

The Influence of Work Motivation and Work Discipline on Employee Productivity in the Garment Industry of PT. Sumber Bintang Rejeki

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Abstract

This article analyzes the influence of work motivation and discipline on employee productivity at PT. Sumber Bintang Rejeki. The problem is focused on how these two independent variables simultaneously or partially affect the level of employee productivity. To approach this problem, theoretical references regarding work motivation and work discipline are used. Data were collected through a survey using a questionnaire given to 100 respondents, then analyzed quantitatively using the multiple linear regression method using SPSS software. This study concludes that work motivation and work discipline simultaneously have a significant influence on employee productivity, with a contribution of 55.6% (R Square = 0.556). Partially, work discipline has a more dominant influence with a β coefficient of 0.375 compared to work motivation with a β coefficient of 0.096. The dominance of work discipline in increasing productivity can be associated with the role of compliance with rules, punctuality, and consistency in completing tasks that are more directly related to achieving work targets compared to motivational factors that are more subjective and vary between individuals. The implications of these findings indicate that companies need to strengthen the culture of work discipline through stricter supervision, the implementation of a clear reward and punishment system, and leadership training for managers to ensure consistency of work standards. In addition, improving work motivation programs is also needed through the provision of incentives, career development, and the creation of a more supportive work environment. With these steps, it is hoped that employee productivity can increase sustainably. The limitations of this study include the scope, which is only limited to one company, so the results cannot necessarily be generalized to other industries. In addition, other variables that can also affect productivity, such as work environment and leadership style, are not included in this research model. Therefore, further research is recommended to consider additional variables and expand the scope of the industry so that the results obtained are more comprehensive.

Keywords: Work Motivation; Work Discipline; Employee Productivity.

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INTRODUCTION

The garment industry is one of the largest manufacturing sectors in Indonesia, and it contributes significantly to the national economy. This industry creates extensive employment opportunities, especially in Semarang Regency and its surroundings, where the demand for workers in this sector is very high. However, behind these opportunities, there are challenges related to employee job satisfaction and productivity.

PT. Sumber Bintang Rejeki, one of the leading garment companies in the Semarang Regency, faces various challenges in increasing employee productivity. Factors such as work motivation and work discipline are important aspects that can affect the efficiency and effectiveness of the workforce. Therefore, this study focuses on the analysis of the relationship between work motivation, work discipline, and employee productivity in the company.

Employee job satisfaction is an important aspect that influences the overall performance and productivity of the company. Job satisfaction includes a pleasant emotional feeling and love for work that is characterized by work morale, discipline, and work performance (Hasibuan, 2016). Employees who are satisfied with their work tend to be more motivated, loyal, and productive, while dissatisfied employees often show low productivity, high absenteeism, and a tendency to leave the company (Prasetyo, A., Nugroho, R., & Wijaya, 2021).

Apart from job satisfaction, the work culture implemented in the company environment also plays an important role in determining employee productivity. (Karmawan & Sudibya, 2020). Work culture is a system of values, perceptions, and beliefs held by employees to support the achievement of organizational goals (Ndraha, 2015). A positive work culture can create a conducive work environment, increase the spirit of collaboration, and support innovation, which ultimately has a positive impact on productivity (Rahmawati, D., Sutrisno, E., & Purnomo, 2023). On the other hand, a less conducive work culture can hinder creativity, trigger conflict, and reduce company performance.

Employee productivity is a performance indicator that shows the efficiency and effectiveness of the workforce in achieving desired results with available resources. According to (Sedarmayanti, 2017), work productivity is influenced by various factors, such as the work environment, fair wages, opportunities for self-development, and work discipline. Work discipline, in particular, plays an important role in ensuring that employees carry out their tasks according to established standards and schedules (Kadek Mita Purnama Yanti, 2023).

