, collect data using research instruments, data analysis is quantitative or statistical, with the aim of testing established hypotheses.

### **Research Data Sources**

1. Primary data is a data source that directly provides data for data collection. This means that the research data source was obtained directly from the original source in the form of interviews or observations (Sugiyono, 2017).
2. Secondary data is a source that does not directly provide data for data collection. This means that the source of research data is obtained through intermediary media or indirectly. In this research the authors used primary data and secondary data in the form of answers to questionnaires distributed to respondents (Sugiyono, 2019).

### **Data Collection Technique**

1. Questionnaire  
The questionnaire is a data collection technique that is carried out by giving a set of questions or written questions to the respondent to answer.
2. Observation  
Observation as a data collection technique has specific characteristics when compared to other techniques, namely interviews and questionnaires.

### **Population and Sample**

According to Sugiyono (2016) states that the area of generalization consists of objects or subjects that have certain qualities and characteristics that are applied by researchers to study and then draw conclusions. The population used in this study were 34 employees at PT. Bawika Eka Energi (BEE). Meanwhile, according to Sugiyono (2016) states that the sample is part of the number and characteristics of the population. If the population is large and it is impossible for the researcher to study everything in the population due to limited funds, manpower and time, then the researcher can use samples taken from that population. In this study the saturated population and samples taken were all employees of PT. Bawika Eka Energi (BEE) with a population of 34 people who will be used as saturated samples in this study, including 34 employees of PT. Bawika Eka Energi (BEE).

### **Data Analysis Method**

The method used in this research is descriptive quantitative, namely by collecting data that will be processed and made a formulation so that it finally arrives at a conclusion. The processed data is primary data collected from questionnaires which are arranged based on the indicators in the variables. The analysis method uses a variant-based Structural Equation Modeling, namely Partial Least Square (PLS) as an analytical tool for conducting tests with the help of the SmartPLS 4.0 program.

### **Exogenous and Endogenous Variables**

Exogenous latent variables are independent variables that affect the dependent variable. In the SEM model, exogenous latent variables are indicated by arrows originating from these variables towards endogenous latent variables. Conversely, endogenous latent variables are dependent variables that are influenced by independent variables, and are indicated by arrows leading to these variables. Exogenous and endogenous variables in a path diagram are represented by rectangles, while latent variables are depicted by circles.

### **Research Instruments**

The research instrument used in this study was a questionnaire or questionnaire that was made by the researcher himself. Sugiyono (2014) states that "A research instrument is a data collection tool used to measure observed natural and social phenomena". Thus, the use of research instruments is to find complete information about a problem, a natural or social phenomenon. The instrument used in this study is intended to produce accurate data by using a Likert scale. Sugiyono (2014) states that the Likert Scale is used to measure an attitude, opinion and perception of a person or group of people about a social phenomenon.

### **Validity test**

Validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity, average variance extracted (AVE), and discriminant validity.

### **Reliability Test**

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To test reliability, it can be done through composite reliability, a variable can be said to be reliable when it has a composite reliability value of  $\geq 0.7$  (Sekaran, 2014).

### **SEM Smart-PLS**

According to Muniarti et al., (2013) the PLS test is more suitable for experimental studies (with more complex models) which do have limited data and causality goals. The PLS test has two main testing models, namely the measurement model and the structural model. The measurement model is used to test validity and reliability, while the structural model is used to test causality (testing hypotheses with predictive models). There is an approach in SEM, namely:

1. Covariance-Based SEM (CB-SEM) is a type of SEM that requires constructs and indicators to correlate with one another in a structural model. The use of CB-SEM aims to test theory or to confirm theory. The use of covariance-based SEM is facilitated by data management software such as Lisrel, AMOS and EQS.
2. SEM based on variance partial least squares path modeling (PLSSEM), which is used as an alternative when the basic assumptions of researchers in using the model are prediction goals. PLS is a powerful analysis method because it does not depend on data assumptions.

### **Classic assumption test**

#### **1. Normality Assumption**

The data normality assumption is a test to find out whether the data used has a normal distribution. By using the criterion of a critical value (critical ratio) skewness value of  $\pm 2.58$  at a significance level of 0.10.

#### **2. Outlier Assumptions**

Outliers are observational conditions of data that have unique characteristics that look very much different from other observations and appear in the form of values in a single variable or a combination of variables. Detection of multivariate outliers is carried out by taking into account the value of the mahalaobis distance.

