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The Effect of Work Discipline and Work Motivation on Employee Performance at PT. Mitra Rubber Industries

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Abstract

This study aims to analyze the effect of work discipline and work motivation on employee performance at PT Mitra Rubber Industries. Good work discipline reflects employee compliance with company rules and procedures, while work motivation is related to internal and external encouragement that affects employee morale and productivity. The research method used is a quantitative approach with data collection through surveys to employees of PT Mitra Rubber Industries. Data analysis was carried out using statistical techniques to test the relationship between the variables studied. The results showed that both work discipline and work motivation have a positive and significant influence on employee performance. High work discipline contributes to efficiency and effectiveness in task completion, while strong work motivation increases employee dedication and productivity. Based on these findings, companies are advised to continue developing policies that support the improvement of work discipline and provide motivational stimuli, such as reward systems and career development. Thus, companies can create a more productive work environment and increase competitiveness in the manufacturing industry.

Keywords: *Work Discipline, Work Motivation, Employee Performance, PT Mitra Rubber Industries*

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INTRODUCTION

The operation of an organization is mainly influenced by its human resources. The success or failure of an organization is greatly influenced by the quality and role of its human resources. Therefore, employees are highly valued in an effort to achieve organizational goals. The development trajectory of an organization or institution is determined and driven by people. Because of the important position that people play in the execution of work tasks, leaders must pay special attention to them (Gandung, 2024).

In every organization, employees are critical to the effective and efficient achievement of organizational or company goals. An organization anticipates that its employees will be competent and experienced, but they must also be willing to work diligently and have the determination to achieve the best results. Skilled, competent and highly motivated employees are one of the most important components in the success of an organization, as they are expected to produce satisfactory results. However, in reality, not all employees have the work passion, skills, or abilities needed to meet organizational expectations. In fact, an employee who has the necessary skills to meet the organization's standards may not exhibit

the necessary level of passion, resulting in their performance not meeting expectations (Alhempi et al., 2023).

At PT Mitra Rubber Industries, employees are motivated through incentives and opportunities for advancement, which are given in return for satisfactory performance. It is expected that employees will engage in healthy competition to improve their performance according to their abilities.

A person's sense of responsibility for the tasks assigned to him is reflected in his discipline. This will foster work ethic, work enthusiasm, and the achievement of company, employee, and community goals. A high sense of responsibility for the work given is shown by good discipline. Employees will be able to achieve optimal work effectiveness in terms of time discipline, rules and regulations applied by the organization, provided they maintain high work discipline (Julius & Flower, 2024).

Rules are essential to provide direction and guidance to employees in building a well-organized organization. Employee morale, efficiency, efficacy and enthusiasm will increase if the workplace is well organized. The success of a company can be judged by its capacity to improve office performance, which ultimately depends on the performance of its employees. Given the importance of motivation and work discipline in improving employee performance, PT. Mitra Rubber Industries must prioritize these factors to improve the performance of its employees.

To prove this phenomenon, the researcher has distributed questionnaires to a number of employees at PT Mitra Rubber Industries to find out how employee performance, work disciplinary and motivation work is explained. This was done by considering the background and the phenomenon mentioned above. The results of the questionnaire distributed to 30 respondents are as follows:

No.	Questioner	Assesment (SUM)				
		STS	TS	KS	S	SS
1.	Employees have a good ability to complete the work assigned to me.	0	1	4	20	5
2.	Employees feel suitable for their current job.	0	6	11	10	3
3.	Employees get a supportive work team.	0	5	9	9	7
4.	The company provides opportunities for its employees to develop themselves through training.	1	9	13	5	2
5.	Employees think that rewards for work performance are important.	1	1	2	10	16
	Total	2	22	39	54	32

Note for result of assessment on this article is following below:
STS (Sangat tidak setuju) for Strongly Disagree
TS (Tidak setuju) for Disagree
KS (Kurang setuju) for Less Agree
S (Setuju) for Aggree
SS (Sangat setuju) for Strongly Agree

Table 1. Pre-research Results related to Employee Performance

No.	Questioner	Assesment (SUM)

