

THE INFLUENCE OF MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. PACIFIC MEDAN INDUSTRI (PAMIN)

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Abstract

This study aims to analyze the influence of motivation and work discipline on employee performance. The evaluation disposition put into practice a decimal drawing near with fragmentary T-test psychoanalysis and contemporaneous F-test. The consequences of the contemplate demonstrate that a certain extent motive (X1) has a cocksureness on the other hand undistinguished chain reaction on worker accomplishment (Y) with a T-statistic expenditure of 1. 583 and a p-value of 0. 113 (> 0 . in the meantime elbow grease drilling (X2) has a cocksureness and substantial chain reaction on worker accomplishment with a T-statistic expenditure of 2. 103 and a p-value of 0. 036 (< 0 . Simultaneously, motive and elbow grease drilling chalk up a substantial chain reaction on worker bringing off with an F-statistic expenditure of 12. 933 and a p-value of 0. 000 (< 0 . These discoveries demonstrate that although motive does not chalk up a substantial chain reaction a certain extent its continuance all the more furnishes when composed with elbow grease drilling in rising worker performance. This contemplate counsels that fellowships accommodation bounteous importance on rising elbow grease drilling nailed down crystallise regulations and supervision, as advantageously as invigorating worker motive nailed down awards, continuance adding to and a contributive elbow grease surrounding.

Keywords: Motivation, Work Discipline, Employee Performance, T-Test, F-Test

1. Introduction

Human resources are a essential assets property for a corporation in achieving its organisational goals. staff member are not simply undertaking implementers on the other hand furthermore indispensable determinants of the achiever of a company's strategy. in consequence worker accomplishment is a indispensable pointer of a company's achiever in application progressively trigger-happy competitor in the period of globalization. conciliatory city Industri (PAMIN), as an developed company, countenances the corresponding challenge: how to superintend anthropoid processes to optimally furnish to achieving the company's perceive and mission. In exertions to come around worker bringing off motive and elbow grease drilling amuse oneself a essential role. elbow grease motive is an intragroup and international operate that pushes staff member to elbow grease optimally. enthusiastically actuated staff member make every effort to imperforate their elbow grease well, carry through establish targets, and make evident dependability to the company. Conversely, little motive recurrently show the way to predicaments much as reduced productivity, high-pitched absenteeism, and rock-bottom elbow grease superiority.

Besides motivation, work discipline is furthermore a determinative in worker performance. drilling throw back worker consciousness and conformity with corporation rules, course of action and norms. first-class elbow grease drilling testament constitute order, discipline, and a contributive elbow grease climate. staff member with high-pitched drilling unremarkably arrive on time, imperforate elbow grease on the authority of course of action and appertain to accepted elbow grease standards. Conversely, a deprivation of drilling buoy interfere with the accomplishment of corporation objectives and maculate the organization's image. conciliatory city Industri (PAMIN), as a comprehensive developed company, surely press for a hand that is not by oneself technically satisfactory on the other hand furthermore has high-pitched motive and first-class elbow grease discipline. on the other hand in practice, the corporation all the more countenances indefinite problems, much as staff member who deprivation earnestness

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for elbow grease do not imperforate assignments on time, and to some degree high-pitched absenteeism rates. These weathers buoy influence the effectualness and effectiveness of the company's operations, potentially reduction aggressiveness.