### 3. Assumption of Multicollinearity

An indication of the existence of multicollinearity or singularity can be known through the determinant value of the covariance matrix which is very small or close.

### Outer Model Analysis (Measurement Model)

The measurement model in the PLS test is carried out to test internal validity and reliability. This Outer Model analysis will specify the relationship between latent variables and their indicators, or it can be said that the outer model defines how each indicator relates to its latent variables. The tests performed on this outer model are as follows:

#### 1. Convergent Validity

The Convergent Validity value is the loading factor value on the latent variable with its indicators. Expected value > 0.6

#### 2. Discriminant Validity

This value is the value of the Cross Loading factor which is useful for knowing whether a construct has adequate discriminant, namely by comparing the loading value on the intended construct, it must be greater than the loading value with other constructs.

#### 3. Composite Reliability

Data that has composite reliability > 0.7 means it has high reliability.

#### 4. Average Variance Extracted (AVE)

Expected AVE value > 0.5.

#### 5. Cronbach Alpha.

Reliability test is strengthened by Cronbach Alpha whose expected value is > 0.7 for all constructs.

### Structural Model or Inner Model

Structural Model (Inner Model) According to Abdillah and Hartono (2015) the inner model or structural model describes the causal relationship between latent variables which is built based on the substance of the theory. The inner model is a structural model for predicting the causality relationship between latent variables. Through the bootstrapping process, the parameters of the T-statistic test are obtained to predict the existence of a causality relationship. The structural model in PLS is evaluated by looking at the percentage of variance described by R<sup>2</sup> (R-Square) to see the magnitude of the structural path coefficient. The R<sup>2</sup> value is used to measure the level of variation in the independent variable changes to the dependent variable. The higher the R<sup>2</sup> value means the better the prediction model of the proposed research model. The inner model really functions to show the level of significance in hypothesis testing (Abdillah and Hartono, 2015) The R-Squares values are 0.75, 0.50, and 0.25. It can be concluded that the model is strong, moderate, weak. The results of the PLS R-Squares achieve the total variance of the constructs described by the model. The effect of the magnitude of f<sup>2</sup> can be calculated by the following formula:

$$f^2 = \frac{Q_{included}^2 - Q_{excluded}^2}{1 - Q_{included}^2}$$

Where, R<sup>2</sup> include and R<sup>2</sup> exclude are the R-Squares of endogenous latent variables. When latent variable predictors are used or excluded in structural equations, f<sup>2</sup> values 0, 0.02, 0.15 and 0.35 are the same for the definition of multiple regression variables. This value can be interpreted that the latent variable predictor has a small, medium and large influence on the structural level. Measurement of the path coefficient between constructs is used to see the significance and strength of the relationship as well as to test hypotheses. If the path coefficient value is close to +1 then the relationship between the two constructs is getting stronger. The relationship that is close to the value of -1 indicates that the relationship is negative. The model is declared feasible or the hypothesis is accepted if the significance value is T table > 1.667 or the p value < 0.05 (Hardisman, 2020).

## Results

### Evaluation of the Measurement Model (Outer Model)

Evaluation of the Measurement Model (Outer Model) is used to test the validity and reliability of data by carrying out several stages of testing, namely convergent validity and discriminant validity. In this study, it consists of three latent variables, namely motivation, work discipline and employee performance. Following are the results of the analysis of the outer model measurement model.

### Convergent Validity

Convergent Validity is seen based on the value of the loading factor on each latent variable, with a correlation value greater than 0.7. These results can be seen based on the results of the outer loading test on the PLS-SEM Algorithm measurement. The following are the results of the convergent validity test.

**Table 1 Convergent Validity Value (Outer Loading)**

<b>X1</b>	<b>Outer Loading</b>	<b>X2</b>	<b>Outer Loading</b>	<b>Y</b>	<b>Outer Loading</b>
<b>X1.1</b>	<b>0.774</b>	<b>X2.1</b>	<b>0.758</b>	<b>Y.1</b>	<b>0.742</b>
<b>X1.10</b>	0.794	X2.10	0.867	Y.10	0.873
<b>X1.2</b>	0.819	X2.2	0.719	Y.6	0.778
<b>X1.3</b>	0.754	X2.3	0.830	Y.7	0.849
<b>X1.4</b>	0.866	X2.4	0.755	Y.8	0.886
<b>X1.5</b>	0.841	X2.5	0.720	Y.9	0.869
<b>X1.6</b>	0.743	X2.6	0.754		
<b>X1.7</b>	0.766	X2.7	0.765		
<b>X1.8</b>	0.735	X2.8	0.764		
<b>X1.9</b>	0.760	X2.9	0.782		

