THE EFFECT OF WORK DISCIPLINE AND MOTIVATION TO WORK PRODUCTIVITY ON PRODUCTION DIVISION EMPLOYEE OF PT X

Betha Pramesthi Shinutama[1]
[1]Faculty of Economics Universitas Negeri Jakarta
Jakarta, Indonesia
Email: bethashinutama@gmail.com

Agung Wahyu Handaru[2]
[2]Faculty of Economics Universitas Negeri Jakarta
Jakarta, Indonesia
Email: ahandaru@unj.ac.id

Christian Wiradendi Wolor[3]
[3]Faculty of Economics Universitas Negeri Jakarta
Jakarta, Indonesia
Email: christianwiradendi@unj.ac.id

Abstract

This research aims to discover: 1) Examine the description of PT X's work discipline, motivation, and productivity. 2) To investigate the impact of workplace discipline on employee productivity at PT X. 3) To investigate the impact of motivation on employee productivity at PT X. 4) To predict employee productivity at PT X by determining work discipline and motivation. This research included 95 employees from PT X on Jl. Manggul Jaya in Bantargebang. Survey methods are used to collect data by distributing questionnaires, then processed with the SPSS 25 program. This research employed both descriptive and explanatory analysis. The regression results show a positive and significant relationship between Work Discipline and Motivation to Work Productivity. With a value of Fcount > Ftable (61,471> 3,10) and significance (0,000 < 0,05), the research model of work discipline and motivation can predict work productivity on production division employees of PT X on Jl. Manggul Jaya, Bantargebang Bekasi.

Keywords: Work Discipline, Motivation, Work Productivity.

INTRODUCTION

In the Fourth Industrial Revolution era, various companies believed that this was an absolute phenomenon and must be faced. Companies must create strategies and innovations to meet the era of the Industrial Revolution 4.0 so that their business can compete without being hampered by progress. One of the company's efforts to improve competitiveness is to increase the work productivity of its employees. Therefore, the company must manage one of its most valuable assets, namely its human resources. A well-developed company is undoubtedly thanks to quality human resources. By measuring the level of work productivity, you can get a good picture of the condition and quality of the workforce in the company.

This research was performed at PT, a Stamping Parts and Manufacturing company located in Bantargebang, Bekasi. Researchers bring up data obtained from company data and pre-research. One of the problems at PT X is the declining employee productivity, which is marked by not achieving targets or planning and a decrease in percentage. Based on information received by researchers from HRD (Human Resources Development) and the person in charge of production at PT X that employee productivity has decreased, which can be seen by examining target data and resulting production realization. In line with research (Handaru et al., 2019; Syafrina, 2017) which determines where the decline and not achieving the target is a productivity problem within the company.

Based on target and realization data in 2017, the target set by the company was 2,312,549, and the realization was 2,037,587 with a percentage of 88.11%; in 2018, the target set by the company was 2,899,909. The completion was 2,451,003 with a percentage of 84.52%; in 2019, the target set by the company was 3,090,304, and the realization was 2,333,798 with a percentage of 75.52%. Based on these findings, it is clear that the target is not being met and that there is a decline which is also found in Laksmiari (2019), where the productivity of employees in the company cannot achieve the set targets. There is a decrease, and it can be suspected that there is a problem. Production employees while carrying out their work. According to Flippo on Kadek & Dewi (2019) states that the maximum absenteeism limit is usually 3%, which means more than 3% is a characteristic of undisciplined employees. Based on employee attendance data in 2019, some attendances reached 3.1% in April, August, and November, then 3.4% in September,

3.2% in October, and 3.3% in December; it can be said that there are characteristics of employee indiscipline. When viewed from the 2019 attendance data provided by the company every month, there are still many employees who are absent or alpha is more than the attendance tolerance limit, which is 3 days without explanation. There are still many employees who attend half a day of the shift they should. Employees who can carry out their discipline will undoubtedly make the company achieve its goals; as a result, the company must foster employee work discipline in a good and effective manner with work discipline instilled in every employee in the company, of course, it will make employees feel they have an obligation and a willingness to comply with and carry out existing rules. The results of interviews with HRD and the person in charge of the production division of PT X stated that the suspected cause of PT X's productivity level was motivation. According to Parimita et al. (2015), this employee attendance data can show the level of employee motivation. If the level of employee absenteeism is high, then the motivation of employees is also low. As it is known that there are six months that see a high level of employee absenteeism, these data indicate that there may be employees who feel unmotivated to attend work. In addition, to strengthen and see a picture of employee motivation at PT X, it can be seen from the pre-research results that there are 20% of production division employees feel that the praise given by their superiors does not motivate them. Furthermore, as many as 75% of production division employees feel they cannot influence their co-workers. Next, as many as 55% of production division employees feel they do not have a good working relationship with their co-workers.

