



THE INFLUENCE OF MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT SUPER UUN ROOF TILE FACTORY, MAJALENGKA REGENCY

Aat Aryati¹, Rahmatika Siregar², Lubna Laelatul Farhan³, Sudibyo BO⁴

¹ *Institut Budi Utomo Nasional, Program Study Manajemen, Majalengka*

² *Institut Budi Utomo Nasional, Program Study Manajemen, Majalengka*

³ *Institut Budi Utomo Nasional, Program Study Manajemen, Majalengka*

⁴ *Institut Budi Utomo Nasional, Program Study Manajemen, Majalengka*

Corresponding Author: Lubna Laelatul Farhan , **E-mail:** lubna.lye@gmail.com

| ABSTRACT

Employee performance refers to the quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them. The success of a company is strongly influenced by the level of its employees' performance. Two important factors that affect employee performance are motivation and work discipline. This study aims to analyze the conditions of motivation, work discipline, and employee performance, as well as to examine the effect of motivation and work discipline, both partially and simultaneously, on employee performance at the Super Uun Roof Tile Factory in Majalengka Regency.

This study employs a survey method with descriptive and verificative approaches. The research sample consists of 73 employees selected using a saturated sampling technique. Data were collected through questionnaires that had been tested for validity and reliability. Data analysis includes classical assumption tests, multiple linear regression analysis, coefficient of determination, t-test, and F-test using SPSS.

The results show that the coefficient of determination is 54.91%, indicating that motivation and work discipline contribute 54.91% to employee performance, while the remaining 45.09% is influenced by other factors. Hypothesis testing proves that motivation and work discipline have a positive and significant effect on employee performance.

| KEYWORDS

Motivation, Work Discipline, Employee Performance.

I. INTRODUCTION

In the era of globalization, companies are faced with increasingly intense competition. This condition requires every company, including those in the tile manufacturing industry, to implement appropriate strategies in order to produce high-quality products and remain competitive in meeting consumer demands. Therefore, companies need to formulate and implement more effective and efficient production strategies to generate products that align with market demand. In this context, the production department plays a crucial role. Consequently, the development of human resources is necessary to enhance employee skills and quality as a strategic effort to cope with escalating competition. As stated by Edison (2017), human resource management is an effort to optimize employee capabilities through strategic measures to improve employee performance in order to achieve organizational goals optimally.

Human resources are the primary element in an organization because they function as planners, implementers, and controllers of organizational activities. Human resources possess potential in the form of feelings, desires, skills, knowledge, and motivation that influence the achievement of organizational objectives. Although companies may be supported by advanced technology, organizational goals cannot be achieved without the active involvement of

employees. Therefore, company success is determined not only by technology but also by the quality of its human resources. In addition, companies expect not only employees with adequate abilities and skills, but also those who possess a high work ethic and are capable of delivering optimal performance [1]. Thus, employee performance is a critical factor in achieving organizational objectives, as high performance enhances company success, whereas low performance may hinder the achievement of organizational targets.

Defines performance as the qualitative and quantitative results achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them [2]. To achieve optimal performance, companies must pay attention to supporting factors such as motivation and work discipline. Employee performance will be effective when supported by high motivation and strong work discipline. Motivation is a key factor in improving employee performance; this is consistent with Syahyuti, who defines motivation as a driving force that encourages individuals to perform their work effectively [3]. Without motivation, employees will not be able to perform according to established standards, even if they possess adequate work skills. Moekijat also states that there is a strong relationship between work motivation and discipline, where employees with high motivation tend to demonstrate good work discipline.

