

# THE INFLUENCE OF ACHIEVEMENT MOTIVATION AND WORK DISCIPLINE ON THE PERFORMANCE OF PAINTING DEPARTMENT EMPLOYEES AT PT. HANKEN INDONESIA

SUPRIYATNO<sup>1</sup>, VERA AGUSTINA<sup>2</sup>,

<sup>1</sup>Lecture, Management Department, Faculty Of Economic And Business, Mercu Buana University,

<sup>2</sup>Student, Management Department, Faculty of Economics and Business, Mercu Buana University,

Email : [supriyatno@mercubuana.ac.id](mailto:supriyatno@mercubuana.ac.id), [veraagustina93@gmail.com](mailto:veraagustina93@gmail.com),

## Abstract

This study aims to analyze the effect of achievement motivation and work discipline on employee performance in the painting section at PT. Hanken Indonesia. This research is included in the category of research using a quantitative approach. In conducting research, the authors provide a scale using a Likert scale. The population in this study were all employees of the painting section at PT. Hanken Indonesia, totaling 45 people as a sample. In this study, sampling using non-probability sampling or saturated sampling is a sampling technique when all members of the population are used as samples. The results of the study show that achievement motivation and work discipline have a positive and significant effect on employee performance.

**Keywords:** Achievement Motivation, Work Discipline, Employee Performance

**DOI:** 10.7176/JRDM/92-05

**Publication date:** November 30<sup>th</sup> 2023

## Introduction

Every company always hopes for the best performance obtained through a series of systems contained in the company. Basically, employee performance is the result of a complex process, both from the employee's personal self (*internal factors*) and from outside the employee (*External factors*) as well as the company's strategic efforts. Achievement motivation is an effort made by an individual to maintain personal abilities as high as possible, to overcome challenges, and aims to succeed in competition with a measure of excellence. The measure of excellence can be one's own previous achievements or the achievements of others. So with strong motivation, efforts to be able to carry out tasks and responsibilities will be maximized in accordance with the goals of the organization. McClelland in Robbins and Judge (2015) states that Achievement Motivation is the drive for achievement, for achievement related to a set of standards, and striving to succeed. An employee's high achievement motivation at work will be able to improve performance. On the other hand, low achievement motivation tends to cause employee performance to be less than optimal. An employee must know how important discipline is in ensuring the maintenance of order and the smooth implementation of each task because through high discipline the goals that were originally set can be achieved. Due to the implementation of work discipline, a company will know what the condition of its employees is.

Sutrisno (2013) stated that Work Discipline is discipline in everyday life, wherever humans are, rules and regulations are needed that will regulate and limit every activity and behavior. However, these regulations will be meaningless if they are not accompanied by sanctions for violators. The application of discipline for employees is expected to improve employee performance. Employees who are disciplined and orderly in complying with all applicable norms and regulations within the company will be able to increase efficiency, effectiveness and productivity. Performance contains the meaning of achievement, namely the work achieved, and carrying out an activity aimed at getting results. High performance describes the employee's success and success in carrying out the duties and responsibilities assigned to him and conversely low performance describes the employee's failure and failure to carry out the duties and responsibilities assigned to him. Wibowo (2012) defines employee performance as follows. Employee performance is the work results achieved by a person based on job *requirements*. A job has certain requirements to be carried out to achieve goals which are also known as job standards (*job standards* d).

PT. Hanken Indonesia, whose address is in the MM2100 Industrial Area Block DD-8 West Cikarang,

Bekasi, West Java, Indonesia is a company operating in the manufacturing sector, PT. Hanken Indonesia is of course very *concerned* about human resource management, especially regarding work discipline, achievement motivation and employee performance. From data on the number of employee absences sourced from HRD PT. Hanken Indonesia, it is known that the level of employee attendance in the Painting section is still quite a lot who are absent every month, because the level of employee absenteeism fluctuates which results in daily production results not being in accordance with what the Company expects, so this may be a factor in not achieving the target production in the Painting section which also results in less than optimal employee performance, this will of course have an impact on the company, therefore the Company must immediately resolve employee discipline problems so that they can be resolved properly so that the company can achieve the organizational target, namely a profitable company. Then it is reviewed again through employee performance assessment data sourced from HR PT. Hanken Indonesia knows that the average employee score is  $\leq 70$ , where this figure does not meet the company's expectations.

