



The Effect Of Work Motivation And Work Discipline On Employee Performance Of Pt Pos Indonesia (Persero) South Tangerang Branch Office

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ABSTRACT

The purpose of this study was to determine the effect of work motivation and work discipline on employee performance at PT Pos Indonesia (Persero) South Tangerang Branch Office. The method used is an associative method with a quantitative approach with a population of 140 people. The sampling method uses a random sample with the Slovin formula which uses a tolerance limit of 10% or 0.1, so that the number of samples becomes 58 respondents. Data processing methods include classical assumption tests, simple and multiple linear regression tests, simple and multiple correlation coefficient tests, simple and multiple determination coefficient tests, and t and f hypothesis tests. The results of the simple determinant coefficient test of work motivation have a contribution of 0.560 or 56% to employee performance, the simple determinant coefficient test of work discipline has a contribution of 0.359 or 35.9% to employee performance, while the multiple determination coefficient test of work motivation and work discipline has a contribution of 0.582 or 58.2% to employee performance. Based on the t hypothesis test, it shows that work motivation has an effect on employee performance because the calculated t value > t table or $8.445 > 1.673$ and the sig value is $0.000 < 0.1$ and work discipline has an effect on employee performance because the calculated t value > t table or $5.606 > 1.673$ and the sig value is $0.002 < 0.1$. And simultaneously work motivation and work discipline have an effect on employee performance, this is evidenced by the calculated f value > f table or $40.721 > 2.40$ and the sig value is $0.000 < 0.05$.

Keywords: Work Motivation, Work Discipline, Employee Performance

INTRODUCTION

Pos Indonesia is a well-known institution in Indonesia. Its history is deeply rooted in the long journey of this nation, starting from the colonial era to the current digital era. The first Post Office was established in Batavia (Jakarta) in 1746 by Governor General GW Baron van Imhoff, which became the starting point for the existence of Pos Indonesia. The main purpose of establishing postal services at that time was to ensure the security of people's letters, especially for traders and people traveling to and from the Netherlands. Over time, Pos Indonesia continued to grow, reaching the peak of its transformation in 1995 when it changed into a Limited Liability Company under the name PT Pos Indonesia (Persero). This marked the beginning of a new era in which Pos Indonesia had to adapt quickly to globalization and technological developments. In this digital era, Pos Indonesia continues to adapt by launching various innovative services such as Pospay, an integrated digital financial service, and Pos Indonesia e-commerce. This shows that Pos Indonesia has not only survived, but also developed and changed according to the needs of modern society.

In the current era, PT Pos Indonesia (Persero) is facing increasingly tight competition in the courier service business in Indonesia. Pos Indonesia has taken strategic steps to remain competitive, such as collaborating with RajaOngkir.com and developing an application to monitor competitor rates. The results of the BPK audit found several weaknesses in Pos Indonesia's performance. Tariff preparation is still not optimal, especially due to the lack of written documentation and the use of real data. In addition, Pos Indonesia has not provided courier services as complete as its competitors on online platforms, such as Tokopedia and Bukalapak. Therefore, Pos Indonesia needs to make improvements and innovations in order to continue to compete effectively in an increasingly tight market, as well as improve its

operational performance to meet the standards expected in the courier service industry in Indonesia.

The success of an employee in completing his/her tasks is known as work performance or actual performance. Performance can be considered as a manifestation or embodiment of a person's talent or ability, not the talent itself. (Wiyanto & Idrus, 2021:3). Performance can also be defined as a comparison between the results achieved with the role and workforce in hours. (Mangkunegara in Wiyanto & Idrus, 2021:3). Therefore, research on employee performance is very important. By understanding the factors that influence their performance, companies can design better strategies to increase productivity, achieve competitive advantage, and support the country's economic growth. Various factors, be it individual, organizational, or external factors, contribute to the decline in employee performance, which in turn impacts the company's productivity and competitiveness.

