

The Influence of Motivational Dynamics and Work Discipline on Superior Performance: Case Study at PT Pegadaian Ciputat Branch

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ABSTRACT

This research aims to investigate the influence of motivation on employee performance, the impact of work discipline on employee performance, and the combined influence of motivation and work discipline on employee performance at PT Penggadaian Branch Ciputat. The research employs a quantitative approach with observation, questionnaires, and documentation as the outlined methods for the thesis. The study involved 40 employees at PT Penggadaian Branch Ciputat. The findings reveal that there is a positive and significant influence of motivation on employee performance, there is a positive and significant impact of work discipline on employee performance, there is a positive and significant combined influence of motivation and work discipline on employee performance. The conclusion has important implications for HR management in the company. Management can focus on improving employee motivation and discipline to support overall performance improvement. However, this research has limitations, especially in terms of generalizing the results, as it was conducted only at PT. Pegadaian Branch Ciputat and involved a sample of 40 employees. Therefore, further research can be expanded to other branches and involve more respondents to obtain a more comprehensive overview.

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1. INTRODUCTION

Human Resources (HR) plays a central role in the success of an organization, involving effective management of employee selection, development, motivation, and retention (A.A. Anwar Prabu Mangkunegara, 2017; Sinambela, 2016). A company's success relies not only on the excellence of its products or services but also on the ability of HR to manage and optimize individual potential (Fadjar, 2018; Ichsan et al., 2021). With a thorough understanding and effective management of HR, an organization can create a productive, innovative, and sustainable work environment, ultimately supporting the company's long-term success (Jahari, 2018; Tsauri, 2013).

In an organization, HR is considered a critical resource that needs to be managed and developed effectively (Priyono, 2010). Competent, skilled, and committed employees become a competitive advantage for the company (Tangkuman et al., 2015; Tri Wisesa Soetisna, Dumilah Ayuningtyas, 2015). HR is not merely an executor of routine tasks but also has a strategic role in

achieving organizational goals. Effective HR management supports the implementation of the company's strategies (Prawirosentono, 2013).

A company's progress significantly depends on the effectiveness of its human resources, making it a primary asset with a substantial impact on overall progress. Therefore, companies recognize human resources as a primary factor influencing their progress (Rezeki, Fitri; Yusup, 2021). Companies must manage human resources well to optimize productivity to achieve organizational goals. Companies must have high-quality human resources in the contemporary competitive landscape, from lower to middle management to top executives. High-quality human resources create positive expectations in companies, driving outstanding performance among employees (Shiddiq, 2019). As the number of employees showing outstanding performance increases, high-quality human resources that develop cohesively empowers organizations to face and survive in the contemporary competition.

A company's commitment to consistently maintain and improve employee performance reflects a severe effort to achieve organizational goals. In this context, employee actions become the main foundation of the generated performance. Companies understand that optimal performance depends not only on organizational policies and procedures but also on each employee's individual contributions (Perwirasari, 2016; Utama, 2021). Maintaining and improving employee performance indicates that the company values employees as valuable assets. By paying attention to every action taken or ignored by employees, companies can identify areas that need improvement, provide constructive feedback, and offer support (Pio, 2017; Pradipta & Suwandana, 2019).

Employee performance reflects how individuals complete assigned tasks within a specific period. Improving employee performance is crucial in the context of efficiently achieving organizational goals (Dakota et al., 2017; Widodo, 2011). The importance of employee performance lies in the fact that they are the main elements driving a company's success. By significantly improving performance, companies can accelerate the achievement of their goals (Chairunnisah et al., 2021; Jatmika & Puspitasari, 2019; Suherman & Yusuf, 2021). This involves evaluating the quality of work results, efficiency, and the level of employee contribution to overall organizational productivity. Improving employee performance can be achieved through various strategies, including relevant training, skill development, and providing constructive feedback. Facilitating a supportive, collaborative, and motivating work environment can also encourage employees to achieve higher performance levels (Anggrainy et al., 2018; Sosrowidigdo et al., 2011; Sriwidodo & Haryanto, 2010). Companies actively promoting employee performance improvement demonstrate a commitment to mutual growth and success. By providing the necessary support and recognizing individual achievements, companies can motivate employees to give their best (Sedarmayanti, 2017).

As reflected in the company's performance level, the correlation between employees and management emphasizes the importance of effective relationships and cooperation within an organization. The close connection between these elements is the main foundation for a company's success. The importance of harmonious relationships between employees and management lies in their impact on the company's overall performance. The synergy between these two entities can create a productive, innovative, and competitive work environment. When this relationship is optimal, employees feel supported, valued, and highly motivated, which, in turn, positively contributes to achieving the company's goals (Oupen et al., 2020; Siagian, 2018).

