


## An Analysis of Discipline, Work Enthusiasm, and Work Motivation on Employee Performance

Sutoyo<sup>1</sup>, Koen Irianto Uripan<sup>2</sup>, Sutomo<sup>3</sup>, Rudiyanto<sup>4</sup>

Management Study Program, STIE ABI Surabaya

Article Info	ABSTRACT
<p><b>Keywords:</b> compensation, motivation, discipline and performance.</p>	<p>This study aims to analyze the influence of work discipline, work enthusiasm, and motivation on employee performance at PT. Sumber Djaja Perkasa. The research subjects included all 56 company employees, who were also used as research samples using a non-probability sampling technique. Data processing and analysis were performed using multiple linear regression with the assistance of IBM SPSS Statistics software version 25. Based on the analysis, it was found that individually (partially), the variables of work discipline, work enthusiasm, and motivation significantly influence employee performance. Simultaneously, these three variables also showed a significant influence on employee performance at PT. Sumber Djaja Perkasa.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Sutoyo Management Study Program, STIE ABI Surabaya <a href="mailto:yoyok.manstab@gmail.com">yoyok.manstab@gmail.com</a></p>

### INTRODUCTION

Competition in the business sector is intensifying as rapid changes in economic conditions present new challenges for the business world, where every business player is required to be able to provide products and services whose success is largely determined by the role of human resources. In facing increasingly fierce market competition, the quality and competence of employees are crucial aspects that cannot be ignored.

To achieve company goals effectively and efficiently, human resource management needs to be structured and professional. According to Marwansyah (2010:3), human resource management is a series of processes in utilizing the workforce within an organization, which includes various functions such as workforce needs planning, recruitment and selection processes, employee competency development, career path planning, compensation and welfare systems, occupational safety and health aspects, and creating conducive industrial relations.

In this context, employee performance plays a central role in the company's success in managing and maximizing the potential of its human resources. This study examines PT Sumber Djaja Perkasa, a company that focuses on Hajj and Umrah travel services. This company faces various challenges, especially related to employee discipline, motivation, and work morale, which can overall affect their performance. Based on employee absence data, every month there is an increase in the number of absences and lateness. This trend indicates

that the higher the level of lateness, the lower the employee performance. Discipline in terms of absence greatly affects work morale. When employee work morale remains high, this is beneficial for the organization, but a decrease in work morale can have a detrimental impact on the company. Therefore, maintaining employee work morale is very important. In addition, the implementation of work motivation in this company also needs to be improved to ensure employees remain optimally motivated.

Discipline is seen as a crucial element in improving employee performance, with emphasis on its primary role. A study by Narmodo and Wajdi (2019), which used motivation and work discipline as independent variables and performance as the dependent variable, found that both independent variables positively influenced employee performance. Furthermore, this study confirmed that work discipline contributes more strongly to employee performance than motivation.

At PT. Sumber Djaja Perkasa, management implements two types of discipline: preventive discipline and corrective discipline. Preventive discipline aims to encourage personnel to comply with existing standards and regulations, thereby preventing violations. This method prioritizes the development of self-discipline among personnel, where they are encouraged to maintain discipline independently rather than being strictly regulated by management. Groups that are able to maintain self-discipline are considered a source of pride for the organization or work unit. The main goal is to prevent further violations by implementing actions in accordance with standards. These corrective actions generally take the form of specific sanctions or punishments, aimed at correcting the behavior of the violators, preventing similar violations in the future, and maintaining the consistency and effectiveness of group standards. Enforcement of corrective sanctions should be carried out in stages, starting from the lightest to the most severe, according to the needs and level of violation that occurs.