The performance of PT. Pos Indonesia (Persero) Tangerang branch office employees has decreased, this is due to the declining quality and quantity of employee work. This can be seen from the performance pre-survey table as follows:

Table 1.1
Employee Performance Data
Pre-Survey of Employee Performance of PT Pos Indonesia (Persero) South
Tangerang Branch Office

Tangerang Branch Office							
No	Statement	Number of Respondents	Target	Answer			
				Agree	%	Don't agree	%
Quality							
1	I am consistent in completing work according to the quality standards set by the company.	30	100%	15	50%	15	50%
Quantity							
2	I managed to achieve the daily target set by the company.	30	100%	12	40%	18	60%
Punctuality							
3	I have consistency in complying with deadlines to complete every task given by the company.	30	100%	16	53%	14	47%
Effectiveness							
4	I can complete tasks with high efficiency.	30	100%	9	30%	21	70%

No	Statement	Number of Respondents	Target	Answer			
				Agree	%	Don't agree	%
	reducing the need to work overtime to complete work.						
Independence							
5	I can complete tasks independently, allowing me to work independently without constantly asking for help from my superiors.	30	100%	13	43%	17	57%

Source: Pre-Survey Data (Questionnaire) 2024

Declining employee performance can be seen from the declining quality of work, where many employees do not comply with the applicable Standard Operating Procedures (SOP). However, there are also employees who work according to the SOP but are inconsistent in maintaining their work performance. The table data above shows that 15 respondents consider employees to be inconsistent in completing work according to the SOP set by the company. A clear example is the delivery of goods, where there are many customer complaints about damaged or untimely packages. Some employees also complete their work in a hurry, not carefully, so they often make mistakes such as not checking the shipping address correctly, so that it is not uncommon for goods to be sent to the wrong address.

Second, related to quantity, the author found many employees at PT Pos Indonesia (Persero) South Tangerang Branch Office who in completing their work did not match the targets given and sometimes daily targets could not be met. This was exacerbated by the many employees who came late or were often absent so that the time targets given sometimes could not be met. In addition, there were still many employees who often postponed their work, using work time to play games, Instagram, WhatsApp and so on.

Declining employee performance can also be seen in terms of punctuality issues where many employees still do not complete their work according to the given time target. This is in accordance with table 1.1 regarding the consistency of complying with deadlines to complete each task given by the company. The author also saw that many employees could not work under pressure with tight targets and deadlines, many employees postponed their work and they objected if they were required to work overtime to complete the work.

Next, the question of effectiveness where there are still many employees who do not work efficiently and effectively. Working time is not utilized optimally where there are still many employees who use their working time to play with cellphones, chat, shop online and others.

Finally, declining employee performance can also be seen from the problem of independence, where there are still many employees who when experiencing problems always wait for instructions from their superiors, their initiative is lacking. Employees also feel afraid if they want to express complaints or provide input for the progress of the company.

One of the causes of declining employee performance is declining work discipline. Discipline is an individual or group behavior that ensures awareness and obedience to orders

and takes the initiative to take necessary actions if there are no clear orders (Heidjrachman & Husnan in Sahanggamu & Mandey, 2014:111). Discipline can also be interpreted as employee regularity in following a predetermined work schedule, completing tasks well, and complying with applicable regulations and social norms in the work environment. (Fathoni in Yantika, 2018:175).

Discipline at PT Pos Indonesia (Persero) South Tangerang Branch Office is the foundation that allows this company to operate efficiently and effectively. Therefore, discipline includes enforcing the rules and norms that have been set by the company. By implementing discipline strictly, it can ensure that every aspect of its operations runs according to the standards that have been set. However, in practice in the field, declining employee discipline can be seen from the number of employees who come late and often ask for permission (alpha) as a result of which many jobs are delayed and not completed according to the targets set by the company.

