

The Influence of Work Discipline and Work Motivation on Employee Performance at PT. Metal Jaya Abadi, East Jakarta City

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Abstract: Employee performance is an important factor in maintaining the quality of security services. This study aims to examine the effect of work discipline and work motivation on employee performance at PT Metal Jaya Abadi, East Jakarta, both partially and simultaneously. This study employed a quantitative approach with an associative method. The population consisted of 50 employees, all of whom were selected using saturated sampling. Data were collected through a five-point Likert-scale questionnaire and analyzed using multiple linear regression, t-test, F-test, and coefficient of determination. The results show that work discipline has a positive and significant effect on employee performance ($t = 7.351$; $p < 0.001$), while work motivation also has a positive and significant effect ($t = 2.460$; $p = 0.018$). Simultaneously, work discipline and work motivation significantly affect employee performance ($F = 82.373$; $p < 0.001$), with an Adjusted R^2 of 0.769. Work discipline has a more dominant influence than work motivation. These findings indicate that strengthening work discipline and motivation can contribute to improving employee performance.

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Introduction

Security services companies in Indonesia have an increasingly important role as business activity increases and the need for professional security systems increases. This industry also faces challenges such as low human resource quality, weak work discipline, and high security personnel turnover, which impact service quality (Bisnis Indonesia, 2024). Furthermore, shift work systems, high workloads, and limited welfare benefits also impact personnel motivation, thus impacting performance consistency (Kompas.com, 2025).

PT Metal Jaya Abadi, East Jakarta City, as a security services provider, is required to

continuously improve the quality of employee performance to maintain client trust. According to Hasibuan (2023:93), performance is the result of work achieved by an individual based on skills, experience, dedication, and time. However, the Key Performance Indicator (KPI) results for the 2023–2025 period show that all performance indicators, including work quality, work quantity, punctuality, attendance, and cooperation, are still below the company's targets.

This suboptimal performance is thought to be influenced by low work discipline. Telaumbanua (2024:147) states that work discipline is a condition that encourages employees to act according to established rules. The phenomenon at PT Metal Jaya Abadi in East Jakarta City shows a persistently high rate of lateness, permission, and unexcused absences. Attendance data from 2023–2025 even shows an increase in the number of violations to 1,272 cases in 2025, thus demonstrating the need for improved work discipline.

Besides work discipline, work motivation is also a factor suspected of influencing employee performance. According to Bismark et al. (2025:81), motivation is one of the main pillars of human resource management. However, some employees still work solely to fulfill obligations, lack initiative, and lack enthusiasm in carrying out their duties. Pre-survey results showed that an average of only 39% of respondents agreed with the work motivation indicators, indicating that employee motivation is still suboptimal.

This study aims to analyze the influence of work discipline and work motivation on employee performance at PT Metal Jaya Abadi, East Jakarta, both partially and simultaneously. This research is important because there is still a gap between the company's targets and actual performance. The novelty of this study lies in re-examining the relationship between work discipline, work motivation, and employee performance on a different research object than the research by Fathan Arif and Fadlika Putri (2022) and Evan and Febrianti (2025).

Research Methods

This study used an associative research method with a quantitative approach. According to Sugiyono (2022:15), quantitative methods are used to test hypotheses through statistical analysis, while associative research aims to analyze relationships between variables (Sugiyono, 2022:89). The study was conducted at PT Metal Jaya Abadi in East Jakarta from September 2025 to July 2026.

The research instrument used a questionnaire with a five-point Likert scale measuring work discipline, work motivation, and employee performance. Data were collected through observation, questionnaires, and primary and secondary data (Sugiyono, 2022; Wiratna, 2014). Data analysis included descriptive statistics, validity tests, reliability tests, classical assumption tests, linear regression, coefficient of determination, and t- and F-tests, referring to Sugiyono (2022) and Ghozali (2018).

The research population was all 50 employees of PT Metal Jaya Abadi in East Jakarta City. The sampling technique used was saturated sampling, so that all members of the population were used as research samples (Sugiyono, 2022:130; 2022:131).