The researcher is also inspired to conduct this study because there is a research gap on the variables of work discipline, motivation, and productivity. Research by Dotulong & Assagaf (2015) stated that work discipline as an independent variable partially doesn't influence work productivity (variable dependent). Same as research by Pawirosumarto & Iriani (2018) indicates that work discipline (X1) has no effect partially on work productivity with a p-value of 0.923. For some research, many of them stated that work discipline and motivation significantly impact work productivity. However, researchers also found few studies that indicated motivation partially doesn't affect productivity which is seen in the research of Tilaar (2015). Accordance with research by Elqadri et al. (2015) indicates that motivation partially doesn't affect work productivity.

So, based on the results of the interviews, data, and problems described above, the researchers are interested in conducting on the effect of work discipline and motivation on the work productivity of production division employees at PT X.

The purpose of this study is to find out the description of work discipline, motivation, and productivity of employees at PT X Bantargebang in Bekasi, to investigate the effect of work discipline and motivation on productivity, and to determine whether work discipline and motivation can predict work productivity.

The results of the study are expected to be theoretically and practically applicable. Theoretically, the findings of this study are expected to support, supplement, or refute the theory or conclusions of previous research, which is undoubtedly beneficial to science. In practitioners, the findings of this study can be used by the company to consider in solving problems that arise within the company itself that is related to their employees' productivity.

LITERATURE REVIEW

Work Productivity

In the findings of Widayati (2010), The word productivity was first coined by Francois Quesnay in 1776, where productivity is generally defined as the ratio of specific outputs to inputs over a period. In general, productivity implies an inverse comparison between the results achieved (output) and the comprehensive data source used (information). Based on this, the productivity formula can be stated as follows

$$Productivity = \frac{Output}{Input}$$

According to Paul Mali in Suwarto (2009), high productivity will give the impression of minimum use of resources. Meanwhile, according to Sutrisno (2009), work productivity is the measure of productive efficiency that is based on a comparative analysis of inputs and outputs. In line with the statement according to Mangkunegara (2012), work productivity is defined as the ratio of the results of activities (outputs) to all sacrifices and costs incurred in order to achieve those results (inputs).

The researcher concludes, based on the definitions advanced by the experts above, that Work Productivity is an activity that demonstrates a comparison between production

results (output) and resources (input) wherein the process the resources used can produce maximum and quality output. As well as in accordance with the standards and time set. According to Simamora (2004), to measure productivity, there are 3 dimensions, namely as follows: 1) The quantity of work with indicators of increasing achievement, working more than the target, and the amount of production reaching the target. 2) Quality of work with indicators of accuracy at work has work experience, attitude towards work, and quality of final goods. 3) Punctuality with indicators of work schedule, process at work, and timely completion.

Work Discipline

Work discipline, as according to Rivai (2005), is an instrument used among executives to interact with employees in order to change attitudes as well as serve as such an approach to boost employee ability and willingness to uphold the company's rules and cultural standards. Meanwhile, according to Dessler (2005), work discipline is a process for correcting or punishing subordinates who have violated the rules or protocols. On the other hand, Robbins in Opatha (2016) states that the term discipline refers to conditions in the organization when employees behave in accordance with organizational rules and acceptable standards of behavior. As Hasibuan (2014) states, discipline is defined as employees' recognition and tend to push the rules and norms that apply. According to the researcher, work discipline is an awareness and willingness, as well as the seriousness of employees to carry out their obligations and responsibilities; the answer is in accordance with the rules and norms that apply, based on several definitions advanced by experts above. The existence of employee work discipline will help the company quickly to achieve its goals.

Rivai (2005) said that work discipline has 5 dimensions, namely as follows: 1) Attendance with indicators of punctual attendance and intensity of employee attendance. 2) Adherence to work regulations with indicators, comply with work conditions, and understand all applicable rules. 3) Adherence to work standards with work standard indicators as a reference and work according to job descriptions. 4) A high level of alertness with alert indicators in working and maintaining work equipment. 5) Work ethically with indicators of good behavior and respect for colleagues.

Motivation

This motivation indicates a strong need for achievement, and a drive to succeed is related to the degree to which the person is motivated to do his or her job (McClelland, 1961). The theory adopted by John Atkinson and David McClelland (1961) is Manifest needs which they believe that needs will change or develop when there is interaction with the environment. Motivation, as a procedure, begins with a human need that creates a magnetic field inside an individual.

According to Maslow (1943), motivation is a booster or booster that is influenced by several things, including; a need for survival, a need for safety thru the social laws and policies, need for job opportunities, acknowledgment, honor, and self-actualization. Employees who lack motivation are considered unable to understand their duties and complete them in accordance with the standards because there is no motivation as long as they work. It could be that what is felt is a burden or demand, or coercion at work.

From the explanations of the experts above regarding the definition of motivation, the researchers synthesized motivation as a condition that is able to encourage employees to do certain activities with passion in order to achieve goals. Someone who is motivated will be interested in working in accordance with what the company wants.

According to David McClelland (1961), motivation has three dimensions, which are as follows: 1) The Need for Achievement (n-Ach) with indicators of innovation at work, being responsible for their work and asking for feedback on their work. 2) The Need for Power (n-Pow) with indicators capable of influencing colleagues, having their opinions heard by colleagues, making work plans, and taking part in decision making. 3) The Need for Affiliation (n-Aff) with indicators of helping colleagues, relationships with coworkers, and working in teams.