Table 1.2
Attendance Data for PT Pos Indonesia (Persero) South Tangerang Branch Office
Period 2021-2023

Year	Number of Employees (Per Year)	Number of Absences	Types of Absences					
			Late	%	Permission	%	Alpha	%
2021	168	180	76	42%	104	58%	0	0%
2022	149	124	39	31%	82	66%	3	2%
2023	137	350	60	17%	128	37%	162	46%

Source: PT Pos Indonesia (Persero) South Tangerang Branch Office, 2023

From the data above, it can be seen that employee absences fluctuate or increase and decrease. In 2021, the total absences in the 'Late' and 'Permission' columns reached a high position. While in 2023, the total absences in the "Alpha" column reached the highest position.

Table 1.3
Attendance Data for PT Pos Indonesia (Persero) South Tangerang Branch Office period of 2023

Month	Number of employees	Number of Absences	Types of Absences					
			Late	%	Permission	%	Alpha	%
January	149	38	3	8%	35	92%	0	0%
February	151	4	3	75%	1	25%	0	0%
March	150	15	14	93%	1	7%	0	0%
April	146	5	5	100%	0	0%	0	0%
May	146	39	3	8%	0	0%	36	92%
June	147	103	4	4%	37	36%	62	60%
July	144	105	10	10%	31	30%	64	61%
August	142	2	0	0%	2	100%	0	0%
September	139	5	4	80%	1	20%	0	0%
October	137	9	6	67%	3	33%	0	0%

Month	Number of employees	Number of Absences	Types of Absences					
			Late	%	Permission	%	Alpha	%
November	136	13	0	0%	13	100%	0	0%
December	130	12	8	67%	4	33%	0	0%
Total		350	60	17%	128	37%	162	46%

Source: PT Pos Indonesia (Persero) South Tangerang Branch Office, 2023

Declining employee discipline can be seen from various aspects. First, in terms of preventive discipline. This is due to the lack of clear communication about the standards and rules that apply to employees, which causes misunderstanding and hinders compliance. Lack of socialization of regulations, applicable SOPs causes many employees to not understand and violate these rules. The author also found that there are still many employees who do not do their work in accordance with the applicable SOP, are not careful. For example, in sending goods, the courier should recheck the condition of the goods and follow up on the goods that have been sent, but there are still couriers who do not check the condition of the goods and follow up if the goods have been sent. This example can also be associated with the professionalism of an employee, where employees should behave according to the provisions.

In terms of corrective discipline, where the company has given verbal or written sanctions to employees who violate. For example, the company management gives a verbal warning first before giving an SP or Warning Letter if the employee continues to violate the rules even though they have been given a verbal warning, sometimes there are sanctions in the form of salary reductions for employees who violate the rules, such as coming late or often being absent. However, the sanctions given are felt to not have a deterrent effect. In addition, there are still many employees who do not know and understand the rules that apply in the company.

The last in terms of progressive discipline where declining employee discipline can be seen from the lack of consistency of the company in implementing procedures or rules. Sometimes the sanctions given are not appropriate and are treated differently for one employee to another, the sanctions given should be in accordance with the violations committed, but in practice in the field the sanctions given are not in accordance with the violations committed. For example, there are employees who are continuously alpha only given a verbal warning, if the verbal warning is ignored, they should be given SP/Sanctions, salary deductions, demotions and others.

In addition to work discipline, declining employee performance is also caused by declining employee work motivation. Motivation is a person's desire or drive to carry out an activity with the aim of achieving goals in a company. (Erdiansyah, 2016:95). Meanwhile, work motivation is a concept that aims to motivate and guide employees so that they can carry out their respective duties with awareness, enthusiasm, and a sense of responsibility. (Anoraga in Laksmiari, 2019:56). Based on these two theories, motivation is an individual's drive or desire to achieve certain goals, especially in the context of work or a company environment. Erdiansyah (2016:95) emphasizes that motivation is related to a person's desire to achieve goals in a company, while Anoraga in Laksmiari (2019:56) adds a psychological dimension by stating that work motivation involves a model that can motivate and direct employees to be able to carry out their duties with awareness, enthusiasm, and responsibility. Overall, both show that motivation is a key factor that drives individuals to perform well within the scope of the organization.