The research procedure began with observation to identify problems, followed by the preparation and distribution of questionnaires to all respondents. The collected data were then processed and analyzed to examine the effect of work discipline and work motivation on

Results and Discussion

Sample Description

Table 1 Respondent Characteristics by Gender

Gender	Number of Respondents	Percentage
Man	38	76.00%
Woman	12	24.00%
Amount	50	100%

Based on Table 1, It can be seen that the number of male respondents was 38 people or 76%, while the number of female respondents was 12 people or 24%..

Table 2 Respondent Characteristics by Age

Age	Number of Respondents	Percentage
< 25 Years	12	24.00%
25 – 35 Years	21	42.00%
> 35 Years	17	34.00%
Amount	50	100%

Table 2It can be seen that of the 50 respondents who were the subjects of the study, the majority of employees were between the ages of 25 and 35. This condition indicates that the majority of respondents were of productive age, so they generally have optimal levels of energy, ability, and work potential to carry out their duties and responsibilities in the company.

Table 3 Respondent Characteristics based on Length of Service

Years of service	Number of Respondents	Percentage
< 2 Years	13	26.00%
25 years	21	42.00%
> 5 Years	16	32.00%
Amount	50	100%

Table 3, it can be seen that of the total of 50 respondents who were used as research subjects, the majority of employees have a work period of between 2 and 5 years.

Table 4 Respondent Characteristics based on Education

Education	Number of Respondents	Percentage
High School/Vocational School	33	66.00%
D3-S1	15	30.00%
S2	2	4.00%
Amount	50	100%

Based on table 4 It can be seen that of the 50 respondents who were used as research subjects, the majority of employees had a final education level of high school/vocational school.

Descriptive Statistical Analysis

Descriptive statistical analysis was used to describe the characteristics of the research data based on the results of respondents' responses without drawing inferential conclusions. The assessment was carried out using a Likert scale with category intervals according to Sugiyono (2022:93), namely very bad (1.00–1.79), bad (1.80–2.59), quite good (2.60–3.39), good (3.40–4.19), and very good (4.20–5.00).

The analysis results show that the Work Discipline variable (X1) obtained an average value of 3.35, so it is included in the fairly good category. The highest score was found in the Compliance with Work Standards indicator, specifically compliance with work procedures and rules (mean = 3.54), while the lowest score was found in the Attendance indicator, namely compliance with absence and work time provisions (mean = 3.20).

The Work Motivation variable (X2) obtained an average value of 3.43, which is included in the good category. The highest score was found in the Job Satisfaction indicator, namely the suitability of the job with employee abilities (mean = 3.68), while the lowest score was found in the Recognition and Appreciation indicator, namely the suitability of the form of appreciation with employee contributions (mean = 3.08).

Meanwhile, the Employee Performance (Y) variable obtained an average value of 3.28, so it is in the fairly good category. The indicator with the highest value is Quantity of Work Results, namely the ability to meet work targets (mean = 3.48), while the lowest value is the Punctuality indicator, namely the ability to manage work time in carrying out tasks (mean = 3.08).

Validity Test

Table 5 Results of Validity Test of Work Discipline Variable (X1)

No	No Item	r count	r table	Information
1	X1.1	0.567	0.279	Valid
2	X1.2	0.755	0.279	Valid
3	X1.3	0.675	0.279	Valid
4	X1.4	0.799	0.279	Valid
5	X1.5	0.770	0.279	Valid
6	X1.6	0.733	0.279	Valid
7	X1.7	0.774	0.279	Valid
8	X1.8	0.818	0.279	Valid
9	X1.9	0.762	0.279	Valid
10	X1.10	0.856	0.279	Valid

Based on Table 5, The analysis results show that all statement items in the Work Discipline variable have a calculated r value greater than the table r (0.279). A total of 10 statements have met these criteria, so all items in the Work Discipline variable questionnaire can be declared valid because they meet the validity test limits. Therefore, this research instrument is considered suitable for use and can proceed to the next testing stage.