In addition to motivation, work discipline also plays an important role in improving employee performance. Discipline is defined as an individual's attitude and willingness to comply with prevailing rules and norms [4]. High work discipline, both in terms of time management and adherence to company regulations, will enhance employee productivity and work effectiveness, thereby enabling the achievement of organizational targets. This is consistent with previous research conducted by Yanti Komala Sari entitled *"The Influence of Leadership, Motivation, and Work Discipline on Employee Performance at PT. Komala in Dumai"*, which found that leadership, motivation, and work discipline have a significant effect on employee performance. Similar findings were also reported by Ellisyah Mindari in her study entitled *"The Influence of Motivation, Work Discipline, and Organizational Culture on Employee Performance at the Rahmany Sekayu Foundation"*, which stated that motivation and work discipline have a positive and significant relationship with employee performance. These findings form the basis for the present study; however, previous research has predominantly focused on large companies and the service sector. In contrast, studies on rural-scale manufacturing industries, such as tile factories, remain limited, indicating the need for further investigation.

This research was conducted at the Super Uun Tile Factory located in Pinangraja Village, Jatiwangi District, Majalengka Regency. The company operates in the tile production industry, with production processes ranging from raw materials to finished products. The Super Uun Tile Factory employs 73 workers, where the production process combines the use of machinery and human labor, with most stages still heavily dependent on manual labor. Based on preliminary observations and interviews with six production employees, several issues related to suboptimal employee performance were identified, which are presumed to be caused by low levels of motivation and work discipline. This condition is attributed to a lack of managerial attention in providing motivation, such as the absence of regular meetings or continuous coaching for employees. Consequently, employees exhibit low work enthusiasm and a reduced sense of responsibility toward assigned tasks. In addition, the level of employee work discipline remains low, as indicated by behaviors such as chatting during working hours, leaving work before the end of working time, and a lack of commitment to completing tasks on schedule. Clearly, these conditions have a negative impact on company productivity and overall performance.

Low motivation and work discipline are the main factors that can lead to a decline in employee performance. Conversely, employees who possess high motivation and strong work discipline are more likely to achieve optimal performance. Therefore, companies need to pay greater attention to efforts aimed at improving employee motivation and work discipline in order to enhance performance. Based on this explanation, the author is interested in conducting a study entitled *"The Effect of Motivation and Work Discipline on Employee Performance at the Super Uun Tile Factory, Majalengka Regency."* The novelty of this research lies in its object of study, namely a rural-scale manufacturing industry (the Super Uun Tile Factory), which has rarely been examined in the context of human resource management. Furthermore, this study simultaneously examines motivation and work discipline in relation to employee performance in a work environment that is still dominated by manual labor, thereby providing new empirical contributions to human resource management in traditional industrial sectors. Based on theory and previous research findings, motivation and work discipline are presumed to play an important role in improving employee performance.

The conceptual framework of this study is developed based on human resource management theory and previous research findings, which indicate that motivation and work discipline are key determinants in enhancing employee performance. Motivation serves as an internal drive that encourages employees to work harder and take responsibility for their tasks. Meanwhile, work discipline reflects compliance with company rules and regulations,

which supports orderliness and efficiency in work processes. Theoretically, these two variables have a direct relationship with employee performance, both partially and simultaneously.

Motivation (X1) → Work Discipline (X2) → Employee Performance (Y)

The figure illustrates that motivation and work discipline are positioned as independent variables influencing employee performance as the dependent variable.

Based on the theoretical foundation, conceptual framework, and findings of previous studies, the hypotheses proposed in this study are as follows:

H1: Motivation has a positive effect on employee performance.

H2: Work discipline has a positive effect on employee performance.

H3: Motivation and work discipline simultaneously have a positive effect on employee performance.

These hypotheses will be empirically tested using multiple linear regression analysis to determine the magnitude of the influence of each variable on employee performance.

II. METHODOLOGY

This study employed a survey method with descriptive and verificative approaches. A research method is a scientific approach used to obtain data for specific purposes [5]. The descriptive approach was used to describe the conditions of the research variables, while the verificative approach was applied to test the hypotheses regarding the effect of motivation and work discipline on employee performance at the Super Uun Tile Factory, Majalengka Regency.