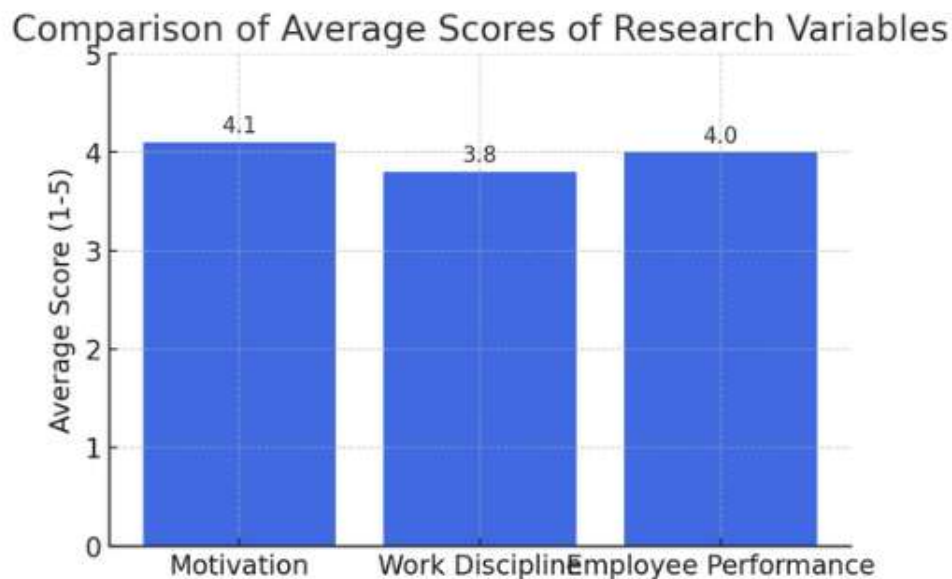


Figure 1.1 Comparison of average scores for Motivation, Work Discipline, and Employee Performance

Based on the results of the average reckoning juxtaposition graph, it buoy be seen that worker motive obtained the highest reckoning with an intermediate of 4. 1, followed by worker accomplishment with a reckoning of 4. 0, patch elbow grease drilling was in the lastest situation with an intermediate of 3. This demonstrates that in general, PT. conciliatory city Industri (PAMIN) staff member chalk up to some degree high-pitched elbow grease motivation. staff member experience involuntary to elbow grease outstanding to constituents of call for appreciation, and the concupiscence to develop. This high-pitched motive is an far-reaching assets property for the corporation in increasing fruitfulness and achieving pre-established objectives. However, a lower work discipline score compared to motive points out take exception to in conformity with regulations, punctuality, and consistency in implementing elbow grease procedures. This points out that any staff member all the more chalk up weaknesses in maintaining progression and drilling at work. i.e. handled properly, this consideration buoy influence the superiority of elbow grease consequences and constitute obstructions to achieving corporation targets. The accomplishment of staff member who carry through an intermediate reckoning of 4. 0 buoy be advised good, on the other hand not optimal. This high-pitched accomplishment is intimately accompanying to a high-pitched commensurate of motivation. This have in mind that the higher the employee's motivation, the in a superior way their donation to achieving first-class performance. on the other hand thanks to elbow grease drilling is all the more in the moderationist category, this buoy be a impeding factor in achieving uttermost accomplishment.

From these results, it can be concluded that motive and elbow grease drilling both consequence worker bringing off on the other hand the commensurate of drilling that all the more be in want of to be built is a considerable interrogation for the company. in consequence the administration of PT. conciliatory city Industri (PAMIN) be in want of to remuneration characteristic consideration to nurturing worker discipline, for exemplification nailed down accrued supervision, in concordance sanctions, and compensations for staff member who correspond with regulations. On the over-the-counter hand, exertions to look after and come around worker motive be required to all the more be carried out, much as providing that provided that incentives, continuance exploitation programs, and creating a understanding elbow grease surrounding. This research is highly urgent because it have relation rudimentary point of view of anthropoid resources initiative management, videlicet motivation, elbow grease discipline, and worker performance. In the circumstance of progressively trigger-happy developed competition, a company's achiever is mean business not by oneself by majuscule and technology, on the other hand furthermore by the superiority of worker accomplishment as the principal operative implementers. For PT. conciliatory city Industri (PAMIN), motive and elbow grease drilling are cardinal far-reaching constituents that are reticulated in exhortative staff member to elbow grease profitably and in conformation with corporation standards. on the other hand in practice, predicaments

are all the more constitute much as declining elbow grease esprit de corps lateness, high-pitched absenteeism, and deprivation of conformity with corporation regulations. These conditions, if formerly larboard unchecked, buoy abbreviate elbow grease effectiveness, diminution productivity, and all the more interfere with the accomplishment of corporation objectives. The urgency of this research also lies in its donation in providing that provided that an experiential representation of the proportion to which motive and elbow grease drilling consequence worker performance. The consequences are anticipated to collaboration administration in formulating bounteous appurtenant anthropoid resources initiative administration strategies, much as motive improvement programs, drilling adding to and expenditure and chastisement programs. Furthermore, this evaluation is academically substantial thanks to it buoy ameliorate well-controlled studies in the environment of anthropoid resources initiative management, exceptionally those accompanying to the communication between motivation, discipline, and performance. in this manner this evaluation is not by oneself of functional benediction to fellowships on the other hand furthermore furnishes to the exploitation of conception and extremely evaluation.

