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Work Discipline, Work Motivation, And Employee Performance: Empirical Evidence From Cv Fauzi

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A B S T R A C T
The textile industry is one of the manufacturing sectors that plays an important role in supporting national economic growth. CV Fauzi, as a textile manufacturing company in Bandung Regency, faces various challenges in improving employee performance, particularly related to work discipline and work motivation. This study aims to determine the effect of work discipline and work motivation on employee performance, both partially and simultaneously. The research method used is descriptive-verificative with a quantitative approach. The sample consisted of 81 respondents, and the data were analyzed using multiple linear regression with SPSS version 27.0. The results showed that Work Discipline has a significant partial effect on Employee Performance, with a t-value of 5.399 > t-table 1.990 and a contribution of 32.6%. Work Motivation also has a significant partial effect on Employee Performance, with a t-value of 5.936 > t-table 1.990 and a contribution of 37.0%. Simultaneously, Work Discipline and Work Motivation significantly affect Employee Performance, with an F-value of 90.142 > F-table 3.11 and a coefficient of determination (R^2) of 0.698, meaning that 69.8% of employee performance is explained by these two variables, while the remaining 30.2% is influenced by other factors not included in this study. The regression equation obtained is: $\mathbf{Y = 1.768 + 0.609X_1 + 0.950X_2 + \varepsilon}$. The results of this study emphasize the importance of managing work discipline and motivation as key strategies to improve employee performance.

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INTRODUCTION

Human resources are central to manufacturing performance because production targets depend on the reliability of people who operate processes, maintain equipment, control quality, coordinate materials, and meet delivery schedules. In a textile firm, even small behavioral disruptions can accumulate into larger operational consequences. Repeated lateness, unplanned absence, weak responsibility for deadlines, or low willingness to contribute can reduce output consistency and place additional pressure on other employees. CV Fauzi is a private textile producer in Bandung Regency. Internal records for 2024 indicate that unexcused absence averaged 1.58 days per month, higher than the average absence attributed to permission or illness. The company also recorded uneven performance across divisions. Production achieved an average performance score of 72%, Quality Control 74%, and Machine Maintenance 70%, all classified below the company's expected level, while Administration and HR-related units recorded stronger results. The preliminary survey strengthened the operational concern. Among 30 employees, 75% of the average responses to employee-performance statements were negative. For work discipline, 62.5% of responses were negative, with weakness visible in punctuality, compliance with rules, task completion within deadlines, and regular attendance. For work motivation, 55% of responses were negative. Employees expressed limited enthusiasm toward rewards, incomplete alignment between personal and organizational goals, and weak willingness to exert additional effort toward company targets.

These conditions indicate that performance problems cannot be understood only as technical production issues. They also have a behavioral and psychological dimension. Work discipline determines whether employees follow expected work patterns, whereas motivation determines how strongly they are willing to invest attention and effort in those patterns. Examining both variables in one model is therefore relevant for understanding employee performance at CV Fauzi. Work discipline concerns employee compliance with organizational rules, procedures, time requirements, responsibilities, and accepted standards of conduct. The source study operationalizes discipline through punctuality and attendance, compliance with rules, responsibility for assigned tasks, work ethics, and concern for the work environment (Yuliani, 2023). Discipline is particularly important in manufacturing because work is interdependent; delays or incomplete tasks in one activity may interfere with subsequent production stages.

Work motivation represents the internal and external forces that stimulate employees to direct effort toward work goals. The study measures motivation through satisfaction with work results, opportunities to learn and develop, and challenge in the job. Motivation can influence persistence, initiative, willingness to improve, and the energy employees invest when facing routine or demanding tasks. Herzberg's motivational perspective and contemporary human-resource literature both suggest that meaningful achievement and development opportunities can strengthen work effort. Employee performance in the source study includes quantity, quality, timeliness, attendance and discipline, initiative

and creativity, teamwork, and work attitude or ethics. This multidimensional perspective is useful in a textile setting because strong performance cannot be represented by output volume alone. Quantity that is achieved through poor quality, absenteeism, or weak coordination may not create sustainable organizational performance.

Earlier studies generally report that work discipline and motivation influence employee performance, although most of the studies summarized in the thesis focus on larger corporations or different industries (Supriadi et al., 2022; Pratiwi, 2022; Anggraini & Mukhtar, 2023; Yulianto & Yanuarti, 2023). The present study addresses a more specific context: a medium-scale textile producer. Accordingly, three hypotheses are examined: H1, work discipline significantly affects employee performance; H2, work motivation significantly affects employee performance; and H3, work discipline and work motivation simultaneously affect employee performance.