Theoretical Framework

H1: Work discipline does have an effect on the work productivity of employees of the production division of PT X on Jl. Manggul Jaya, Bantargebang Bekasi.

According to Tilaar (2017), work discipline has a positive and significant effect on work productivity. According to Ainun, nur. (2017), work discipline has a 62 percent effect on good work productivity, and the results of the t-test for discipline value t count t table (3,025 > 1.98) show that discipline partially affects work productivity.

H2: Motivation does have an effect on the work productivity of employees of the production division of PT X on Jl. Manggul Jaya, Bantargebang Bekasi.

Motivation has a positive and significant effect on employee work productivity, according to (Indah et al., 2020). According to research by Hanaysha & Majid (2018) and Maduka & Okafor (2014), motivation has a positive and significant effect on productivity. According to some of these studies, if employee motivation increases, so will their work productivity.

H3: Work discipline and motivation can predict the work productivity of employees of the production division of PT X on Jl. Manggul Jaya, Bantargebang Bekasi.

According to the findings of the Budianto (2020) study, work motivation and work discipline have a positive and significant effect on employee performance. Similar to Ratna, (2017) research, The findings of this study indicate that motivation and work discipline have an impact on employee productivity at PT. Gema Nusa Lestari in Muara Tembesi, either partially or simultaneously.
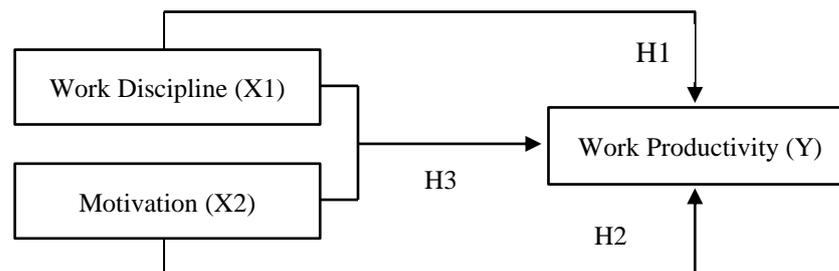
Figure 1. Research Model
Source : Data proccesed by author (2021)

RESEARCH METHOD

This research was carried out from June to September 2020, with the subject of a company engaged in stamping parts and manufacturing in Bantargebang, Bekasi. This study made use of a non-probability sampling method, specifically saturated sampling or a census. As a result, all members of the population, namely all production staff of PT X, Bantargebang Bekasi, totaling 95 employees excluding managers and superiors, are respondents in this study. According to Singarimbun & Effendi. (1995) the survey method is a data collection method that uses a questionnaire as the primary data collection method,

and the survey method aims to determine the opinion of respondents, data obtained from sampling in the population to be studied.

The data sources used in this study were of two types: primary data and secondary data. The primary data for this study was gathered by administering a questionnaire. Secondary data used by researchers is data from PT X, such as employee attendance data for one year and data on targets and product realization. In addition, the researchers used several books, theses, similar surveys, and previous research journals obtained through the internet. The measurement scale in this study was a 1 to 4-point Likert scale ranging from strongly disagree - strongly agree. The researcher employs the Statistical Package for the Social Sciences (SPSS) software to analyze the collected data. Version 25 of the SPSS (Statistical Package for the Social Sciences). SPSS (Statistical Package for the Social Sciences) is a data management and analysis program used to analyze statistical data (Sekaran & Bougie, 2010). The researcher employed several data analysis techniques in this study, including descriptive analysis, instrument testing, the classic assumption test, and the regression analysis test.

RESULT AND DISCUSSION

Respondents of this study were all production division employees of PT X that engaged in stamping parts and manufacturing, exclude their managers and superiors. A validity test determines whether or not a questionnaire is valid. The instrument was a questionnaire that was tested on 30 respondents from PT X's production division.

Table 1. Validity Test Results

Item	r-count	r-Table	description
Produktivity			
Y.01	0,880	0,361	Valid
Y.02	0,873	0,361	Valid
Y.03	0,878	0,361	Valid
Y.04	0,866	0,361	Valid
Y.05	0,816	0,361	Valid
Y.06	0,878	0,361	Valid
Y.07	0,652	0,361	Valid
Y.08	0,601	0,361	Valid
Y.09	0,679	0,361	Valid

Item	r-count	r-Table	description
Y.10	0,554	0,361	Valid
Work Discipline			
X1.11	0,701	0,361	Valid
X1.12	0,833	0,361	Valid
X1.13	0,845	0,361	Valid
X1.14	0,732	0,361	Valid
X1.15	0,827	0,361	Valid
X1.16	0,788	0,361	Valid
X1.17	0,760	0,361	Valid
X1.18	0,712	0,361	Valid
X1.19	0,870	0,361	Valid
X1.20	0,748	0,361	Valid
Motivation			
X2.21	0,907	0,361	Valid
X2.22	0,887	0,361	Valid
X2.23	0,877	0,361	Valid
X2.24	0,896	0,361	Valid
X2.25	0,866	0,361	Valid
X2.26	0,824	0,361	Valid
X2.27	0,845	0,361	Valid
X2.28	0,811	0,361	Valid
Motivation			
X2.29	0,780	0,361	Valid
X2.30	0,667	0,361	Valid

Source : Data proccesed by author (2021)

The validity test on Productivity, Work Discipline, and Motivation, as shown in the table above, shows that all statement items in the variable are valid because rcount > rtable. It is said to be valid as those instruments met the criteria, notably rcount > rtable 0.361, so it can be concluded that the instrument used met the valid assumptions.