		STS	TS	KS	S	SS
1.	Attendance is very important to enforce discipline.	0	1	2	13	14
2.	Employees come to work on time.	0	2	7	10	11
3.	Employees wear uniforms in accordance with the provisions.	0	3	4	16	7
4.	Employees must keep the workplace environment clean.	0	1	1	13	15
5.	Employees do not dare to refuse superior orders.	4	5	8	7	6
	Total	4	12	22	59	53

Table 2. Pre-research Results related to Work Dicipline

No	Questioner	Assesment (SUM)				
		STS	TS	KS	S	SS
1.	Leaders develop their employees' skills and careers.	0	10	8	4	8
2.	Employees work generally due to the demands of economic needs.	0	1	3	9	17
3.	Leaders provide security and peace of mind at work to employees.	0	6	10	9	5
4.	Leaders always try to discuss with employees in solving problems related to work.	0	4	8	14	4
5.	Attention and appreciation are always given by leaders to employee work achievements.	2	6	9	9	4
	Total	2	27	38	45	38

Table 3. Pre-research Results related to Work Motivation

Based on Table 1 above with a sample of 30 respondents, employees of PT Mitra Rubber Industries with a total score of Strongly Disagree (STS) 2, Disagree (TS) 22, Less Disagree (KS) 39, Agree (S) 54, and Strongly Agree (SS) 32. This means that the employees of PT Mitra Rubber Industries are performing quite well, but there are still some respondents' responses that still seem to be lacking, namely in terms of the company not providing opportunities for employees to attend training and there are some employees who still feel less in accordance with their work.

Based on Table 2 above with a sample of 30 respondents, employees of PT Mitra Rubber Industries with a total score of Strongly Disagree (STS) 4, Disagree (TS) 12, Less Disagree (KS) 22, Agree (S) 59, and Strongly Agree (SS) 53. This means that the employees of PT Mitra Rubber Industries in their work discipline are very good, but there are still some respondents' responses that are still lacking, namely in terms of superiors giving orders to employees and there are still some employees who arrive late.

Based on Table 3 above with a sample of 30 respondents, employees of PT Mitra Rubber Industries with a total score of Strongly Disagree (STS) 2, Disagree (TS) 27, Less Disagree (KS) 38, Agree (S) 45, and Strongly Agree (SS) 38. This

means that the employees of PT Mitra Rubber Industries in their work motivation are quite good, but there are still some respondents' responses that are still lacking, namely in terms of leaders who have not provided opportunities for employees' abilities and careers, leaders' attention and appreciation for work achievements, and security guarantees and peace of work from leaders.

Based on the description above and supported by research conducted by Safitra (2023) in her research states that work discipline and work motivation affect employee performance, the higher the work discipline and work motivation of employees, the better the employee's performance. So the researcher is interested in studying and researching further by taking the title "The Effect of Work Discipline and Work Motivation on Employee Performance at PT. Mitra Rubber Industries".

METHODS

In this study, the scientific approach used is descriptive and verification research methods. The descriptive method aims to systematically describe the variables studied, namely Work Discipline and Work Motivation as independent variables and Employee Performance as the dependent variable. Meanwhile, the verification method is used to test the existence of a relationship between these variables through statistical analysis (Crowder et al., 2017).

The type of research applied is explanatory research, which aims to explain the causal relationship between the variables studied. In this case, the research was conducted using a quantitative approach with a survey method, in which data collection was carried out through questionnaires distributed to respondents (Bowen et al., 2017).

The population in this study included all employees of PT Mitra Rubber Industries, totaling 353 people. To determine a representative sample, the Slovin formula is used with an error rate of 5%, so that a sample size of 188 respondents is obtained. The sampling technique used is probability sampling with simple random sampling method, which allows each member of the population to have the same opportunity to be selected as a research sample (Antoro, 2024).

The data used in this study consisted of primary and secondary data (Pratama & Apriani, 2023). Primary data is obtained directly from respondents through questionnaires, while secondary data is obtained from literature and other external sources that support the research (S et al., 2024). In the data collection process, several techniques were used such as direct observation of the company, interviews with related parties, and literature studies to strengthen the theoretical basis of the research (S et al., 2025).