Table 1.2
Employee Work Motivation Data

No	Providing Motivation (Material or Non-Material)	Information
The Need To Achieve		
1	Pension and severance benefits for eligible employees.	There is

No	Providing Motivation (Material or Non-Material)	Information
2	Promotion based on proven performance and work achievements.	There is
3	Annual bonus as a reward for employee contributions.	There isn't any
4	Encourage creativity and innovation in carrying out daily tasks.	There is
The Need To Affiliate		
5	Outing, gathering and retreat activities as a form of relationship building between employees.	There isn't any
6	Employee training and development programs for skill enhancement.	There is
7	Active in tree planting and blood donation activities to strengthen relationships between employees	There isn't any
The Need for Power		
8	Give employees the freedom to voice their opinions.	There isn't any
9	Give authority to staff to carry out work by coordinating with other divisions	There is
10	Giving employees responsibility to be independent in doing their work	There is

Source: PT Pos Indonesia (Persero) South Tangerang Branch Office in 2023

From the data, it can be seen that in PT Pos Indonesia (Persero) South Tangerang Branch Office, there are several shortcomings in implementing work motivation. One of the shortcomings that can be found is the absence of an annual bonus given as an award to employees. This can cause a decrease in enthusiasm for employees who always make active contributions to the company. In addition, the absence of outing, gathering, or retreat activities, as well as tree planting or blood donation, is also a deficiency. These activities serve to increase the familiarity of relationships between employees so that they can improve collaboration and work enthusiasm. Then, another deficiency is the lack of freedom for employees to voice their opinions. For example, if there is a policy that may not be appropriate, employees cannot do anything. This can hinder the company's ability to adapt to change and improve the quality of decisions made.

The decline in employee work motivation can be seen in terms of fulfilling the need to achieve, where the company actually provides training to improve performance, but there are still many employees who do not attend the training because they are busy, and so on. In terms of the need to affiliate, it is an important factor in sustainable employee work relationships. This need refers to the desire to establish relationships and feel accepted by coworkers. This is important because employees who are close to their coworkers tend to have higher work motivation. However, there are still differences of opinion between employees which ultimately lead to misunderstandings, resulting in poor employee relationships. The existing teamwork is also felt to be less strong and less close. In addition, the company rarely holds activities such as outings, office retreats, or gatherings to strengthen employee relationships. The lack of these activities can hinder the establishment of strong relationships between employees, which can ultimately reduce work motivation. If there are activities held by the company, there are still many employees who are lazy and do not play an active role in the activity. The need for power is also an important factor in work motivation. Motivated employees who have the ability to lead can have a positive impact on important projects. However, in the field, the author found many employees who felt they were not given the freedom to express their opinions or provide input. In addition, employees also feel rarely given the opportunity to develop themselves such as being trusted to lead a project.

Furthermore, employees are also rarely involved in the decision-making process so that they only receive the results of a decision from their superiors directly.

The role of discipline and motivation in improving performance not only brings benefits to the company, but also has a positive impact on the welfare and personal development of employees. Discipline followed by strong motivation can create conditions that support the growth of individuals and organizations in a sustainable manner. As part of the company's strictly adhered to standards, discipline and motivation will continue to be the two main pillars in measuring and improving employee performance in the future. By ensuring continued commitment to discipline and motivation, companies can form teams that are inspired, highly dedicated, and able to reach the peak of their achievements.

Based on the background above, this study focuses on the variables of work motivation, work discipline and employee performance. Therefore, the title of this study is "The Effect of Work Motivation and Work Discipline on Employee Performance at PT Pos Indonesia (Persero) South Tangerang Branch Office".