The improvement of high-quality human resources is a necessity, requiring the implementation of various methods within the company (Fadjar, 2018). These methods involve selective recruitment strategies, continuous training, clear career development, and effective performance management (Sabrina, 2021). By implementing these approaches, companies can ensure that their human resources have the required skills and continue to grow according to market dynamics and industry demands. Additionally, the importance of open and transparent communication between employees and management must be addressed. Effective communication builds trust, reduces uncertainty, and strengthens employees' sense of ownership toward the company's vision and mission. Thus, good communication can create a positive work climate and support mutual growth (Supartha & Sintaasih, 2017).

Employee motivation plays a central role in influencing productivity in the workplace. The presence of motivation in human resources directly correlates with the level of individual

achievement, ultimately having a positive impact on the achievement of company goals. Motivation is the primary driver for employees to contribute maximally to their tasks and responsibilities. Motivated employees tend to show high levels of engagement, intense dedication, and a positive work ethic. They view their job not only as a routine obligation but also as an opportunity for personal development, achievement, and adding value to the company (Suherman et al., 2022; Tri Wisesa Soetisna, Dumilah Ayuningtyas, 2015).

Companies must achieve excellent performance in a competitive business era to survive and thrive in a continuously changing market. PT Penggadaian, a financial institution specializing in pawn services, plays a strategic role in providing financial services to the public. Excellent performance becomes the key to PT Penggadaian's success in meeting stakeholders' expectations, such as customers, investors, and the government. Motivation and work discipline are two critical factors that have the potential to influence employee performance within an organization (Alfian & Afrial, 2020; Azmi et al., 2019).

High motivation can enhance the spirit and dedication of employees, while good work discipline forms the basis for consistency in achieving targets. Therefore, understanding the dynamics of motivation and work discipline at PT Penggadaian Cabang Ciputat is essential for achieving excellent performance. This study aims to deepen the understanding of the impact of motivation and work discipline on employee performance at PT Penggadaian Cabang Ciputat. This case study provides a micro-level view of internal company dynamics and establishes a foundation for developing more effective human resource management strategies. Through an in-depth analysis of motivation and work discipline, this research has the potential to provide a more holistic view of factors influencing employee performance in the context of the financial services industry. The results of this study are expected to make a valuable contribution to human resource management literature and provide practical insights for PT Penggadaian Cabang Ciputat and similar companies. By identifying key factors influencing performance, companies can design more focused policies and strategies, enhance employee satisfaction, and achieve sustainable excellence in the dynamic business environment.

2. RESEARCH METHOD

This research adopts a quantitative approach with a case study design at PT Penggadaian Ciputat Branch. Sampling from the population was done using the Non-Probability Sampling technique by applying saturated sampling involving all employees, totaling 40 respondents. Data collection instruments include questionnaires to measure motivation variables, work discipline, and employee performance. Data was also collected through field observations and analysis of related documents (Sugiyono, 2018). Data analysis will use descriptive and inferential statistical techniques, including regression analysis, to evaluate the influence of motivation and work discipline on employee performance. In addition, this research pays attention to ethical aspects, where information and consent for participation will be provided to respondents, and the research results will be summarized in a report that presents relevant findings, interpretations, and recommendations.

3. RESULTS AND DISCUSSIONS

Respondent characteristics

Participants in this research included all employees of PT Penggadaian Ciputat Branch. In this context, several attributes of respondents will be identified, such as gender, age range, and employee's latest education level. The research results showed that the number of respondents who were male was 24 people higher, with a percentage of 60%. Meanwhile, the number of respondents who were female reached 16 people, with a percentage of 40%. Data shows that the majority of employees at PT. Pegadaian Ciputat Branch is male.

Classic Assumption Test

The reliability test is a questionnaire calculation in research using SPSS version 22 for Windows, which can be seen from Cronbach's Alpha value results. It is known that the results of this research's reliability test, the Cronbach's Alpha value for all variables, has a value of > 0.6 , meaning that all statement items on the variables in the study are declared reliable.

The results of the normality test show that the significant value (asyp. sig) is 0.76, meaning that the significant value is greater than 0.05 or can be stated as $0.76 > 0.05$; this proves that the research data is usually distributed. Furthermore, the Motivation and Work Discipline variables have a Tolerance value of $0.332 > 0.100$ and a VIF value of $3.014 < 10.00$, meaning there is no multicollinearity between the independent variables.