The results of the data collected are analyzed using a statistical approach to test the hypothesis that has been formulated. With this approach, the research is expected to provide a deeper understanding of the influence of Work Motivation and Work Discipline on Employee Performance within PT Mitra Rubber Industries.

RESULTS & DISCUSSION

Results

PT Mitra Rubber Industries, established in 2011, is a company engaged in rubber-based automotive components. It has a factory area and other

facilities including offices around 2 hectares and employs approximately 300 employees. Currently PT Mitra Rubber Industries produces Motorcycle Tires / Inner Tube with the trademark INFINERA.

Although PT Mitra Rubber Industries is still relatively new but has experience that should be taken into account in the rubber industry in Indonesia, that is why the products produced are of the highest quality. INFINERA products have gone through rigorous inspection and testing by the quality control team and are supported by product test equipment with the latest technology.

The responses of respondents regarding work discipline at PT Mitra Rubber Industries. Based on 12 indicators of work discipline variables (X1) with the analysis of the scale range (bar scale) so as to produce descriptive responses of respondents can be seen below:

Data Validity Test

As for the results of data analysis in this study can be trusted, it is necessary to previously test the validity with 188 respondents for each questionnaire data validity test for work discipline variables as follows:

No	Indicator	r count	r table	Descriptio n
1	Work hours (in)	0.454	0.143	Valid
2	Work hours (out)	0.538	0.143	Valid
3	Rest hours	0.295	0.143	Valid
4	Dress code	0.485	0.143	Valid
5	Behavior at work	0.454	0.143	Valid
6	Work in accordance with the position	0.538	0.143	Valid
7	Work in accordance with duties	0.296	0.143	Valid
8	Work in accordance with responsibilities	0.388	0.143	Valid
9	Relationship with other units	0.236	0.143	Valid
10	Obeying the rules	0.388	0.143	Valid
11	Ethics at work	0.216	0.143	Valid
12	Understand the rules	0.485	0.143	Valid

Table 4. Work Discipline Validity

No	Indicator	r count	r table	Description
1	Employee uniform needs	0.269	0.143	Valid
2	Employee consumption	0.474	0.143	Valid
3	Work accident allowance	0.521	0.143	Valid
4	Labor insurance coverage	0.467	0.143	Valid
5	Health benefits	0.521	0.143	Valid
6	Employee relations with superiors	0.393	0.143	Valid
7	Employee relations with coworkers	0.292	0.143	Valid
8	Self-esteem for work achievements	0.474	0.143	Valid
9	Praise from superiors	0.393	0.143	Valid
10	Challenging work	0.521	0.143	Valid

11	Skills	0.467	0.143	Valid

Table 5. Work Motivation Validity

No	Indicator	r count	r table	Description
1	Loyalty to the company	0.642	0.143	Valid
2	Protect and defend the company	0.539	0.143	Valid
3	Work according to the target	0.382	0.143	Valid
4	Hard work	0.634	0.143	Valid
5	Honest in work	0.417	0.143	Valid
6	Not covering up mistakes	0.590	0.143	Valid
7	Appreciate time at work	0.408	0.143	Valid
8	Never late for work	0.603	0.143	Valid
9	Completing work with a sense of responsibility	0.512	0.143	Valid
10	Doing work in accordance with production standards	0.525	0.143	Valid
11	Cooperation in achieving targets	0.437	0.143	Valid
12	Optimization of energy and thoughts	0.650	0.143	Valid
13	Mobilization of superiors	0.457	0.143	Valid
14	Accepting suggestions and opinions from subordinates	0.490	0.143	Valid
15	Giving the best in terms of work	0.459	0.143	Valid
16	Establishing teamwork	0.307	0.143	Valid
17	Independent work	0.251	0.143	Valid
18	Helping coworkers	0.673	0.143	Valid
19	Priority	0.513	0.143	Valid
20	Cooperation development	0.417	0.143	Valid
21	Completing work on time	0.371	0.143	Valid
22	Doing tasks under pressure	0.673	0.143	Valid

Table 6. Employee Performance

The results of the validity test on the variables studied can be concluded that all indicators on the dependent variable and the dependent variable with a total of 45 statement items used in this study are valid.