The population of this study comprised all employees of the Super Uun Tile Factory in Majalengka Regency, totaling 73 employees. The sampling technique used was non-probability sampling with a saturated sampling technique, in which all members of the population were included as research samples. The data used in this study were primary data obtained through the distribution of questionnaires and interviews. The questionnaire was designed using a five-point Likert scale and distributed to all respondents to measure the variables of motivation, work discipline, and employee performance. Meanwhile, interviews were conducted as complementary data collection to obtain more in-depth information related to the research variables.

Furthermore, the research instruments were tested for validity and reliability. The validity test was conducted using the Pearson Product-Moment correlation method. Meanwhile, reliability testing was performed using the Cronbach's Alpha technique, with the following criteria: if Cronbach's Alpha > 0.60, the instrument is considered reliable; if Cronbach's Alpha < 0.60, the instrument is considered unreliable.

This study employs three variables, namely motivation (X1), work discipline (X2), and employee performance (Y). The motivation variable is measured through indicators of work enthusiasm, initiative, and employees' responsibility in carrying out their tasks. The work discipline variable is measured through compliance with working hours, adherence to company regulations, and responsibility for assigned duties. Meanwhile, employee performance is measured through the quality of work outcomes, the quantity of tasks completed, and the ability to work collaboratively. All indicators are measured using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), in order to obtain an overview of respondents' perceptions of the conditions of the object under study.

Data analysis was carried out using both descriptive and verificative analyses. Descriptive analysis was employed to determine respondents' assessment levels for each variable based on a comparison between actual scores and ideal scores. Verificative analysis was conducted through classical assumption tests, multiple linear regression analysis, coefficient of determination, and hypothesis testing, including partial tests (t-test) and simultaneous tests (F-test). Data processing was performed using the SPSS (Statistical Package for the Social Sciences) software with a significance level of 5%.

III. RESULTS AND DISCUSSION

General Description of the Research Object

The Super Uun Tile Factory in Majalengka Regency is a business engaged in the production and sale of clay-based roofing tiles. The tiles are manufactured through a series of processes, including raw material grinding, molding using press machines, drying, and firing, and they serve as the primary roofing material for buildings. This

production activity responds to the increasing consumer demand in the housing sector, thereby creating business opportunities in the construction materials manufacturing industry.

The Super Uun Tile Factory was established in the 1980s and is managed by Mr. Uun, who serves as both the owner and business operator. The factory has fulfilled the business licensing requirements issued by the Department of Industry and is located on Pinang Raja Sukahaji Street, Jatiwangi District, Majalengka Regency. In its production activities, the factory is supported by one concrete mixer machine for clay grinding, eight rolling press machines, drying facilities, and one operational vehicle. The products manufactured include Jatiwangi Morando Natural tiles, Morando Glazed tiles in several color variants, and Palentong Natural tiles. Along with business development, the factory's marketing reach is no longer limited to the Majalengka area but has expanded to other regions, including areas outside Java Island.

The establishment of the Super Uun Tile Factory was motivated by the potential and success of similar businesses in the surrounding area. In its early stages, the factory operated with only two press machines, which later expanded to eight machines in line with increasing market demand over more than three decades. In addition to fulfilling the need for building materials, the factory also plays a significant role in providing employment opportunities for the local community. The organizational structure of the Super Uun Tile Factory is designed to support work effectiveness and efficiency through a clear division of duties, authority, and responsibilities. The organizational structure consists of the owner, marketing division, production division, and finance division. The owner holds full authority over business management, the marketing division is responsible for promotional and sales activities, the production division implements established production standards, and the finance division manages financial flows to support company operations.

A. Roof Tile Manufacturing Process

The roof tile manufacturing process consists of several structured stages aimed at producing high-quality products with good durability. The primary raw material used is high-quality clay obtained from mountainous areas. The careful selection of raw materials is a crucial factor in determining the quality of the roof tiles produced.

The initial stage of production begins with clay processing. The clay is mixed with water to achieve a specific moisture level and then milled using a grinding machine until a smooth and dense texture is obtained. This stage aims to ensure material homogeneity prior to the molding process.