Previous studies have shown that job satisfaction and work culture have a significant influence on employee productivity in various industrial sectors. For example, research by Wijaya, H., & Sutanto (2022) revealed that companies that successfully increased employee job satisfaction experienced an increase in productivity of up to 25% within one year. Meanwhile Rahmawati, D., Sutrisno, E., & Purnomo (2023) emphasize the importance of a conducive work culture in encouraging creativity and work efficiency. Other research by Suharto, B., Handayani, A., & Priyono (2020) shows that high work motivation can increase employee productivity by up to 30% in the manufacturing sector. Meanwhile, a study by (Lestari P. found that high work discipline contributed to a decrease in absenteeism and an increase in productivity in textile companies. Similar results were also found by Setiawan, B., Widodo, T., & Kurniawan (2019) in their research on the impact of organizational culture on employee productivity in the garment industry.

However, studies that specifically examine the influence of work motivation and work discipline on employee productivity in the garment industry are still limited, especially in Semarang Regency (Pramesti & Sari, 2020). Therefore, this study aims to fill the gap by analyzing the relationship between work motivation, work discipline, and employee productivity at PT. Sumber Bintang Rejeki is one of the leading garment companies in the region. This study is expected to provide theoretical and practical contributions to human resource management in the garment sector.

The purpose of this study is to identify the influence of work motivation on employee productivity, measure the impact of work discipline on employee productivity, and determine



the most dominant variables in influencing employee productivity. Thus, the results of this study are expected to provide strategic recommendations for companies to increase productivity through effective management of work motivation and discipline.

RESEARCH METHODS

This study uses a quantitative approach with a survey method to measure the influence of work motivation (X1) and work discipline (X2) on employee productivity (Y) in the PT garment industry. Sumber Bintang Rejeki (Abdullah et al., 2017).

The subjects in this study were PT employees. Sumber Bintang Rejeki, totaling around 134 people. Using the Slovin formula (Sharia & Science, 2023), the sample taken was 100 respondents.

To calculate the number of samples with a population of 134 respondents using the Slovin formula, we will follow these steps:

Slovin's formula:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where:

N=134 (population size)

e=0.05 (level of error or margin of error, usually 5%)

Calculating the number of samples:

$$n = \frac{134}{1 + 134 \cdot (0.05)^2}$$

$$n = \frac{134}{1 + 134 \cdot 0.0025}$$

$$n \approx 100.23$$

So, based on the Slovin formula, with a population of 134 respondents and a margin of error of 5%, the recommended sample size is around 100 respondents.

The sampling technique used is simple random sampling. Every employee has an equal chance of being selected as a respondent in this study.

Independent Variables (X1 and X2)

X1: Work Motivation

X2: Work Discipline

Dependent Variable (Y):

Y: Employee Productivity

Data were collected through a questionnaire compiled based on theories relevant to the research topic. The questionnaire consisted of questions related to work motivation, work discipline, and employee productivity using a Likert scale.

Table 1. Questions

Variables	Measured Indicators	Sample Questions
Work motivation	- Intrinsic motivation	1) To what extent do you feel motivated by your work?
	- Extrinsic motivation	2) Does your job give you personal satisfaction?
		3) How often do you feel appreciated for your efforts?
Work Discipline	- Punctuality	1) How often do you arrive on time at work?
	- Compliance with the rules	2) Do you comply with work rules?
	- Responsibility	3) How far do you go to avoid procrastinating on tasks?
Employee Productivity	- Work output	1) How much work did you complete in the allotted time?
	- Time efficiency	2) How is the quality of your work?
	- Quality of work results	3) How often is your work appreciated?



The data collection technique was carried out by distributing questionnaires to 128 employees selected as samples. Respondents were asked to provide an assessment of questions related to the research variables.

The data obtained will be analyzed using the Statistical Package for Social Sciences (SPSS)(Ghozali, 2016). The analysis technique used is multiple linear regression analysis to determine the simultaneous influence between work motivation (X1) and work discipline (X2) on employee productivity (Y).