Variable	Result	Cronbach's Alpha	Items	Criteria
Work Discipline (X1)	0.759	0.60	12	Reliable
Work Motivation (X2)	0.783	0.60	11	Reliable
Employee Performance (Y)	0.895	0.60	22	Reliable

Table 7. Reliability

Based on table 7, it can be seen that work discipline, work motivation and employee performance have reached rcount> 0.6 or rcount is greater than rtable, it can be concluded that each variable is said to be reliable.

Classical Assumption Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		188
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	9.77316378
Most Extreme Differences	Absolute	.082
	Positive	.082
	Negative	-.054
Test Statistic		.082
Asymp. Sig. (2-tailed)		.004[c]

Table 8. Normality Test

Based on table 8, it can be seen that the Asymp.sig value. (2-tailed) of 0.004 which means> 0.05 or greater than 0.05, this indicates that the Kolmogorov-Smirnov test assumption can be fulfilled or the data is normally distributed.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	49.862	7.087		7.036	.000		
	TOTAL_X1	.478	.112	.297	4.251	.000	.973	1.028
	TOTAL_X2	.239	.127	.132	1.882	.061	.973	1.028
a. Dependent Variable: TOTAL_Y								

Table 9. Multicollinearity Test

Based on the table above, shows the results of the multicolonierity test of the research variables. Where, in the ndic, the tolerance value of each independent variable in this study is 1.028 and the VIF value is 0.973. These results illustrate that there is a correlation between the ndicator t variables in a regression model because the tolerance value of each variable> 0.10 and VIF < 10 (0.973> 0.10) and (1.028 < 10).

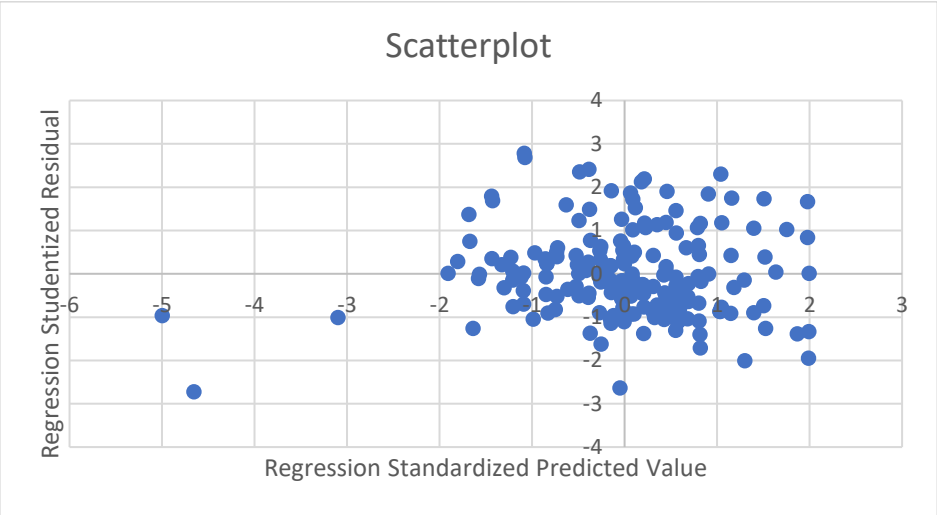

Table 10. Heteroskesdacity Test

Based on table 10. There is no clear pattern in the dots, they are irregular and also appear to make regular patterns such as waves, narrowing, or widening symptoms of heteroscedicity.