This phenomenon, the author sees that there are problems regarding Achievement Motivation in the Painting section at PT. Hanken Indonesia, which performs performance assessments every year, still does not meet the company's expectations, so it needs to be researched so that answers and suggestions can be found for the company so that they can be improved and resolved, so that the company can achieve organizational goals. As a result of the problem of inappropriate Achievement Motivation, there is a problem phenomenon regarding Employee Performance, namely that production targets have not been achieved in recent times. Apart from that, there are late customer deliveries and also monthly sales targets that are still not 100 percent, which in the end, if not handled immediately, will be detrimental to the company. To further ascertain the factors that influence the level of employee performance at PT. Hanken Indonesia, a pre-survey was conducted on 45 respondents, the results of which are shown in Table 1

**Table 1.1**  
**PT Pre-survey Results, Hanken Indonesia**

NO	QUESTION	YES	NO
<b>ACHIEVEMENT MOTIVATION</b>			
1	Did you complete the work beyond the target?	23	13
2	Did you complete the job without defects?	18	18
<b>EMPLOYEE PERFORMANCE</b>			
1	Do you feel your abilities are increasing in your work?	20	16
2	Can you complete every job well?	17	19

Source: Employee Presurvey

Based on the results of the pre-survey of PT. Hanken Indonesia employees, it can be seen in Table 1 that there are indications of problems with Achievement Motivation and Employee Performance. Based on the background described above, the author is interested in examining in more depth the influence of Achievement Motivation on Employee Performance.

### **Theoretical Foundation and Hypothesis Development**

This literature review sub-chapter will describe the theoretical basis of the research, which is useful as a rationale when discussing the problems studied and to underlie the analysis that will be used in the next chapter regarding the role of determinants of motivation and work discipline.

Human Resource Management according to John B. Miner and Mary Green Miner in Hasibuan (2013) explain that personnel management is defined as a process of developing, implementing, and assessing policies, procedures, methods, and programs related to individual employees in organization. Human resource management according to Hasibuan (2013) is defined as follows. Human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. According to Hasibuan (2013) the functions of human resource management include: 1) *Planning*; 2) *Organizing* ( *Organizing* ); 3) *Directing*; 4) *Control* ( *Controlling* ); 5) *Procurement*; 6) *Development* ( *Development* ); 7) *Compensation* ( *Compensation* ); 8) *Integration*; 9) *Maintenance* ( *Maintenance* ); 10) *Discipline* ( *Discipline* ); 11) *Termination* ( *Separation* ).

## 2.1 Variable dimensions

### 1. Achievement Motivation

Understanding According to Mangkunegara (2013) states that there is an influence between Achievement Motivation on Employee Performance, namely achievement motivation is the encouragement that exists within an individual to do or carry out tasks as well as possible with the aim of achieving high achievement. Thus, it can be seen that with achievement motivation, employees will be able to increase their job satisfaction. Then according to Fillmore H. Stanford in Mangkunegara (2013) explains the meaning of Achievement Motivation, motivation as an energizing condition of the organism that serves to direct that organism toward the goal of a certain class . Motivation is a condition that moves humans towards a certain goal.

David McClelland in his theory Mc.Clelland's Achievement Motivation Theory or McClelland's achievement motivation theory is also used to support the hypothesis that will be put forward in this research. In his theory, McClelland stated that individuals have reserves of potential energy, how this energy is released and developed depends on the strength or motivation of the individual and the situation and opportunities available . The motivation indications put forward according to David McClelland in the Three Needs Theory as presented in Adijaya (2016) : 1) Need for achievement , namely the desire to do something better than before. 2) The need for power , namely the need to be stronger, have more influence over other people. 3) Need for affiliation , namely the need to be liked, develop or maintain friendships with other people.

### 2. Work Discipline

According to Hasibuan (2013) defines work discipline, Discipline is a person's awareness and willingness to obey all applicable regulations and social norms, whether voluntarily or coerced. Awareness is defined as the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. Willingness is defined as a person's attitude, behavior and actions that are in accordance with company regulations, whether written or not. According to Rivai and Sagala (2011), work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable norms. According to Singodimedjo in Sutrisno (2016), the factors that influence work discipline are : 1) The size of compensation. 2) Whether or not there is exemplary leadership in the company . 3) Whether or not there are definite rules that can be used as a guide. 4) Leadership courage in taking action. 5) Whether or not there is leader supervision. 6) Whether or not there is attention to employees . 7) Habits are created that support the establishment of discipline. In this research, work discipline is employee obedience and obedience in carrying out tasks and behavior in the work environment and its conformity with predetermined rules is stated (Sutrisno, 2011), namely: 1) Obedience to work regulations; 2) Timeliness; 3) Presence.