A validity test is used to measure the extent to which the research instrument measures what it should measure, while a reliability test is used to ensure the consistency of the measurement results. Normality test, multicollinearity test, and heteroscedasticity test to ensure that the data meets the assumptions of linear regression.

The t-test is used to determine the effect of each independent variable on the dependent variable. The F-test is used to determine the simultaneous effect between work motivation and work discipline on employee productivity.

This study will use a multiple linear regression model with the following equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where

- 1) Y = Employee Productivity
- 2) X1 = Work Motivation
- 3) X2 = Work Discipline
- 4) β_0 = Constant
- 5) β_1 = Regression coefficient
- 6) ϵ = Error

This research method was chosen because it provides a clear picture of the relationship between the variables studied, and allows for quantitative analysis of the influence of independent variables on dependent variables.

RESULTS AND DISCUSSION

Statistical Analysis Results

Table 2. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.746a	.556	.547	.69282

a. Predictors: (Constant), x2, x1

- 1) The R-value of 0.746 shows a strong relationship between work motivation (X1) and work discipline (X2) with employee productivity (Y).
- 2) R Square of 0.556 indicates that 55.6% of the variation in employee productivity can be explained by work motivation and discipline.
- 3) Adjusted R Square of 0.547 indicates that the contribution remains significant after adjusting for the number of variables in the model.

Table 3. ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58,349	2	29.175	60,780	.000b
	Residual	46,561	97	.480		
	Total	104,910	99			

a. Dependent Variable: y

b. Predictors: (Constant), x2, x1

The F value of 60,780 with a significance level of 0.000 (<0.05) indicates that the regression model is significant overall. This means that work motivation and work discipline simultaneously affect employee productivity.

Table 4. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	6,876	.507		13,554	.000
	x1	.096	.043	.164	2.240	.027
	x2	.375	.041	.668	9.152	.000

a. Dependent Variable: y

The constant (β_0) value of 6.876 means that if work motivation (X1) and work discipline (X2) have a value of zero, employee productivity remains at the level of 6.876.

Coefficient X1 (Work Motivation) coefficient value of 0.096 indicates that every one unit increase in work motivation will increase employee productivity by 0.096, assuming other variables remain constant. The significance value of 0.027 (<0.05) indicates a significant influence of work motivation on employee productivity.

Coefficient X2 (Work Discipline) coefficient value of 0.375 indicates that every one unit increase in work discipline will increase employee productivity by 0.375, assuming other variables remain constant. The significance value of 0.000 (<0.05) indicates that the influence of work discipline is very significant on employee productivity.

Table 5. Reliability

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
x1	0.813	0.831
x2	0.813	0.837
y	0.756	0.758

All scales for variables X1, X2, and Y have Cronbach's Alpha values above 0.7, namely 0.813 for work motivation, 0.837 for work discipline, and 0.756 for employee productivity. This shows that the research instrument is reliable and consistent in measuring the intended variables.

The Influence of Work Motivation on Employee Productivity

The results of the study indicate that work motivation has a positive and significant influence on employee productivity, with a coefficient value of $\beta = 0.096$ and a significance level of 0.027. This finding indicates that increasing work motivation, both intrinsically (internal drives such as job satisfaction, sense of belonging, or achievement of personal goals) and extrinsically (incentives, awards, or recognition from superiors), can increase employee productivity.

Hasibuan's theory (2016) strengthens this finding by explaining that work motivation can increase work enthusiasm, loyalty, and work results. Motivated employees tend to have a proactive attitude in carrying out tasks, feel appreciated, and contribute more to company goals.

From a practical perspective, providing financial incentives such as performance bonuses, fringe benefits, or employee-of-the-month awards programs can be used to increase extrinsic motivation. On the other hand, developing training programs, mentoring, and strengthening a culture of appreciation can help increase intrinsic motivation.

However, the contribution of work motivation to productivity is relatively smaller compared to work discipline. This shows that work motivation alone is not enough to maximize employee productivity without support from other aspects, such as good supervision and work governance.