The next stage is tile molding, in which the processed clay is placed into a pressing machine to form roof tiles according to predetermined sizes and models. The molded tiles then undergo a drying process. Drying is carried out in stages, beginning with placing the tiles on racks until they are semi-dry, followed by natural drying in an open area to allow direct exposure to sunlight. After drying, the tiles undergo a finishing stage. At this stage, the tile surfaces are smoothed by removing uneven residual clay using simple tools, resulting in a neater and more uniform shape.

The firing stage is a critical process in roof tile production. Firing is conducted in a designated kiln for a duration of less than 24 hours or adjusted according to firing conditions. This process aims to enhance the strength and durability of the roof tiles. The final stage is tile sorting, which involves separating tiles that meet quality standards from those that are unsuitable for marketing.

B. Respondent Characteristics

The respondents in this study comprised all employees of the Super Uun Roof Tile Factory in Majalengka Regency, totaling 73 individuals. Respondent characteristics were analyzed based on gender, age, and highest level of education attained.

In terms of gender, the majority of respondents were male, accounting for 44 individuals or 60 percent, while female respondents numbered 29 individuals or 40 percent. This composition indicates that the workforce at the Super Uun Roof Tile Factory is predominantly male.

With respect to age, most respondents were within the productive age range. Respondents aged 36–45 years constituted the largest group, representing 37 percent of the sample, followed by those aged over 45 years at 36 percent. Meanwhile, respondents aged 25–35 years accounted for 22 percent, and those under 25 years represented the smallest group at 5 percent.

Based on the highest level of education, the majority of respondents had a basic educational background. Respondents with elementary school education or equivalent accounted for 48 percent, followed by junior high school graduates or equivalent at 36 percent, while respondents with senior high school education or equivalent

constituted 16 percent. This condition indicates that most of the workforce has a relatively low level of formal education.

Data Analysis and Research Findings

A. Research Instrument

The research instrument used to measure the variables of motivation, work discipline, and employee performance was a questionnaire. Instrument testing was conducted using the SPSS software to ensure the validity and reliability of the instrument before it was applied in further analysis.

The validity test aimed to determine the extent to which each statement item was able to measure the variables under study. The test results indicate that all statement items for the motivation variable (X1), work discipline variable (X2), and employee performance variable (Y) had calculated correlation coefficients ($r_{\text{calculated}}$) greater than the r_{table} value of 0.2303. Therefore, all statement items were declared valid and suitable for use as measurement instruments in this study.

Table. Validity Test Results of Research Variables

No Item	<i>r calculate</i>			<i>r table</i>	Remark
	<i>X1 Motivation</i>	<i>X2 Work Discipline</i>	<i>Y Employee Performance</i>		
1	0,601	0,668	0,667	0,2303	Valid
2	0,695	0,703	0,598	0,2303	Valid
3	0,481	0,824	0,595	0,2303	Valid
4	0,518	0,810	0,600	0,2303	Valid
5	0,576	0,802	0,561	0,2303	Valid
6	0,585	0,717	0,771	0,2303	Valid
7	0,692	0,511	0,690	0,2303	Valid
8	0,649	0,325	0,730	0,2303	Valid

Source: Primary Data Processing, 2023

The reliability test was conducted to examine the consistency of the research instrument using the Cronbach's Alpha method. The test results show that the motivation variable has a Cronbach's Alpha value of 0.746, the work discipline variable has a value of 0.826, and the employee performance variable has a value of 0.802. All of these values exceed the minimum acceptable threshold of 0.60; therefore, it can be concluded that the research instrument is reliable.

Table. Reliability Test Results of Research Variables

Cronbach's Alpha			N of Items
Motivation	Work Discipline	Employee Performance	
.746	.826	.802	8

Source: Primary Data Processing, 2023

Based on the results of the validity and reliability tests, all statement items for each variable in this study were declared valid and reliable. Therefore, the research instrument is deemed appropriate for use as a data collection tool to analyze the effect of motivation and work discipline on employee performance at the Super Uun Roof Tile Factory in Majalengka Regency.