LITERATURE REVIEW

Employee Performance Theory

Employee performance is defined as the quality and quantity of work accomplished by an employee in carrying out duties in accordance with the responsibilities assigned to them. According to Mangkunegara (2021), employee performance is driven by a combination of individual capability (ability factors) and psychological drive (motivation factors). Performance standards within operational manufacturing encompass multiple dimensions, including work quantity, work quality, timeliness, cost efficiency, and interpersonal effectiveness. In interdependent work settings such as textile manufacturing, individual performance is not merely an indicator of personal output, but also a vital constituent of overall operational continuity.

Work Discipline Theory

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to obey all company rules and applicable social norms. Hasibuan (2022) emphasizes that discipline is the most critical operative function of human resource management, as high employee discipline directly correlates with organizational effectiveness and operational efficiency. The primary indicators of work discipline typically include attendance punctuality, adherence to operational standards, responsibility toward assigned tasks, and compliance with organizational regulations. In a structured production environment, discipline serves as the foundational behavioral framework that minimizes procedural errors and operational delays.

Herzberg's Two-Factor Motivation Theory

Work motivation is an internal state that energizes, directs, and sustains human behavior toward goal achievement. Herzberg (2023) formulates the Two-Factor Theory (Motivation-Hygiene Theory), which distinguishes between hygiene factors (extrinsic factors such as working conditions, company policy, and base salary) and motivators (intrinsic factors such as achievement,

recognition, responsibility, advancement, and growth). While hygiene factors prevent workplace dissatisfaction, true work motivation and superior performance stem from intrinsic motivators. In manufacturing operations, providing meaningful work challenges, acknowledging achievements, and offering skill development opportunities generate the psychological energy needed for discretionary work effort.

Maslow's Hierarchy of Needs Theory

Human motivation is further explained through the structural framework of human needs. Handoko (2021) outlines that individual behavior in organizational settings is continuously shaped by a hierarchy of needs ranging from basic physiological requirements to self-actualization. Once lower-order physiological and security needs are reasonably met through fair compensation and safe working environments, employees are motivated by higher-order needs such as social belonging, recognition, and self-actualization. In an industrial context, aligning organizational targets with opportunities for personal growth and personal achievement enhances employee engagement and drives higher output standards.

Work Ethics and Organizational Behavior Theory

Organizational behavior integrates behavioral dynamics, ethical standards, and operational routines to optimize workforce efficiency. Mulyadi and Winarso (2020) state that individual performance is strongly governed by the alignment between personal work ethics and organizational values. A disciplined and highly motivated workforce operates within an organizational framework where ethical standards, peer cooperation, initiative, and mutual accountability reinforce formal operational controls. When discipline (as a behavioral boundary) and motivation (as a psychological driver) operate synergistically, employees exhibit higher commitment, adaptability to production challenges, and overall job effectiveness.

METHODOLOGY

The study employed a quantitative, descriptive-verificative survey design. The object of analysis consisted of work discipline (X1), work motivation (X2), and employee performance (Y). The unit of analysis was the employee of CV Fauzi, and the research period documented in the method chapter covered March to August 2025. The population consisted of 102 employees. The thesis calculated the sample using the Slovin formula with a 5% error tolerance, obtaining 81.27 and using 81 respondents in the final analysis. The sampling method was probability sampling with a simple random sampling approach. Primary data were obtained from questionnaires and field information, while supporting theoretical and organizational data were obtained through literature study and company records. Work discipline was represented by punctuality and attendance, compliance with rules, task responsibility, work ethics, and concern for the work environment. Work motivation was measured through satisfaction with work results, opportunities for learning and development, and job challenge. Employee performance covered work quantity, work quality,

timeliness, attendance and discipline, initiative and creativity, teamwork, and work attitude or ethics. Responses were measured on a five-point Likert scale.

Data analysis used SPSS version 27.0. Instrument quality was assessed through item validity and Cronbach's alpha. The verificative procedure included the Kolmogorov-Smirnov normality test, tolerance and variance inflation factor for multicollinearity, the Glejser test for heteroskedasticity, multiple linear regression, Pearson correlation, simultaneous and partial coefficients of determination, partial t-tests, and the simultaneous F-test. The study used a 5% significance level. To preserve the empirical record, every SPSS table reproduced in the Results and Discussion section is inserted as an image taken directly from the source thesis. Numerical values, labels, decimal notation, and apparent typographical inconsistencies are therefore retained. Where different SPSS tables in the source contain slightly different coefficients, the article reports each table in its own context rather than silently replacing one output with another.