### 3. Employee Performance

According to Wibowo (2012) defines employee performance as the work results achieved by a person based on job requirements. A job has certain requirements to be carried out to achieve goals which are also known as job standards. According to Mangkunegara (2013), employee performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Rivai and Sagala (2011) aspects assessed in performance assessments include: 1) Technical Capability; 2. Conceptual Ability; 3. Interpersonal relationship skills.

## 2.2. Developmental Hypothesis

### 2.2.1 Relationship Effect of Achievement Motivation on Employee Performance

H1 : Positive and Significant Achievement Motivation on Employee Performance.

### 2.2.2 Relationship Influence of Work Discipline on Employee Performance

H2 : Positive and Significant Work Discipline on Employee Performance.

## Research methods

The research design that the author uses is a causal research method. According to (Sugiyono, 2013:37) causal research is a cause and effect relationship. So here there are independent variables (variables that influence) and dependent (influenced). Causal research design is useful for analyzing the relationship between one variable and another variable or how one variable influences other variables. This research design is intended to determine the influence of the independent variable (achievement motivation, work

discipline) on the dependent variable (employee performance) at PT. Hanken Indonesia. The data analysis method in this research uses Component or Variance Based Structural Equation Modeling where data processing uses the Partial Least Square (Smart-PLS) program version 4. 0 PLS (Partial Least Square) is a Variance Based SEM method. PLS is intended for causal-predictive analysis in situations with high complexity and low theoretical support (Ghozali, 2014).

### 3.1 Results of Evaluation of the Measurement Model (Outer Model)

Convergent validity test results of the measurement model with reflective indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research stage of development, the loading factor scale of 0.50 to 0.60 was still acceptable, Chin (1981) in Ghozali (2015). By looking at the output results of the correlation between indicators and their constructs as shown in the picture and structural table below.

