



Work Motivation And Group Mentality As Drivers Of Employee Performance Behavior: Evidence From Manufacturing Companies

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ABSTRACT

Purpose: This study analyses the effect of work motivation and herd mentality on employee performance at PT X, a manufacturing company experiencing issues related to absenteeism, declining productivity, and imitative work behaviour during 2022–2024. **Methodology:** The population consisted of 90 operational staff employees. Using the Slovin formula with a 5% margin of error, a sample size of 74 respondents was determined. A saturated sampling technique was applied, meaning that all employees meeting the research criteria were included as respondents to ensure representativeness. **Results:** Work motivation and herd mentality have a positive and significant partial and simultaneous effect on employee performance. **Findings:** Herd mentality is confirmed as an important behavioural factor influencing performance in team-based manufacturing environments. **Novelty & Originality:** This research extends existing performance literature by incorporating herd mentality as a social-behavioural construct alongside work motivation in a manufacturing context. Empirical evidence from PT X contributes to organisational behaviour research by highlighting the interaction between individual motivational factors and collective behavioural dynamics. **Conclusions:** Employee performance improvement requires both motivational strategies and effective management of group behavioural patterns. **Type of Paper:** This paper is a research article.

INTRODUCTIONS

Employees with high work motivation tend to demonstrate optimal performance, thereby supporting the achievement of organizational goals. Generally, performance is the work results achieved by an employee, both in terms of quality and quantity, in carrying out the tasks and responsibilities assigned to them (Rahmadani & Sampeliling, 2023). Herd mentality plays a significant role in shaping employee performance. Herd mentality refers to an individual's tendency to adapt their behavior and work patterns to those of the group in the work environment. In manufacturing companies, teamwork and coordination between employees are crucial aspects, so herd mentality can have both positive and negative effects on work performance.

If individuals emulate the productive work patterns and strong work ethic of their colleagues, a positive work culture will be created and support improved employee performance. Conversely, if a herd mentality leads to less productive and undisciplined work habits, this can negatively impact employee performance, and even the company's overall performance.

Based on the conditions that occurred at PT X, low work motivation and a herd mentality of employees were identified. This condition is thought to be caused by the lack of benefits provided by the company, declining employee attendance rates, and the absence of an adequate compensation or reward system. The impact of these conditions is reflected in employee performance, which can be interpreted as the achievements obtained by employees in completing tasks and fulfilling the responsibilities given within a certain time period. According to (Lilyana et al., 2021), employee performance dimensions consist of work quality, work quantity, cooperation, and initiative. Employee performance indicators include the level of accuracy in work, reliability in completing tasks, timeliness of work completion, satisfaction with work results, the ability to establish cooperation, the level of cohesiveness in the team, independence in work, and the ability of employees to carry out their duties and responsibilities.

Several problematic phenomena, from work motivation issues, Herd Mentality and Work Performance in 2022-2024, and from the above phenomena causing employees to lack motivation and too much Herd Mentality thus reducing employee performance and work productivity at the company PT. X and if employees and management have good work motivation good Herd Mentality and good Work Performance, it may have a very good impact on employees and the company. And from the lack of motivation also greatly affects the improvement of employee performance, and the increase in Herd Mentality causes unstable and passive Work Performance.

METHOD

This research takes PT. X as the object of research. This company is engaged in the field of automotive spare parts manufacturing, was established based on the laws of the Republic of Indonesia, and is located at Mitra Karawang Industrial Area (KIM), Jl. Mitra Raya Block E2, Parungmulya Village, Ciampel District, Karawang Regency, West Java 41363. In this research, the population that is the focus is 90 operational staff of PT. X. Because the research population is relatively large, the researcher cannot study all members of the population comprehensively, either due to limited funds, time, or manpower. Therefore, this research uses a sample taken from the population as a representative for the quantity that the researcher must analyze using the Slovin formula. The hypothesis in research is a temporary answer to the problem formulation that has been formulated in the form of research questions.