RESULTS AND DISCUSSION

The validity procedure compared the calculated item correlation with an r-table criterion of 0.2159. All five work-discipline items, all three work-motivation items, and all seven employee-performance items exceeded the stated threshold and were classified as valid. The original tables are reproduced below without numerical modification.

Table. 1 Validity Work-Discipline (SPSS-Based Instrument Testing)

Pertanyaan	r hitung	r tabel	Ket.
P1	0.541	0.2159	Valid
P2	0.698	0.2159	Valid
P3	0.597	0.2159	Valid
P4	0.617	0.2159	Valid
P5	0.675	0.2159	Valid

Table. 2 Validity Motivation

Pertanyaan	r hitung	r tabel	Ket.
P1	0.750	0.2159	Valid
P2	0.689	0.2159	Valid
P3	0.780	0.2159	Valid

Table. 3 Validity Employee-Performance

Pertanyaan	r hitung	r tabel	Ket.
P1	0.574	0.2159	Valid
P2	0.619	0.2159	Valid
P3	0.601	0.2159	Valid
P4	0.601	0.2159	Valid

P5	0.694	0.2159	Valid
P6	0.704	0.2159	Valid
P7	0.603	0.2159	Valid

Reliability and Descriptive Pattern

The reliability results show Cronbach's alpha values of 0.625 for work discipline, 0.693 for work motivation, and 0.624 for employee performance. Under the minimum criterion of 0.60 adopted in the source study, all three instruments were treated as reliable.

Table. 4 Original SPSS Reliability Work-Discipline Outputs

Reliability Statistics X1	
Cronbach's Alpha	N of Items
0.625	5

Table. 5 Original SPSS Reliability Motivation Outputs

Reliability Statistics X2	
Cronbach's Alpha	N of Items
0.693	3

Table. 6 Original SPSS Reliability Employee-Performance Outputs

Reliability Statistics Y	
Cronbach's Alpha	N of Items
0.624	7

The item-level descriptive tables in the thesis report a mean of 2.62 for work discipline, 2.54 for work motivation, and 2.69 for employee performance. Work discipline was therefore assessed as 'fairly good', while several punctuality and compliance indicators remained weak. Motivation also contained weak responses, especially around satisfaction with work results and development support. Employee performance was assessed as 'fairly good', with relatively weak values in work quantity and attendance. The source thesis contains a separate concluding paragraph that reports higher averages (3.62, 3.84, and 3.77). Because the descriptive item tables and the later discussion sections report 2.62, 2.54, and 2.69, this paper uses the table-based descriptive values in the discussion while leaving all original source tables unchanged.

Classical Assumption Tests

The normality output reports an asymptotic significance of 0.200, above the 0.05 threshold. The residual distribution was therefore treated as normal. Multicollinearity was not indicated because both predictors had tolerance values

of 0.586 and VIF values of 1.707. The Glejser test also did not indicate heteroskedasticity: the significance values were 0.573 for work discipline and 0.777 for work motivation.

Table. 7 Original SPSS Normality Output

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		81
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	2.29880455
Most Extreme Differences	Absolute	.061
	Positive	.061
	Negative	-.053
Test Statistic		.061

Table. 8 Original SPSS multicollinearity and heteroskedasticity outputs

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.586	1.707
	X2	.586	1.707
a. Dependent Variable: Y1			

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.485	.637		3.903	.000
	Disiplin Kerja	-.037	.065	-.083	-.566	.573
	Motivasi Kerja	-.026	.093	-.042	-.284	.777
a. Dependent Variable: ABS_RES						

Regression and Correlation Results

Table. 9 Original SPSS Multiple Linear Regression Output

Coefficients[a]				
	Unstandardized Coefficients	Standardized Coefficients		

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.768	1.104		1.601	.113
	Disiplin Keerja	.602	.112	.435	5.384	.000
	Motivasi Kerja	.969	.161	.488	6.034	.000
a. Dependent Variable: Kinerja Karyawan						

Table 9 in the thesis gives the estimated equation Y = 1.768 + 0.602X1 + 0.969X2 + e. Both predictors have positive coefficients and are statistically significant in this output. The standardized coefficients are 0.435 for work discipline and 0.488 for work motivation, suggesting a relatively stronger association for motivation.