B. Descriptive Analysis

The results of the descriptive analysis indicate that employee work motivation falls into the good category,

achieving a score of 76.81% of the ideal score. The majority of respondents agreed to strongly agreed with statements related to maximum work effort, work enthusiasm, initiative, creativity, discipline, and responsibility in completing tasks. The indicator with the highest achievement was initiative in completing work, while the lowest score still remained within the good category, indicating that overall employee motivation is generally positive.

Similarly, based on the data analysis results, the work discipline variable achieved a score of 75.58% of the ideal score, which is also categorized as good. Respondents generally demonstrated disciplined behavior in terms of attendance, compliance with company regulations, adherence to norms, and responsibility for assigned tasks. The indicator related to the ability to carry out work showed the highest percentage, while punctuality and neatness in dress, although relatively lower than other indicators, still reflected positive results.

Likewise, the descriptive analysis of the employee performance variable showed an achievement of 80.14% of the ideal score, placing it in the good category. Respondents assessed that their performance met the company's quality standards, as reflected in accuracy, work speed, teamwork ability, task-related skills, responsibility, and decision-making ability. The indicator of task-related skills obtained the highest score, indicating that employees' work competence is already optimal.

C. Verificative Analysis

In addition to descriptive analysis, this study employed verificative analysis to examine the effect of motivation and work discipline on employee performance. The analysis was conducted through classical assumption tests, multiple linear regression analysis, coefficient of determination, and hypothesis testing using SPSS version 23. The classical assumption tests were performed to ensure that the regression model met the BLUE (Best Linear Unbiased Estimator) criteria, including tests for normality, multicollinearity, heteroscedasticity, and autocorrelation.

The results of the normality test using the Kolmogorov-Smirnov method showed an Asymp. Sig. value of 0.200, which is greater than the significance level of $\alpha = 0.05$. This indicates that the data are normally distributed. These findings are further supported by the histogram graph, which displays a symmetrical distribution, and the P-P Plot, which shows that the data points follow the diagonal line.

Table. Results of the Data Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		73
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.59445901
Most Extreme Differences	Absolute	.077
	Positive	.077
	Negative	-.073
Test Statistic		.077
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: SPSS 23 Output, processed by the authors (2023)

The multicollinearity test was conducted to examine whether there was a correlation among the independent variables (motivation and work discipline) in the regression model. The test was performed using SPSS version 23. The results indicate that all independent variables have tolerance values of 0.979 (> 0.10) and Variance Inflation Factor (VIF) values of 1.021 (< 10). Therefore, it can be concluded that there is no multicollinearity among the independent variables in the regression model.

Furthermore, based on the results of the heteroscedasticity test using a scatterplot, the residual points are randomly distributed and do not form a specific pattern, either above or below the zero axis. This indicates that the regression

model does not suffer from heteroscedasticity. In addition, the autocorrelation test using the Durbin-Watson method produced a DW value of 1.875, which lies between the values of dU and $(4 - dU)$. Thus, it can be concluded that the regression model does not contain autocorrelation, either positive or negative.

D. Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to determine the effect of motivation and work discipline on employee performance. Based on the data processing results using SPSS version 23, the following regression equation was obtained:

$$Y = 5,988 + 0,648 X_1 + 0,203 X_2$$

This equation indicates that the constant value of 5.988 implies that when motivation and work discipline are equal to zero, employee performance is valued at 5.988. The regression coefficient of motivation (0.648) indicates that a one-unit increase in motivation will increase employee performance by 0.648 units, assuming other variables remain constant. Meanwhile, the regression coefficient of work discipline (0.203) shows that a one-unit increase in work discipline will increase employee performance by 0.203 units, assuming other variables are held constant. These results indicate that motivation has a greater influence than work discipline in improving employee performance.