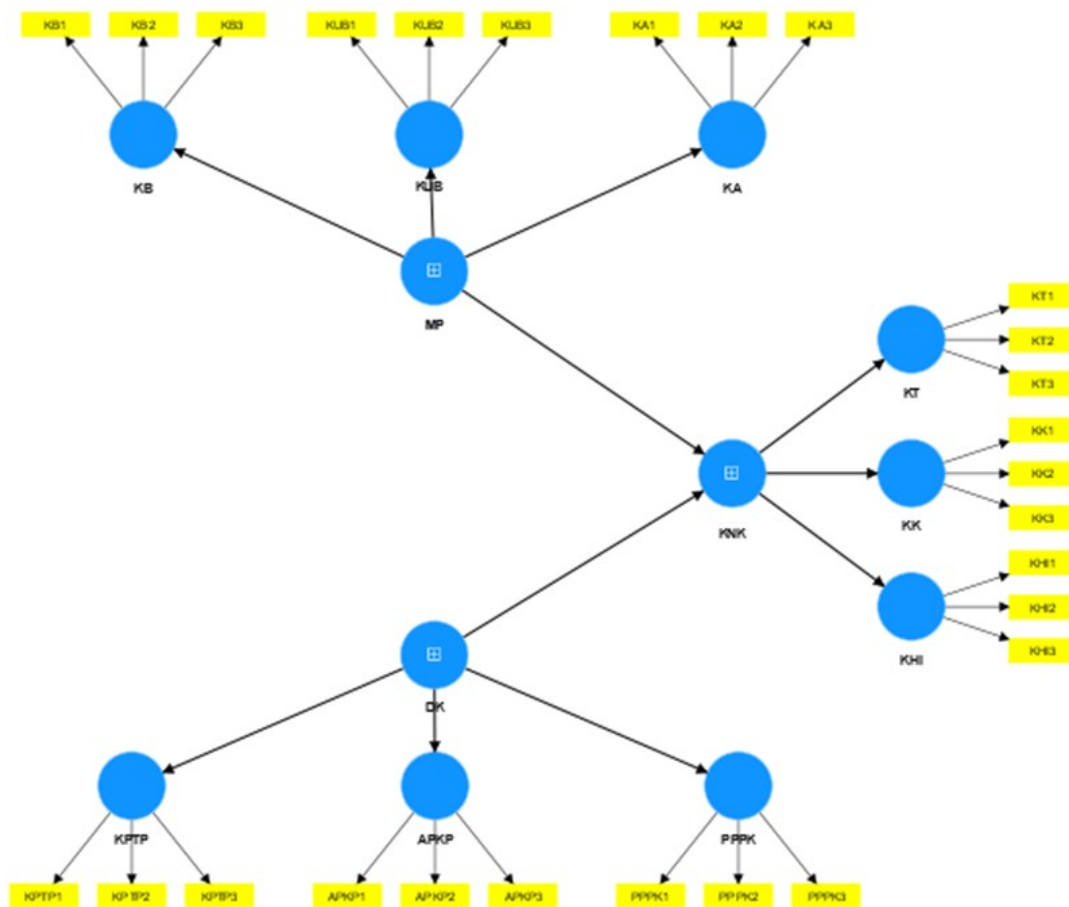


Figure 1. Convergent Validity Test

**Table 1.2**  
**Convergent Validity Test Results**

Variable	Indicator	Outer Loading	Information
Achievement motivation	KB2	0.913	Valid
	KB3	0.819	Valid
	KUB1	1,000	Valid
	KA3	0.814	Valid
Work Discipline	KTP1	0.878	Valid
	KTP2	0.764	Valid
	KTP3	0.862	Valid
	APK1	0.770	Valid
	APK2	0.911	Valid
	APK3	0.920	Valid
	PPP2	0.943	Valid
	PPP3	0.955	Valid
	Kinerja Karyawan	KT3	1.000
KK1		0.895	Valid
KK2		0.886	Valid
KK3		0.822	Valid
KHI1		0.915	Valid
KHI2		0.918	Valid
KHI3		0.826	Valid

Source: Data processed from PLS, 2023

Based on Figure 1 and Table 2 above, it can be seen that each indicator has a loading factor value of 0.70, so it can be concluded that all indicators are declared valid and meet the terms and criteria of convergent validity.

**Table 1.3**  
**Discriminant Validity Test Results ( Cross Loading )**

Variable	Motivation Achievement	Work Discipline	Employee Performance
Motivation Achievement	0.893	0.529	0.409
	0.819	0.558	0.695
	0.800	0.662	0.447
	0.799	0.687	0.430
Discipline Work	0.838	0.881	0.316
	0.725	0.878	0.129
	0.835	0.862	0.278
	0.759	0.839	0.286
	0.513	0.828	0.406
	0.401	0.764	0.348
	0.397	0.751	0.404
Performance Employee	0.560	0.787	0.879
	0.721	0.756	0.879
	0.424	0.668	0.832
	0.740	0.741	0.798
	0.773	0.810	0.793
	0.644	0.716	0.788
	0.328	0.457	0.705

Source: Data processed from PLS, 2023

Based on table 3 , it can be seen that each variable has a comparison of the values of other variables. The next check is to compare the correlation between variables with the root of AVE ( $\sqrt{AVE}$  ). The measurement model has good discriminant validity if ( $\sqrt{AVE}$  ) for each variable is greater than the correlation between variables. The value ( $\sqrt{AVE}$  ) can be seen from the output of Fornell-Lacker smart-PLS 4.0 which is presented in table 4 .

**Table 1.4.**  
**Discriminant Validity Test Results ( Fornell Lacker Criterium )**

	<i>Work Discipline</i>	<i>Performance Employee</i>	<i>Motivation Achievement</i>
<i>Work Discipline</i>	<b>0.821</b>		
<i>Employee performance</i>	0.946	<b>0.812</b>	
<i>Achievement motivation</i>	0.484	0.800	<b>0.829</b>

Source: Data processed from PLS, 2023

Based on table 4 , it can be seen that ( $\sqrt{AVE}$  ) each variable has a different value, thus each variable is greater than the correlation between one variable and another in the model. Thus, the variables in the model have met the discriminant validity criteria with ( $\sqrt{AVE}$  ) being fulfilled.