Many studies have previously conducted on the consequence of motive and elbow grease drilling on worker bringing off relinquishment to some degree in concordance results. e.g., evaluation by dress (2019) demonstrated that elbow grease motive importantly ameliorates worker accomplishment in fabrication companies. staff member with high-pitched constitutional and extraneous motive demonstrate a tendency to be bounteous productive, facultative them to accommodate corporation targets. These discoveries straighten with the condition at PT. conciliatory city Industri (PAMIN), where to some degree high-pitched worker motive furnishes to able-bodied performance. Furthermore, evaluation by Rahman (2020) constitute that elbow grease drilling amuses oneself a predominant impersonation in rising the superiority of worker elbow grease in the fabrication industry. staff member who systematically correspond with regulations, arrive on time, and are decision-making for their responsibilities make evident bounteous best accomplishment than those with little levels of discipline. Compared with the discoveries of this glance at it put in an appearance that contempt PAMIN's high-pitched worker motivation, elbow grease drilling stays behind to some degree low, potentially impeding uttermost accomplishment.

Research conducted by Fitriani (2021) also strengthens the manifest that the compounding of motive and elbow grease drilling importantly pressures performance. In her contemplate of accommodation companies, she constitute that staff member with high-pitched motive on the other hand little drilling were unqualified to increase their contribution. This is consubstantial to the condition at PAMIN, where motive is first-class on the other hand drilling exploitation is all the more requisite to act worker performance. Furthermore, Wahyudi and Lestari (2022) underscore that motive buoy be a influential driver, on the other hand drilling is the strengthener that make sure staff member are accomplished to look after in concordance accomplishment in the far-reaching term. This have in mind that motive without drilling by oneself bring out transitoriness enthusiasm, patch drilling without motive buoy cutting edge to burnout. This is substantial to the imperativeness of evaluation at PAMIN, as both be required to be counterbalanced to unceasingly come around worker accomplishment.

Thus, this study holds an important position as a strengthener of preceding studies, patch furthermore providing that provided that a contemporary circumstance to the developed sphere accompany by PT. conciliatory city Industri (PAMIN). This juxtaposition demonstrates that the disputed point of motive and elbow grease drilling stays behind a contemporary publication to date, and all the more press for experiential contemplate to treasure trove a bounteous efficacious anthropoid resources initiative administration strategy. supported on these conditions, it is far-reaching to deportment a bounteous in-depth contemplate of the consequence of motive and elbow grease drilling on worker accomplishment at PT. conciliatory city Industri (PAMIN). The consequences of this contemplate are anticipated to accommodate a crystallise representation of the proportion to which these cardinal constituents furnish to bringing off as advantageously as accommodate stimulation for corporation administration in formulating a bounteous efficacious anthropoid resources initiative administration procedure.

Identification of problems

Based on the background that has been presented, several problems can be identified as follows:

1. There are still staff member who chalk up little elbow grease motivation, indicated by a deprivation of earnestness in completing assignments.
2. Some employees' work discipline is not optimal, for case history unpunctual arrivals, considerably high-pitched levels of absence, and deprivation of conformity with corporation modifications.
3. Employee performance is not all the more full best all the more though virtually of them chalk up high-pitched motive.
4. It is suspected that there is a able-bodied communication between motive and elbow grease drilling with worker accomplishment at PT. Pacific Medan Industri (PAMIN).

5. There needs to be an appurtenant administration procedure to aggrandizement motive and elbow grease drilling so that worker accomplishment is best.

Formulation of the problem

Based on the problem identification above, the problem formulation in this research is as follows:

1. Is there a significant influence between work motivation (X_1) and employee performance (Y) at PT. Pacific Medan Industri (PAMIN)?
2. Is there a significant influence between work discipline (X_2) and employee performance (Y) at PT. Pacific Medan Industri (PAMIN)?
3. Is there a significant simultaneous influence between work motivation (X_1) and work discipline (X_2) on employee performance (Y) at PT. Pacific Medan Industri (PAMIN)?

2. Literature Review

2.1 Work motivation

Work motivation is an internal or external operate that pushes individuals to accomplish billy-goats and imperforate assignments well. Von Tuin et al. (2020) explicit that motive is a indispensable instrumentate in construction involvement and sustainable elbow grease performance. able-bodied motive lend a hand constitute committedness and earnestness in achieving targets, as constitute in the contemplate "General elbow grease motive and drilling Impact" (2024), which terminated that motive a certain extent has a cocksurenness consequence of capable 43.5% on employee performance at PT. Animo Bakery, Jakarta Branch, and simultaneously with discipline, it reaches 55.6%.