Table 6 Results of the Validity Test of the Work Motivation Variable (X2)

No	No Item	r count	r table	Information
1	X2.1	0.731	0.279	Valid
2	X2.2	0.736	0.279	Valid
3	X2.3	0.605	0.279	Valid
4	X2.4	0.498	0.279	Valid
5	X2.5	0.741	0.279	Valid
6	X2.6	0.829	0.279	Valid
7	X2.7	0.751	0.279	Valid
8	X2.8	0.827	0.279	Valid
9	X2.9	0.621	0.279	Valid
10	X2.10	0.730	0.279	Valid

Based on table 6, The analysis results show that all statement items in the Work Motivation variable have a calculated r value greater than the table r (0.279). A total of 10 statements have met these criteria, so all items in the Work Motivation variable questionnaire can be declared valid because they are in accordance with the validity test limits.

Table 7 Results of Validity Test of Employee Performance Variable (Y)

No	No Item	r count	r table	Information
1	Y.1	0.669	0.279	Valid
2	Y.2	0.767	0.279	Valid
3	Y.3	0.665	0.279	Valid
4	Y.4	0.713	0.279	Valid
5	Y.5	0.752	0.279	Valid
6	Y.6	0.791	0.279	Valid
7	Y.7	0.820	0.279	Valid
8	Y.8	0.709	0.279	Valid
9	Y.9	0.792	0.279	Valid
10	Y.10	0.831	0.279	Valid

Based on Table 7, The analysis results show that all statement items in the Employee Performance variable have a calculated r value greater than the table r (0.279). A total of 10 statements have met these criteria, so all items in the Employee Performance variable questionnaire can be declared valid because they are in accordance with the validity test limits.

Table 8 Cronbach Alpha Scale

Alpha	Reliability Level
0.00 - 0.20	Less Reliable

0.21 - 0.40	Somewhat Reliable
0.41 - 0.60	Quite Reliable
0.61 - 0.80	Reliable
0.81 - 1.00	Very Reliable

Table 9 Reliability Test Results

Variables	Cronbach's Alpha	Reliability Interval Category
Work Discipline (X1)	0.906	Very Reliable
Work Motivation (X2)	0.887	Very Reliable
Employee Performance (Y)	0.909	Very Reliable

Based on the table above, the results of the reliability test using the Cronbach's Alpha method showed a value greater than 0.60, indicating that the instrument for this research variable is reliable. Therefore, it can be concluded that the instrument is suitable and trustworthy as a tool for collecting research data.

Classical Assumption Test

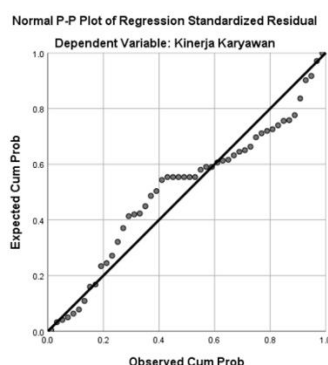


Figure 1. Results of the Normality Test Probability Plot

Based on the image above, it can be seen that the Normal Probability Plot graph shows a data distribution pattern that follows a diagonal line normally.

Table 10 Results of the Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2.27532141
Most Extreme Differences	Absolute	.130
	Positive	.130
	Negative	-.120
Test Statistics		.096

Asymp. Sig. (2-tailed) .200c

a. Test distribution is Normal.

Based on the results of the Kolmogorov-Smirnov test in the table, a significance value of 0.200 was obtained, which is greater than the significance level of 0.05.

Table 11 Multicollinearity Test Results
Coefficientsa

		Collinearity Statistics	
Model		Tolerance	VIF
1	Work Discipline	.517	1,933
	Work motivation	.517	1,933

a. Dependent Variable: Employee Performance

Based on the table above, it is known that the VIF value for all independent variables is below 10, namely 1.933, and the tolerance value for each variable is greater than 0.05, namely 0.517.