Table. 10 Original SPSS Pearson Correlation Output

Correlations				
		Disiplin Kerja	Motivasi Kerja	Kinerja Karyawan
Disiplin Kerja	Pearson Correlation	1	.643**	.749**
	Sig. (2-tailed)		.131	.000
	N	81	81	81
Motivasi Kerja	Pearson Correlation	.643**	1	.765**
	Sig. (2-tailed)	.000		.000
	N	81	81	81
Kinerja Karyawan	Pearson Correlation	.749**	.765**	1
	Sig. (2-tailed)	.000	.000	
	N	81	81	81
**. Correlation is significant at the 0.01 level (2-tailed).				

Employee performance correlates positively with work discipline (r = 0.749) and work motivation (r = 0.765). The relationship between discipline and motivation is also positive (r = 0.643). The correlation table contains one displayed significance entry of 0.131 for the discipline-motivation relationship even though the cell carries a double-asterisk marker; the figure is retained exactly as presented in the source.

Explained Variance and Partial Contribution

Table. 11 Original SPSS Model Summary

Model Summary				
			Adjusted R Square	Std. Error of the Estimate

Model	R	R Square		
1	.835a	.698	.690	2.32809
a. Predictors: (Constant). MOTIVASI KERJA DISIPLIN KERJA				

The model summary reports R = 0.835, R Square = 0.698, and adjusted R Square = 0.690. Thus, work discipline and work motivation jointly account for 69.8% of the variation in employee performance. The remaining 30.2% is associated with factors outside the model.

Table. 12 Original SPSS Coefficients Used For Partial Determination

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Zero-order
		B	Std. Error	Beta			
1	(Constant)	1.792	1.101		1.628	.107	
	Disiplin Kerja	.609	.113	.439	5.399	.000	.749
	Motivasi Kerja	.950	.160	.483	5.936	.000	.765
a. Dependent Variable: Kinerja Karyawan							

The partial-determination calculation in the thesis combines standardized beta and zero-order correlation. Work discipline contributes 32.6% (0.439 × 0.749), while work motivation contributes 37.0% (0.483 × 0.765). Motivation is therefore the more dominant predictor in the source calculation. This table reports B = 0.609 for discipline and B = 0.950 for motivation, slightly different from the coefficients shown in the earlier regression output; both original SPSS tables are preserved.

Hypothesis Testing

Table 13 Original SPSS Partial T-Test Output

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.792	1.101		1.628	.000
	Disiplin Kerja	.609	.113	.439	5.399	.000
	Motivasi Kerja	.950	.160	.483	5.936	.000
a. Dependent Variable: VAR00004						

The partial test shows t = 5.399 for work discipline and t = 5.936 for work motivation, both with displayed significance of 0.000. With a t-table benchmark of 1.990, both variables are treated as statistically significant. These results support H1 and H2.

Table 14 Original SPSS Simultaneous F-Test Output

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	977.141	2	488.571	90.142	.000b
	Residual	422.760	78	5.420		
	Total	1399.901	80			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant). Motivasi Kerja. Disiplin Kerja						

The simultaneous model produces F = 90.142 with significance of 0.000. Because F exceeds the stated F-table value of 3.11, the study rejects the null hypothesis and supports H3: work discipline and work motivation jointly have a significant effect on employee performance.

Discussion: Work Discipline and Employee Performance

The positive effect of work discipline has a direct operational interpretation in the CV Fauzi context. Textile production requires employees to arrive on time, follow established procedures, complete tasks within the planned sequence, and maintain responsibility for equipment and work areas. When these behaviors are inconsistent, the cost is rarely confined to one employee. Delays can interrupt handovers, reduce machine utilization, increase coordination demands, and make production targets more difficult to achieve. The source data reveal that discipline is not uniformly strong. The lowest descriptive values concern punctuality and adherence to operational standards, while absence records show that unexcused absence remained relatively prominent during 2024. This helps explain why discipline is statistically related to performance. Employees who follow time and procedural requirements more consistently create a more predictable production process, which in turn supports quantity, timeliness, and team coordination.

The 32.6% partial contribution indicates that discipline is meaningful but not sufficient by itself. A strict rule system may improve attendance and compliance, yet performance also depends on whether employees are willing to invest discretionary effort. For management, the implication is to strengthen discipline through clear work schedules, transparent attendance monitoring, consistent enforcement, supervisor feedback, and corrective action that is firm but educational.