A hypothesis is formulated based on theoretical studies, previous research results, and relevant empirical facts, and its validity is then tested through the scientific research process. The existence of a hypothesis serves as a guide for researchers in focusing their study on the relationships between variables and clarifying the direction of the research.

In the context of research methodology, a hypothesis serves as a link between the theoretical basis and the expected empirical findings. Therefore, hypothesis formulation needs to be carried out comprehensively, considering the various dimensions inherent in the research variables so that the results obtained can provide a comprehensive picture. Therefore, based on the above framework, the researcher formulated a research hypothesis, namely:

H1: There is an influence of Work Motivation (X1) on Employee Performance (Y) at PT. X

H0: $\rho = 0$: There is no influence of Work Motivation (X1) on Employee Performance (Y) at PT. X

H2: There is an influence of Herd Mentality (X2) on Employee Performance (Y) at PT. X Indonesia.

H0: $\rho = 0$: There is no influence of Herd Mentality (X2) on Employee Performance (Y) at PT. X

H3: There is an influence of Work Motivation (X1) and Herd Mentality (X2) on Employee Performance (Y) at PT. X

H0: $\rho = 0$: There is no influence of Work Motivation (X1) and Herd Mentality (X2) on Employee Performance (Y) at Bengkel Sumber Jaya Motor The Influence of Work Motivation and Herd Mentality on Employee Performance at PT. X

RESULTS AND DISCUSSION

Based on the questionnaire data collected from 50 respondents, the demographic profile indicates that the workforce is predominantly female, accounting for 62% of the respondents, while males represent 38%. In terms of tenure, half of the respondents have worked for less than two years, followed by those with three to five years of service (30%) and six to eight years (20%). No respondents reported a tenure exceeding eight years.

Regarding age distribution, the majority of respondents fall within the 20–25-year age group, representing the largest proportion of the sample. This is followed by employees aged 26–30 years. Respondents under 20 years old constitute a smaller segment of the sample and are likely to include interns, entry-level contract employees, or newly recruited workers. Notably, no respondents were recorded in the 30–40-year age category. Overall, these findings indicate that the respondent profile is dominated by young employees with relatively short work experience.

Validity Instrument

Table 1. Validity test variable

Item	Validity Test Variable Work Motivation		
	R Count	R Table	Description
1	0,378	0,230	Valid
2	0,703	0,230	Valid
3	0,591	0,230	Valid
4	0,547	0,230	Valid
5	0,560	0,230	Valid
6	0,414	0,230	Valid
7	0,397	0,230	Valid
8	0,606	0,230	Valid
9	0,425	0,230	Valid
10	0,548	0,230	Valid
Validity Test Variable Herd Mentality			
1	0,391	0,230	Valid
2	0,295	0,230	Valid
3	0,292	0,230	Valid
4	0,583	0,230	Valid
5	0,384	0,230	Valid
6	0,555	0,230	Valid
7	0,578	0,230	Valid
8	0,469	0,230	Valid
9	0,568	0,230	Valid
10	0,623	0,230	Valid
Validity Test Variable Work Performance			
1	0,417	0,230	Valid
2	0,551	0,230	Valid
3	0,496	0,230	Valid
4	0,492	0,230	Valid
5	0,386	0,230	Valid
6	0,330	0,230	Valid

Item	Validity Test Variable Work Motivation		
	R Count	R Table	Description
7	0,539	0,230	Valid
8	0,402	0,230	Valid
9	0,511	0,230	Valid
10	0,516	0,230	Valid

Source: Processed Data, 2025

The instrument validity tests indicate that all measurement items for the study variables meet the required validity criteria. For the work motivation construct, all ten items show corrected item-total correlation coefficients exceeding the critical value ($r > 0.230$), confirming that each indicator is valid and appropriately measures the construct. Similarly, all ten items of the herd mentality variable demonstrate correlation coefficients above the threshold, indicating satisfactory convergent validity. Furthermore, the validity assessment of the employee performance scale reveals that all items surpass the minimum correlation requirement, confirming that the indicators reliably represent the performance construct. Overall, these results confirm that all questionnaire items used in this study are statistically valid and suitable for subsequent reliability testing and hypothesis analysis.