Source: 2023 processing results

From the table above the convergent outer loading validity test shows that the outer loading value must be greater than 0.7 for confirmatory research, and an instrument is said to be valid if the loading is between 0.6 - 0.7, it can be seen in the outer loading table above, which has been removed several indicators from the SmartPLS Y application (Y.2, Y.3, Y.4, and Y.5). It can be concluded that all constructs of motivation, work discipline, and employee performance have valid data with values above 0.5.

### Discriminant Validity

Discriminant validity can be known by comparing the results of the cross loading values. If a correlated group has a higher score. compared to the correlation of indicators to other constructs, the construct is declared valid (Supriyanto et al., 2013). This value can be seen from the results of the cross loading tester on the PLS-SEM Algorithm measurement. Following are the results of the discriminant validity analysis.

**Table 2 Discriminant Validity Value (cross loading)**

Variable	Motivation (X1)	Work Discipline (X2)	Employee Performance (Y)
X1.1	<b>0.774</b>	0.618	0.349
X1.10	<b>0.794</b>	0.763	0.540
X1.2	<b>0.819</b>	0.697	0.312
X1.3	<b>0.754</b>	0.650	0.291
X1.4	<b>0.866</b>	0.701	0.473
X1.5	<b>0.841</b>	0.725	0.400
X1.6	<b>0.743</b>	0.687	0.219
X1.7	<b>0.766</b>	0.596	0.316
X1.8	<b>0.735</b>	0.508	0.408
X1.9	<b>0.760</b>	0.580	0.570
X2.1	<b>0.762</b>	0.758	0.445
X2.10	0.787	<b>0.867</b>	0.578
X2.2	0.579	<b>0.719</b>	0.416
X2.3	0.666	<b>0.830</b>	0.446
X2.4	0.662	<b>0.755</b>	0.501
X2.5	0.570	<b>0.720</b>	0.524
X2.6	0.599	<b>0.754</b>	0.477
X2.7	0.612	<b>0.765</b>	0.418
X2.8	0.569	<b>0.764</b>	0.457
X2.9	0.600	<b>0.782</b>	0.562
Y.1	0.558	0.612	<b>0.742</b>
Y.10	0.291	0.469	<b>0.873</b>
Y.6	0.475	0.572	<b>0.778</b>
Y.7	0.462	0.518	<b>0.849</b>
Y.8	0.369	0.495	<b>0.886</b>
Y.9	0.266	0.399	<b>0.869</b>

Source: 2023 processing results

From the table above it can be seen that the correlation of each indicator to each latent variable is higher than the correlation of other variables. So it can be concluded that the variables in the study have high discriminant validity. Discriminant Validity can also be known through the results of the Average Variant Extracted (AVE) value, if the construct AVE value is  $> 0.5$  then the variable can be said to have good discriminant validity (Supriyanto et al., 2013). The following is a table of AVE values.

**Table 3 AVE value**

Variabel	AVE
Motivation	0.618
Work Discipline	0.597
Employee Performance	0.697

Source: 2023 processing results

The table above shows that the AVE value for each variable has a correlation level of  $> 0.5$  which indicates that the construct is valid and can be used for further testing.

#### Composite Reliability

The value of data reliability can be seen through Cronbach's Alpha and Composite Reliability values. If the Cronbach's Alpha value is greater than 0.6 and the Composite Reliability value is greater than 0.8 then the research instrument has a high level of accuracy and consistency. The following are the results of the Construct Reliability analysis:

**Table 4. Construct Reliability Value**

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.931	0.935	0.942	0.618
X2	0.924	0.928	0.936	0.597
Y	0.912	0.914	0.932	0.697

Source: 2023 processing results

From the table above it can be seen that the Cronch's Alpha value of all variables is  $> 0.6$  so that it can be stated that the research instrument is feasible to use because it has a high level of accuracy and concentration. This can also be seen from the Composite reliability value of all variables  $> 0.8$  which indicates that the research model has good reliability. So it can be concluded that all research variables have good reliability.