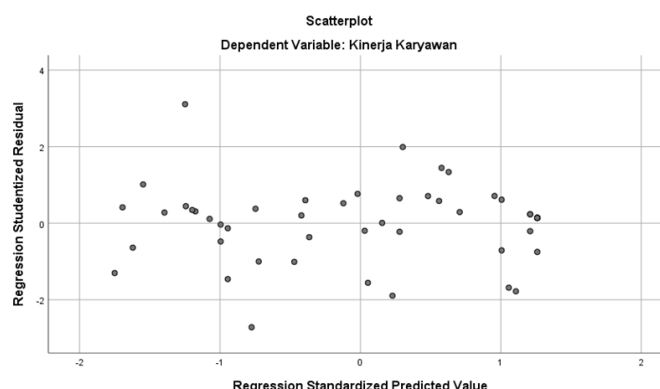


Figure 2 Scatter Plot Graph of Heteroscedasticity Test Results

Based on the image above, the results of the heteroscedasticity test using the scatter plot method show that the points are spread randomly and do not form a clear pattern.

Table 12 Autocorrelation Test with Durbin-Watson
Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.882a	.778	.769	2,323	2,365

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

b. Dependent Variable: Employee Performance

Based on the table above, the results of the autocorrelation test show a Durbin-Watson value of 2.365. Based on the Durbin-Watson table, the dL value is 1.4625 and dU is 1.6283. Because the DW value is in the range $dL < DW < (4 - dU)$, namely $1.4625 < 2.365 < 2.3717$, it can be concluded that the regression model in this study does not experience autocorrelation.

Linear Regression Test

Table 13 Results of Simple Linear Regression Test of Work Discipline Variable (X1) on Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3,040	3,462		.878
	Work Discipline	.918	.077	.866	11,983

a. Dependent Variable: Employee Performance

Based on the calculations in Table 13, Based on the results of a simple linear regression analysis, the equation $Y = 3.040 + 0.918X_1$ is obtained. The constant value of 3.040 indicates that Employee Performance remains at 3.040 when Work Discipline is considered constant. Meanwhile, the regression coefficient of 0.918 indicates that every one unit increase in Work Discipline will increase Employee Performance by 0.918 points. These results indicate that Work Discipline has a positive effect on Employee Performance.

Table 14 Results of Simple Linear Regression Test of Work Motivation Variable (X2) on Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	16,117	3,918		4.114
	Work motivation	.664	.092	.723	7,253

a. Dependent Variable: Employee Performance

Based on the calculations in Table 14, the simple linear regression analysis yields the equation $Y = 16.117 + 0.664X_2$. The constant value of 16.117 indicates that Employee Performance remains at 16.117 when Work Motivation is held constant. Meanwhile, the regression coefficient of 0.664 indicates that every one-unit increase in Work Motivation will increase Employee Performance by 0.664 points. These results indicate that Work Motivation has a positive effect on Employee Performance.

Table 15 Multiple Linear Regression Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,660	3,341		.497	.622
	Work Discipline	.745	.101	.702	7,351	.000
	Work motivation	.216	.088	.235	2,460	.018

a. Dependent Variable: Employee Performance

Table 15Based on the results of multiple linear regression analysis, the equation $Y = 1.660 + 0.745X_1 + 0.216X_2$ is obtained. The constant value of 1.660 indicates that Employee Performance remains at 1.660 when Work Discipline and Work Motivation are considered constant. The regression coefficient of Work Discipline of 0.745 and Work Motivation of 0.216 indicates that both variables have a positive effect on Employee Performance, where each increase of one unit in each variable will increase Employee Performance by the value of its coefficient assuming other variables remain constant.

Determination Coefficient Analysis Test

Table 16 Results of the Test of the Determination Coefficient of Work Discipline on Employee Performance Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.866a	.749	.744	2,442

a. Predictors: (Constant), Work Discipline

b. Dependent Variable: Employee Performance

Based on the test results in the table above, the R Square value (coefficient of determination) was obtained at 0.749. This value indicates that the Work Discipline variable is able to contribute 74.9% to Employee Performance.

Table 17 Results of the Test of the Coefficient of Determination of Work Motivation on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.723a	.523	.513	3,371

a. Predictors: (Constant), Work Motivation

b. Dependent Variable: Employee Performance

Based on the test results in the table above, the R Square value (coefficient of determination) was obtained at 0.523. This value indicates that the Work Motivation variable is able to contribute 52.3% to Employee Performance.