**Table 1.5.**  
**Average Variance Extracted (AVE) Test Results**

Variable	Average Variance Extracted (AVE)	Information
<b>Achievement motivation</b>	0.687	Valid
<b>Work Discipline</b>	0.673	Valid
<b>Employee performance</b>	0.660	Valid

Source: Data processed from PLS, 2023

Based on Table 5 above, it can be seen that all values are above 0.50 so they can meet the requirements, namely having good discriminant validity.

**Table 1.6.**  
**Composite Reliability Test Results**

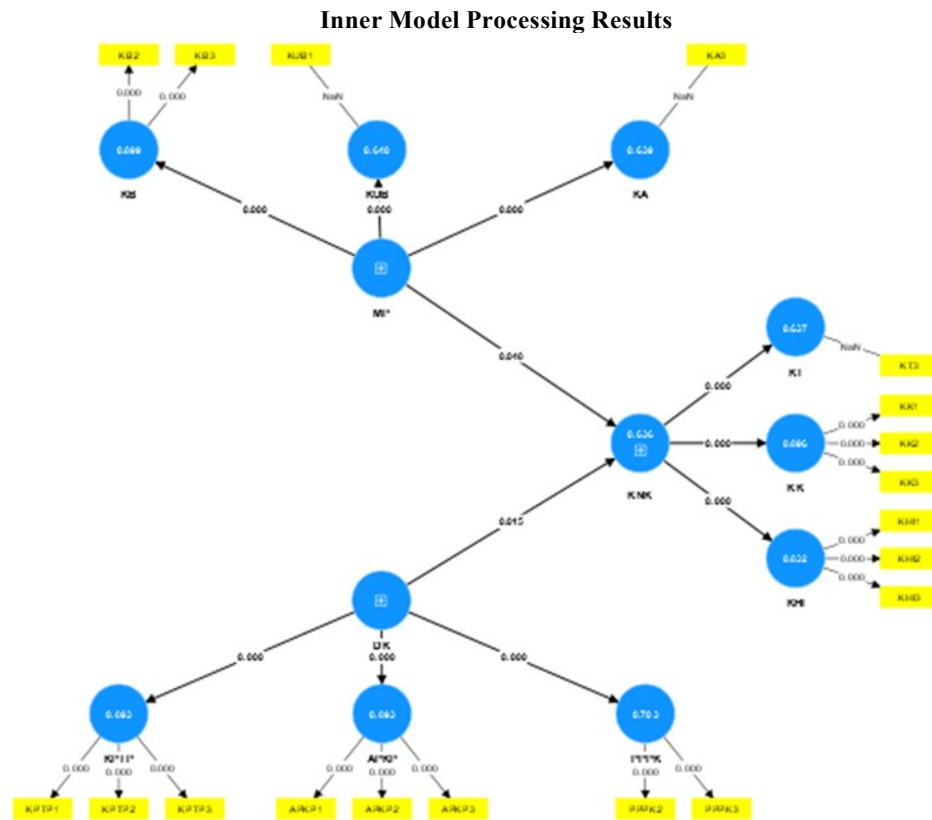
Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Information
<b>Achievement motivation</b>	0.847	0.851	Valid
<b>Work Discipline</b>	0.930	0.932	Valid
<b>Employee performance</b>	0.913	0.916	Valid

Source: Data processed from PLS, 2023

Based on table 6 above, it can be seen that the composite reliability and Cronbach's alpha test results show good values, so that all latent variables are valid because all variables have values greater than 0.7. So it can be concluded that the questionnaire used as a tool is reliable and consistent.

### 3.2 Structural Model Evaluation Results (Inner Model)

After testing or evaluating the measurement model (measurement) is fulfilled which is shown in the results of the evaluation of the outer model, then the next test is carried out on the structural model. Structural model testing includes goodness-of-fit tests, multicollinearity tests, and hypothesis testing (t-test). The PLS scheme designed at the beginning of the study is shown in Figure 4.3 and in Figure 4.3 it can be seen that there is an R-square value and the path coefficient of each variable Figure 1.2.