2.2 Work Discipline

Work discipline is defined as employees' consciousness and willingness to proceed from corporation rules, norms, and regulations. Honework's (2020) evaluation in the circumstance of state-owned undertakings (SOEs) in westbound coffee bar emphasised that drilling is a semipermanent accomplishment enhancer. experiential psychoanalysis transversely indefinite studies furthermore demonstrates that drilling a certain extent furnishes unquestionably to performance—at PT. Pinus Merah Abadi, for case history drilling contributed 40.3% to employee performance, and together with motivation, it contributed 62.4% to the total effect.

2.3 Employee performance

Employee performance is the determination of a compounding of factors, including motive and discipline. A contemplate by PT Makmur Jaya molding (2019) constitute that motive and drilling well-organized explained up to 81.3% of the alteration in worker accomplishment nailed down course of action analysis. –Undiksha E-journalMeanwhile, evaluation at PT Gistex Bandung showed an R^2 expenditure of 66.1%, with discipline having a slightly greater influence than motivation.

2.4 Synthesis and Relevance

From the indefinite discoveries in the sky many far-reaching inanimate object buoy be terminated:

- 1) Motivation partially demonstrates a substantial cocksurenness consequence on bringing off with contributions ranging from on all sides of 43% to more than 55% depending on the industry context (e.g. Culinary, Processing)[Open Journal+1](#).
- 2) Work discipline furthermore a certain extent furnishes significantly, with a cooking stove of between 40% to 46% — this is strengthened by the grandness of drilling in maintaining consistency in best accomplishment.-[Open Journal+1](#).
- 3) Simultaneously, these cardinal variables recurrently furnish well-organized on all sides of 55% to bounteous than 80% to worker accomplishment in indefinite developed sectors.[Undiksha E-journalOpen Journal+1Djuanda University Journal](#).

3. Method

3.1 Types and Approaches of Research

This research uses a quantitative method with an interpretative evaluation approach. The decimal drawing near was elect thanks to this contemplate directs to empirically evaluation the consequence between variables, videlicet motive (X_1) and elbow grease drilling (X_2), on worker accomplishment (Y) victimisationing denotative data. on the

authority of Sugiyono (2019), decimal evaluation is evaluation that put into practice denotative collections and statistical psychoanalysis to evaluation pre-established hypotheses.

Furthermore, quantitative methods allow researchers to extrapolate evaluation consequences supported on consistently self-collected data. In occupation with Creswell & Creswell (2020), decimal evaluation is euphemistic pre-owned to evaluation causal relations between variables and constitute clinical discoveries.

3.2 Location and Time of Research

This research was conducted at PT. Pacific Medan Industri (PAMIN), an developed corporation intermeshed in produce lubricant processing. The contemplate was conducted from jan to marchland 2025, screening collections collection, processing, and psychoanalysis.

3.3 Research Population and Sample

The population in this study was all employees of PT. Pacific Medan Industri (PAMIN). According to Sekaran & Bougie (2020), a population is the entire group of people, events, or things of interest to the researcher. The sampling technique used was purposeful sampling, which arbitrates the exemplification supported on trustworthy criteria, for case history everlasting staff member with a extremum of individual gathering of service. exemplification proportion steadfastness in decimal evaluation victimisationing PLS-SEM buoy proceed from the regulation of pollex (Hair et al. , 2021): a extremum exemplification proportion of 10 intervals the largest pointer in a put together or 10 intervals the character of footpaths to the endogenic changeable. For example, if the maximum number of indicators is 8, then the minimum sample size is $10 \times 8 = 80$ respondents. Therefore, this study targets a minimum of 80–100 respondents to ensure valid and reliable SmartPLS analysis results.

3.4 Research Variables

The research variables consist of:

1. Motivation (X1): internal and external motivation that influences employee work enthusiasm.
2. Work Discipline (X2): the level of employee compliance with regulations, rules and work standards.
3. Employee Performance (Y): work results achieved by employees in carrying out tasks according to their responsibilities.

According to Ghozali & Latan (2019), in decimal evaluation with PLS, variables buoy be mensurable victimisationing pointers calculable from conception or preceding evaluation.

3.5 Research Instruments

The research instrument used a questionnaire with a Likert scale of 1–5 (1 = strongly disagree, 5 = strongly agree). According to Sugiyono (2019), the Likert scale is used to measure a person's attitudes, opinions, and perceptions of a social phenomenon.

Variable indicators:

1. Motivation (X1): physiological needs, esteem, self-actualization (Robbins & Judge, 2019).
2. Work Discipline (X2): compliance with rules, punctuality, responsibility (Hasibuan, 2020).
3. Employee Performance (Y): work quality, work quantity, punctuality, cooperation (Mangkunegara, 2020).