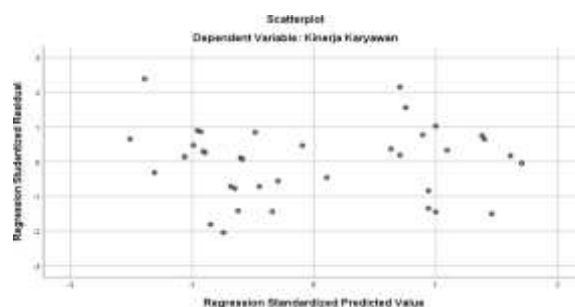


Figure 1. Scatterplot Test Results

The following classical assumption test, namely the heteroscedasticity test, aims to determine whether or not there are deviations from the classical assumption of heteroscedasticity, namely the unequal variance of the residuals for all observations in the regression model. The results of the heteroscedasticity test show that the points are spread out irregularly and do not form a clear pattern; this proves that the data used in this research does not have heteroscedasticity.

Multiple Linear Regression Test

The multiple linear regression test is used to determine the magnitude of the influence of two independent variables simultaneously on employee performance. The processing results are as follows:

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,408	2,782		1,944	,060
	Motivation	,209	,102	,242	2,057	,047
	Work Discipline	,685	,115	,702	5,956	,000

Based on the test results in table 1, the multiple linear regression equation can be explained as follows:

$$Y = 5.408 + 0.209X_1 + 0.685X_2$$

The multiple linear regression equation above can be explained as follows:

1. The constant value of 5.408 shows that work motivation and discipline mean employee performance has been formed at 5.408, which has a positive sign.
2. The motivation variable is influenced by a coefficient value of 0.209. The resulting constant is positive, meaning that if motivation increases by one unit, assuming the other independent variables are constant, employee performance will increase by 0.209.
3. The work discipline variable is influenced by a coefficient of 0.685.

The resulting constant is positive, meaning that if work discipline increases by one unit, assuming the other independent variables are constant, then employee performance will increase by 0.685.

Table 1 shows that the value of $t = 2,057$ is greater than the value of t table = 2.024, and the significance value = 0.047 is smaller than 0.05 or 5%, so H_0 is rejected, and H_a is accepted. Thus, it is concluded that motivation positively and significantly affects employee performance. Based on

Table 1, it is known that the value of $t = 5,956$ is greater than the value of t table = 2.024, and the significance value = 0.000 is more minor than 0.05 or 5%, H_0 is rejected, and H_a is accepted. Thus, work discipline positively and significantly affects employee performance.

Table 2. Hypothesis F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	776,436	2	388,218	90,035	,000b
	Residual	159,539	37	4,312		
Total		935,975	39			

Based on the results of Table 8, it is known that the Fcount value = 90.035 and the Ftable value is obtained by $(k; n - k - 1)$ $(2; 40 - 2 - 1) = 37$, so the Ftable value = 3.25 and the significance value = 0.000, then H_a is accepted and H_0 is rejected. It can be concluded that Motivation and Work Discipline have a simultaneous or significant influence on employee performance.

Table 3. Results of the Coefficient of Determination of Work Motivation and Discipline

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,911a	,830	,820	2,077

Based on the table above, it is known that the coefficient of determination value on R square is 0.830, meaning that the influence of Work Motivation and Discipline on Employee Performance is 83%. In comparison, the remaining 17% is influenced by other variables not carried out in this research.

4. CONCLUSION

Based on the results of statistical testing, motivation, and work discipline positively and significantly influence employee performance at PT. Ciputat Branch Pawnshop. Motivation and work discipline, in part, significantly contribute to improving employee performance. Motivation, as measured by variable X1, has a positive and significant influence with a t value of 8.707 and a significance value of 0.000. Likewise, work discipline (X2) has a positive and significant effect on employee performance, with a t value of 12.730 and a significance value of 0.000. In the context of motivation, the research results align with the findings of Natalia Susanto (2019), who stated that motivation contributes positively and significantly to employee performance. Likewise, with work discipline, the research results support the findings of Siti Aniqoh Shofwandi and Ahmad Riyadi (2019), who stated that work discipline has a positive and significant effect on employee performance.

Then, when the motivation and work discipline variables were tested simultaneously, the statistical test results showed that both significantly influenced employee performance. The calculated F value is 90.035 with a significance value 0.000, rejecting H_0 and accepting H_a . Thus, motivation and work discipline simultaneously positively and significantly affect employee performance at PT. Ciputat Branch Pawnshop. This conclusion has important implications for HR management in companies. Management can focus on increasing employee motivation and work discipline to support overall performance improvement. However, this research has limitations, especially in generalizing the results, because it was only conducted in PT. Pegadaian Ciputat Branch involved a sample of 40 employees.

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