Table 18 Results of Simultaneous Determination Coefficient
Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.882a	.778	.769	2,323

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

b. Dependent Variable: Employee Performance

Based on the test results in the table above, the Adjusted R Square value was 0.769, or 76.9%. This means that the variables of Work Discipline and Work Motivation simultaneously contributed 76.9% to Employee Performance, while the remaining 23.1% was influenced by factors other than the variables examined in this study.

Hypothesis Testing

Table 19 Partial Test Results (t-Test)
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,660	3,341		.497	.622
	Work Discipline	.745	.101	.702	7,351	.000
	Work motivation	.216	.088	.235	2,460	.018

a. Dependent Variable: Employee Performance

Based on the results of the partial test (t-test), the Work Discipline variable (X_1) has a t-count value of $7.351 > t\text{-table } 2.012$ with a significance of $0.000 < 0.05$, so it has a

significant effect on Employee Performance. Meanwhile, the Work Motivation variable (X_2) has a t-count value of $2.460 > t\text{-table } 2.012$ with a significance of $0.018 < 0.05$, so it also has a significant effect on Employee Performance at PT Metal Jaya Abadi, East Jakarta City.

Table 20 Simultaneous Test Results (F Test)

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	889,203	2	444,601	82,373	.000b
	Residual	253,677	47	5,397		
	Total	1142,880	49			

a. Dependent Variable: Employee Performance

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

Based on the results of the F test (simultaneous) in the table above, the calculated F value is 82.373 which is greater than the F-table of 3.195, with a significance level of 0.000 which is smaller than 0.05. Thus, H_0 is rejected and H_a is accepted. This shows that simultaneously (work discipline and work motivation) have a significant effect on employee performance at PT Metal Jaya Abadi, East Jakarta City.

Research Discussion

1. The Influence of Work Discipline (X_1) on Employee Performance (Y)

Based on the results of the data analysis that has been carried out, it is known that Work Discipline (X_1) has an influence on Employee Performance (Y) at PT Metal Jaya Abadi, East Jakarta City. This is proven through the results of the partial test (t test) which shows that the calculated t value of 7.351 is greater than the t table of 2.012, and has a significance value of 0.000 which is smaller than 0.05. Thus, the first hypothesis (H_{a1}) is declared accepted and the null hypothesis (H_{01}) is rejected. These results indicate that the higher the level of Work Discipline possessed by employees, the higher the Employee Performance at PT Metal Jaya Abadi, East Jakarta City.

Based on the results of the simple linear regression test, the regression coefficient value for the Work Discipline variable was 0.918. This indicates that every one unit increase in the Work Discipline variable will increase Employee Performance (Y) by 0.918. Furthermore, the partial determination coefficient (R^2) value of 0.749 indicates that Work Discipline is able to contribute to Employee Performance by 74.9%, while the remainder is influenced by other factors outside the research variables.

This research is in line with previous research conducted by Fathan Arif and Fadlika Putri (2022) entitled "The Influence of Work Motivation and Work Discipline on Employee Performance at PT. Pinus Merah Abadi West Jakarta". The research shows that Work Discipline has a positive and significant effect on Employee Performance. And it is also in line with previous research conducted by Fathan Arif and Adelia Anggini (2023) entitled "The Influence of Work Discipline and Work Motivation on Employee

Performance at CV. Safana Indah Mandiri Kota Madya Bogor". The research shows that Work Discipline has a positive and significant effect on Employee Performance.

2. The Influence of Work Motivation (X2) on Employee Performance (Y)

Based on the results of the data analysis that has been carried out, it is known that Work Motivation (X2) has an influence on Employee Performance (Y) at PT Metal Jaya Abadi, East Jakarta City. This is proven through the results of the partial test (t test) which shows that the calculated t value of 2.460 is greater than the t table of 2.012, and has a significance value of 0.018 which is smaller than 0.05. Thus, the first hypothesis (Ha2) is declared accepted and the null hypothesis (Ho2) is rejected. These results indicate that the higher the level of Work Motivation possessed by employees, the higher the Employee Performance at PT Metal Jaya Abadi, East Jakarta City.