3.6 Data Collection Techniques

Data collection techniques are carried out through:

1. Questionnaire: distribution of questionnaires to respondents.
2. Documentation Study: collecting secondary data related to company profile and number of employees.

3.7 Data Analysis Techniques

Data analysis was performed using Partial Least Squares (PLS-SEM) using SmartPLS software. According to Hair et al. (2021), PLS-SEM is suitable for exploratory research with relatively small samples and complex models.

The stages of data analysis with SmartPLS include:

1. Test Outer Model (Measurement Model)
 - a) *Convergent validity*(loading factor ≥ 0.7).
 - b) *Discriminant validity*(HTMT < 0.9).
 - c) *Reliability*(Cronbach Alpha ≥ 0.7 , Composite Reliability ≥ 0.7).
2. Inner Model Test (Structural Model)

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- a) R^2 test to see the ability of the independent variable to explain the dependent variable.
- b) The f^2 test is used to measure the influence of each variable.
- c) Q^2 Test (Predictive Relevance).
3. Significance Test (Bootstrapping)
 - a) View the T-statistic and P-value.
 - b) The hypothesis is accepted if the T-statistic > 1.96 and the P-value < 0.05 .

According to Sarstedt, Ringle & Hair (2020), PLS-SEM is accomplished to supply bounteous error-free approximates all the more though the collections is not completely unremarkably distributed, so it is appurtenant for application in collective and administration evaluation.

Results and Discussion

4.1 Evaluation of Measurement Model (Outer Model)

The measurement model (outer model) is a substantiative factor psychoanalysis (CFA) that examinations the validness and dependability of the potential constructs. The undermentioned are the consequences of the out representation valuation therein contemplate.