In addition, based on the coefficient of determination and partial effect analysis, the partial correlation (zero-order) values show that motivation contributes 49.14% to employee performance, while work discipline contributes 11.42%. This indicates that motivation is the dominant factor influencing employee performance on a partial basis. Meanwhile, the simultaneous effect of motivation and work discipline, measured through simultaneous testing, yielded a correlation coefficient (R) of 0.741, resulting in a coefficient of determination of 54.91%. This means that motivation and work discipline jointly contribute 54.91% to employee performance, while the remaining 45.09% is influenced by other variables not examined in this study.

E. Hypothesis Testing

Partial Hypothesis Testing (t-test)

Partial hypothesis testing (t-test) was conducted to determine the individual effect of each independent variable—motivation and work discipline—on the dependent variable, employee performance. The analysis was performed using SPSS version 23 at a significance level of 5%.

The hypotheses for testing the effect of motivation (X_1) on employee performance (Y) are formulated as follows:

H₀: $\rho_{YX_1} = 0$ Motivation does not have a positive and significant effect on employee performance at the Super Uun Roof Tile Factory, Majalengka Regency.

H₁: $\rho_{YX_1} \neq 0$ Motivation has a positive and significant effect on employee performance at the Super Uun Roof Tile Factory, Majalengka Regency.

The test results show a calculated t -value of 8.212 with a significance value of 0.000. At a degree of freedom (df) of 70 and a significance level of 5%, the t -table value is 1.667. Since $t_{\text{calculated}} > t_{\text{table}}$ ($8.212 > 1.667$) and the significance value is less than 0.05, H_0 is rejected and H_1 is accepted. Thus, motivation has a positive and significant effect on employee performance.

Furthermore, the hypotheses for testing the effect of work discipline (X_2) on employee performance (Y) are as follows:

H₀: $\rho_{YX_2} = 0$ Work discipline does not have a positive and significant effect on employee performance at the Super Uun Roof Tile Factory, Majalengka Regency.

H₁: $\rho_{YX_2} \neq 0$ Work discipline has a positive and significant effect on employee performance at the Super Uun Roof Tile Factory, Majalengka Regency.

The results show a calculated t -value of 2.977 with a significance value of 0.004. With $df = 70$ and a significance level of 5%, the t -table value is 1.667. Since $t_{\text{calculated}} > t_{\text{table}}$ ($2.977 > 1.667$) and the significance value is less than 0.05, H_0 is rejected and H_1 is accepted. Therefore, work discipline has a positive and significant effect on employee

performance.

Simultaneous Hypothesis Testing (F-test)

The simultaneous hypothesis test (F-test) was conducted to examine the joint effect of motivation and work discipline on employee performance. Based on the results presented in the F-test table, the calculated F-value is 42.573 with a significance probability (sig) of 0.000. At a significance level of 5%, with $df_1 = 2$ and $df_2 = 70$, the F-table value is 3.13. Since $F_{\text{calculated}} > F_{\text{table}}$ ($42.573 > 3.13$) and the significance value is less than 0.05, H_0 is rejected and H_1 is accepted. This indicates that motivation and work discipline simultaneously have a positive and significant effect on employee performance at the Super Uun Roof Tile Factory, Majalengka Regency.

Table. Results of Simultaneous Hypothesis Testing (F-test)

ANOVA^a

<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	1131.531	2	565.766	42.573	.000 ^b
	Residual	930.250	70	13.289		
	Total	2061.781	72			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Motivation

Discussion

Motivation represents both internal and external drivers that encourage employees to perform their tasks in order to achieve organizational goals. The results of this study indicate that employee motivation at the Super Uun Roof Tile Factory in Majalengka Regency achieved a score of 76.81%, which falls into the good category based on the interpretation guidelines proposed by Narimawati (2012). This finding suggests that the level of employee motivation has been well maintained. Hypothesis testing confirms that motivation has reached the minimum threshold of 65% of the expected criteria; therefore, the hypothesis is accepted, and no discrepancy is found between the expected condition and the empirical data.