Besides discipline, work morale is also a crucial element in increasing employee productivity. Company leaders must pay close attention to work morale and seek strategies to develop it. This is crucial because work morale reflects an individual's level of satisfaction with their work, which ultimately allows work to be completed efficiently and achieve optimal results. Work morale is also a personal factor that influences overall employee performance. Employees with high work morale tend to display positive attitudes such as loyalty, enthusiasm, cooperation, pride in their work, and commitment to their responsibilities. On the other hand, employees who lack work morale often display more passive attitudes, such as a lack of enthusiasm for work and a lack of involvement. Work morale can be recognized through indicators such as attendance rates, discipline, punctuality in completing tasks, and the level of awareness in carrying out employee responsibilities towards their work.

Besides work enthusiasm, work motivation is a crucial factor that drives individuals to act and achieve specific goals. Pamela and Oloko (2015) stated that motivation is a key element in ensuring the operational sustainability of an organization because it can provide a strong impetus to its members. Similarly, research by Saifudin (2017) shows that motivation significantly influences employee performance, where increased motivation will directly impact individual performance.

At PT. Sumber Djaja Perkasa, management makes various efforts to motivate employees to improve their performance. These efforts include providing encouragement before starting work, rewarding employees for outstanding performance, and providing benefits such as health insurance and other benefits. Highly motivated employees tend to demonstrate optimal work performance, which ultimately helps the company achieve its goals.

In principle, employee motivation stems from needs that must be met. Therefore, companies are required to create a conducive work environment that meets these needs. This will maintain motivation and encourage employees to work together to achieve the organization's vision and mission.

## METHODS

In the study conducted at PT. Sumber Djaja Perkasa, the entire population of 56 employees was used as the research sample by applying a saturated sampling technique, also known as a census method. Every member of the population participated in the study by completing a questionnaire, which served as the primary data collection method. The collected data was then analyzed using the SPSS statistical software, version 25.

The analytical method employed was multiple linear regression. According to Sugiyono (2019), multiple linear regression is a technique used to predict changes in a dependent variable based on the influence of two or more independent variables that act as predictor factors.

*t*-test is used to determine the extent of influence of each independent variable individually in explaining changes in the dependent variable (Ghozali, 2016:97). This test is conducted using a significance level of 0.05 ( $\alpha = 5\%$ ). The decision to accept or reject the hypothesis is based on the following criteria:

- a) If the calculated *t value* has a significance greater than 0.05, then the hypothesis is rejected, which means that the independent variable does not have a significant influence on the dependent variable.
- b) On the other hand, if the calculated *t value* shows a significance of less than 0.05, then the hypothesis is accepted, which indicates that the independent variable has a significant effect on the dependent variable.

The F-test is used to assess whether all independent variables simultaneously have a significant effect on the dependent variable in a regression model. Decision-making in this test is based on a comparison of P-values with a significance level of  $\alpha = 0.05$ . The decision-making criteria are as follows:

- a. If the P-value is smaller than  $\alpha = 0.05$ , it can be concluded that simultaneously the independent variables have a significant effect on the dependent variable in the regression model.
- b. On the other hand, if the P-value is greater than  $\alpha = 0.05$ , then the independent variable as a whole does not have a significant influence on the dependent variable

## RESULTS AND DISCUSSION

### Regression Analysis Linear Multiple

**Table 1** Analysis Results Linear Regression Multiple

Model	Unstandardized Coefficients		Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.409	1.674		.841	.404
KEDISIPLINAN	.178	.042	.331	4.253	.000
SEMANGAT_KERJA	.094	.024	.268	3.857	.000
MOTIVASI_KERJA	.632	.076	.650	8.321	.000

Table 1 presents the results of the multiple linear regression equation between the variables Work Discipline, Work Enthusiasm, and Work Motivation on the Employee Performance variable. Accordingly, the resulting multiple linear regression equation is as follows:

The results of multiple linear regression analysis show an equation that describes the influence of each variable on employee performance as follows:

- The constant ( $\beta_0$ ) of 1.409 indicates that when the variables Work Discipline, Work Morale, and Work Motivation are set at zero, employee performance is estimated to remain at 1.409. This means that employee performance will not fall below zero and will start at that value.
- The regression coefficient for the Discipline variable ( $\beta_1$ ) is 0.178 with a positive sign, indicating that an increase in discipline by one unit, assuming other variables are constant, will increase employee performance by 0.178 units.
- The regression coefficient of Work Morale ( $\beta_2$ ) which is also positive at 0.094 indicates that a one unit increase in work morale, with other variables remaining constant, will increase employee performance by 0.094 units.
- Meanwhile, Work Motivation ( $\beta_3$ ) has the largest positive coefficient, namely 0.632, which means that every one unit increase in work motivation will increase employee performance by 0.632 units assuming other variables do not change.

### Testing Hypothesis

#### Test t (Partial)

*t*-test is a statistical method for assessing the significant influence of independent variables on the dependent variable in a regression. This study used a significance level of 0.05. The following table shows the *t*-test results:

**Table 2 Results Test t (Partial)**

Model	Unstandardized Coefficients		Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.409	1.674		.841	.404
KEDISIPLINAN	.178	.042	.331	4.253	.000
SEMANGAT_KERJA	.094	.024	.268	3.857	.000
MOTIVASI_KERJA	.632	.076	.650	8.321	.000

*Source: Data primary Which processed 2025*

The following are the results of the t-test in Table 2:

- Work Discipline has a significance level of 0.000, much smaller than the limit of 0.05, which indicates that discipline significantly affects employee performance.
- Work Spirit was also proven to have a significant influence on performance with a significance value of 0.000, strengthening its important role in the context of the company.
- Work Motivation, with the same significance of 0.000, shows a significant contribution in improving employee performance.

**Test F (simultaneous)**

The following is a table of F-test results to test the simultaneous influence of all independent variables on the dependent variable (Employee Performance) based on research data:

**Table 3 Results Test F (Simultaneous)**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	104.675	3	34.892	52.313	.000 <sup>b</sup>
Residual	34.683	52	.667		
Total	139.357	55			
a. Dependent Variable: KINERJA_KARYAWAN					
b. Predictors: (Constant), MOTIVASI_KERJA, SEMANGAT_KERJA, KEDISIPLINAN					

*Source: Data primary Which processed 2025*

Based on the results of the F test in Table 3, the significance value of F obtained is 0.000, which is smaller than  $\alpha = 0.05$ . This shows that the variables of Discipline (X1), Work Spirit (X2), and Work Motivation (X3) simultaneously have a significant effect on Employee Performance (Y) at PT. Sumber Djaja Perkasa. In other words, the three independent variables have a significant effect on the dependent variable, namely Employee Performance, at a significance level of 95%.

## Discussion

### Influence Discipline To Performance Employee

Based on the test results, the significance value obtained for the influence of discipline on employee performance is 0.000, which is clearly below the significance limit of 0.05. This indicates that discipline has a positive and significant influence on improving employee performance at PT. Sumber Djaja Perkasa. In other words, the higher the level of discipline applied by employees, the better the performance they achieve in carrying out their duties and responsibilities.

These findings support the hypothesis that discipline plays a significant role in significantly influencing employee performance. Theoretically, this aligns with Hamali's (2016:214) perspective, which explains discipline as a key internal factor that encourages employees to consciously and voluntarily comply with the rules, policies, and values prevailing in the workplace. This discipline not only reflects compliance with regulations but also demonstrates employees' commitment to the company's standards of professionalism and work ethics.

Furthermore, the results of this study align with previous research conducted by Rizky Fatmawati in 2019, which also found a positive and meaningful relationship between discipline and employee performance. Therefore, it can be concluded that implementing good discipline is a key factor in increasing employee productivity and effectiveness within an organization.

### The Influence of Work Morale on Employee Performance

The analysis results show that the significance value for the influence of Work Morale on Employee Performance is 0.000, which is clearly smaller than the significance limit of 0.05. This indicates that Work Morale has a positive and significant impact on improving employee performance at PT. Sumber Djaja Perkasa. In other words, the higher the level of work morale possessed by employees, the better the performance they show in carrying out their duties and responsibilities.