Source: Results of Smart PLS 3.0 data processing (March, 2023)

a) R-Square value

The goodness of a research model can be shown from the magnitude of the coefficient of determination (R Square and Q Square), namely numbers that indicate the magnitude of the variation of the independent (exogenous) variable in influencing the dependent (endogenous) variable. The closer to number one, the better the model is considered. This study has one structural equation, namely 1) the influence of work discipline, motivation, and reward systems. on employee performance is shown in Table 1.8 below:

**Table 1.8**  
**R Square Test Results**

	R Square
Employee performance	0.636

Source: Results of Smart PLS 3.0 data processing (March, 2023)

Based on table 7 , it can be seen that the R-Square value or coefficient of determination of employee performance variables is 0.636 or 63.6% of the variation or change in employee performance is influenced by achievement motivation and employee performance, while the remaining 36.4% is influenced by other variables not examined in this research model.

b) Goodness of Fit Test

Then, to test the Goodness of Fit Model structure on the inner model using the predictive-relevance value (Q2). The Q-square value of each endogenous variable in this research can be seen in the following calculation: The Predictive Relevance value is obtained using the formula:

$$Q2 = 1 - (1 - R1)$$

$$Q2 = 1 - (1 - 0.636)$$

$$Q2 = 1 - (0.364)$$

$$Q2 = 0.636$$

The calculation results above show a predictive relevance value of 0.636. This shows that the diversity of the research data is 63.6%. Meanwhile, the remaining 36.4% is explained by other factors that are outside this research model. Thus, from these results, this research model can be stated to have a good goodness of fit model.

**Table 8. Hypothesis Testing Results**

Variable	Original Sample	Sample Mean	Standard Deviation	Q. Statistics	P Values	Information
Achievement Motivation - Employee performance	0.419	0.455	0.175	2,390	0.017	Significant Positive
Work Discipline - Employee Performance	0.378	0.322	0.191	1,978	0.048	Significant Positive

Source: Data processed from PLS, 2023

### C. Discussion of Research Results

First hypothesis test in this research, the results show that work motivation has a positive and significant effect on employee performance as indicated by the t-value > 1.96, namely 2.39. The influence of motivational relationships has a significant positive influence on employee performance. These findings indicate that the better the employee's work motivation, the better their performance will be. The results of this research support Tachyan et.al's (2021) statement in their research that employees who have clear and measurable motivation tend to be able to work optimally. This is because with motivation, employees will have personal goals at work, so they will try to achieve these goals with the motive of improving employee abilities in the hope that their performance will get better.

Then, based on the second hypothesis test in this research, the results show that work discipline has a positive and significant effect on employee performance as indicated by the t-value > 1.96, namely 1.97. Work discipline provides great benefits for the company and for the employees themselves, for the organization the existence of work discipline will ensure the maintenance of order and smoothness of work so as to obtain optimal results. Discipline must be upheld in an organization, without the support of good work discipline, it is difficult for a company to realize its goals. Discipline is the key to the success of an organization in achieving its goals. The research results obtained prove that the work discipline that an employee has can have an influence on performance, meaning that this shows that the higher the work discipline that an employee receives, the more positive influence it will have on increasing employee performance at PT Hanken Indonesia. Research conducted by Budianto (2020) stated that work discipline has a significant and positive effect on employee performance.

### Conclusion

The conclusions that can be drawn from this research and the results of this analysis are that : 1) Achievement Motivation has a positive and significant effect on employee performance expectations at PT Hanken Indonesia. If Achievement Motivation gets better, employee performance will increase. 2) Work Discipline has a positive and significant effect on Employee Performance at PT Hanken Indonesia. If work discipline gets better, employee performance will increase.

### Suggestion

Based on the results of research that motivation has a positive and significant effect on employee performance, companies can make improvements to the implementation of motivation, especially for personnel whose performance has decreased. From the lowest questionnaire results is the KA2 indicator, namely: "I provide family information to other workers". This means that employees need their social needs (friendship and interacting with other people) to be met and to receive protection from threats and conflict. Thus employees will feel motivated to improve their performance. Because work discipline has a positive and significant effect on employee performance, companies need to increase discipline by reminding employees of the importance of working together and helping each other because if that happens then the work results will be optimal and not be late for the previously determined target completion time.



This needs to be done considering the problem findings that several employees at PT. There are those in Hanken Indonesia who are unwilling to support friends who are having difficulties and remind friends to obey the rules that apply in the Company, even though by supporting friends or colleagues they will be able to increase discipline at work, one of which is that their work results will be correct and completed on time. For future researchers, suggestions that can be given regarding this research are expected for future researchers to use other variables, such as: Workload, Training, or Assessment in order to obtain more varied results hers.

## **BIBLIOGRAPHY**

Adijaya, Randy. (2010). The Influence of Achievement Motivation of Cooperative Members in Improving Cooperative Performance in the Kopertis Employee Cooperative Region IV West Java . Thesis, Faculty of Business and Management, Widyatama University, Bandung.