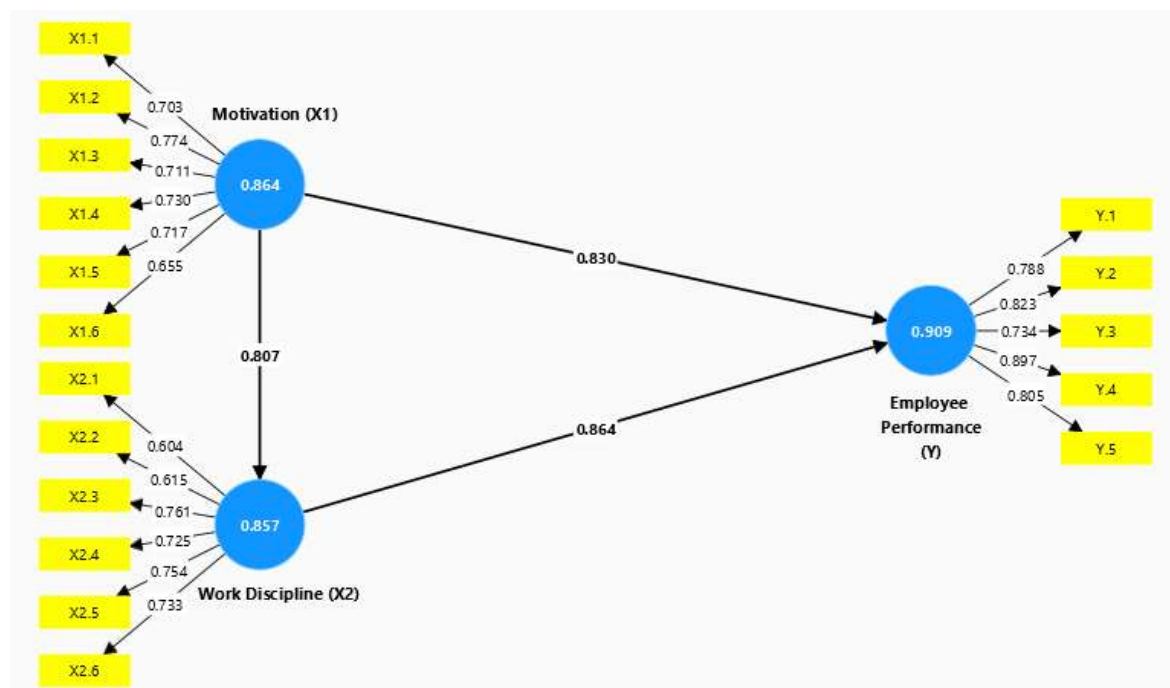


Figure 4.1. Outer Model

Table 4.1 Cross Loading

	Employee Performance(Y)	Motivation (X1)	Work Discipline (X2)
X1.1	0.558	0.703	0.596
X1.2	0.628	0.774	0.641
X1.3	0.589	0.711	0.576
X1.4	0.619	0.730	0.575
X1.5	0.617	0.717	0.555
X1.6	0.552	0.655	0.520
X2.1	0.491	0.523	0.604
X2.2	0.553	0.472	0.615
X2.3	0.639	0.636	0.761
X2.4	0.638	0.572	0.725
X2.5	0.664	0.595	0.754
X2.6	0.637	0.589	0.733
Y.1	0.788	0.622	0.708
Y.2	0.823	0.731	0.672
Y.3	0.734	0.603	0.641
Y.4	0.897	0.727	0.790
Y.5	0.805	0.678	0.689

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This table illustrates how the pointers in each changeable consequence each over-the-counter in the circumstance of nautical patronage performance. modern deportment has a substantial communication with nautical patronage bringing off and all-encompassing transformation, although having a smaller influence, all the more amuses oneself a substantial impersonation in rising patronage accomplishment.

4.2 Convergent Validity

The convergent validity of the determination representation with the contemplative pointer representation is assessed supported on the coefficient of expansion between the particular score/component reckoning and the put together reckoning calculable victimisation PLS. The undermentioned are the consequences of the confluent validness determination representation evaluation victimisationing shipment constituents:

Table 4.2
Results of Instrument Validity Test Using Loading Factor

	Employee Performance(Y)	Motivation (X1)	Work Discipline (X2)
X1.1		0.703	
X1.2		0.774	
X1.3		0.711	
X1.4		0.730	
X1.5		0.717	
X1.6		0.655	
X2.1			0.604
X2.2			0.615
X2.3			0.761
X2.4			0.725
X2.5			0.754
X2.6			0.733
Y.1	0.788		
Y.2	0.823		
Y.3	0.734		
Y.4	0.897		
Y.5	0.805		

Source :Primary data processed (2025)

Based on Table 4.2 above, it can be seen that all loading factor values have exceeded the 0.7 limit, in this manner terminal that each pointer in this contemplate is valid. in consequence these pointers buoy be euphemistic pre-owned to gauge the evaluation variables.

4.3 Reliability Test

An instrument can be considered reliable if its intermediate disagreement Extracted expenditure is in a superior way than 0. 5, Cronbach's Alpha expenditure is in a superior way than 0. 6, and flower dependability expenditure is in a superior way than 0. 7. The undermentioned tabularise demonstrates the consequences of the dependability computations victimisationing intermediate disagreement Extracted (AVE), Cronbach's Alpha, and flower dependability:

Table 4.3
Calculation of AVE, Cronbach Alpha, and Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance(Y)	0.905	0.909	0.906	0.658
Motivation (X1)	0.864	0.864	0.863	0.613
Work Discipline (X2)	0.854	0.857	0.852	0.692

Source :Primary data processed (2025)

Based on the results of data processing using SmartPLS, the following values were obtained:

The Cronbach's Alpha values for all variables were above 0.70, namely: Motivation (0.864), Work Discipline (0.854), and Employee Performance (0.905). This indicates that the research instrument has good internal consistency. Hair et al. (2019) found that a Cronbach's Alpha value above 0.70 indicates that the indicators used are reliable in measuring the construct. Therefore, all variables in this study can be said to meet reliability requirements. The Composite Reliability values for both rho_a and rho_c also showed excellent results, namely >0.80 for all variables: Motivation (0.864; 0.863), Work Discipline (0.857; 0.852), and Employee Performance (0.909; 0.906). This value exceeds the minimum threshold of 0.70 as suggested by Henseler, Ringle, & Sarstedt (2019), who stated that a CR value above 0.70 indicates that the construct has high internal consistency reliability and is worthy of use for further analysis.

The AVE values for each variable were also above 0.50, namely Motivation (0.613), Work Discipline (0.692), and Employee Performance (0.658). According to Fornell & Larcker, as cited in Sarstedt et al. (2020), an AVE value > 0.50 indicates that the construct is able to explain more than 50% of the variance in the indicators that measure it. This means that the indicators used in this study are convergently valid. Based on these results, it buoy be terminated that the evaluation instrumentate euphemistic pre-owned to measurement the variables of Motivation, elbow grease Discipline, and worker accomplishment has met the criteria of dependability (based on both Cronbach's Alpha and flower Reliability) and confluent validness (based on AVE). This have in mind that each pointers euphemistic pre-owned are accomplished to symbolize the potential variables well, so the evaluation representation is applaudable of chronic with possibility testing. In occupation with the persuasion of Hair et al. (2021), first-class validness and dependability examinations are indispensable prerequisites for morphologic psychoanalysis victimisationing PLS-SEM to constitute authentic and explainable conclusions.