The Influence of Work Discipline on Employee Productivity

Work discipline shows a much more dominant influence than work motivation, with a coefficient of $\beta = 0.375$ and a significance level of 0.000. This confirms that work discipline plays a key role in increasing employee productivity. Good work discipline reflects the ability of employees to work according to the rules, complete tasks on time, and maintain the quality of work.

According to Sedarmayanti (2017), high work discipline not only creates operational stability but also helps companies achieve productivity targets consistently. Discipline covers various aspects, such as compliance with working hours, completing tasks according to procedures, and the ability to maintain consistency of work results.

In the context of this research, companies can strengthen work discipline by:

1. Implement a clear monitoring system to ensure that employees are working to standards.
2. Awards are given to employees who demonstrate high discipline, while fair sanctions are applied to disciplinary violations.
3. Providing training to increase employee awareness of the importance of discipline in achieving individual and organizational success.

Good work discipline not only increases productivity directly but also creates a positive work culture that can spread throughout the organization.

The results of the analysis show that the combination of work motivation and work discipline is able to explain 55.6% of the variation in employee productivity (R Square = 0.556). This confirms the importance of these two variables as significant factors in determining employee performance. However, it should be noted that 44.4% of other variables have not been studied in this study.

Some other factors that may contribute to employee productivity include:

1. A comfortable working atmosphere, adequate facilities, and harmonious relationships between colleagues can increase work efficiency.
2. Invest in employee training to improve technical and managerial skills.
3. The role of an inspiring and supportive leader can motivate employees to work harder.
4. Employees' ability to manage time effectively can impact individual and team productivity.

Further research is needed to explore the influence of these variables and ensure a more holistic approach to improving productivity.

Work motivation and work discipline simultaneously have a significant influence on employee productivity at PT. Sumber Bintang Rejeki. Work discipline is the most dominant variable, with a greater influence than work motivation. However, the combination of motivation and work discipline only explains part of employee productivity, so other factors such as work environment, training, or leadership style also need to be considered.

Companies can strengthen a culture of discipline through the implementation of clear rules, performance-based reward systems, and consistent supervision. Instilling discipline values from the employee onboarding process to create good work habits. Providing performance-based incentives to encourage extrinsic motivation. Increasing intrinsic motivation through self-development training, non-material rewards, and recognition of employee contributions. Further research is needed to identify other variables that affect productivity, such as leadership style, work environment, or technical skills.

CONCLUSION

Based on the results of the study, it can be concluded that work motivation and work discipline simultaneously have a significant influence on employee productivity at PT. Sumber Bintang Rejeki. Work discipline has been proven to be a more dominant factor than work motivation in determining the level of employee productivity. Work motivation, both intrinsic and extrinsic, contributes to increasing employee enthusiasm and loyalty, while work discipline, which includes compliance with rules, punctuality, and consistency in completing tasks, has a greater impact on achieving optimal work results.



In the long term, these results indicate that companies need to implement sustainable strategies in human resource management to maintain and improve employee productivity. Strengthening a culture of work discipline and sustainable motivation programs can help companies maintain high employee performance and improve the company's competitiveness in the industry.

In addition to motivation and work discipline, other factors also contribute to employee productivity, such as the work environment, training, and leadership style. A conducive work environment, with supporting facilities and harmonious working relationships, can increase employee comfort and efficiency in working. Continuous training will improve employee skills and competencies, which ultimately contribute to increased productivity. An effective leadership style, both participatory and transformational, can also encourage employees to be more proactive and results-oriented.

These findings can be applied specifically at PT. Sumber Bintang Rejeki by strengthening policies related to work discipline, providing awards and incentives that encourage employee motivation, and creating employee development programs that are by industry needs. Thus, the company can create a productive work environment, maintain workforce stability, and improve overall business performance. Therefore, a holistic approach is needed in human resource management to ensure the sustainability of productivity and company growth in the future.

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