Looking at the context of the problems mentioned above, the problem formulation of this research is:

1. How does work motivation affect employee performance at PT Pos Indonesia (Persero) South Tangerang Branch Office?
2. How does work discipline affect employee performance at PT Pos Indonesia (Persero) South Tangerang Branch Office?
3. How big is the influence of work motivation and work discipline on employee performance at PT Pos Indonesia (Persero) South Tangerang Branch Office?

LITERATURE REVIEW

A. Work motivation

According to McClelland in Indrawan (2019:7), states that achievement motivation is the desire to do well not so much for recognition from others, but also to achieve inner feelings like a person. According to Hasibuan in Sunarsi (2018:68), says that "motivation is the provision of driving force that creates a person's passion for work, so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction". According to Newstrom in Laksmiari (2019:56), work motivation is the willingness of individuals to put in high effort to achieve organizational goals. Therefore, it can be concluded that work motivation is an individual's internal drive that drives them to act or work towards achieving goals, be it personal goals or organizational goals, and comes from internal and external factors.

According to McClelland in Rahardjo, (2022:196), the formulation of work motivation indicators is as follows:

- a. Need for achievement, A person with a high need for achievement gets satisfaction from achieving set goals, succeeding in a task is important for a high achiever.
- b. Need for affiliation, A person with a high need for affiliation reflects a desire to interact socially with others. A person with a high need for affiliation cares about the quality of important personal relationships. So social relationships are more important than task completion for such a person.
- c. Need for power, A person with a high need for power is concerned with gaining and exercising power and authority. Power is concerned with influencing others and winning arguments power and authority. The person is concerned with influencing others and winning arguments.

B. Work Discipline

According to Syafrina (2017:3), Discipline is a starting point in achieving success for a company. The implementation of discipline in a company is very important so that all employees in the company are willing to voluntarily comply with and obey all applicable regulations without any coercion and if there is a violation of existing regulations, sanctions

will be given by the company. According to Handoko in Sudrajat (2017:24), states that "Discipline is a management activity to implement organizational standards." Therefore, it can be concluded that work discipline is a mental attitude that encourages employees to respect and obey organizational regulations with full responsibility, not because of coercion.

According to Handoko in Hamali (2018:216), work discipline indicators consist of:

a. Preventive Discipline

Preventive discipline is an activity aimed at encouraging employees to comply with standards and rules, so that deviations can be prevented. The main goal is to build self-discipline among employees, not simply because of pressure from company management. Management has a responsibility to create a climate of preventive discipline where standards are known and understood. Management should also set standards in a positive way, for example with the statement "Keep Safe!" rather than "Don't Be Careless!" Employees also need to understand the background of a standard in order to understand it.

b. Corrective Discipline

Corrective discipline is an activity aimed at addressing rule violations and preventing further violations. Corrective activities often involve punishment and are known as disciplinary actions. Examples of such actions include warnings or suspensions, which should be positive, educational, and corrective rather than negative and demeaning to the offending employee.

c. Progressive Discipline

Companies may implement a progressive discipline policy, imposing increasingly severe penalties for repeated violations. The primary purpose is to give employees an opportunity to improve before more serious penalties are imposed. A progressive discipline system involves a verbal reprimand by a supervisor, a written reprimand with a notation in the personnel file, a suspension from work for one to three days, a suspension for one week or longer, a demotion, and termination.

C. Employee performance

According to Prasetyo & Marlina (2019:24), "Performance is a series of activities as a process carried out by employees in their efforts to achieve results as set." According to Robbins in Budiyo, et al. (2020:9), employee performance is a function of the interaction between ability and motivation. Edison, Anwar, & Komariyah in Prasetyo, ET, & Marlina, P. (2019:23), State that performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. Thus, it can be concluded that employee performance is the result of a series of activities carried out by individuals, influenced by the interaction between ability and motivation, measured over a certain period of time based on previous agreements, and describes the extent to which the results have been achieved in carrying out their duties and responsibilities.