Therefore, the hypothesis stating that there is a significant influence of Work Morale on Employee Performance is accepted and supported by the data of this study. This finding aligns with the view of Murdani (2012), who defines Work Morale as the willingness and ability of an individual or group to work diligently, with discipline, responsibility, and with a willingness to make sacrifices to achieve organizational goals. Furthermore, this finding is also supported by research by Noor Rika Dinata Inbar (2018), which confirms that Work Morale significantly contributes to improving employee performance.

### The Influence of Work Motivation on Employee Performance

The test results also showed a significance value of 0.000 for the influence of Work Motivation on Employee Performance, well below the 0.05 threshold. This indicates that Work Motivation plays a significant role in driving employee performance improvement at PT. Sumber Djaja Perkasa. This means that with increased employee motivation, their performance will also be more optimal.

Thus, the hypothesis that suggests a positive and significant influence of Work Motivation on Employee Performance can be accepted based on these findings. These results

are also supported by Prabu's (2005) opinion, which states that motivational factors significantly influence employee job satisfaction levels. This finding reinforces the understanding that high motivation not only drives better performance but also increases employee satisfaction with their work. This consistency is also seen in the study by Lumentut and Dotulong (2015), which found a significant relationship between work motivation and employee job satisfaction, thus strengthening the conclusion that work motivation is an important factor in building high performance and job satisfaction

## CONCLUSION

Based on the research questions, literature review, and the results of analysis and discussion presented in the previous chapters, the following conclusions: Work Discipline has been proven to have a positive and significant influence on Employee Performance. Work Spirit has a positive and significant influence on improving Employee Performance. Work Motivation has a positive and significant impact on Employee Performance. Simultaneously, Work Discipline, Work Spirit, and Work Motivation together have a significant influence on Employee Performance

## REFERENCE

- Akbar, Alfian Amidhan, 2015. Pengaruh Kedisiplinan, Motivasi, Semangat Kerja Terhadap Kinerja Karyawan CV. Cemara production Surabaya. *Jurnal Ilmu dan Riset Manajemen*. Vol.4 No.10.
- Alamsyah, M. B. T., & Setyowati, E. (2019). Pengaruh Motivasi Dan Semangat Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada PT. United Indo Surabaya). *JHP17: Jurnal Hasil Penelitian*, 4(01).
- Annisa Maharani. 2016. Pengaruh SEMANGAT KERJA, Motivasi, dan Kedisiplinan terhadap kinerja karyawan pada PT. Pos Indonesia Kantor Pos Wonogiri. Fakultas Ekonomi Bisnis Universitas Muhammadiyah Surakarta.
- Ansory, Fadjar dan Meithiana Indrasari. 2018. *Manajemen Sumber Daya Manusia*. Sidoarjo: Indomedia Pustaka.
- Binangun wilson 2012. *Manajemen Sumber Daya Manusia*. Jakarta :ERLANGGA
- Bintaro dan Daryawnto 2017. *Manajemen Penilaian Kinerja Karryawan*. Cetakan Pertama Yogyakarta. Gava Media
- Bintoro dan Daryanto. (2017). *Manajemen Penilaian Kinerja Karyawan* . *JDM(JurnalDinamika Manajemen)*, 6(9), 1689–1699.
- Budiman, N. P., Saerang, I. S., & Sendow, G. M. (2016). Pengaruh Motivasi dan Kedisiplinan Terhadap Kinerja Karyawan (Studi pada PT. Hasjrat Abadi Tendeand Manado). *Jurnal EMBA*, Vol. 4, No. 4
- Gozali imam 2018. *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang. Badan Penerbit : Universitas Diponogoro Hamali, Arif Yusuf. 2016. *Pemahaman Sumber Daya Manusia*. Yogyakarta: CAPS.
- Handoko, T. Hani, 2016. *Manajemen Personalial Sumber Daya Manusia*, Edisi Kedua, Yogyakarta, Penerbit : BPF.

