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Employee Work Productivity Is Influenced by Motivation and Work Discipline (Case Study On Employees Of PT Dirgantara Indonesia Main Directorate Area)

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Abstract

PT Dirgantara Indonesia is a large company in the manufacturing industry sector. In the last three years, the company has experienced business challenges, namely project declines and 22% delays in completion. The factor that most influences the delay in project completion is work productivity. The decline in employee productivity is influenced by work motivation and discipline. This study aims to determine motivation, work discipline and work productivity and their interrelationships with each other partially and simultaneously on employees of PT Dirgantara Indonesia Main Directorate Area. In this study, data analysis used multiple linear regression analysis with descriptive methods. The sample was taken using a saturated sample, which used all members of the population as a sample of 117 people. The results of the study show that motivation, work discipline and work productivity of employees are included in the sufficient category. In addition, work motivation and discipline partially and simultaneously have a positive effect on work productivity with a contribution value of work motivation and discipline of 42.1% and the remaining 57.9% is influenced by other variables not used in this study.

Keywords : Motivation, Work Discipline, Employee Work Productivity.

INTRODUCTION

In general, every company that is established aims to survive and achieve the expected profits in the future. One of the factors driving the company's survival is human resources. According to (Tarro et al., 2020) human resource management is a planned and sustainable work carried out to achieve the desired goals through work productivity. Lack of attention related to work productivity can result in the sustainability of the organization or company. Employee work productivity is the effectiveness that leads to the achievement of work related to quality, quantity, and time (Dems de Haan et al., 2022) (Salsabilla et al., 2022). When employees or employees are unproductive, various operational activities will be delayed, and of course can hamper the company in obtaining the desired profit or target.

This is clearly felt by PT Dirgantara Indonesia, especially in the Main Directorate Area. Based on observations, it was found that PT Dirgantara Indonesia experienced a decrease in the number of projects based on their completion time. This phenomenon proves that the company is currently facing challenges in increasing productivity.

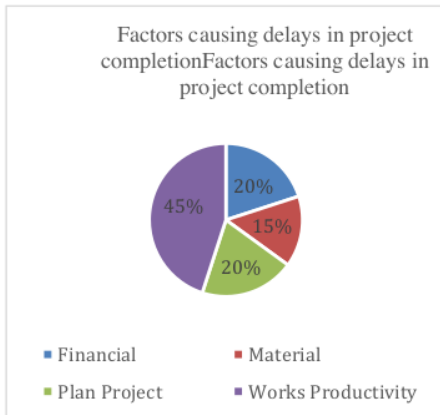
Table 1. Project Data of PT Dirgantara Indonesia Main Directorate Area 2020 -2022

Year	Project	Quality	Quantity	Completion Time	
				Target	Realization
2020	15	100%	100%	100%	7% Late
2021	14	100%	100%	100%	7% late
2022	13	100%	100%	100%	8% late
Total delay in completion time					22% Too late

Source: Human Resource PT Dirgantara Indonesia, 2023

Table 1. shows that in 2020-2022 there was a decrease in the number of projects received by

PT Dirgantara Indonesia, Main Directorate Area every year. Based on this table, it can be concluded that the total project completion target has been delayed by 22% for the last three years.



Based on the observation results, the following are the factors that cause delays in project completion

Figure 1. Factors Causing Project Delays

Source: PT Dirgantara Indonesia Human Resource, 2023

In Figure 1, there are 4 factors that cause project delays, including financial, material, project plan and employee work productivity. Based on the picture above, it can be concluded that employee work productivity has the greatest influence on project delays or completion time. This shows a decrease in work productivity.

According to (Tarro et al., 2020) Work productivity is the ability of a person/group of people to produce goods and services within a certain time that has been adjusted to the plan.

Based on observations regarding the causes of the decline in projects and delays in completion due to decreased demand caused by business competition and decreased employee productivity. According to (Hamid & Younus,

2021) work productivity can be influenced by motivation, discipline and work ethic. Previous research says that the level of motivation that exists in employees affects and has an impact on employee productivity. (Laksmiari, 2019).

The real form felt by employees of PT Dirgantara Indonesia Main Directorate Area based on the results of observations as a follow-up effort to the decline in work productivity, there is still a lack of motivation by superiors to employees, especially in the category of the need for appreciation for the achievement of targets or achievements made by employees. If the reward system is not well organized, employees can feel that the award is subjective or unfair, which in turn can reduce their motivation and morale. (Seva et al., 2021)

In addition to motivation, work productivity is also influenced by work discipline (Shimizu et al., 2021) Based on the observation, there are employees who have an average of not fulfilling working hours as follows:

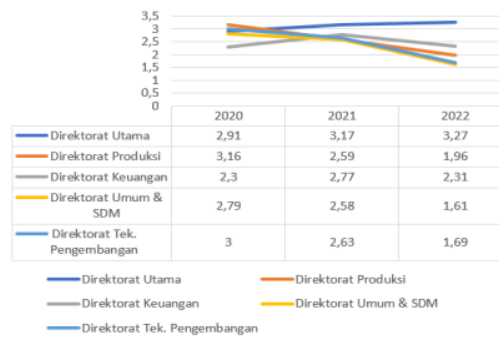


Figure 2. Average Data for Not Meeting Working Hours

Source: PT Dirgantara Indonesia Human Resource, 2023

The high level of non-fulfillment of working hours causes obstruction of the company's

operational activities. Based on previous research, it is stated that the level of work discipline in the minds of employees affects and has an impact on employee productivity. (Andini et al., 2019).

Based on the phenomena of the above problems, the authors are interested in examining employee work productivity by empirically testing the effect of motivation and work discipline on employee work productivity. So that later from the results of hypothesis testing it can be seen whether the motivation and discipline of each employee have a significant effect on employee work productivity. In this regard, this research is very important to explore as a means of following up on the decline in employee productivity, so this study will examine " Employee Work Productivity Is Influenced by Motivation and Work Discipline (Case Study On Employees Of PT Dirgantara Indonesia Main Directorate Area)" as an effort to support the company's progress.

METHOD

The method approach applied in this research is quantitative research, namely by conducting a survey by extracting information from participants using a questionnaire that will be distributed by researchers to employees of PT Dirgantara Indonesia Main Directorate Area. The sample was taken using a saturated sample, which used all members of the population as a sample of 117 people. This study applied the multiple linear regression method to evaluate the effect of independent variables on the dependent variable

Table 2. Operational Variables

Variables	Definition	Indicator
Motivation (X1)	The expected results of rewards received and determined by the roles& efforts made by employees. (Shonhe, 2020)	Efforts
		Perception
		Satisfaction
		Result received
		Award
		(Kuvaas, Buch, Weibell, et al., 2017)
Work Discipline (X2)	Work Discipline is an attitude of respect, appreciation, obedience, and obedience to applicable regulations, both written and unwritten and is able to carry them out and does not avoid receiving sanctions if he violates the duties and authority given to him. (Uka & Prendi, 2021)	Frequency of attendance
		Accuracy of working hours
		Adherence to work rules
		Adherence to work standards
		(Dharma, 2013)
Work Productivity (Y)	Work productivity is an effectiveness that leads to the achievement of work related to quality, quantity, and time. (Feng & Savani, 2020)	Ability
		Improving the results achieved
		Work Spirit
		Self-development Quality
		Efficiency

RESULTS AND DISCUSSION

Tabel 3. Respondent Demographics

Respondent Demographics	Frequency	Percentage
Gender		
Men	74	63,20%
Women	43	36,80%
Total	117	100%
Age		
21-25 years old	4	3,40%
26-30 years old	30	25,60%
31-35 years old	38	32,50%
36-40 years old	19	16,20%
41-45 years old	5	4,30%
46-50 years old	4	3,40%
>50	17	14,50%
Total	117	100%
Education Level		
Junior /Senior High School	5	4,30%
Diploma	13	11,10%
Bachelor	91	77,80%
Other	8	6,80%
Total	117	100%
Division/Department		
Quality Assurance	5	4,30%
Internal Audit	13	11,10%
Corporate Secretary	91	77,80%
Corporate Planning	8	6,80%
Total	117	100%
Length of Service		
<1 year	4	3,40%
1-5 years	18	15,40%
6-10 years	38	32,50%
11-15 years	33	28,20%
16-20 years	5	4,30%
>20 years	19	16,20%
Total	117	100%

Source: Processed research data, 2024

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Based on Table 3, it is known that the gender of employees of PT Dirgantara Indonesia Main Directorate Area consists of 74 people (63.2%) male, and 43 people (36.8%) female. The majority of PT Dirgantara Indonesia Main Directorate Area employees are male. In addition, the data shows that the age of employees covers a diverse range. There are 4 people (3.4%) aged 21- 25 years, followed by 30 people (25.6%) aged 26-30 years. The largest number of employees are in the 31-35 age group, with 38 people (32.5%). In addition, there are 19 people (16.2%) aged 36-40 years, 5 people (4.3%) aged 41-45 years, 4 people (3.4%) aged 46-50 years, and finally 17 people (14.5%) aged 50 years and above. Overall, the 31-35 age group dominates the number of employees at PT Dirgantara Indonesia Main Directorate Area. This data provides an overview of the age composition of employees in the organization.