Table 2 Reliability Test Results

Variabel	*Cronbach's Alpha*	Keterangan
Productivity	0,922	Reliabel
Work Discipline	0,929	Reliabel
Motivation	0,952	Reliabel

Source : Data proccesed by author (2021)

The reliability test results for each variable using the Cronbach's Alpha technique are shown in the table above, with Cronbach's Alpha values > 0.6 for Productivity, Work Discipline, and Motivation, respectively, of 0.922, 0.929, and 0.952. Since this Cronbach's Alpha value is greater than 0.6, the methods for the three variables are confirmed reliable.

In the overall Productivity variable, the total of respondents who answered disagrees and strongly disagree 66.6%. This should be a concern for the company because if it is seen that the majority of respondents who answered strongly disagree and disagree compared to the weight of the criteria score, this productivity variable is in a low category (51%-75% = low). This result is also supported by the dimension of quality of work where the indicator of the final quality of the product made according to this standard is low, and the Dimension of Quantity of work where the indicator of the amount of production on target and being able to work beyond this target is low, this will have a bad impact on the company; therefore, t is critical for a company to give heed to their employees' potential to improve the results and quality of products produced by employees.

In the overall work discipline variable, the total of respondents who answered disagrees and strongly disagree was 56.4%. This should be a concern for the company because if it is seen that the majority of respondents who answered strongly disagree and disagree compared to the weight of the criteria score, the work discipline variable is in a low category (51%-75% = low). This result is also supported by the Attendance dimension, which is an indicator that is always present on time, is low, and the dimension of Obedience to work regulations, where the indicator violates the terms of work, many employees violate the terms of work, as well as the dimension of a low level of alertness on the indicator of tidying up equipment. This work is low, of course, creates a very bad habit if left alone. For that, the company needs to give firm warnings, punishments, and rewards for those who deserve it.

In the overall motivation variable, the total of respondents who answered disagrees and strongly disagree was 62.8%. This should be a concern for the company because if it is seen that the majority of interviewees strongly disagree and disagree compared to the weight of the criteria score, this motivational variable is in a low category (51%-75% = low). This result is also supported by the dimension of the need for affiliation, which is

low on the indicator of helping co-workers, and the dimension of need for achievement, which is low on the indicator of getting feedback from superiors. Companies need to improve the close relationship between their production employees either by holding joint activities or by adding work with a team system so that it allows employees to get closer to each other.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	3,78241742
Most Extreme Differences	Absolute	,090
	Positive	,090
	Negative	-,055
Test Statistic		,090
Asymp. Sig. (2-tailed)		,054[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source : Data proccesed by author (2021)

The asymp value. Sig. (2-tailed) of this study was 0.054 based on the normality test table in the table above, which was performed using the SPSS 25 program, the Kolmogorov-Smirnov test. As a result, this result exceeds the significance level of 0.05. Based on the normality test results, it is correct to say that those variables are distributed normally and thus fulfill the criteria.

Table 4. Linearity Test Results between Work Discipline and Productivity

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Productivity *Work Discipline	*Between Groups	(Combined)	2105,890	27	77,996	5,044	,000
		Linearity	1399,134	1	1399,134	90,479	,000
		Deviation from Linearity	706,757	26	27,183	1,758	,034
	Within Groups		1036,067	67	15,464		
	Total		3141,958	94			

Source : Data proccesed by author (2021)

The linearity significance value is 0.000, based on the results of the linearity test between the Work Discipline variable and the Productivity variable in Table 4 above. That is, the significance value is less than 0.05, implying that there is a linear relationship or influence between the two variables.

Table 5. Linearity Test Results between Motivation and Productivity

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Productivity *Motivation	*Between Groups	(Combined)	1940,845	25	77,634	4,460	,000
		Linearity	1313,215	1	1313,215	75,440	,000
		Deviation from Linearity	627,630	24	26,151	1,502	,097
	Within Groups		1201,113	69	17,407		
	Total		3141,958	94			

Source : Data proccesed by author (2021)

The linearity significance value is 0.000, based on the results of the linearity test between the Motivation variable and the Productivity variable in Table 5 above. That is, the significance value is less than 0.05, implying that there is a linear relationship or influence between the two variables.

Each X variable has a linearity value from the two linearity test tables, namely the Work Discipline variable (X1) of 0.000 and the Motivation variable (X2) of 0.000, so it can be said that for each X variable, there is a linear relationship to Y because of the value of Sig. Linearity is 0.05.