Descriptive Analysis

The responses of respondents regarding work discipline at PT Mitra Rubber Industries. Based on 12 indicators of X1, X2, and X3 so as to produce descriptive responses of respondents can be seen below:

No	Indicator	Score	Criteria
1	Work hours (in)	838	Strongly Aggree
2	Work hours (out)	715	Agree
3	Rest hours	787	Agree
4	Dress code	751	Agree
5	Behavior at work	831	Strongly Aggree
6	Work in accordance with the position	713	Agree
7	Work in accordance with duties	837	Strongly Aggree
8	Work in accordance with responsibilities	791	Strongly Aggree
9	Relationship with the unit	831	Strongly Aggree
10	Obey the rules	781	Strongly Aggree
11	Ethics at work	834	Strongly Aggree
12	Understand the rules	746	Agree
Total		9.455	
Average		787,9	Agree

Table 11. Recapitulation of Respondents' Responses to Work Discipline Variables

Based on table 11, the recapitulation of work discipline variables obtained a total number of all indicators of 9,455 with an average score of 787.9 which is located in the position of the agreed scale range. This means that the work discipline of employees of PT Mitra Rubber Industries can be said to be good.

However, there are still respondents who give low scores to the indicator "working hours", meaning that there are still some employees who go home before working hours end, and the indicator "work in accordance with the position", meaning that there are still some employees who are not in accordance between their job abilities and their positions.

No	Indicator	Score	Criteria
1	Employee uniform needs	693	Agree
2	Employee consumption	683	Agree
3	Work accident allowance	733	Agree
4	Employment insurance coverage	693	Agree
5	Health benefits	733	Agree
6	Employee relations with superiors	707	Agree
7	Employee relations with coworkers	693	Agree
8	Self-esteem for work achievements	683	Agree
9	Praise from superiors	707	Agree
10	Challenging work	733	Agree
11	Skills	693	Agree
Total		7.751	
Average		704,6	Agree

Table 12. Recapitulation of Respondents' Responses to Work Motivation Variables

Based on table 12, the recapitulation of work motivation variables obtained a total number of all indicators of 7,751 with an average score of 704.6 which is located in the position of the agreed scale range, meaning that the work motivation of employees of PT Mitra Rubber Industries can be said to be good. However, there are still respondents who give low scores to the indicator "Self-esteem for work performance" with a score of 683, meaning that employee motivation in terms of appreciation for work performance can still be improved. In addition, the "Skills" indicator also has a score of 693, meaning that although employees already feel they have sufficient skills, there is room for improvement in developing their skills in this company.

No	Indicator	Score	Criteria
1	Loyalty to the Company	711	Agree
2	Guarding and Defending the Company	718	Agree
3	Working on Target	723	Agree
4	Hard Work	727	Agree
5	Honest in Carrying Out Work	725	Agree
6	Never Cover Up Mistakes	716	Agree
7	Appreciate Time at Work	720	Agree
8	Never Late for Work	720	Agree
9	Completing Work With Full Sense of Responsibility	712	Agree

10	Doing Work in Accordance with Production Standards	709	Agree
11	Cooperation in Achieving Targets	712	Agree
12	Optimization of Energy and Thought	706	Agree
13	Supervisor's Direction	723	Agree
14	Accepting Suggestions and Opinions from Subordinates	722	Agree
15	Giving the Best in Terms of Work	719	Agree
16	Establishing Teamwork	717	Agree
17	Independent Work	723	Agree
18	Helping Coworkers	704	Agree
19	Priority	719	Agree
20	Cooperation Development	722	Agree
21	Completing Work on Time	703	Agree
22	Doing Tasks Under Pressure	704	Agree
Total		15.761	
Average		716,4	Agree

Table 13. Recapitulation of Respondents' Responses to Employee Performance Variables

Based on table 13, the recapitulation of employee performance variables obtained a total number of all indicators of 15,761 with an average score of 716.4 which is located in the position of the agreed scale range. This means that the performance of PT Mitra Rubber Industries employees can be said to be good. However, there are still respondents who give low scores to the "Appreciate Time at Work" indicator with a score of 720, meaning that although employees value their work time, there is still room for improvement in time efficiency. In addition, the "Working on Tasks Under Pressure" indicator has a score of 718, meaning that although most employees can work under pressure, they may feel overwhelmed in certain situations. Overall, the majority of indicators show positive responses with high scores, indicating that employee performance is at a good level.