A total of 91 people or 77.8% of the total employees of PT Dirgantara Indonesia Main Directorate Area have a Bachelor's level education. This number is greater than employees who have junior high school / high school education (4.3%), diploma (11.1%), and other education (6.8%). Therefore, it can be concluded that the majority of PT Dirgantara Indonesia Main Directorate Area employees have a Bachelor's level educational background. In the division/department section, 42 people (35.9%) work in the Quality Assurance division, 21 people (17.9%) work in the Internal Audit division, then 36 people (30.8%) work in the Corporate Secretary division and finally 18 people (15.4%) work in the Corporate Planning division. It can be concluded that the majority of

PT Dirgantra Indonesia Main Directorate Area employees work in the Quality Assurance division.

In the employee's length of service section, it can be seen that the range varies. There are 4 people (3.4%) who have worked <1 year, followed by 18 people (15.4%) with a length of service of 1-5 years. The largest number of employees is in the 6-10 years of work group, with 38 people (32.5%). In addition, there are 33 people (28.2%) with a length of service of 11-15 years, 5 people (4.3%) with a length of service of 16-20 years, and 19 people (16.2%) with a length of service of >20 years. Overall, the group with a length of service of 6-10 years dominates the number of employees at PT Dirgantara Indonesia Main Directorate Area. Data on length of service reflects information about the duration or period of time that employees have spent in their jobs.

RESEARCH RESULT

The results of multiple linear regression analysis, it can be concluded that there is a linear influence between the variables of motivation (X1) and work discipline (X2) on work productivity (Y). Thus, it can be interpreted that good motivation and effective work discipline contribute positively to employee performance.

$$Y = 9.789 + 0.504 X1 + 0.432 X2 + e$$

1. Constant (a=9.789)

The fixed value in the multiple linear regression model has a positive number of 9.789. This positive number indicates a positive relationship between the independent variable and the dependent variable. The analysis results show that when the value of the motivation

variable (X1) and work discipline (X2) is 0 or has not changed, the estimated value of employee work productivity is 9,789.

2. Motivation Coefficient (b1 = 0, 504)

The coefficient for the motivation variable shows a positive number of 0.504. The analysis shows that if the motivation variable (X1) increases by 1%, it is estimated that employee performance will increase by 0.504, assuming other independent variables remain unchanged.

3. Work Discipline Productivity Coefficient (b2 = 0.432)

The coefficient value for the work discipline variable shows a positive number of 0.432. The analysis findings indicate that if there is a 1% increase in the work discipline variable (X2), it is estimated that employee performance will increase by 0.432, assuming other independent variables remain constant.

Table 4. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.473	.421	2.118

a. Predictors: (Constant), Disiplin Kerja (X2), Motivasi (X1)

b. Dependent Variable: Produktivitas Kerja (Y)

In the coefficient of determination test, the R Square value is 0.473. This value indicates that 47.3% of the variation in work productivity can be explained by the motivation and work discipline variables. While the rest, namely 52.7%, is influenced by other factors that also affect employee productivity.

CONCLUSION

The results of the analysis in this study resulted in motivation and work discipline can simultaneously increase employee productivity. Statistical results tell the existence of a significant influence of motivation and discipline on employee productivity. In addition, the Adjusted R Square of 0.421 indicates that motivation and work discipline simultaneously have an influence of 42.1% on employee productivity. This shows that the magnitude of variation in employee productivity can be explained by the motivation and work discipline factors studied in this study. The remaining 57.9% is likely influenced by other factors not specifically identified or evaluated in this study.

Previous research conducted by (Pemayun, et al., 2021), (Uka & Prendi, 2021) and (Andini et al., 2019) (Hamid & Younus, 2021) revealed similar findings, namely that motivation and work discipline jointly affect employee productivity. The congruence of these findings confirms that motivational factors and work discipline play an important role in improving employee work productivity holistically. In an organizational context, effective management of work motivation and discipline is key in creating a productive work environment. Efforts to increase motivation and strengthen work discipline can be done through achievement recognition strategies, incentives, and skill development.

Suggestions

Based on the research results that show a positive relationship between motivation, work discipline, and employee work productivity,

there are several recommendations that can be given to the company:

1. Focus on developing employee motivation.

Maintain a strong reward culture at PT Dirgantara Indonesia by recognizing and valuing employee contributions. In addition, there needs to be clear and objective criteria in determining award recipients to avoid bias or injustice. In addition to formal rewards, the company needs to pay attention to informal rewards such as praise and thanks given directly by managers or coworkers. This can improve the positive work climate and strengthen the sense of being valued and recognized by employees.

2. Encourage work discipline.

The company needs to strengthen a work culture that emphasizes the importance of discipline in carrying out daily work and can also provide training and guidance to assist employees in developing time management skills and work efficiency.

3. Developing work productivity

Companies can monitor the establishment of clear policies and procedures regarding time utilization and quality standards. In addition, companies are also expected to provide access to diverse self-development programs, through seminars, webinars, or relevant reading materials so that employees are given the opportunity to continue learning and developing themselves.

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