Table 6. Multicollinearity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3,403	1,724		1,973	,051		
	Disiplin Kerja	,411	,072	,456	5,754	,000	,740	1,352
	Motivasi	,384	,074	,414	5,218	,000	,740	1,352

a. Dependent Variable: Produktivitas

Source : Data proccesed by author (2021)

The VIF number for the work discipline variable (X1) and motivation (X2) is 1,352 based on the results of the multicollinearity test in Table 6 using SPSS 25. Because the VIF value of all independent variables is less than 5, there is no multicollinearity problem found between the two independent variables.

Thereby, this can be reached a conclusion there's no multicollinearity between both the independent variables Work discipline (X1) and Motivation (X2) on Productivity (Y), and therefore the regression model was also accepted.

Table 7 Heteroscedasticity Test Results

Correlations

			Work Discipline	Motivatuin	Unstandardized Residual
Spearman's rho	Work Discipline	Correlation Coefficient	1,000	,503**	,022
		Sig. (2-tailed)	.	,000	,832
		N	95	95	95
	Motivation	Correlation Coefficient	,503**	1,000	,068
		Sig. (2-tailed)	,000	.	,515
		N	95	95	95
	Unstandardized Residual	Correlation Coefficient	,022	,068	1,000
		Sig. (2-tailed)	,832	,515	.
		N	95	95	95

**. Correlation is significant at the 0.01 level (2-tailed).

Source : Data proccesed by author (2021)

Based on the table above, the correlation between work discipline (X1) and unstandardized residuals has a significance value of 0.832, and the correlation between motivation (X2) and unstandardized residuals has a significance value of 0.515. As a result, the significance value of the correlation of the two independent variables is greater than 0.05, indicating that there is no heteroscedasticity problem in the regression model.

Table 8 Multiple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3,403	1,724		1,973	,051
	Work Discipline	,411	,072	,456	5,754	,000
	Motivation	,384	,074	,414	5,218	,000

a. Dependent Variable: Produktivitas

Source : Data proccesed by author (2021)

The constant values and regression coefficient values are calculated using the following equation based on the table above:

Y=3.403+0.411X1+ 0.384X2

The constant value (a) in the above equation is 3.403, indicating that productivity has reached 3.403 in the absence of the independent variable (X). Furthermore, the work discipline variable (X1) does have a regression coefficient value of 0.411 and a positive unidirectional relationship. This demonstrates that every time the value of the variable is increased by one unit with the assumption that the value of the other variables remains constant, there will be an increase in the productivity variable of 3,403 units and work discipline has a positive effect. The motivation variable (X2) does have a regression coefficient value of 0.384 and a positive unidirectional relationship. This demonstrates that whenever the value of the motivation variable (X2) is increased by one unit while the values of the other variables remain constant, there will be an increase in the productivity variable of 3,403 units and motivation has a positive effect.

The t-test was used to test the independent variable's effect on the dependent variable. The t test was used in this study to examine the effect of Work Discipline (X1) and Motivation (X2) on Productivity (Y).

The basis for making decisions is to compare the values of tcount and tTable as follows:

1. H_o is accepted if tcount < tTable (1.986) or the significance value is greater than 0.05.

2. H_o is rejected if tcount > tTable (1.986) or the significance value is less than 0.05.

Table 8 shows that the work discipline variable has a tcount of 5.754. The variable tcount value is then compared to the tTable value sought at =5 : 2 = 2.5 % (2-sided test), degrees of freedom (df) nk-1 or 95-2-1= 92 with the statement that n is the number of research samples and k is the number of independent variables. Then tTable has a value of 1.986. The work discipline variable has a significance of 0.000 and 0.000 0.05. As a result, the conclusion is that Ho is rejected and Ha is accepted. Thus, work discipline influences the productivity of employees in the production division on Jl. Manggul Jaya in Bantargebang Bekasi. The tcount value for motivational variables is 5,218 and the significance is 0,000. This demonstrates that tcount>tTable (1.986), with a significance value of 0.000 0.05. As a result, Ho is rejected while Ha is accepted. Where motivation influences the work productivity of employees of PT X's production division on Jl. Manggul Jaya in Bantargebang Bekasi.

The F test was used to determine whether the regression model of work discipline and motivation can predict the productivity of production division employees at PT X.

The following is the basis for decision making in the F test:

1. H_o accepted if F count < F Table or the significance value is greater than 0.05.

2. H_o rejected if F count > F Table or the significance value is smaller than 0.05.

Table 9 F Test Result

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1797,130	2	898,565	61,471	,000[b]
	Residual	1344,828	92	14,618		
	Total	3141,958	94			

a. Dependent Variable: Produktivitas

b. Predictors: (Constant), Motivasi, Disiplin Kerja

Source : Data proccesed by author (2021)

Seen in Table 9, Fcount obtained is 61.471. The Fcount value was compared to the FTable value, which would be aimed with a 95% confidence level, using df 1 (number of variables-1) or 2-1 = 2 and df 2 (n-k-1) or 95-2-1 = 92. Premised on these computations,

an FTable of 3.10 was obtained. It means that Fcount > FTable (3.10) and the F test significance is 0.000. As a result, 0.000 0.05.