These findings are consistent with prior empirical work cited in the thesis, particularly Pratiwi (2022), which reports a significant role for discipline in employee performance. In CV Fauzi, the effect is particularly relevant because

the company operates a production system in which time, sequence, and procedural consistency are central to daily performance.

Discussion: Work Motivation as the More Dominant Predictor

Work motivation provides the larger partial contribution in the model. This result suggests that compliance alone does not fully explain performance; employees also need reasons to engage with their work. Motivation can influence whether employees merely complete required tasks or actively attempt to improve quality, solve problems, cooperate with colleagues, and maintain effort when work becomes repetitive or demanding. The descriptive responses suggest that motivation at CV Fauzi is vulnerable in three areas: satisfaction with work results, access to learning and development, and the extent to which work provides meaningful challenge. A production environment can easily become routine. When employees do not see progress, recognition, or development opportunities, effort may become mechanical rather than committed.

The 37.0% partial contribution indicates that management should treat motivation as a strategic performance mechanism. Financial rewards may be relevant, but the source framework also points to non-financial practices. Recognition for reliable performance, skill-development opportunities, clearer career pathways, challenging assignments, supervisor acknowledgment, and constructive feedback can strengthen the psychological value employees attach to their work. The result aligns with Yulianto and Yanuarti (2023) and other studies reviewed in the thesis that associate motivation with better performance. Within CV Fauzi, motivation appears slightly more influential than discipline, which suggests that performance policies should not rely exclusively on control. A sustainable system needs both behavioral standards and positive reasons for employees to meet or exceed those standards.

Integrated Discussion and Managerial Implications

Taken together, the findings show that discipline and motivation operate as complementary mechanisms. Discipline provides structure: it clarifies when employees should be present, how procedures should be followed, and what responsibilities must be completed. Motivation provides energy: it affects the willingness to persist, improve, cooperate, and contribute beyond minimum compliance. The strong combined explanatory power of 69.8% is consistent with a model in which both mechanisms shape performance at the same time. For CV Fauzi, an integrated human-resource program can be organized around three practical areas. First, attendance and punctuality should be managed with clear standards, consistent monitoring, and immediate supervisor follow-up. Second, employees should receive regular performance feedback that distinguishes compliance problems from capability or motivation problems. Third, motivation should be supported through recognition, development, job enrichment, and transparent links between performance and rewards.

The findings also suggest that a single performance score can hide important weaknesses. The company's internal 2024 data show strong results in administration and HR but weaker outcomes in production, quality control, and machine maintenance. Management should therefore apply discipline and

motivation interventions at the unit level. Production employees may require stronger shift discipline and workload management, while technical functions may benefit from skill development, problem-solving recognition, and clearer maintenance targets. From a research perspective, the remaining 30.2% of unexplained variation leaves room for broader models. Leadership style, work environment, training, compensation, job satisfaction, organizational culture, and perceived fairness are plausible variables for future investigation. Longitudinal data would also help determine whether improvements in discipline and motivation are followed by measurable changes in absenteeism, production output, quality defects, and employee retention.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that work discipline and work motivation are significant determinants of employee performance at CV Fauzi. Work discipline has a significant positive partial relationship with performance and contributes 32.6% in the partial-determination calculation. Work motivation also has a significant positive relationship and provides the larger contribution of 37.0%. Simultaneously, the two variables produce a significant model with $F = 90.142$ and explain 69.8% of the variation in employee performance.

The empirical pattern indicates that CV Fauzi should not choose between discipline and motivation as alternative strategies. Performance improvement requires both. Discipline strengthens punctuality, compliance, and responsibility, while motivation strengthens enthusiasm, initiative, productivity, and willingness to improve.

Managerial Recommendations

Management should reinforce punctuality and compliance through consistent attendance control, clear standard operating procedures, and proportional corrective action. At the same time, employees should be given stronger motivational support through recognition, training, development opportunities, more meaningful work challenges, regular feedback, and a transparent reward system. Intervention priorities should be adjusted by division because the company's performance data show substantial variation across operational units.

Limitations and Future Research

The study is limited to one medium-scale textile company, uses a cross-sectional questionnaire design, and focuses on two explanatory variables. Future research should include leadership, compensation, work environment, training, organizational culture, job satisfaction, and employee engagement. Researchers should also combine survey responses with objective indicators such as attendance records, production achievement, quality defects, and turnover. The source thesis contains several inconsistencies between narrative summaries and individual statistical tables; future research reports would benefit from a final statistical consistency check before publication.

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