#### Evaluation of the Structural Model (Inner Model)

The inner model is used to examine the influence and relationship between constructors, namely the relationship between the independent variables and the dependent variable. Through several stages, the following is the structural model analysis test stage.

#### R-Square

R-Square is used to determine how much influence the independent latent variable has on the dependent latent variable, along with the results of the R-Square test.



**Table 5 R-Square**

Variabel	R-square
<b>X2 ( Work Discipline )</b>	0.699
<b>Y ( Work Discipline )</b>	0.396

Source: 2023 processing results

From the table above it can be seen that the Work Discipline variable (X2) has a value of 0.699 or 69.9% indicating that the model is strong and able to explain a variable, while the Employee Performance variable (Y) has a value of 0.396 or 39.6% which is included in the weak category.

**Path Coefficient-Mean, STDEV, T Values, P Values**

Path Coefficient is used to test the research hypothesis. The assessment of the significance level is based on a p-value <0.05 and a t-statistic > t-table with an alpha of 5% (0.05), which is 1.667.

**Table 6 Patch Coefficient**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>X1 -&gt; X2</b>	0.836	0.842	0.059	14.260	0.000
<b>X1 -&gt; Y</b>	-0.074	-0.077	0.293	0.253	0.800
<b>X2 -&gt; Y</b>	0.690	0.713	0.239	2.889	0.004

Source: 2023 processing resultsumber: Hasil olah 2023

The table above shows the results of testing the hypothesis of direct and indirect effects. From these results it can be described as follows:

1. The effect of motivation on work discipline can be seen from the value of 0.000 < 0.05 which indicates that motivation has an effect on work discipline, this can also be seen from the t statistic of 14,260 > 1.667. So from these results H3 is accepted.
2. The effect of motivation on employee performance can be seen from the value of 0.800 <0.05 which indicates that motivation has no effect on employee performance, this can also be seen from the t statistic 0.253 < 1.667. This value indicates that work discipline has no effect on employee performance. Then Ho1 is rejected.
3. 3. The effect of work discipline on employee performance can be seen from the value of 0.004 < 0.05 which indicates that work discipline has an effect on employee performance, this can also be seen from the t statistic of 2,889 > 1.667. So from these results Ha2 is accepted.

**Specific Indirect Effects – Mean, STDEV, T Values, P Values**

**Tabel 7 Specific Indirect Effects**

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
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<b>X1 -&gt; X2</b>	0.577	0.600	0.211	2.735	0.006
<b>-&gt; Y</b>					

Source: 2023 processing results

From the table above it can be seen that the reverse effect of exogenous factors on endogenous factors. Motivation and Work Discipline have a significant effect on Employee Performance, with a calculated T value of 2,735 Original sample (O) = 0,600 and a significant value of  $0.000 < 0.05$ . So from these results Ha4 is accepted.

### Conclusion

Based on the results of research and discussion regarding the Effect of Work Motivation and Discipline on Employees at PT. Bawika Eka Energi (BEE), with 34 employees as respondents, the following conclusions can be drawn: 1) Motivation (X1) has no effect on Employee Performance (Y). Judging from the results of the calculations that have been carried out and the obtained t value obtained is 0.253 and the value is not significant with p values  $0.800 < 0.005$ . Based on these results it can be concluded that motivation has no positive effect on employee performance at PT. Bawika Eka Energi (BEE). 2) Work Discipline (X2) affects Employee Performance (Y). Judging from the results of the calculations that have been carried out and the t-value obtained, it is obtained 2,889 with a significant value with p values  $0,000 < 0,005$ . Based on these results it can be concluded that work discipline has a positive effect on employee performance at PT. Bawika Eka Energi (BEE). 3) Motivation (X1) influences work discipline (X2). Judging from the results of the calculations that have been carried out and the obtained t value obtained is 14,260 with a significant value with p values  $0.000 < 0.005$ . Based on these results it can be concluded that motivation influences work discipline at PT. Bawika Eka Energi (BEE). 4) Motivation (X1) through work discipline (X2) affects employee performance (Y). Judging from the results of the calculations that have been carried out and the obtained t value obtained is 2,735 with a significant value with p values  $0.006 < 0.005$ . Based on these results it can be concluded that motivation through work discipline affects the performance of employees at PT. Bawika Eka Energi (BEE).

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