A summary is that Ho is rejected and Ha is accepted, implying that work discipline and motivation can predict the work productivity of employees of PT X's production division on Jl. Manggul Jaya in Bantargebang Bekasi.

Table 10 Results of the Coefficient of Determination Analysis (R2)
Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,756^a	,572	,563	3,823

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

b. Dependent Variable: Produktivitas

Source : Data proccesed by author (2021)

From the table above, it can be concluded that Work discipline and motivation have a 56.3 percent influence on productivity. While the remainder, or 43.7 percent, is influenced by factors other than the variables studied by researchers.

Work discipline is one of the factors proven to have an effect on productivity, according to the table above. Employee indiscipline will undoubtedly have an impact on the company's growth and, of course, will force the company to accept losses, resulting in lower profits for the company. The company must also bear the burden of decreased productivity as a result of its employees' low potential. Furthermore, whether or not employees are disciplined in the company can indicate whether or not productivity is high. This will be a problem if the majority of employees are not disciplined, such as not meeting the production target of goods, which can result in sales delays.

Furthermore, whether or not employees are disciplined in the company can show whether or not productivity is good; if the majority of employees are not disciplined, this will be a problem, such as not meeting the production target of goods, which can result in delays in sales or fulfillment of client production requests, incompatibility of final goods with demand, and others. The findings of this study back up previous research from Tilaar (2017), who concluded that work discipline has a positive and significant influence on

productivity. Motivation has an impact on productivity as well. The decrease in productivity caused by negligence, laziness, and delays in work activities indicates a decrease in employee work motivation. According to Indah et al. (2020), motivation has a positive and significant impact on employee productivity. According to Hanaysha & Majid (2018) and Maduka & Okafor (2014), motivation has a positive and significant effect on productivity. According to some of these studies, if employee motivation rises, so will employee productivity. According to some of these studies, if employee motivation rises, so will employee productivity. Employees' mental and physical health can suffer as a result of low motivation at work. As a result, the company must assess the level of motivation of existing employees in order to encourage them to want to work and provide good results.

CONCLUSION

Productivity of production employees at PT X on Jl. Manggul Jaya, Bantargebang Bekasi is still relatively low, as evidenced by the greatest influence from its employees' level of work quality, as evidenced by the low quality of the final product produced, and from the low level of quantity of work, as evidenced by the amount of production that does not meet the target and is able to work. Furthermore, based on the low level of punctuality demonstrated by PT X production employees, there are many who do not work according to their schedule. Work discipline is classified as low, with low attendance as evidenced by employees not being on time when they arrive at the office, and low adherence to work regulations as evidenced by the number of employees who frequently violate the provisions in the workplace. Another factor is a lack of awareness, as evidenced by employees who do not maintain and care for work equipment, as well as adherence to low work standards, as evidenced by employees who do not use work standards as a reference in producing goods, and low ethical work, as evidenced by employees who still find it difficult to respect their different colleagues. Opinion. Low motivation is characterized by a low need for affiliation, as evidenced by PT X production employees' reluctance to assist colleagues in need, and a low need for achievement, as evidenced by employees' perceptions of no feedback or appreciation from superiors to production employees.

Another factor is a lack of power, as many employees have not participated in decision-making or organizational planning within the company.

Work discipline (X1) and Motivation (X2) have a positive and significant impact on the productivity (Y) of PT X's production division employees on Jl. Manggul Jaya, Bantargebang Bekasi.

Work discipline (X1) and motivation (X2) can predict the productivity (Y) of production division employees at PT X on Jl. Manggul Jaya, Bantargebang Bekasi. Work discipline and motivation on productivity have a Fcount of 61.471 while the FTable value is 3.10 and a significance value of 0.000 <0.05. This value is significant because work discipline and motivation can predict productivity.

The company is also suggested by the researcher. Companies must be able to increase the level of attendance of production division employees as well as employee awareness of workplace provisions. By re-creating firm warnings about the importance of arriving on time and in accordance with the specified number, dress codes, and restrictions, as well as warnings during work, so that no time is wasted that requires working past the work time limit and the number of violations that occur. Done. This low motivation is caused by a lack of need for employee affiliation as well as a lack of need for achievement. Employees are still hesitant to help coworkers and believe that superiors do not provide feedback on their work. This can be overcome by strengthening relationships and communication among production employees as well as with responsible supervisors. The company can host an event (gathering, bonding, outing) and activities that foster a sense of trust or bond, allowing colleagues to form positive impressions of one another.

Academically, the goal of this study is to increase knowledge about the country of origin, brand image, perceived quality, and purchase intention as consideration for conducting additional productivity-related research. The findings of this study have implications for PT X because they show that work discipline and motivation are the most effective ways to increase employee productivity.

This study can be repeated with different research objects and the same variables or with different variables and the same research object/place. In this study, there are only two factors that affect productivity, whereas there are many other variables that can affect productivity.