Reliability Test

Table 2. Results of Data Processing for Variable Reliability Test work motivation Reliability Statistics

Cronbach'S Alpha	N of Items
.651	10

Source: Processed Data, 2025

Based on Table 2, the results of the reliability test for the Work Motivation variable above show a Cronbach's Alpha value of 0.65. Therefore, this study concludes that the questionnaire items in the Work Motivation variable are reliable, as the Cronbach's Alpha of 0.65 is higher than 0.60.

Table 3 Results of Data Processing for Variable Reliability Test Herd Mentality

Cronbach'S Alpha	N of Items
.636	10

Source: Processed Data, 2025

Based on table 3, the results of the reliability test of the Herd Mentality variable above show that the Cronbach's Alpha value obtained is 0.636. Thus, the results of this study can be concluded that the items in the questionnaire questions in the Work Motivation variable are declared reliable because the Cronbach's Alpha of 0.636 is higher than 0.60.

Table 4 Results of Data Processing for Variable Reliability Test Job performance Reliability Statistics

Cronbach'S Alpha	N of Items
.603	10

Source: Processed Data, 2025

Based on Table, the results of the reliability test for the Herd Mentality variable above show a Cronbach's Alpha value of 0.603. Therefore, this study concludes that the questionnaire items in the Work Motivation variable are reliable, as the Cronbach's Alpha of 0.603 is higher than 0.60.

Normality Test

The author used a normality test to determine whether the collected data was normally distributed or derived from a normal population. One of the normality checking methods used in this study was the Kolmogorov-Smirnov technique. The basis for the Kolmogorov-Smirnov normality test, is as follows:

1. If the significance value (Sig.) is > 0.05 , the data is normally distributed.
2. If the significance value (Sig.) is < 0.05 , the data is not normally distributed.

The following are the results of the Kolmogorov-Smirnov normality test calculated using SPSS.

Table 5 Kolmogorov-Smirnov Test Normality Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	50
Normal Parameters ^{a,b}	0E-7
	3.54097286
Most Extreme Differences	.110
	.110
	-.096
Kolmogorov-Smirnov Z	.679
Asymp. Sig. (2-tailed)	.746

Source: Processed Data, 2025

Based on the data processing results shown in Table 4.13 above, the asymp. Sig. (2-tailed) value of 746 is > 0.05 , indicating that the data is normally distributed and suitable for statistical testing.

Coefficient Test Results

Table 6. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.347	.338	3.863

Source: Processed Data, 2025

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the direction and magnitude of the influence of each independent variable on the dependent variable.

The multiple linear regression equation is:

Table 7. Result Multiple Linear Regression Analysis

Model	Unstadardized Coefficients		Staindard Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	19.335	2.756		7.015	.000
Motivasi Kerja (X1)	.472	.099	.580	4.754	.000
Herd Mentality (x2)	.343	.085	.342	4.049	.000

Source: Processed Data, 2025

The standardized beta coefficient of 0.580 indicates that work motivation is the variable with the strongest relative influence in the model. The standardized beta value of 0.342 indicates that herd mentality has a fairly strong contribution, although smaller than work motivation. This finding confirms that efforts to improve performance depend not only on internal individual factors such as motivation but are also influenced by social dynamics and collective behavioral tendencies within the work environment. Thus, the resulting regression model has a strong empirical basis for explaining variations in employee performance in the context of this study.

Partial Test (T-Test)

The T-test is used to determine the magnitude of the influence of each independent variable individually. The regression test uses a one-tailed test with a constant $\alpha = 5\%$ as the error rate with a 95% confidence level.