In this context, work discipline reflects employees' compliance with organizational rules and work responsibilities. The results show that employee work discipline achieved a score of 75.58%, which is classified as good. This condition indicates that employees possess a relatively high level of awareness and adherence to workplace regulations. Hypothesis testing further demonstrates that work discipline meets the minimum criterion of 65%, leading to the acceptance of the hypothesis and indicating consistency between the expected condition and the research findings.

Employee performance refers to the outcomes achieved by employees in carrying out their duties and responsibilities to support organizational objectives. The findings reveal that employee performance at the Super Uun Roof Tile Factory in Majalengka Regency reached a score of 80.14%, which is categorized as good. This result indicates that employees are able to perform their tasks optimally. Hypothesis testing confirms that employee performance exceeds the minimum threshold of 65%; therefore, the hypothesis is accepted and aligns with the empirical conditions observed in the field.

Furthermore, the partial test results on the effect of motivation on employee performance indicate that motivation (X_1) has a positive and significant effect on employee performance (Y) at the Super Uun Roof Tile Factory in Majalengka Regency. This is evidenced by a calculated t -value of 8.212, which is greater than the t -table value of 1.667 at $\alpha = 0.05$, with a significance value of 0.000 (< 0.05). Thus, H_0 is rejected and H_a is accepted. These findings suggest that higher levels of employee motivation lead to improved performance. This result is consistent with the study by Ellisyah Mindari (2015), which found that motivation has a positive and significant effect on employee performance.

Effect of Work Discipline on Employee Performance

Subsequently, the partial test results show that work discipline (X_2) also has a positive and significant effect on employee performance (Y). The calculated t -value of 2.977 exceeds the t -table value of 1.667, with a significance level of 0.004 (< 0.05). Therefore, H_0 is rejected and H_a is accepted. This finding indicates that good work discipline contributes to enhanced employee performance through orderly and responsible task execution. This result is supported by the findings of Ellisyah Mindari (2015), which also reported a positive and significant effect of work discipline on employee performance.

Moreover, the simultaneous test results demonstrate that motivation (X_1) and work discipline (X_2) jointly have a positive and significant effect on employee performance (Y). This is evidenced by a calculated F -value of 42.573, which is greater than the F -table value of 3.13, along with a significance value of 0.000 (< 0.05). Accordingly, H_0 is rejected and H_a is accepted.

Based on the regression equation $Y = 5,988 + 0,648X_1 + 0,203X_2$, increases in motivation and work discipline are followed by improvements in employee performance. These findings indicate that the effective management of motivation and work discipline is a crucial factor in enhancing employee performance. This conclusion is consistent with the study by Yanti Komala Sari (2014), which concluded that motivation and work discipline significantly influence employee performance.

IV. CONCLUSION

Based on the results of the study and the discussion on the effect of motivation and work discipline on employee performance at the Super Uun Roof Tile Factory in Majalengka Regency, it can be concluded that, in general, the levels of motivation, work discipline, and employee performance are categorized as good. Employee motivation achieved a score of 76.81%, work discipline reached 75.58%, and employee performance attained 80.14% of the ideal score. These results indicate that employees possess adequate work motivation, compliance with organizational rules, and the ability to perform their tasks optimally in supporting the achievement of company objectives.

The results of the verificative analysis demonstrate that motivation has a positive and significant effect on employee performance. The higher the level of motivation possessed by employees, the greater the improvement in their performance. Work discipline is also proven to have a positive and significant effect on employee performance, indicating that compliance with regulations, responsibility, and orderly work behavior contribute to improvements in both the quality and quantity of employees' work outcomes.

Simultaneously, motivation and work discipline have a positive and significant effect on employee performance. Together, these two variables contribute 54.91% to employee performance, while the remaining 45.09% is influenced by other factors not examined in this study. These findings indicate that motivation and work discipline are important and strategic factors in improving employee performance at the Super Uun Roof Tile Factory in Majalengka Regency. Therefore, the optimal management of motivation and work discipline should be continuously maintained and enhanced by management as an effort to encourage sustainable improvements in employee performance and to support the company's success and competitiveness.

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