According to Robbins in Sopiah, et al. (2018:351), there are five indicators to measure individual (employee) performance:

- a. Quality: Work quality is measured based on the management's perception of the quality of work produced, as well as the perfection of tasks relative to employee skills and abilities.
- b. Quantity: The amount of output produced, usually expressed in terms such as number of units or number of activity cycles completed.
- c. Timeliness: The level of activity in completing work within a certain time that has been set as the standard for achieving work completion time.
- d. Effectiveness: The degree to which the use of organizational resources (labor, money, technology, raw materials) is maximized with the aim of increasing the output of each unit of resource use.
- e. Independence: The degree to which an employee can perform his/her job functions and has a work commitment. This reflects the level of employee commitment to the agency and their responsibility to the organization.

METHODS

This research has been planned and conducted with a regular and systematic method to obtain solutions to certain phenomena. Therefore, this research can be classified as quantitative research with an associative method. According to Sugiyono in Maknoliani and Fidayan (2021:48), states that: "The quantitative method is a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis". The associative method is used to investigate the relationship between two or more variables. In this method, data on the variables to be connected is collected, then analyzed to determine the existence of a relationship or correlation between the variables.

The population in this study was 140 people and using the Slovin formulawith a tolerance limit of 0.1 or 10%, the number of samples required in this study was 58 people. In this study, data were collected through Observation, Literature study, questionnaires. Data analysis was quantitative using validity test, reliability test, classical assumption test, regression analysis, correlation coefficient analysis, determination coefficient analysis, and hypothesis test (t test and F test).

RESULT

A. Classical Assumption Test

1. Normality Test

The normality test is performed by evaluating the residuals of the Y variable using statistical tools. This is done to ensure that the dependent and independent variables have a reasonable distribution pattern, so that the quality of the resulting regression model is optimal.

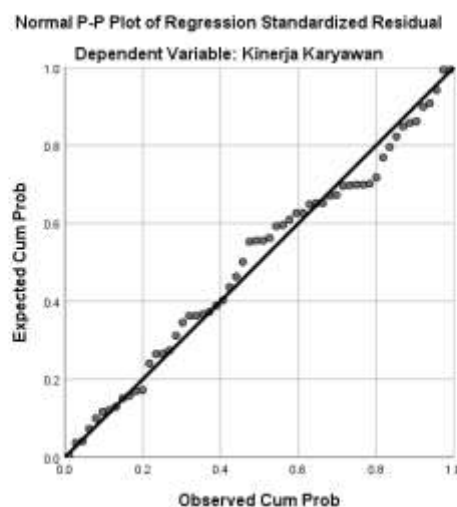


Figure 1. P Plot Graph of Normality Test

2. Multicollinearity Test

multicollinearity test is to detect the existence of a relationship that is too strong (multicollinearity) between independent variables in the regression model. Multicollinearity can cause unstable and inaccurate coefficient estimates, so that the regression model becomes invalid.

Table 2. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	7,064	3,480		2,030	.047		

Work motivation	.555	.097	.606	5,692	.000	.646	1,549
Work Discipline	.259	.116	.239	2.239	.029	.646	1,549

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data Ver. 26

The table shows that the results of the multicollinearity test above can be said that the data does not experience multicollinearity because the VIF value is <10 or $(1.549 < 10)$ and the tolerance value is <0.1 or $(0.646 < 0.10)$.

3. Heteroscedasticity Test

Heteroscedasticity testing is carried out to determine whether the residual variance in the regression model is not uniform.