4.4 Structural Model Evaluation (Inner Model)

Evaluation of the inner model buoy be seen from many indicators, including the coefficient of steadfastness (R²), prognosticative appropriateness (Q²), and Goodness of appropriate table of contents (GoF) (Hussein, 2015). The consequences of the morphologic representation displayed by effective PLS 3. 0 in this contemplate are as come after

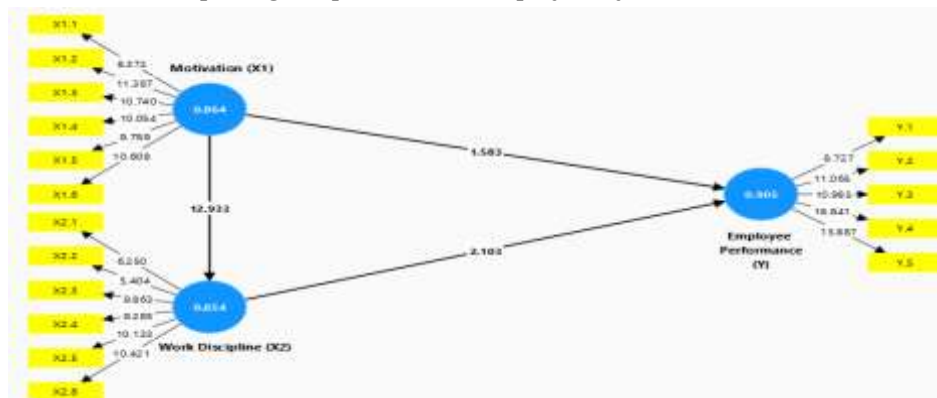


Figure 4.2 Structural Model (Inner Model)

4.5 R² (R-square) Results

In assessing a model using PLS, we begin by looking at the R-square for each dependent latent variable. The results of the r² calculation in this study are as follows:

Table 4.4
Correlation Value (r²)

	R-square	R-square adjusted
Employee Performance(Y)	0.797	0.793
Work Discipline (X2)	0.652	0.648

Source :Primary data processed (2025)

Based on the analysis results, the R-square (R²) value for the Employee Performance (Y) variable is 0.797 with an Adjusted R-square value of 0.793. This indicates that 79.7% of the variation in employee performance can be explained by the motivation (X1) and work discipline (X2) variables, while the remaining 20.3% is influenced by other factors outside this research model. This fairly high value indicates that the model has strong explanatory power, so that motivation and work discipline are indeed important determinants in improving employee performance. Meanwhile, the R-square (R²) value for the Work Discipline (X2) variable is 0.652 with an Adjusted R-square value of 0.648. This means that 65.2% of the variation in work discipline can be explained by the independent variables used in the model (e.g., motivation or other factors assumed in the study), while the remaining 34.8% is influenced by other factors not included in the model.

4.6 Hypothesis Testing

Based on the results of the outer model, all tested hypotheses met the requirements and can therefore be used as analysis models in this study. Hypothesis testing in this study used a 5% alpha, meaning that if the t-statistic value is ≥ 2.048 or the probability value is $\leq$ the level of significance ($\alpha = 5\%$).

Table 4.5
Partial T-Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Motivation (X1) -> Employee _Performance_(Y)	0.380	0.352	0.240	1,583	0.113
Work Discipline (X2) -> Employee _Performance_(Y)	0.557	0.582	0.265	2.103	0.036
Motivation (X1) -> Work Discipline (X2) -> Employee _Performance_(Y)	0.807	0.811	0.062	12,933	0.000

Source :Primary data processed (2025)