REFERENCES

Ainun, nur., W. (2017). Pengaruh Motivasi dan Disiplin Terhadap Produktivitas Kerja Karyawan Pada PT. Charoen Pokphand Indonesia Kawasan Industri Medan (Studi Kasus Food Division). *Jurnal Warta*, *54*.

Budianto, E. (2020). *The Effect Of Work Motivation And Work Discipline On Employee Performance At PT. Pegadaian (Persero) Syariah Branch Of Cinere*. *1*(1), 197–201.

Dessler, G. (2005). Human Resource Management, International Edition, 10th Edition. In *International Angiology* (Vol. 22, Issue 2). Pearson Education, Inc.

Dotulong, L., & Assagaf, S. (2015). Pengaruh Disiplin, Motivasi Dan Semangat Kerja Terhadap Produktivitas Kerja Pegawai Dinas Pendapatan Daerah Kota Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *3*(2), 639–649.

Elqadri, Z. M., Wardoyo, D. T. W., & -, P. (2015). The Influence of Motivation and Discipline Work against Employee Work Productivity Tona'an Markets. *Review of European Studies*, *7*(12). https://doi.org/10.5539/res.v7n12p59

Hanaysha, J. R., & Majid, M. (2018). Employee Motivation and its Role in Improving the Productivity and Organizational Commitment at Higher Education Institutions. *Journal of Entrepreneurship and Business*, *6*(1), 17–28. https://doi.org/10.17687/jeb.0601.02

Handaru, A. W., Miftachuljana, & Susita, D. (2019). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Produktivittas Kerja Karyawan (kasus PT Artolite Indah Mediatama). *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*, *10*(2), 386–404.

Hasibuan, M. S. (2014). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.

Indah, G., Sukarta, P., & Dewi, A. A. S. K. (2020). Effect of Work Compensation , Motivation and Discipline on Employee Productivity. *AJHSSR*, *4*(2), 27–33.

Kadek, N., & Dewi, A. A. S. K. (2019). *PENGARUH KOMPENSASI, DISIPLIN KERJA DAN MOTIVASI TERHADAP PRODUKTIVITAS KARYAWAN*. *8*(1), 7191–7218.

Laksmiari, N. P. P. (2019). PENGARUH MOTIVASI KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN PADA PERUSAHAAN TEH BUNGA TERATAI DI DESA PATEMON KECAMATAN SERRIT. *Jurnal Pendidikan*

Ekonomi, *11*.

Maduka, C. E., & Okafor, O. (2014). Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi. *International Journal of Managerial Studies and Research*, *2*(7), 137–147. www.arcjournals.org

Mangkunegara, A. P., & Prabu, A. (2012). Evaluasi kinerja sumber daya manusia. In *Bandung: Refika Aditama*.

Maslow, A. H. (1943). A Theory of Human Motivation. *Climate Change Management*. https://doi.org/https://doi.org/10.1037/h0054346

McClelland, D. C. (1961). *The Achieving Society*. D. Van Nostrand Company, Inc.

Opatha, H. H. D. N. P. (2016). *Towards Effective Employee Discipline Administration : Some Reflections. February*.

Parimita, W., Wahda, L. A. A., & Handaru, A. W. (2015). Pengaruh Pengembangan Karir Dan Motivasi Terhadap Kepuasan Kerja Karyawan Pt Pos Indonesia (Persero) Bekasi. *JRMSI - Jurnal Riset Manajemen Sains Indonesia*, *6*(1), 326. https://doi.org/10.21009/jrmsi.006.1.01

Pawirosumarto, S., & Iriani, D. (2018). The Influence of Work Stress , Working Cost , Compensation and Work Discipline on Employee ' Productivity. *International Journal of Economics and Business Administration*, *VI*(4), 62–75.

Ratna. (2017). Pengaruh Motivasi dan Disiplin Kerja terhadap Produktivitas Kerja Karyawan Bagian Produksi pada PT.Gema Nusa Lestari Muara Tembesi. *Jurnal Ilmiah Universitas Batanghari Jambi*, *17*(3), 133–140.

Rivai, V. (2005). *Manajemen Sumber Daya Manusia untuk Perusahaan Dari Teori ke Praktik*. Rajawali Pers.

Simamora, H. (2004). *Manajemen Sumber Daya Manusia*. STIE YKPN.

Singarimbun, M., & Effendi., S. (1995). *Metode Penelitian Survey*. LP3ES.

Sutrisno, E. (2009). *Manajemen Sumber Daya Manusia Edisi Pertama. Cetakan kedua*. Kencana Prenada Media Group.

Suwarto. (2009). Berbagai Pandangan Tentang Produktivitas. *Jurnal Ekonomi Dan Kewirausahaan*, *9*(1), 86–95.

Syafrina, N. (2017). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Suka Fajar Pekan Baru. *Eko Dan Bisnis*, *4*(8), 1–12.

Tilaar, Natalia., Sendow, Greis., Jorie, R. (2017). Pengaruh Kualitas Kehidupan Kerja, Disiplin Kerja Dan Kompensasi Terhadap Produktivitas Kerja Pegawai Pada Kantor Dinas Lingkungan Hidup Provinsi Sulawesi Utara. *Jurnal EMBA*, *5*(2), 2070–2078. https://doi.org/10.35794/emba.v5i2.16494

Tumilaar, B. R. (2015). the Effect of Discipline, Leadership, and Motivation on Employee Performance At Bpjs Ketenagakerjaan Sulut. *Jurnal EMBA*, *3*(2), 787–797.