Vicarious Analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	45.417	7.710		5.891	.000
	TOTAL_X1	.419	.128	.230	3.282	.001
	TOTAL_X2	.432	.136	.222	3.170	.002
a. Dependent Variable: TOTAL_Y						

Table 14. Multiple Linear Regression Analysis

The linear regression equation partially describes the correlation between the independent variable and the dependent variable. This equation concludes that:

1. The constant value, namely 45.417, is considered to have a value of zero (0) in a situation where the Employee Performance variable (Y) does not have the influence of other variables, namely the Work Discipline variable (X1) and Work Motivation (X2).
2. The regression coefficient value of the Work Discipline variable (X1) is 0.419. This indicates that the Work Discipline variable positively affects Employee Performance. Meaning that every one unit increase in the Work Discipline variable increases the value by 0.419. Assuming other variables are constant, the Employee Performance variable increases by 0.419.
3. The regression coefficient value of the Work Motivation variable (X2) is 0.432 which reveals that the Work Motivation variable positively affects Employee Performance. This means that every one unit increase in the Work Motivation variable so that the value of the Employee Performance Variable increases to approximately 0.432.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	45.417	7.710		5.891	.000
	TOTAL_X1	.419	.128	.230	3.282	.001
	TOTAL_X2	.432	.136	.222	3.170	.002
a. Dependent Variable: TOTAL_Y						

Table 15. Test t

As the t test table reveals that the significance value of the effect of Work Discipline (X1) on Employee Performance (Y) is 0.001 <0.05 and the calculated Ttable value is 3.282> 1.972 so that the hypothesis is accepted. Meaning, Work Discipline is significant and has an effect on Employee Performance. And as the t test table shows that the significant value of the effect of Work Motivation (X2) on Employee Performance (Y) is 0.002 <0.05 and the value of Thitung 3.170> 1.972 so that the hypothesis is accepted. Meaning Work motivation is significant and has an effect on Employee Performance.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2414.448	2	1207.224	12.504	.000[b]
	Residual	17861.255	185	96.547		
	Total	20275.702	187			
a. Dependent Variable: TOTAL_Y						
b. Predictors: (Constant), TOTAL_X2, TOTAL_X1						

Table 16. Test f

From the simultaneous test results as shown in the figure above, the Fcount result of 12,504 is much higher than the Ftable value of 3.04 and the

significance value is 0.000 <0.05, thus the hypothesis is accepted. Or said, Work Discipline and Work Motivation are a unity that can affect Employee Performance.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.345[a]	.841	.840	9.826
a. Predictors: (Constant), TOTAL_X2, TOTAL_X1				
b. Dependent Variable: TOTAL_Y				

Table 17. Determination Coefficient Test

As shown in table 17, the R value is 0.841 or 84.1%. This result reveals that the relationship between the independent variable and the dependent variable is 84.1%. Meaning that Work Discipline (X1) and Work Motivation (X2) have an influence worth 84.1% on Employee Performance (Y), and the remaining 15.9% is influenced by other variables and factors not explained in this study.

Discussion

Based on the results of the frequency distribution analysis of respondents' responses regarding the work discipline variable, it can be seen that work discipline (X2) has a total result of 12 questionnaire statement items of 9,455. The average (mean) obtained is 787.9 which indicates the "Agree" category based on the existing scale range. The indicator with the highest score is "Work entry hours" with a score of 838, which indicates that respondents strongly support punctuality in coming to work. Meanwhile, the indicator with the lowest score is "Time off work" which scored 715, but is still in the agreed category, which shows that despite variations, most respondents remain disciplined in terms of home time.

When looking at the results of the scale range analysis, all indicators are in a fairly good position because these values are still in the "Agree" category range. Therefore, it can be concluded that work discipline at PT Mitra Rubber Industries is in a good category.

In line with research conducted by Fidiana (2021), which reveals that good work discipline can contribute to improving employee performance. Fidiana (2021) emphasizes that punctuality, both in terms of clocking in and clocking out, is a key indicator of work discipline that can support work efficiency in the company.