Table 8. Result Partial Test

Model	Unstadardized Coefficients		Staindard Coefficients	t	Sig.
	B	Std. Error	Beta		
2. (Constant)	19.335	2.756		7.015	.000
Motivasi Kerja (X1)	.472	.099	.580	4.754	.000
Herd Mentality (x2)	.343	.085	.342	4.049	.000

Source: Processed Data, 2025

a. Dependent Variabel: Kinerja karyawan

1. The Effect of Work Motivation on Employee Performance

Based on the t-test results, the Work Motivation variable (X1) has a calculated t-value of 4.346 with a significance level of 0.000, which is less than 0.05. This calculated t-value is also greater than the t-table value (2.01). Therefore, H_0 is rejected and H_{a1} is accepted, indicating that Work Motivation has a positive and significant effect on Employee Performance.

These results indicate that the higher an employee's work motivation, the better their performance. Work motivation plays a crucial role in encouraging employees to work optimally, with discipline, and responsibility for their assigned tasks.

2. The Effect of Herd Mentality on Employee Performance

The t-test results for the Herd Mentality variable (X2) show a calculated t-value greater than the t-table value and a significance level less than 0.05. Thus, H_0 is rejected and H_{a2} is accepted, indicating that Herd Mentality has a positive and significant effect on Employee Performance.

This indicates that employees' tendency to follow group work patterns and prevailing norms in the workplace can positively impact performance. A constructively formed herd mentality can encourage teamwork, harmonize work behaviors, and increase the effectiveness of achieving organizational targets.

Based on the partial test results, it can be concluded that both Work Motivation and Herd Mentality individually play a significant role in improving Employee Performance at PT. Owari Seiki Indonesia.

Simultan Test

The F-test is used to determine whether the independent variables Work Motivation (X1) and Herd Mentality (X2) simultaneously have a significant effect on Employee Performance (Y).

Basis for decision-making:

1. If the Sig. value is < 0.05 , then H_0 is rejected and H_a is accepted.
2. If the Sig. value is > 0.05 , then H_0 is accepted and H_a is rejected.

Table 9 Result Simultan Test

ANOVA						
	Sum of Squares		df	Mean Square	F	Sig.
Model	Regression	1254.344	2	627.172	77.69	.000
	Residual	460.126	57	8.071		
	Total	1714.470	59			

Source: Processed Data, 2025

- a. Dependent Variabel: Kinerja karyawan.

Based on the results of the simultaneous test (F Test) using multiple linear regression analysis, the significance value (Sig.) was obtained which was less than 0.05, so it can be concluded that Work Motivation (X1) and Herd Mentality (X2) simultaneously have a positive and significant effect on Employee Performance (Y).

DISCUSSION

Hypothesis 1 (H1): Work motivation has a positive effect on employee performance.

Based on the statistical test results, a t-value > 1.96 and $p < 0.05$ indicate that the effect of motivation on performance is not a mere sample coincidence; there is sufficient evidence to reject H_0 and accept H_1 . Formally, this statistical observation confirms the significance of the linear relationship between motivation and performance at the conventional confidence level (95%), allowing further interpretation to focus on the effect size and the causal mechanisms that may operate in the manufacturing context.

Empirically, the positive influence of motivation on performance in a factory/manufacturing environment can be explained through psychological and behavioral processes consistent with work motivation theory: intrinsic motivation (e.g., sense of competence, job purpose) and extrinsic motivation increase employee engagement, consistency with operational procedures, and initiative to improve work processes, thereby increasing productivity and output quality. Field research in the manufacturing sector across various countries shows a similar pattern motivation managed through a combination of financial incentives, recognition, and capacity building has a positive and substantive correlation with operational performance and productivity indicators. Easily accessible empirical examples include a study (Ackah 2014) that found a positive relationship between employee motivation and performance (see manufacturing industry case study, 2024), and research

in Zimbabwe that confirmed the role of motivational packages (salary, bonuses, recognition) in improving plant operator performance .