Widayati, E. (2010). Pengaruh Infrastruktur Terhadap Produktivitas Ekonomi Di Pulau Jawa Periode 2000-2008. *Media Ekonomi*, *18*(1), 41–64. https://doi.org/10.25105/me.v18i1.8

APPENDIX

RESEARCH QUESTIONNAIRE

To\sDear.

Mr/Mrs/Brothers

in position

Assalamu'alaikum wr. Wb.

I conducted a study on "**The Effect Of Work Discipline and Motivation To Work Productivity On Production Division Employee of PT X**" to collect data for scientific purposes. This research is one of the requirements for the preparation of the existing thesis at the Universitas Negeri Jakarta's Faculty of Economics with a concentration in Human Resource Management.

I hereby request your willingness to complete the questionnaire truthfully, as there is no right or wrong answer. The information you have provided is a huge help to me in finishing this research. I'll keep the answers and identities you provide me. I appreciate your assistance and attention.

Sincerely,

Betha Pramesthi Shinutama

I.   RESPONDENT IDENTITY

1. Name   :

2. Gender   : ( ) Male
                                    ( ) Female

3. Age   : ( ) < 20 Years   ( ) > 35 Years
                                    ( ) 20 - 27 Years
                                    ( ) 28 - 35 Years

4. Work period   : ( ) < 1 Year   ( ) 4 – 6 Year
                                    ( ) 1 - 3 Year
5. Last education   : ( ) JHS/equivalent   ( ) D3
                                    ( ) SHS/equivalent   ( ) S1

II.   INSTRUCTIONS

Give the most appropriate response to the statement below using a checklist (✔) pada tempat yang telah disesuaikan.

DESCRIPTION: STS   = Sangat Tidak Setuju
                 TS   = Tidak Setuju
                 S   = Setuju
                 SS   = Sangat Setuju

Produktivitas (Y)

NO.	PERNYATAAN	STS	TS	S	SS
1.	Saya dapat meningkatkan pencapaian perusahaan				
2.	Saya mampu untuk bekerja lebih dari target bulanan yang telah ditetapkan oleh perusahaan				
3.	Jumlah produksi yang saya kerjakan selalu sesuai dengan target				
4.	Saya sangat teliti dalam memproduksi barang yang menjadi tanggungan saya				
5.	Saya memiliki pengalaman yang cukup dalam bekerja sesuai bidang yang saya jalani				
6.	Dalam bekerja saya memastikan untuk focus				
7.	Kualitas akhir produk yang saya kerjakan sesuai dengan standar perusahaan				
8.	Saya bekerja sesuai dengan jadwal pekerjaan yang telah di rencanakan				

9.	Selama jam kerja saya tidak gunakan dengan maksimal untuk mengerjakan tugas				
10.	Saya menyelesaikan pekerjaan sesuai dengan batas waktu yang telah ditentukan tanpa adanya perbaikan				

Disiplin Kerja (X1)

NO.	PERNYATAAN	STS	TS	S	SS
11.	Saya selalu hadir tepat waktu ke kantor untuk menyelesaikan pekerjaan				
12.	Saya hadir ke kantor sesuai dengan jumlah absensi yang telah ditetapkan				
13.	Saya sering melanggar ketentuan-ketentuan yang ada di tempat kerja				
14.	Saya memahami segala aturan yang berlaku di tempat kerja				
15.	Dalam memproduksi barang saya menjadikan standar kerja sebagai acuan				
16.	Saya tidak bekerja sesuai *job description* atau uraian pekerjaan				
17.	Saya selalu memakai seragam kerja dan memperhatikan kondisi tempat bekerja				
18.	Sesudah menggunakan peralatan kerja saya merapikannya kembali				
19.	Di tempat kerja saya selalu berprilaku dengan baik				
20.	Saya menghargai rekan yang berbeda pendapat dengan saya				

Motivasi (X2)

NO.	PERNYATAAN	STS	TS	S	SS
21.	Saya tidak bekerja dengan inovatif dan kreatif				
22.	Saya mampu menyelesaikan dan bertanggung jawab atas hasil kerjaan				
23.	Saya merasakan adanya *feedback* atau apresiasi dari atasan terhadap kerjaan saya				
24.	Saya mampu mempengaruhi rekan kerja agar bekerja seperti cara yang saya lakukan				

25.	Segala pendapat saya sukar didengar dan di setujui oleh rekan kerja				
26.	Dalam bekerja saya selalu membuat perencanaan				
27.	Saya ikut andil dalam pebuatan keputusan ataupun perencanaan organisasi didalam perusahaan				
28.	Saya dengan suka rela membantu rekan kerja yang membutuhkan bantuan				
29.	Hubungan saya dengan rekan kerja saya sangat baik				
30.	Saya menyukai bekerja dalam tim				