Based on the results of the frequency distribution analysis of respondents' responses regarding work motivation variables, it can be seen that work motivation (X2) has a total result of 10 questionnaire statement items of 7,751. The average (mean) obtained is 704.6, which indicates the "Agree" category based on the existing scale range.

The indicator with the highest score is "Challenging work" with a score of 733, which indicates that most respondents strongly agree that challenges in work can increase their motivation. Meanwhile, the indicator with the lowest score is "Employee consumption" with a score of 683, although still in the agree category, indicating that there are still areas that can be improved in terms of providing consumption to employees.

When looking at the results of the scale range analysis, all indicators are in a good position because the values are still in the "Agree" category range. Therefore, it can be concluded that work motivation at PT Mitra Rubber Industries is in a good category.

In line with research conducted by Indriyani (2021), which also revealed that work motivation has a significant influence on employee performance. In his research, work motivation is seen as a factor that can increase employee enthusiasm and performance, especially in terms of meeting needs and challenges at work.

Based on the results of the frequency distribution analysis of respondents' responses regarding the employee performance variable, it can be seen that employee performance (X2) has a total result of 22 questionnaire statement items of 15,761. The average (mean) obtained is 716.4, which indicates the "Agree" category based on the existing scale range.

The indicator with the highest score is "Hard Work" with a score of 727, which indicates that respondents strongly agree with the high effort given at work. Meanwhile, the indicator with the lowest score is "Completing Work on Time" with a score of 703, indicating that while most respondents agree that work is completed on time, there is room to improve timeliness.

When looking at the results of the scale range analysis, all indicators are in a good position because the values are still within the "Agree" category range. Therefore, it can be concluded that employee performance at PT Mitra Rubber Industries is in a good category.

Based on research conducted by Dewi and Musadad (2023) regarding the influence of competence and work motivation on employee performance, the results of their research show that high work motivation and qualified competence significantly contribute to improving employee performance.

The preliminary findings of this study reveal that Work Discipline (X_1) has a positive influence on Employee Performance (Y). With a regression coefficient value of 0.419, this indicates that every one unit increase in Work Discipline will have an impact on increasing Employee Performance by 0.419.

These results confirm that Work Discipline contributes significantly to improving employee performance at PT Mitra Rubber Industries. Although its influence is not more dominant than Work Motivation, Work Discipline remains a factor that supports the achievement of optimal performance.

Work Motivation (X2) has a greater influence on Employee Performance than Work Discipline.The regression coefficient of 0.432 indicates that each one unit increase in Work Motivation will increase Employee Performance by 0.432. This indicates that Work Motivation has a more significant contribution in encouraging employee performance, which reflects the importance of providing the right encouragement and motivation for employees to achieve better work results.

The results of simultaneous analysis show that Work Discipline (X_1) and Work Motivation (X_2) simultaneously have a considerable influence on Employee Performance (Y). The calculated F value of 12.504, which is higher than the F table of 3.04, as well as a significance value of 0.000 which is smaller than

0.05, indicates that these two variables contribute significantly to Employee Performance.

The simultaneous impact of Work Discipline and Work Motivation on Employee Performance reaches 84.1%, which indicates a strong and significant correlation. Meanwhile, the remaining 15.9% comes from other factors not included in this study. Thus, it can be concluded that Work Discipline and Work Motivation collectively play a role in improving Employee Performance at PT Mitra Rubber Industries.

CONCLUSION

This study proves that work discipline and work motivation have a significant impact on employee performance at PT Mitra Rubber Industries. Employees who have high work discipline tend to be more consistent in carrying out tasks, following company regulations, and achieving work targets more effectively. Meanwhile, strong work motivation encourages employee enthusiasm, initiative, and commitment in making the best contribution to the company. The combination of optimal work discipline and motivation plays an important role in creating a productive, harmonious and high-performing work environment. Therefore, the company is advised to continue to improve policies that support the strengthening of discipline and provide motivational stimulus, both through the reward system, career development, and employee welfare. Thus, PT Mitra Rubber Industries can continue to improve competitiveness and achieve sustainable growth.

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