In relation to previous theoretical studies and findings, these results are consistent with the Job Characteristics and Self-Determination Theory framework, which predicts that working conditions that support the needs for competence, autonomy, and social relatedness will increase internal motivation and thus drive performance. In the manufacturing sector, recent empirical evidence confirms that motivation-enhancing interventions including effective training, fair incentive systems, and strengthening a reward culture have both direct and indirect effects (through job satisfaction/organizational commitment) on performance outcomes. Primary data-based studies in oil companies (Rozi et al. 2024), factories, and production facilities in Indonesia and other countries provide accessible PDF evidence of these mediating mechanisms. These approaches strengthen the argument that motivation is not simply an independent variable, but interacts with organizational culture, job design, and management resources.

Hypothesis 2 (H2): Herd mentality has a positive effect on employee performance.

The following is an academic discussion (thesis style, coherent paragraph) of the Herd Mentality (X2) test results, which show a t-value > t-table and sig. < 0.05 (H_{02} rejected, H_{a2} accepted), accompanied by accessible sources from reputable journals/references from the last 5 years. I present the interpretation, theoretical connections, and practical implications in a systematic yet flowing manner.

The t-test results you reported, where the Herd Mentality (X2) variable shows a calculated t-value greater than the t-table and a significance level < 0.05, confirm that herding/conformity behavior statistically influences the outcome variable in this study. Empirically, these findings indicate that in organizational settings, individual decisions, attitudes, or actions tend to be influenced by group norms and behavioral patterns; when the majority of workers take an action, other individuals are more likely to conform, creating a significant correlation between the level of herd mentality and measured organizational outcomes. Empirical evidence from social psychology and organizational literature supports that social imitation and informational/normative influence are the primary mechanisms explaining this effect (Deldoost 2024).

Theoretically, this phenomenon can be explored through two main pathways: (1) informational influence, where individuals imitate the actions of a group because they perceive the majority's actions as a valid source of information when facing uncertainty; and (2) normative influence, where behavioral adjustments are made to gain social acceptance or avoid social sanctions. In a manufacturing context where work routines, operational standards, and team interactions are intense, both of these mechanisms tend to be strong, allowing herd mentality to influence production behavior, adherence to procedures, and the way technical problems are resolved. Contemporary literature (Bauer and Ferwerda 2023) also highlights that group identification strengthens the tendency toward conformity in group decisions, so production units with high cohesion are at greater risk of exhibiting herding effects.

However, the empirical consequences of herd mentality are ambivalent and contextual. On the one hand, collective imitation can accelerate the adoption of good practices and reduce performance variability among workers an effect beneficial to operational stability. On the other hand, uncritical conformity can fuel groupthink, the neglect of innovation, and the spread of shortcut practices that undermine quality or safety. Field studies in production environments also show the phenomenon of social loafing or "when teams become a burden" when individual accountability is low. This condition shows how group dynamics can reduce productivity or quality even though the level of conformity is high(Rizqisyah and Rinaldi 2025).

CONCLUSION

This study concludes that both Work Motivation and Herd Mentality have a significant positive influence on Employee Performance at PT. Owari Seiki Indonesia. Work motivation emerges as the more dominant factor, indicating that employees' performance is strongly driven by perceptions of fairness, organizational support, and opportunities for autonomy in carrying out their tasks.

Herd mentality also plays a meaningful role in shaping employee performance, particularly through collective behavior and leadership-driven communication patterns. Although its individual contribution is lower than that of work motivation, herd mentality remains an important factor in a manufacturing environment where teamwork, conformity, and shared norms are prevalent.

The simultaneous effect of work motivation and herd mentality demonstrates that employee performance is not solely determined by individual factors but is also influenced by group dynamics and organizational culture. Therefore, efforts to improve performance should integrate motivational strategies with effective leadership practices that manage collective behavior constructively.

Overall, this study highlights the importance of balancing individual motivation and group influence to achieve sustainable performance improvement in manufacturing organizations.

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