- Hasibuan, Malayu. (2016). Manajemen Sumber Daya Manusia. Jakarta: Penerbit BumiAksara.
- Kasmir 2016. Manajemen Sumber Daya Manusia Jakarta : Rajagrafindo Persada
- Kurnia, Sari Novira 2019. "Hubungan Kedisiplinan, Lingkungan Kerja Dan Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Pada Pegawai PoliteknikKesehatan". Jurnal Ekonomi Manajemen Sumber Daya Vol. 15, No. 2, Desember 2019
- Lapping, M., Echdar, S., Maryadi. 2020. Pengaruh Kompetensi, Kompensasi dan Kedisiplinan Terhadap Kinerja Aparatur Sipil Negara di Sekretariat DPRD Kabupaten Pinrang. Jurnal Magister Manajemen STIE Nobel Indonesia, Vol. 1, No. 1
- Mangkunegara 2019 Manajemen Sumber Daya Manusia. Perusahaan PT Manajemen SDM buku. Jakarta : Indeks
- Mangkunegara, A.A. Anwar Prabu. 2016. Manajemen Sumber Daya Manusia Perusahaan. Bandung : PT. Remaja Rosdakarya.
- Maria Magdalena Minarsih. 2016. Pengaruh Motivasi dan Kedisiplinan terhadap Kinerja Pegawai di Kantor Satuan Polisi Pamong Praja kota Semarang. Fakultas ekonomi dan bisnis Universitas Panjajaran Semarang.
- Martono, Nanang. 2019. Metode Penelitian Kuantitatif-Analisis Isi dan AnalisisData Sekunder. Jakarta: RajaGrafindo Persada.
- Marwansyah 2010 Manajemen Sumber Daya Manusia Edisi kedua Bandung Alfabeta
- Nurul Hidayah. 2016. Pengaruh Kompensasi Terhadap Kinerja Karyawan melalui Kepuasan Kerja bagian Keuangan dan Akuntansi Universitas NegeriYogyakarta. Fakultas ekonomi Universitas Negeri Yogyakarta.
- Pamela, A.O., & Oloko 2015, Effect Motivation on employee performance of commercial banks in kenya : A case study of kenya Commercial Bank inMigori County. Jurnal of Human Resource Studies 5 (2)
- Purnama, C., & Kempa, S. (2016). Pengaruh Kompetensi Dan Kedisiplinan Terhadap Kinerja Karyawan CV.Cahaya Citrasurya Indoprima. Jurnal
- Rahayuningsi, S. (2017). Pengaruh Kompetensi, Kompensasi Dan Pengembangan Karier Terhadap Kinerja Karyawan (Studi Pada PT. Aquafarm Nusantara Semarang)
- Sri Rahayuningsih Rahmat, S. N., & Basalamah, J. (2019). Pengaruh Kompetensi, Kompensasi Dan Kedisiplinan Terhadap Kinerja Pegawai
- Badan Pendapatan Daerah Kota Makassar. *PARADOKS: Jurnal Ilmu Ekonomi*, 2(1), 121–132.
- Rhezky Pratama Putra. 2019. Pengaruh Budaya Organisasi, Motivasi dan Kompensasi terhadap Kinerja Driver Gojek di Wilayah Surabaya. Fakultas ekonomi dan bisnis Universitas 17 Agustus 1945 Surabaya
- Rinawati, N. (2016). Pengaruh Kompetensi, Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Pt Mbk Wilayah Bandung. 9(1), 1–16.
- Rivai, Veitzal dan Sagala. 2013. Manajemen Sumber Daya Manusia. Bandung:Alfabeta.
- Rivau 2019 Manajemen Sumber Daya Manusia Jakarta : PT. Bumi Aksara