Alexander Sampiling. (2015). Factors that Influence the Work Discipline of General Staff Employees and the Protocol of the Regional Secretariat of East Kutai Regency . Faculty of Economics and Business, Mulawarman University.

Bintoro, D. (2017). Employee Performance Appraisal Management. Yogyakarta: Gava Media.

Daspar. (2020). The Influence of Environment, Motivation and Work Discipline on Employee Performance , 159-166.

Edy, Sutrisno, (2016). Human Resources Management , Jakarta: Kencana Prenada Media Group.

Elmi.F. (2017). The Influence of Transformational Leadership Style, Work Discipline and Work Placement on FPG Insurance Employee Performance. SWOT Journal.

Ghozali, I. & Laten, H. (2015) . Partial Least Squares: Engineering Concepts and Applications Using the SmartPLS 3.0 Program . Edition 2. Deponogoro University. Semarang.

Ghozali, I. (2016). Quantitative & Qualitative Research Design: For Accounting, Business and Other Social Sciences , Deponogoro University. Semarang.

Handoko, T. Hani. 2014. Personnel and Human Resources Management . BPFE, Yogyakarta.

Hartatik, Praise Beautiful. 2014. Practical book on developing human resources . Love Books, Yogyakarta.

Hasibuan, Malay. 2013. Human Resource Management , Bumi Aksara, Jakarta.

Husain, BA (2018). The Influence of Work Discipline on Employee Performance (At PT. Bank Danamon Tbk Bintaro Branch). Journal of Business Disruption, 1(1).

Mangkunegara, AP 2013. Human Resources Management , Rosdakarya, Bandung.

Muhammad Irfan Nasution, NP (2022). Work Discipline And Work Motivation On Employee Performance, 2022 , 50-64.

Mowday, R.T., Porter, L.W., & Steers, R.M. (1982). Employee-organization linkages: The psychology of commitment, absenteeism, and turnover. New York: Academic Press.

Neza Rozanna, Muhammad Adam M. Shabri Abd. Majid. (2019). Does Job Satisfaction Mediate The Effect Of Organizational Change And Organizational Culture On Employee Performance Of The Public Works And Spatial Planning Agency. Journal of Business and Management. Volume 21, Issue 1. Ser. IV (January. 2019), PP 45-51.

Sri Langgeng Ratnasari, B. S. (2021). Pengaruh Peranan Sumber Daya Manusia, Pelatihan, Dan Disiplin Kerja Terhadap Kinerja Karyawan, 153-163.

- Sugiyono. (2018). *Quantitative, Qualitative, and R&D Research Methods* . Alfabeta, Bandung.
- Suprapti, et al. (2022). The Effect of Work Motivation, Work Environment, Work Discipline on Employee Satisfaction and Public Health Center Performance. *Journal of Industrial Engineering and Management Research (JIEMAR)*. Vol. 1 No. 2 : August 2020. ISSN Online : 2722 – 8878.
- Sutrisno, Edy. (2009). *Human Resources Management* . Jakarta: Kencana Prenada Media Group.
- Syafrina, N. (2017). The Influence of Work Discipline on Employee Performance at PT. Like Dawn Pekanbaru. *Eco And Business*:. Riau : Economic and Business Review, 8(4), 1-12.
- Tyas, RD (2018). The Influence of Work Discipline and Work Environment on Employee Performance (Study on Employees of PT. Pertamina (Persero) Refinery Unit IV Cilacap). *Journal of Business Administration*, 62(1), 172-180.
- Wahyudi. (2019). The Influence of Discipline and Motivation on Employee Performance , 351-360.
- Wahyudi, BS (2020). Influences Of Work Discipline, Motivation And Working Environment Non-Physical On Civil Apparatus Performance . 1-8.
- Yani Maryani, ME (2021). The Relationship Between Work Motivation, Work Discipline And Employee Performance At The Regional Secretariat Of Bogor City , 1-16.
- Yoel Brando Sitopu, KA (2021). The Influence Of Motivation, Work Discipline, And Compensation On Employee Performance , 72-83.
- Yuli Yantika, TH (2018). The Influence of Work Environment, Work Ethics, and Work Discipline on Employee Performance (Case Study in Bondowoso Regency Government), 174-188.