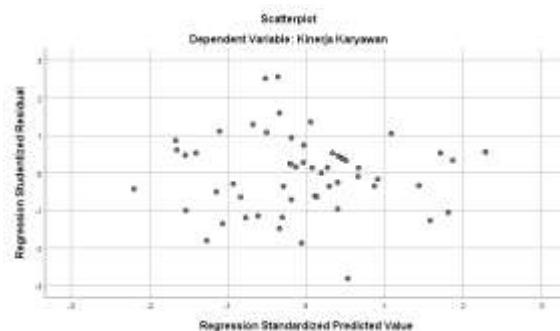


Figure 2. Scatter Plot Graph of Heteroscedasticity Test

4. Autocorrelation Test

Autocorrelation tests are conducted to determine whether there is a deviation in correlation between individuals in a sample. The Durbin-Watson (DW) test is used to assess autocorrelation; it compares the Durbin-Watson value to certain criteria or interpretation guidelines.

Table 3. Autocorrelation Test Results Based on Durbin Watson

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.773a	.597	.582	4.29672	2.045

a. Predictors: (Constant), Work Discipline, Work Motivation
b. Dependent Variable: Employee Performance

Source: SPSS Processed Data Ver. 26

It can be concluded that this model does not experience autocorrelation. This is supported by the Durbin-Watson value of 2.045, which is in the interval range of 1.550-2.400.

B. Linear Regression Test

Table 4. Results of Multiple Linear Regression Test of Work Motivation (X1) and Work Discipline (X2) Variables on Employee Performance (Y)

Model	Coefficients ^a				
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	7,064	3,480		2,030	.047
Work motivation	.555	.097	.606	5,692	.000
Work Discipline	.259	.116	.239	2.239	.029

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data Version 26

Based on the regression analysis in table 4.22, the following regression equation is obtained:
 $Y = 7.064 + 0.555 X_1 + 0.259 X_2$. From this equation, it can be concluded as follows:

- The constant value of 7.064 indicates that if there were no Work Motivation (X_1) and Work Discipline (X_2) variables, Employee Performance (Y) would have an initial value of 7.064 points.
- The coefficient of 0.555 for Work Motivation (X_1) means that, with a constant value and no change in Work Discipline (X_2), every 1 unit increase in Work Motivation (X_1) will result in an increase of 0.555 points in Employee Performance (Y).
- The coefficient of 0.259 for Work Discipline (X_2) means that, with a constant value and no change in Work Motivation (X_1), every 1 unit increase in Work Discipline (X_2) will result in an increase of 0.259 points in Employee Performance (Y).

C. Correlation Coefficient Analysis

Table 5. Results of Simultaneous Correlation Coefficient Analysis Between Work Motivation (X_1) and Work Discipline (X_2) on Employee Performance (Y)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.773a	.597	.582	4.29672	.597	40,721	2	55	.000
a. Predictors: (Constant), Work Discipline, Work Motivation									

Source: SPSS Processed Data Version 26

Based on the test results in table 4.25, the R value (correlation coefficient) was found to be 0.773, indicating that the variables Work Motivation (X_1) and Work Discipline (X_2) have a significant correlation with Employee Performance (Y), indicating a strong relationship between the two because it is in the interval 0.600 - 0.799.

D. Coefficient of Determination Test

Table 6. Results of Simultaneous Analysis of Determination Coefficients Between Work Motivation (X_1) and Work Discipline (X_2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773a	.597	.582	4.29672
a. Predictors: (Constant), Work Discipline, Work Motivation				

Source: SPSS Processed Data Version 26

Based on the analysis in table 4.28, it was found that the simultaneous determination coefficient (Adjusted R Square) was 0.582. Thus, it can be concluded that the variables Work Motivation (X_1) and Work Discipline (X_2) significantly affect Employee Performance (Y) by 58.2%, while the remaining 41.8% is influenced by other factors that have not been identified.

E. Hypothesis Testing

1. Hypothesis Test t (Partial)

The t-test is used to test the hypothesis. With a significance criterion of 0.1, this indicates a 90% probability of achieving the results or a 10% error rate. The following are the results

of the t-test as follows:

Table 7. Results of the t Hypothesis Test (Partial) of Work Motivation Variables on Employee Performance

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	11,502	2,961		3.885	.000
Work motivation	.685	.081	.748	8.445	.000

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data Ver. 26

Table 7 presents information on the t-hypothesis test value of 8.445 (t count) > (t table) or (8.445 > 1.673) and its significance < 0.100 or (0.000 < 0.100) which proves that work motivation has an influence on employee performance.