Based on the results of the simple linear regression test, the regression coefficient value for the Work Motivation variable was 0.664. This indicates that every one unit increase in the Work Discipline variable will increase Employee Performance (Y) by 0.664. Furthermore, the partial determination coefficient (R2) value of 0.523 indicates that Work Motivation is able to contribute 52.3% to Employee Performance, while the remainder is influenced by other factors outside the research variables.

This research is in line with previous research conducted by Fathan Arif and Citra Arip Tiara (2023) entitled "The Influence of Work Motivation and Work Discipline on Employee Performance at PT. Intrias Mandiri Sejati South Jakarta". The research shows that Work Motivation has a positive and significant effect on Employee Performance. And also in line with previous research conducted by Arlinchandra and Santoso (2025) entitled "The Influence of Discipline and Motivation on Employee Performance of the Independent Business Unit (KBM) of the Perum Perhutani Timber Commercial, East Java Regional Division". The research shows that Work Motivation has a positive and significant effect on Employee Performance.

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

Based on the results of the data analysis that has been carried out, it is known that Work Discipline (X1) and Work Motivation (X2) simultaneously (together) have an influence on Employee Performance (Y) at PT Metal Jaya Abadi, East Jakarta City. This is proven through the results of the simultaneous test (F test) which shows that the calculated F value of 82.373 is greater than the F table of 3.195, and has a significance value of 0.000 which is smaller than 0.05. Thus, the first hypothesis (Ha3) is declared accepted and the null hypothesis (Ho3) is rejected. These results indicate that increasing Work Discipline accompanied by high Work Motivation will have a significant impact on increasing Employee Performance. This means that these two variables have an important role in encouraging employees to work more effectively, productively, and in accordance with the targets set by the company.

Based on the results of the multiple linear regression test, the regression coefficient value for the Work Discipline variable was 0.745 and Work Motivation was 0.216. This indicates that both variables have a positive influence on Employee Performance. This means that every one-unit increase in Work Discipline will increase Employee Performance by 0.745, while every one-unit increase in Work Motivation will increase

Employee Performance by 0.216, assuming other variables remain constant. In addition, a larger Work Discipline coefficient value indicates that this variable has a more dominant influence on Employee Performance than Work Motivation.

Furthermore, the simultaneous determination coefficient (R^2) value of 0.769 indicates that the Work Discipline and Work Motivation variables are simultaneously able to contribute to Employee Performance by 76.9%, while the remaining 23.1% is influenced by other factors outside the variables examined in this study.

This research is in line with previous research conducted by Dewi and Fadila (2022) entitled "The Influence of Motivation and Discipline on Employee Performance of PT. Cibaliung Sumberdaya in Padeklang Regency". The research shows that Motivation and Discipline simultaneously have a positive and significant effect on Employee Performance. And in line with previous research conducted by Evan and Febrianti (2025) entitled "The Influence of Discipline and Motivation on Employee Performance (Case Study at Jelegong Village Office, Kutawaringin District, Bandung Regency)". The research shows that Discipline and Motivation simultaneously have a positive and significant effect on Employee Performance.

Conclusion and Recommendation

This study shows that work discipline and work motivation have a positive and significant effect on employee performance at PT Metal Jaya Abadi, East Jakarta City, both partially and simultaneously. Work discipline is the most dominant variable, contributing 74.9%, while work motivation contributes 52.3%. Together, these two variables explain 76.9% of the variation in employee performance. This finding confirms that increasing compliance with work rules, attendance, and strengthening motivation through job satisfaction, social relationships, and employee appreciation can drive optimal performance improvements.

This study has limitations because it only involved 50 respondents from one company, so the results cannot be widely generalized. Furthermore, the study only tested two independent variables, while there are other factors that could potentially influence employee performance. Future research is recommended to expand the object and sample size and add variables such as leadership, work environment, compensation, or job satisfaction to obtain a more comprehensive model. Practically, companies need to strengthen the implementation of work discipline through consistent supervision and increase employee motivation through a fair reward system, career development, and a conducive work environment to continuously improve performance.

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