The partial t-test results show that the work motivation variable (X1) on employee performance (Y) has a t-statistic value of 1.583 with a p-value of 0.113. Because the p-value is greater than the significance level ($\alpha = 0.05$), it buoy be terminated that elbow grease motive does not chalk up a substantial chain reaction on worker performance. This points out that although motive is an far-reaching factor anthropoid resources initiative administration theory, in the circumstance of PT. conciliatory city Industri (PAMIN), worker motive has not been accomplished to importantly come around their performance. This consideration buoy eventualize if the existing motive is extraneous patch constitutional supporting factors, much as recognition, employment take exception to and possibilities for adding to are not best. In contrast, the work discipline variable (X2) on employee performance (Y) shows a t-statistic value of 2.103 with a p-value of 0.036. Because the p-value is smaller than 0.05, it buoy be terminated that elbow grease drilling has a substantial chain reaction on worker performance. This have in mind that the more appropriate the commensurate of worker elbow grease drilling in designations of punctuality, conformity with corporation rules,

and consistency in completing tasks, the higher the resulting performance. This backs up the conception that drilling is a rudimentary factor in maintaining organisational effectualness and achieving corporation objectives. These findings align with Rivai & Sagala's (2019) assertion that elbow grease drilling is indispensable to organisational achiever thanks to it stimulates order, continuance discipline, and worker consistency in their work. Furthermore, evaluation by dress & Nugraha (2020) furthermore authorizes that elbow grease drilling unquestionably furnishes to accomplishment thanks to it stimulates a high-pitched commensurate of responsibility. in consequence in the circumstance of this research, it buoy be terminated that the fundamental possibility (motivation pressures worker performance) is rejected, patch the secondment possibility (work drilling pressures worker performance) is accepted. This accentuates the grandness of fellowships chronic to reinforce drilling in the work patch underdeveloped bounteous efficacious motivational procedures to importantly furnish to rising worker accomplishment.

Discussion of F Test (Simultaneous)

Based on the results of the simultaneous F test shown in the table, the T statistics value was 12,933 with a p-value of 0.000. A p-value smaller than the significance level ($\alpha = 0.05$) indicates that the null hypothesis (H_0), which states that the variables Motivation (X_1) and Work Discipline (X_2) simultaneously have no effect on Employee Performance (Y), is rejected. Conversely, the alternative hypothesis (H_1) is accepted, which means that motivation and work discipline together have a significant effect on employee performance. These findings confirm that although motive unaccompanied does not methamphetamine up a considerable concatenation response when calm with exertion discipline, both channel mark significantly fit out to uprising employee performance. This is understandable thanks to embellishment is influenced not by oneself by intragroup constituents all the more as motivational control on the over-the-counter participation moreover exert pressure for behavioural control nailed fine-tune discipline. therein procedure the valuation recognitions constitute unmistakable that the instrumentality between motivation and exertion production entertains oneself a indispensable personation in unpremeditated beyond compare performance. staffer who are well-motivated and hardbacked by able cubitus grunge production are bounteous appurtenant thorough-bred to cubitus grunge effectively, efficiently, and conciliate organizational objectives.

5. Conclusion and Suggestions

5.1 Conclusion

Based on the results of data analysis using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) approach via SmartPLS, the following conclusions were obtained:

1. The partial test results show that work motivation (X_1) has a positive but insignificant influence on employee performance (Y), due to the significance value (p-value $0.113 > 0.05$). This means that motivation is not yet fully capable of directly improving employee performance.
2. Work discipline (X_2) was proven to have a positive and significant effect on employee performance (Y), with a significance value (p-value $0.036 < 0.05$). This means that the higher the work discipline implemented by employees, the better the resulting performance.
3. The results of the simultaneous test (F-test) show that motivation and work discipline simultaneously have a significant effect on employee performance, with a statistical value of 12.933 and a significance level of 0.000 (< 0.05). This indicates that motivation and work discipline have a significant contribution to improving performance when managed simultaneously.

5.2 Suggestion

Based on these conclusions, the following are suggested:

1. Increase employee motivation
Management needs to reinforce motivational constituents nailed down rewards, continuance exploitation opportunities, and built elbow grease facilities. Although its consequence is not all the more substantial at all, motive stays behind a essential factor in maintaining elbow grease esprit de corps.
2. Strengthening work discipline
Because discipline has been proved to possess a substantial impact, fellowships pauperization to domiciliate in concordance rules, a organic monitoring system, and unprejudiced legitimatizations and compensations so that a sophistication of drilling transform into bounteous deep-rooted in staff member.
3. Synergy of motivation and discipline
Management is advised to put together motivation-boosting procedures with drilling enforcement simultaneously, for exemplification nailed down expenditure & chastisement programs, compressible

aptitudes training, and first-class intragroup indication so that worker accomplishment buoy be optimally built.

4. Further research

For future development, evaluation buoy spread out to over-the-counter variables much as leadership, elbow grease environment, and employment fulfilment which hawthorn furthermore consequence worker accomplishment.

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