Table 8. Results of the Hypothesis Test t (Partial) of the Work Discipline Variable on Employee Performance

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	13.173	4.136		3.185	.002
Work Discipline	.651	.116	.600	5.606	.000

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data Ver. 26

Table 8 presents information on the t-hypothesis test value of 5.606 (t count) > (t table) or (5.606 > 1.673) and its significance < 0.100 or (0.000 < 0.100) which proves that work discipline has an influence on employee performance.

2. F Hypothesis Test (Simultaneous)

The F test is used to test the hypothesis. The F statistical test (simultaneous test) is carried out with a significance level of 10%. In this study, the significance criteria of 10% (0.1) were used.

Table 9. Results of the F Hypothesis Test (Simultaneous) of Work Motivation and Work Discipline Variables on Employee Performance

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1503.583	2	751,791	40,721	.000b
Residual	1015.400	55	18,462		
Total	2518.983	57			

a. Dependent Variable: Employee Performance

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

Source: SPSS Processed Data Ver. 26

Table 9 presents information on the F hypothesis test value of 40.721 (F count) > (F table) or (40.721 > 2.40) and its significance < 0.100 or (0.000 < 0.100) which proves that work motivation and work discipline have a simultaneous influence on employee performance.

CONCLUSION

1. The Influence of Work Motivation on Employee Performance

Work Motivation (X1) has a significant effect on Employee Performance (Y). This can be seen from the regression equation $Y = 11.502 + 0.685X$. The correlation coefficient of 0.748

indicates that both variables have a strong level of influence. The determination value or contribution of the influence of Work Motivation (X1) on Employee Performance (Y) is 0.560 or 56%, while the remaining 44% is influenced by other factors. Hypothesis testing shows a value of $(8.445 > 1.673)$, which is strengthened by the probability value of significance (p-value) < 0.1 or $(0.000 < 0.1)$. Thus, H_0 is rejected and H_1 is accepted, meaning that there is a significant partial influence between Work Motivation on Employee Performance at PT Pos Indonesia (Persero) South Tangerang Branch Office.

2. The Influence of Work Discipline on Employee Performance

Work Discipline (X2) has a significant effect on Employee Performance (Y). This is indicated by the regression equation $Y = 13.173 + 0.651 X$. The correlation coefficient of 0.600 indicates that both variables have a strong level of influence. The determination value or contribution of the influence of Work Discipline (X1) on Employee Performance (Y) is 0.359 or 35.9%, while the remaining 64.1% is influenced by other factors. The hypothesis test shows a value of $(5.606 > 1.673)$, which is strengthened by a probability significance value (p-value) < 0.01 or $(0.002 < 0.01)$. Thus, H_0 is rejected and H_2 is accepted, meaning that there is a significant partial influence between Work Discipline on Employee Performance at PT Pos Indonesia (Persero) South Tangerang Branch Office.

3. The Influence of Work Motivation and Work Discipline on Employee Performance

Work Motivation (X1) and Work Discipline (X2) have a significant effect on Employee Performance (Y). This is proven through the regression equation $Y = 7.064 + 0.555 X_1 + 0.259 X_2$. The correlation coefficient between the independent variable and the dependent variable is 0.773, indicating a strong influence. The determination coefficient or contribution of simultaneous influence is 0.582 or 58.2%, while the remaining 41.8% is influenced by other factors. Hypothesis testing shows the calculated F value $>$ F table $(40.721 > 2.40)$, which is strengthened by the probability significance value $(0.000 < 0.1)$. Thus, H_0 is rejected and H_3 is accepted, which means that there is a significant simultaneous influence between Work Motivation and Work Discipline on Employee Performance at PT Pos Indonesia (Persero) South Tangerang Branch Office.

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